



UNITED STATES MARINE CORPS
MARINE CORPS AIR STATION NEW RIVER
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ASO 3120.1
I&R
16 JUN 2022

AIR STATION ORDER 3120.1

From: Commanding Officer, Marine Corps Air Station New River
To: Distribution List

Subj: STANDING OPERATING PROCEDURES FOR THE INNOVATION AND READINESS
DEPARTMENT (SHORT TITLE: SOP FOR I&R)

Ref: (a) MCICOM Policy Letter 2-19, Common Output Levels of Service (COLS)
Program
(b) MCICOM Letter of Instruction for COLS Program to Meet Full
Operating Capability of 7 Feb 2019
(c) ASO 3400 Series
(d) Air Station Readiness Model User Guide

Encl: (1) Standing Operating Procedures for the Innovation and Readiness
Department
(2) Support Agreements Business Process Map
(3) MCAS New River ID Card Center Data Form

1. Situation. Marine Corps Air Station (MCAS) New River is not a business; it is an installation from which combat readiness is generated. This installation supports a wide range of activities that facilitate combat readiness generation. These include, but are not limited to, formal Enlisted and Officer Military Occupational Specialties courses, annual training, pistol ranges, and a wide array of aviation operations. This in turn creates wartime combat readiness through the deploy-ability of all or portions of Air Station tenant commands. Additionally, as the Marine Corps modernizes and implements Force Design 2030, the installation must also adapt individually and structurally, and advance to meet both current and future support requirements. As such, the installation must constantly evaluate the way business is conducted, problems are solved, and limited resources are used.

2. Mission. Establish policies and instructions governing MCAS New River's Innovation and Readiness (I&R) efforts, to include business practices, in order to (IOT) increase station and tenant unit readiness, enhancing combat power generation in support of global force management.

3. Execution

a. Commander's Intent and Concept of Operations. This Order establishes MCAS New River's I&R mindset and provides policy, roles, responsibilities, and tasks to ensure Air Station personnel are providing unrivaled support, as outlined in Enclosure (1). Further, this Order provides guidance for business process improvement. Ultimately, the goal is to increase the Air Station's capability and capacity to support tenant command readiness generation.

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b. Concept of Operations. In accordance with the references, this Order will be adhered to by all MCAS New River General and Special Staff departments and subordinate Command.

4. Administration and Logistics. This Order should be reviewed annually, in its entirety. Recommendations concerning the content of this Order may be forwarded to the MCAS New River Director, I&R.

5. Command and Signal

a. Command. This Order is applicable to all Marines, Sailors, and civil employees assigned to MCAS New River.

b. Signal. This Order is effective the date signed.


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Chapter 1

General

1. Purpose

- a. Familiarize Commanders and staff with the support and services offered by the I&R Department, MCAS New River.
- b. Outline support procedures and tenant responsibilities to enable I&R initiatives.
- c. Communicate MCAS New River Business Performance Office support agreement processes.

2. Organization

a. Mission. MCAS New River's I&R Department shall identify readiness inhibitors and introduce innovative and efficient solutions to overcome prioritized readiness degraders IOT increase station and tenant unit readiness, ultimately enhancing combat power generation in support of global force management.

b. Personnel

(1) Director, I&R. Responsible for the day-to-day operations, initiatives, and reporting requirements of the I&R Department directly to the MCAS New River Commanding Officer (CO).

(a) Provide and maintain an unbiased process by which any Marine or tenant command may propose ideas for process improvement, innovation, and idea development to bolster Air Station readiness.

(b) Identify necessary support personnel available through outside firms or civilian service to provide technical expertise and augment the I&R mission.

(c) Seek out technologies and processes available in both private and military sectors.

(d) Direct I&R research toward transparent, data-driven, objective solutions with minimal focus on anecdotal evidence or bias.

(e) Seek base working group (WG) outputs related to innovations and proposed suggestions and preside over the I&R working group to provide continuous focus on tenant support.

