

Partnering for Success

Government-to-Government (GTGS) Solutions GSA and USMC Partnerships



BLUF: During the past 15 years, the U.S. Marine Corps has shifted from a base-level logistics environment to an enterprise-wide approach. By partnering with GSA, the Corps has achieved cost savings, standardization and an improved customer experience, as well as improved data visibility. GSA's 4th Party Logistics (4PL) business model has leveraged industry leaders' product expertise in support of the USMC mission. This solution has benefitted installations large enough to host a retail store as well as small, scattered units who must rely on "virtual" stores to purchase common, commercial products.

Transitioning the Marine Corps Garrison Retail Supply Chain

During the late 90's, the Marine Corps started exploring options to partner with industry to become a more effective and efficient fighting force by applying sound business practices for the procurement of common commercial products. Under this concept, all Marine Corps activities would rely on Marine Corps ServMarts for common commercial items to support the Marine Corps mission. Marine Corps logistics strategy calls for it to use an established industrial base to the greatest extent possible, freeing-up Marine Corps management attention and resources for higher priority tasks.

In the early 2000s, a new partnership between the General Services Administration (GSA) and the Marine Corps allowed the Marine Corps to migrate its Garrison Retail Supply Chain (GRSC) from base-level management to an enterprise-level management construct executed by an external Supply Chain Manager: GSA, under a 4th Party Logistics (4PL) model.

GSA became the single point of contact for the flow of products, financial data and other pertinent information, allowing the USMC to focus on its core activities. By implementing an enterprise-wide solution the Marine Corps was able to leverage its buying power and achieve cost reductions through strategic sourcing and expansion of the garrison retail supply chain beyond brick and mortar stores. Also, data reporting was consolidated and routed with a flexibility and ease not previously available, providing data to the appropriate organizations in a timely manner and in a format they designed.

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GSA 4PL Enterprise Concept

The GSA 4PL model (partnership between USMC and GSA) supports the Marine Corps goals of an expanded range of products/services, standardization, and synchronization, while providing Marines with an improved shopping experience and enhanced customer service.

Expanded Range of Products and Services - The GRSC/GSA 4PL initiative brings Marines, Marine units and all of the tenants of Marine Corps Installations excellent customer service with a wide range of dependable, high quality products, when and where they need it; This enables the Marine Corps to divest inventory and relieves the burden on the Regional Contracting Offices for the management of routine, time-consuming contracts and reduces the use of the Navy Working Capital fund for financing of inventory.

Standardization - From the inception of the ServMart concept, bases acted individually to best serve their tenants by selectively accessing government resources mixed with local resources outside their gates. Multiple studies revealed that there was a strategic sourcing potential if the ServMarts were run at an enterprise level. A CENSEO study concluded that leveraging GSA could help approach commercial levels of efficiency and product offering across the Marine Corps Garrison Retail Supply Chain Enterprise. Although, the GRSC initiative standardizes the process for obtaining supplies and services, each individual ServMart retains the right to provide local customization, in coordination with GSA.

Synchronization - The Corps-wide initiative is synchronizing eleven previously independent ServMart stores worldwide into a single network that will support not only the eleven original locations, but also recruiting stations, reserve units, and units engaged in combat around the world via the USMC Servmart Internet ordering capability.

New shopping experience – For years under the Navy Working Capital Fund, activities were not able to bring new and better products into the ServMarts and this limited selection of products was not satisfying to customers. Vendor managed inventory allows faster introduction of new products tailoring ServMart inventory to meet the specific needs of its customer base. Approving Officials must monitor items being purchased to ensure that items meet mission requirements.

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Customer Service – The Federal Customer Service Enhancement Act of 2008 requires the establishment of customer standards for Federal agencies. The partnership between GSA and the Marine Corps set standards for ensuring customers supported by the USMC ServMart, both in-store and online, for products and services, are provided with exceptional customer experience.

