

Identification of Short-term Savings Opportunities

In an effort to identify cost improvement opportunities, the ABM Team scheduled one-on-one sessions with each Division Head to go through their portion of the model. Managers were provided activity Pareto Analysis reports, which ranked their division's activity costs in decreasing order and allowed them to quickly identify the activities that cost the most. Improvement and cost reduction efforts were focused mainly on those activities but were not limited to them. Attention was also given to activities considered as "low-hanging fruit," even if they were not considered high cost.

Improvement opportunities were divided into three categories: *short-term savings* opportunities, *long-term savings* opportunities, and a category *for returning Marines to the Fleet*. Short-term opportunities are those savings or cost avoidances that can be

effected immediately. Long-term opportunities are the savings and/or process improvements that can not be put into place immediately. These savings will be realized in the out years. We were unable to cost out most of the recommendations in this category since: (1) several of the recommendations are overall process improvements, and (2) there is no way to determine the impact that other ongoing Installation Reform initiatives (i.e., A76) will have on the future structure of this installation. The category for sending Marines back to the Fleet will not result in any immediate savings to MCLB Albany; however, returning Marines to the Fleet where they will be best utilized will benefit the USMC overall. Filling billets with civilians tends to provide continuity, which in the long run can result in better execution of processes and delivery of services.

Some of the following recommendations were known prior to the Activity-based Management and Performance Services initiative. The ABM Team feels reiterating these recommendations is important because:

1. A few managers at MCLB Albany were already practicing some form of ABM and were well aware of their problem areas.
2. There would be something to say for the ABM Team's approach had the obvious not been identified.
3. To highlight the importance of taking action.

The potential of ABM to assist management is powerful; however, **it is not designed to trigger automatic decisions**. It is designed to provide more accurate information about production and support activities and product and service costs so that management can focus its attention on what is most effective and efficient. Applying the ABM results is the most critical success factor. Careful planning, model building, and data collection will be of no benefit unless there is a dedicated effort to analyze the study results and act upon them.

Short-term Savings Recommendations by Division:

Special Staff Division

Division: Chaplain			
Process/Task/Other: Overall Feasibility			
ABM Solution	FY '99 Cost	FY '00 Cost	MCLB Albany Savings/Avoidance
Considering the number of Marines on this installation, is it feasible to conduct church services at this location? The staff is currently down to 3 FTEs. Have parishioners attend services in the local community or invite a community church to utilize the facilities as missionary work.	\$216,500	\$123,800 (military salaries)	\$92,700 (contracts, supplies and secretary)

Division: HQ Battalion			
Process/Task/Other: Files and Orders			
ABM Solution	FY '99 Cost	FY '00 Cost	MCLB Albany Savings/Avoidance
GS5 position was eliminated. Do not re-open.	\$31,400	\$0	\$31,400

Installation & Logistics Division

Division: Plans and Operations			
Process/Task/Other: Vacant Billet			
ABM Solution	FY '99 Cost	FY '00 Cost	MCLB Albany Savings/Avoidance
Do not fill vacant GS7 billet.	\$0	\$0	\$38,900

Division: Base Safety			
Process/Task/Other: Vacant Billets			
ABM Solution	FY '99 Cost	FY '00 Cost	MCLB Albany Savings/Avoidance
Two billets are currently vacant—GS11 retired and GS9 resigned. Eliminate the GS9 position and fill the GS11 position. Adjust inspection cycle and transfer the responsibility to division and branch safety officers.	\$105,200	105,200	\$47,600

Short-term Savings Recommendations by Division (cont'd):

Installation & Logistics Division

Division: Fire Protection			
Process/Task/Other: (1) Administrative Support (2) EMS Supplies			
ABM Solution	FY '99 Cost	FY '00 Cost	MCLB Albany Savings/Avoidance
(1) Eliminate secretary billet and consolidate administrative duties under Plans and Operations.	\$31,400	\$0	\$31,400
(2) Have Navy dispensary vs. Fire Dept. provide EMS supplies as required.	\$ 5,400	\$0	\$ 5,400
			Total: \$36,800

Comptroller Division

Division: Comptroller			
Process/Task/Other: Overall Feasibility			
ABM Solution	FY '99 Cost	FY '00 Cost	MCLB Albany Savings/Avoidance
(1) Consolidate all Comptroller organizations at one level.	\$896,800	\$0	\$896,800
(2) Continue the status quo. Do not fill vacant billets.	\$896,800	\$277,900	\$116,900
			\$896,800 or \$116,900

Marine Corps Community Services

Division: MCCS			
Process/Task/Other: Golf Services, Bowling Alley, and Library			
ABM Solution	FY '99 Cost	FY '00 Cost	MCLB Albany Savings/Avoidance
Eliminate services available in town...especially those currently not being utilized by Marines.			
(1) Golf Services	\$ 60,000	\$0	\$ 60,000
(2) Bowling Alley	\$ 82,300	\$0	\$ 82,300
(3) Library	\$ 85,200	\$0	\$ 85,200
			Total: \$227,500