(f) Visit I&R related conferences, symposiums, and seminars and prepare presentations to enable progress toward the Air Station 2045 concept.

(g) Continue to educate and support MCAS New River tenants through education, process improvement, and innovative implementation of disruptive technologies and methods.

(h) Attend training for, earn, and maintain certifications where applicable for continuous process improvement, to include, but not limited to:

1. Project Management Institute (PMI) Project Management Professional (PMP).
2. Lean Six Sigma Black Belt.
3. PMI Certified Agile Practitioner.
4. Graduate School USA Program and Management Analysis curriculum.

(2) Deputy, I&R. Shares the responsibilities of the Director and is the Business Performance Office (BPO) Manager. The Deputy is also assigned the following duties:

(a) Support Agreements Manager

1. Provide oversight and coordination for the development, evaluation, and implementation of support agreement policies, directives, and procedures, refer to enclosure (2).
2. Ensure compliance regarding reimbursable agreements.
3. Meet annual internal management control requirements for this program.
4. Review all installation support agreements, examine the breadth and depth of the support to be provided and/or received, determine type and scope of the agreement required, and make recommendations to higher headquarters for possible consolidated agreements.
5. Monitor timely completion and renewal of agreements to ensure effective management of installation support services.

(b) Common Output Levels of Service (COLS) Coordinator

1. Planning, organizing, and coordinating with Marine Corps Installations East (MCIEAST) regarding quarterly COLS data submission and validation.
2. Ensure department heads provide information and data when requested by higher headquarters (HHQ) and established deadlines are met.
3. Prepare briefs for the CO on COLS data and obtain his/her consent prior to data submission to HHQ.
4. Maintain historical data files for COLS submissions.
5. Provide statistical information on COLS data when requested by department heads or command.

6. Compile and validate data from MCAS tenant commands to produce the Economic Impact Brochure (EIB), brief the command, and facilitate EIB distribution.

(c) Continuous Process Improvement (CPI)

1. Spearhead business transformation and remove impediments to process improvement by identifying, developing, and applying appropriate strategic business tools, skill sets, certification training and process improvement projects through the CPI Program. The objective of the CPI Program is to develop and institute a CPI culture through the application of Lean Six Sigma, theory of constraints, and other process improvement methodologies. The goal of the installation is to improve support to the warfighters.

2. Attend training for, earn, and maintain CPI certifications to include, but not limited to the following:

a. Project Management Institute (PMI) Project Management Professional (PMP).

b. Lean Six Sigma Black Belt.

c. PMI Certified Agile Practitioner.

d. Graduate School USA Program and Management Analysis curriculum.

(3) Management Assistant. Support Director and Deputy in I&R execution. Participate in data collection and analysis of readiness inhibitors and process improvement events. Review and manage Air Station support agreements.

(a) Support Agreements

1. Subject matter expert in Support Agreements. Refer to enclosure (2) regarding the development, evaluation, and implementation of support agreement policies, directives, and procedures.

2. Ensure compliance regarding reimbursable agreements.

3. Meet annual internal management control requirements for this program.

4. Review all installation support agreements, examine the breadth and depth of the support to be provided and/or received, determine type and scope of the agreement required and make recommendations to HHQ for possible consolidated agreements.

5. Ensure timely completion and renewal of agreements to ensure effective management of installation support services.

(b) Attend training for, earn, and maintain CPI certifications where applicable, to include, but not limited to the following:

1. Lean Six Sigma Yellow Belt.
2. PMI Certified Agile Practitioner.

(4) Contractors and Civilian Personnel. Contractor and civilian personnel associated with or assigned to I&R will report to the Director, I&R as required in the performance of their assigned duties.

(5) All Military and Civilian Personnel Assigned to MCAS New River Headquarters. All are highly encouraged to attend an appropriate level of CPI training. Specifically, everyone is encouraged to complete Yellow Belt training. Champion's Course is an appropriate substitution for supervisors. Further, each department is encouraged to have at least one Green Belt certified individual. Green Belt certified individuals should be selected based upon the individual's overall understanding of the department and departmental mission, as well as the individual's ability to participate in and/or lead process improvement planning efforts.

