Implementing Business Reform at MCAGCC Natural Resources and Environmental Affairs Directorate (NREA)

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Presentation Objectives

♦ Discuss MCAGCC NREA Operations:
  ‣ Orientation to mission, scope of responsibilities

♦ Discuss Business Reform Programs
  ‣ Case study of initial programs and results
  ‣ Describe current programs in flight
  ‣ Discuss current and expected outcomes
MCAGCC, 29 Palms, CA

- Located Approximately 53 Miles Northeast Of Palm Springs, CA
- Premier (and Largest) Training Base in the U.S. Marine Corps – Encompassing 935 Sq Miles or 598,400 Acres of Remote Desert Terrain
- Live Fire, Combined Arms Exercise (CAX) Training Activities, Promoting Operational Readiness of Military Forces
- Supports Average Population of 24,000
MCAGCC NREA

NREA Major Responsibilities:

- Pollution Prevention
- Environmental Management Programs
- Conservation and Cultural Affairs
- Total Waste Management and Recycling
  - Residential, Commercial, Hazardous, Range

More than 50 Headcount engaged in various functions
Business Reform

A collection of practices focused on enhancing business performance, improving efficiency and creating accountability by leveraging lessons learned from private industry.

- MCAGCC NREA leverages the following tools in Developing Business Reform programs:
  - Strategic Assessment and Planning
  - Business Process Reengineering
  - Activity Based Costing

Business Reform is a continuum, not an event.
Business Reform Programs

- Began the roll-out of several Business Reform programs in 2004 in areas of solid, hazardous and industrial waste
  - Developed Balanced Scorecard for waste management Programs
  - Improved the tracking of waste from all solid, range and hazardous waste producers
  - Provide for improved visibility of commodity inventory
  - Better understanding of the cost of operations
- ABC/M Program for residential and commercial waste recycling
Business Reform Case Study:
NREA Recycling Program
Business Reform Case Study:
NREA Recycling Program

Prior to Business Reform

- Highly manual, non-integrated processes in each work center
  - Average of more than 15 paper-based data collection processes in each unit
    - Recycling Yard Daily Activity Form
    - Daily Status Report for Processed Materials
      - Each paper-based system is either re-keyed into Excel or QuickBooks, or filed for backup purposes
  - System lacked proper audit & control processes
- A lot of data gathering, little data measuring
  - No trending analysis available
- Inability to integrate activity-based costs with real costs to produce accurate budget picture
  - “What does this process cost?”
- Nearly 10 man-days of effort across all yards to process all month-end reporting data and ‘bill’ end units
Approach

◆ Eliminate Excel Spreadsheets

- Replace with PDA’s, Infopath and web-based forms based in MS-SharePoint
Outcomes:

- Reduced by nearly 100% data processing time between units
  - Shared web environment via MS-SharePoint, eliminated rekeying, reformatting
- Reduced staff required to support internal ‘billing’ between units
- Improved access to compliance data
  - Easier access to ‘up to date’ information
  - Vehicle management/machine operation
- Focused on making it the ‘easiest way to do the job’
  - Staff adapted well to change, new computer skills
FY2007-08
Business Reform Objectives

◆ Expand on previous Business Reform Initiatives to reduce the ‘cost of doing business’ and enhance regulatory compliance

◆ Key Focus Areas:
  ▶ Pollution Prevention Planning
  ▶ Records Management
  ▶ Functionality Assessments of waste management processes aboard MCAGCC
  ▶ Application of Activity Based Costing methods to Hazardous Waste, Range Clearance and Environmental Management
  ▶ Business Intelligence for range residue management
Case Study: Pollution Prevention Planning

Objective: Support ongoing Battelle research of potential methodologies and help develop an integrated electronic-based and “multi-media” Pollution Prevention (P2) Plan

Challenge:

- Significantly reduce the cost and resource impact of Pollution Prevention planning
  - Reduce the burden of the data management from planning, collection and reporting
- Develop Balanced Scorecard approach to P2 Management
  - Clear metrics and objectives for opportunities assessed
Case Study: Pollution Prevention Planning

◆ The Approach:
  ▶ Develop a template driven web portal based to enable the assessment, planning, operating and reporting phases of P2 Planning
  ▶ Promote a single integrated repository for all forms, reports, data and inspections based on UG-2046-ENV

◆ Integration
  ▶ To data collection points throughout the installation
    • Replace paper/Excel based forms with web equivalent
    • Collecting, Recycling units provide feedback on collection, opportunity assessment
  ▶ Provide for automated report generation
Case Study:
Pollution Prevention Planning
Pollution Prevention
Expected Outcomes:

◆ Plan Development
  ▪ Expected to be reduced from months to days
  ▪ Move towards continuous planning rather than an annual event
  ▪ Extend planning to all media:
    • Solid, industrial, range waste streams

◆ Scorecard
  ▪ Highlights areas of concern
Lessons Learned

- Take a ‘big picture’ approach to Business Reform, but start small
  - Business Reform is a continuum, not an event
  - Small projects help gain credibility, confidence
  - Things change
- Engage staff early in the process, ask opinions, “ride along”
- Occasionally, programs do fail
- Process Should be Evolutionary, not Revolutionary
Contact Information

For More Information on MCAGCC NREA Business Reform Activities Please Contact:

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