Improved Shopping Experience for Marine Corps Customers

The GSA 4PL model provides Marine Corps customers with commercial best practices in support of the Marine Corps' mission. GSA developed a model that allowed easy access to hundreds of thousands of items in its catalogs. GSA created a walk-in-walk-out and referral process for store customers, including a customer support section supported by vendors to answer specific questions on products and other service issues.

For activities/customers not supported by a retail store, GSA created the Marine Corps "Virtual ServMart." The Virtual ServMart provides Marines ready access to over 400,000 commercially available products around the globe. Through direct interdepartmental billing, orders process just as if they were made at the physical ServMart store, and are delivered directly to the CONUS customer in 2-7 business days. The website provides both a Help Desk Line, and a link to provide feedback on the site.

Key Successes for the Marine Corps Enterprise

Before the GSA/USMC 4PL partnership, the 24 installations with a ServMart/Base Store, had varying arrangements for contract vehicles, working capital, and processes for obtaining commercial supplies. Through the work of GSA's enterprise management effort, the Marine has achieved the following benefits:

- 1) 8 of 11 CONUS ServMarts operating under a single enterprise concept (GSA in negotiations with AbilityOne to transition the remaining installations);
- 2) Added 3 new stores (New River, Kaneohe Bay and Iwakuni)
- 3) The 2 OCONUS ServMarts (Camp Butler and Iwakuni) will transition to the 4PL model during FY16
- 4) Reduced Marine Corps labor cost (vendors support their own inventory);
- 5) Reduced Marine Corps inventory cost (vendor managed inventory);

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- 6) Reduced labor and fees associated with the utilization of government purchasing cards as sales lost to commercial retailers are regained (all Marine Corps activities directed to use the ServMarts);
- 7) Reduced costs associated with antiquated legacy supply systems as they are replaced with GSA systems (retired 4 Marine Corps legacy IT systems);
- 8) Relieved the burden on Marine Corps Regional Contracting Offices for the management of these routine, time-consuming contracts (Regional Contracting Offices are coordinating with supported ServMarts prior to putting additional items/products on contract);

Moving Forward

Moving forward, the Marine Corps is looking to expand the scope of the Marine Corps and GSA partnership in meeting Marine Corps requirements and the goals and direction for the sustainable procurement of goods and services as identified in the DoD Strategic Sustainability Performance Plan (SSPP).

FEDSIM Cyber Range 2015 Commissioner Spotlight Nomination

GSA FEDSIM partnered with the US Marine Corps (USMC) and Defense Information Systems Agency (DISA) to award Alliant GWAC actions for the creation and enhancement of test environments that replicate real-world DoD networks known as Cybersecurity Ranges. The Cybersecurity Ranges enable DoD personnel to test out new capabilities and also introduce ways to bolster the integrity of U.S. defense networks without jeopardizing live operations or real-world missions.

GSA's actions preserved expiring FY14 USMC funds, awarding an urgent \$9 million order in a September 2014, and subsequently awarding a \$249 Million competitive task order in September 2015. This work opened doors to a significant growth period for AAS, helping to capture additional USMC operational requirements and DoD-wide cyber programs. Given DoD's heightened focus on non-conventional methods to fight terrorism and defend the nation, AAS' growth in the cyber arena is a significant achievement and establishes a solid foundation for many years to come.

In September 2015, FEDSIM awarded a \$249-million-dollar task order for four years of long-term capability in the Cyber Range. GSA FEDSIM's evaluation process resulted in savings of over \$7 million dollars from the Government's Independent Government Cost Estimate (IGCE), allowing DISA and the USMC to transfer savings for use on other pressing priorities.