3. Innovation Methodology

a. Scope. The scope of I&R projects is limited to MCAS New River functional area requirements and readiness inhibitors. They will include projects germane to the aviation and aviation support communities, and tenant commands with a focus on improving tenant command readiness by reducing cost and risk while increasing reliability and productivity. Projects outside of this scope may be considered on a case-by-case basis, at the discretion of the Director I&R or CO.

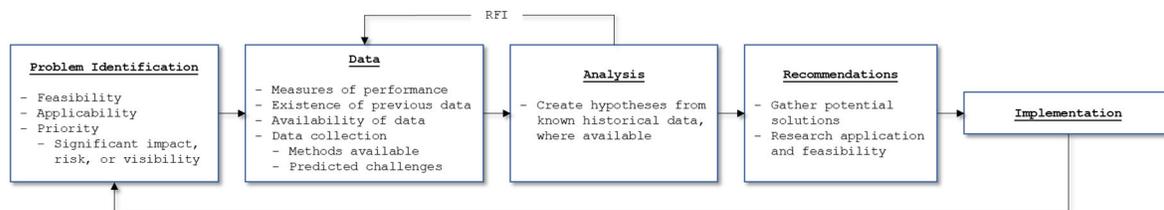


Figure 1-1. I&R Cyclic Assessment Process

b. Figure 1-1. I&R Cyclic Assessment Process. Demonstrates the steps from identification of a constraint in a functional area's process to implementing an objective, informed solution. Incorporated recommendations should be monitored to ensure gained efficiencies are achieved, rather than assumed, and results should be assessed for further action.

c. Problem Identification. Issues or services for review are commonly determined from communications with a functional area stakeholder, an interview, or a working group output that highlight issues to be addressed. However, input should not be limited to these sources. Innovation Station submissions, as well as ideas sent to the I&R Organizational Mailbox (New_River_Innovation@usmc.mil) will be reviewed and vetted appropriately.

Once noted, issues must be examined to determine their impact to MCAS New River readiness, as well as to the I&R mission and capabilities/capacity of the I&R department. After passing initial evaluation, the issue should be prioritized accordingly, taking all possible factors into account, prior to beginning the project. Considerations for prioritization include:

(1) Does the issue impact the immediate safety of or pose a likely risk to Marines? (High priority).

(2) Does the service or issue impact Air Station readiness? (High priority).

(3) Does the issue impact a tenant-facing service? (Medium priority).

(4) Is this a routine service that impacts routine exercises and rare instances? (Medium priority).

(5) Is this a collateral provided by Marine Corps Base, Camp Lejeune that does not meet the above criteria?

(6) Data. Information regarding the issue is then identified, a data sample is collected, cleaned, and validated for relevance and applicability. Data may come from multiple sources and consideration should be given to potential factors of degraded services. Databases exist through Marine Corps systems and applications, unit records, and other varied sources, and the initial collection of data should focus on existing databases. In the cases where data is not readily available, the addition of sensors, surveys, and other means of collection should be examined to determine the best way to assemble the data. If there are any challenges prohibiting or hindering collecting this data, they should be noted and reported in any findings.

(a) Data collected should be relevant to the problem. Experiments should focus on collecting information that uncovers and highlights circumstances that could contribute to the severity or impact of the problem while taking all precautions to remain unbiased. Data should represent the identified problem accurately, given as many scenarios as possible. For example, atmospheric data should represent all four seasons, or personnel information should consider all relevant segments of the affected population.

(b) As with all experiments, the data collection shall not impede the current process or service. Any changes to the process or significant events should be annotated when they occur and be included in findings.

(7) Analysis. Collected data is analyzed to objectively seek trends, uncover issues or indications that may help to pinpoint the root cause of a proposed problem. Care should be taken during analysis to register any conflicts of interest or biases prior to beginning. Analyses should examine a problem comprehensively and without bias to determine the root cause or causes and measurable impact; such as man hours, financial cost, and materials. Members of the I&R department will work in conjunction with SMEs and leadership during this phase.