Long-term Savings Recommendations by Division:

Special Staff Division

Division: Training Office

Process/Task/Other: Coordinate Audiovisual Support for CG Conference Room

ABM Solution	FY '99 Cost	FY '00 Cost	MCLB Albany Savings/Avoidance
GS 9 will retire within 1-2 years. Promote GS5 to GS6 and move responsibility to this billet. Close GS9 billet.	\$79,000	\$35,000	\$44,000

Installation & Logistics Division

Division: I&L

Process/Task/Other: GA Power Renovation-Bldg 1360

ABM Solution	FY '99 Cost	FY '00- FY '08 Cost	MCLB Albany Savings/Avoidance (after FY '08)
GA power is renovating Bldg 1360 and covering the \$2.8M cost. MCLB Albany will continue to pay the same power bill until 2008. The savings will be realized after 2008 when MCLB Albany's electric bill will drop substantially.	\$3,962,000	\$3,962,000	\$350,000

Communications Division

Division: Communications

Process/Task/Other: Distributed Mainframe Print

ABM Solution	FY '99 Cost	FY '01 Cost	MCLB Albany Savings/Avoidance
Centralized print room with two IBM4245 printers and one IBM3800 printer are currently being replaced with 15 IBM3130 printers throughout the Base. The new printers will be treated similar to how the desktop printers are currently maintained. All cost for consumable items will be the customer's responsibility. The S-6 will continue to budget for maintenance contracts, but the S-6 man-hours to sustain these printers will drop to zero.	\$220,500	\$76,500	\$144,000/yr (after initial investment of \$307,200 – payback will be received in 1.5 years)

The following long-term savings recommendations fall into the category of process changes. If acted upon, these process improvements could reduce cost in the long run.

Division	Process	ABM Solution
HQ Battalion	Provide Funeral Details	Marines spend several hours away from their duty sections performing this detail. Consider reserve personnel as primary providers of the function and fill in with Base Marines when the reserve unit does not have enough people.
HQ Battalion	Conduct Military Duties	40 FTEs (\$1.5M) spend a great portion of their time out of their sections to perform military duties. This includes all types of training, guard duty, burial duty, etc. Develop list of "duties" currently being performed to determine which are "battlefield-related." Afterwards, streamline training requirements and limit schedule to battlefield-related training only.
Band	Overall Feasibility	(1) Conduct a feasibility study to determine if this installation needs a band. (2) Look at the region currently being covered by the Band. Consider reducing the distance the Band travels and the activities it supports.
Band	Maintain Procurement of Music and Music Equipment	Centralize purchasing for all USMC Bands. Take advantage of volume purchase discounts.
Provost Marshal	Conduct Warehouse Guard Duty	Hire 1-2 fulltime contractors to guard the warehouse. This will (1) keep Marines in their sections (2) reduce PMO training requirements and (3) abolish need for Base entities to supply BPAP for 30-day duty post.
Safety, Fire Dept, GME	Perform Inspections	Consolidate all inspection functions within one division (i.e., Safety, Fire Dept, or other – basewide). Space out inspection cycle and do it with fewer people.
GME	Perform Automotive Repairs	Conduct cost-benefit-analysis to determine feasibility of outsourcing function.
Comptroller	Process Civilian/Military Travel Actions	Automate all functions. Research software packages for submitting travel vouchers electronically.
Comptroller	Process Civilian Pay Actions	Automate all actions. Invest in electronic time and attendance software.
Base Property	Inventory Management	(1) This function could benefit from an overall process improvement review, beginning with the development of a new SOP. Individuals are not sure how to conduct business with the organization. (2) IMPAC card purchases are difficult to track. Honor system is used to track new gear on appropriate CMRs. Recommend (1) bar code tracking systems (2) Place Base Property on distribution for IMPAC card statements.
MCCS	Operate Base Clubs	Consolidate buildings. Benchmark against other installations (i.e., Quantico) to determine how to handle the fraternization issues with one building.

Return Marines to the Fleet Recommendations by Division:

Again, the following category for sending Marines back to the Fleet will not result in any immediate savings to MCLB Albany; however, returning Marines to the Fleet where they will be best utilized will benefit the USMC overall.

Division	Process	ABM Solution
PMO	Investigate Traffic Accidents/Vehicle Accidents	Train civilians to perform traffic investigations. Hire one GS5 and send E5 Marine back to the Fleet.
PMO	Provide Security Duties at Boyette Village	Send six Marines back to the Fleet when Boyette Village closes.
PMO	Provide Pass & ID Service	Staff Pass & ID Office with one additional civilian GS5 and return the two highly trained Marines (E5 & E6) to the Fleet.