The two-part acquisition strategy has reinvigorated GSA FEDSIM's partnership with the USMC, which had previously been dormant for almost a decade. More recently, FEDSIM has been able to capture additional USMC cybersecurity requirements, crossing over into the operational mission and venturing beyond the virtual capabilities resident in the Cyber Range. As GSA's reach expands, AAS' value

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proposition continues to gain traction at the highest levels of the USMC, creating significant opportunities for increased market share. Due to the USMC's organizational placement as a component of the Navy, this reach also has alerted senior leaders within the Navy on GSA's capabilities in solving the DoD's most critical acquisition challenges.

How Much USMC is benefitting from the KCITC Concept

GSA's Federal Complex on 1500 E. Bannister Rd, Kansas City, MO 64131 is better known as the Kansas City Information Technology Center (KCITC). GSA employees have worked diligently to ensure the USMC IT data center remains a valuable asset to the Corps. The Marines' decision extends its commitment to Kansas City well beyond its current lease that expires in 2017.

- Marine Corps Logistics IT Portfolio Strategy dtd June 2014. DC I&L signed out his strategy for logistics IT matters. Goal 4 of this document and associated objectives fall under the heading of, Effective, efficient, and compliant Installation, Facility, and Environmental (IF&E) portfolio. This goal outlines the guidance for all matters aligned within the IF&E IT portfolio to include: governance and discipline to optimize support to the operating forces, reducing overall cost to the Marine Corps, and complying with established policy, the Marine Corps Information Enterprise Strategy and the Marine Corps Unification Plan.
- Objectives
 - 4.1. Consolidate and improve government oversight of Installations, Facilities and Environmental (IF&E) applications. This objective requires:
 - Assessment of all unit/section level mission, automated capabilities (business systems and industrial control systems), organizational hierarchy (lines of communication) to develop an "as is" process management architecture.
 - Discovery activities to attain and assess current application hosting at the local, installation, regional, or enterprise being at a Marine Corps, Dept of Navy, or Dept of Defense capability.
 - Finally technology audit (Intel, Oracle, Sequel, etc) and building of a technology roadmap that outlines to most effective and efficient method without disrupting the units operational mission capability.
 - 4.2. Consolidate existing information environment capabilities on USMC installations, in compliance with the MCEN. This objective requires:
 - An audit to identify all existing information environments (telecommunications, networks, facilities, data centers) on Marine Corps Installations.

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- Ownership identification of each application whether Marine Corps, Department of Navy, Department of Defense, Federal/Host Nation, other. Then to research and identify their baseline funding, and validate their compliance to regulations and policy.
- Establishing in governing architecture to ensure consistent implementation of circuits, networks, and data centers entering, exiting, and existing within each installation. This includes a standardized means for lifecycle technical insertion.
- Consolidating duplicative capability, in compliance with MCEN Unification Plan, and eliminating redundancy that does not enhance reliability.
- 4.3. Utilize effective and efficient methods to plan, authorize, distribute, account for, and sustain IF&E material assets. This objective requires:
 - Ensuring installation information service requirements are identified and compliant and consistent with establish standards and resource availability.
 - Ensuring all installation IT assets are accurately recorded in iNFADS (real property) or DPAS (general property/personal property).
 - Establishing and implementing an authoritative means to authorize and distribute installation individual and organizational IT assets – with preference given to using the existing Marine Corps Table of Organization and Table of Equipment process and systems.
 - Establishing and implementing clear processes to plan, authorize resource, sustain, and account for installation IT assets.
 - This objective is imperative and urgent given the on-going migration from limited accountability of the many IT assets and equipment now required to be applied within installation property records and the concomitant challenge of obtaining audit readiness.
- 4.4 Establish and sustain in an austere, mission-based, effective, and highly professional installation IT government workforce in order to accomplish this goal and the above three objectives.
 - This involves function, mission, and organization standardization of the S6s and G6s, from which a formalized troop-to-task analysis to determine structure, skills, experience, and staffing levels.

Results

USMC saw a 90-million-dollar savings across the 5-Year Future Year Defense Program (FYDP) from the “KCITC concept” of the Facility Systems Branch (FSB).