(a) Request for Information (RFI). Situations encountered during analysis may require further data collection IOT form a better working picture of a problem or cause. In these cases, an RFI should be submitted to determine if there is other data that may be beneficial for the analysis phase.

(b) Recommendations. Data-based and objective analyses, reviewed by relevant subject matter experts, lead to formulating recommendations for actionable solutions to present to the appropriate commander. Solutions may be limited to simple process improvement or include development and/or use of up-and-coming technologies available in commercial, private, and government markets, allowing for a "right tool for the job" solution. Recommendations shall take into account not only measures of success, but also potential costs; such as increased training requirements associated with increasing manning. Members will continue to work with functional area SMEs and leadership during this phase. Depending upon the type and scope of recommendation, ownership of specific improvement actions will transition to functional area leadership.

(c) Implementation. Once a recommended course of action has been approved for implementation, the I&R Department will help to begin the procurement process where applicable and supervise employment. At this stage, the I&R Department will then assess the approved solution for additional issues that may arise from implementation, returning to the beginning of the cyclic process. During this phase, improvement actions shall transition to functional area leadership.

4. Working Groups

a. The I&R Department will host a quarterly Innovation WG (IWG) to receive feedback and provide updates to MCAS New River tenant representatives. The IWG focuses on facilitating open and candid discussion for recommendations, gathering actionable feedback on identified problem areas, and updating progress of current I&R projects in the interest of installation improvement.

b. All WG facilitators across MCAS New River Headquarters are required to include a portion of their meetings to allow input identifying constraints to the Air Station mission and potential problems, and will send their meeting minutes and outputs to the I&R Deputy within a week of their WGs for analysis of potential innovations and impacts to readiness.

c. All outputs from working groups will be analyzed by the I&R Department for prospective initiatives and processed through the appropriate commands to assess interest, feedback, and supporting data.

d. Existing MCAS New River WGs:

Department	Name	Schedule	Output
Safety	Installation Safety Council/Aviation	Quarterly	Minutes and any mitigation efforts produced by the meeting.
Safety	Section Safety Meeting	Monthly, first Thursday each month	Safety representatives will provide monthly inspections,

			job-hazard analysis, monthly training rosters, etc. These items will feed into Installation Safety Minutes.
S-3	Operations Security (OPSEC) WG	Quarterly preferred, but every 6 months at a minimum	Meeting minutes, updates/recommendations to the Commander's Critical Information List, and reference (b).
S-3	Mission Assurance WG (MAWG). Combines the Antiterrorism WG, Force Protection WG, Critical Infrastructure WG, Physical Security WG, Installation Food Defense WG, OPSEC WG, Emergency Management (EM) WG, Threat WG (TWG)	Quarterly	Minutes and any mitigation efforts produced by the meeting.
S-3	EMWG	Scheduled quarterly with MAWG and as needed, following any use of EM plans	Updated EM plans and policies, and exercises.
S-3	TWG	Quarterly, but MCAS New River conducts monthly by participating in the Federal Bureau of Investigation's Joint Terrorism Task Force Threat Fusion Teleconference	Minutes and any mitigation efforts produced by the meeting.
I&E	Air Installation Planning Board (AIPB)	Quarterly, but more frequently as required	Courses of action for CO decisions, meeting minutes due to MCIEAST G3/5 APP.
I&E	Facilities WG	Monthly	Proposed facilities actions for AIPB discussion and consideration, meeting minutes to all parties.
I&E	Bird Hazard WG	Bi-annual, spring and fall, to coincide with seasonal migration patterns	Primarily an information exchange.
I&R	Innovation Working Group	Quarterly	Provide update on Innovation activities across the base.

Figure 1-2. Existing MCAS New River Working Groups

Chapter 2

Air Station Readiness Model Application

1. Function

a. The Air Station Readiness Model (ASRM) improves tenant readiness by streamlining efficiencies of MCAS New River services while removing barriers that impede dedicated training time and informing synchronization between base services and unit operations. This includes reducing idle times for aircraft refueling, enabling facility maintenance by prioritizing issues impacting readiness, and the ability to better align tenant requirements with base service capacity. By giving time and resources back to the tenant commands and individuals, they will have more time available for mission-oriented tasks and enable tenant efficiencies.

b. The ASRM application is intended to assist Commanders and their staffs in decision making by providing a dashboard from which they may find a reliable, single source for multiple streams of information.

c. Roles

(1) Administrator. Administrators will be responsible for the overall upkeep, integrity, and moderation of module content and user permissions using tools provided within the application.

(a) Section Permissions. Users assigned to specific sections may be granted access to make updates to appropriate sections within the application, as outlined below. Elevated permissions must be requested from an administrator.

1. Station S-1 and Comptroller. Manage to Payroll module.

2. Station S-3. Commander's area of focus, Commander's work priorities, current issues and resolution plan, Distinguished Visitors and Very Important Persons, Force Protection Condition, Health Protection Condition, initiatives, special events, training details, and upcoming events.

3. Station S-6. S-6 communication and technology status.

4. Airfield Operations (AOPS). Airfield hours, duty runway, navigational aid status, Air Traffic Control (ATC) Maintenance Status, and station frequencies.

5. Aircraft Rescue Fire Fighting (ARFF). ARFF P-19 status, ARFF section on duty, and ARFF number of personnel on duty.

6. Installation and Environment. Future projects, MAXIMO fiscal year (FY) information, ongoing projects.

7. ATC. ATC number of approaches, ATC controls.

8. Fuels. Hot fuel pit status, cold fuel truck status.

9. Meteorology and Oceanography (METOC). Weather data and alerts.

(b) All users holding a Common Access Card (CAC) will be able to access read-only versions of all modules.

1. The Readiness Network application is available at:
<https://cprobe.army.mil/rsconnect/content/4a1f3faf-1c31-4e89-8bcb-b402b297ac34/>

d. Modules

(1) Readiness Network Module

(a) The readiness network module is the centerpiece of the ASRM. It allows the user to understand correlated effects across the Air Station's different COLS subfunctions. Using current or projected COLS levels based on user input, a graphical representation is used to display information dynamically to support decision making.

(b) The readiness network uses both historical COLS surveys and internally developed SME performance metrics to display the default data when opened. COLS data will be entered quarterly via the update interface, while SME performance metrics will be updated every two weeks in accordance with the MCAS New River CO's staff meeting slide schedule. Instructions for both of these updates will be included in the user guide. As parameters are adjusted in the network or in other modules, it updates dynamically to reflect the potential impacts of these adjustments.

(c) The Deputy I&R collects COLS data from the MCAS New River Functional Managers each fiscal quarter and is responsible for data submission to MCIEAST for inclusion into the model.

(2) Fuel Module. The aim of the Fuel module is to sufficiently replicate both hot and cold refueling methods to generate key performance indicators and output diagnostics graphics, aiding in development of optimal fueling strategies.

(a) Cold fuel data is compiled using electronic Defense Logistics Agency (DLA) records for fuel truck transactions.

(b) Hot fuel data is collected and compiled using the fuel pit logbooks and the DLA queries.

(c) Data submission format and guidelines are available in reference (d).

(d) Fuel data is compiled and submitted each month by AOPS.

(3) ATC Module

(a) The objective of the ATC Module is to help ATC management understand and cohesively report the various components of the Air Traffic Controller Qualification Pipeline impacting MCAS New River's ability to effectively man the tower.

(b) MCAS New River ATC is responsible for updating policy and manning data inputs into the module. Data submission guidelines are available in reference (d).

(4) Identification (ID) Center Module

(a) The aim of the ID Center module is to replicate both the historic demand signal of arrivals and the service time required for each customer. This module allows the user to adjust settings such as number of serving stations for appointments/walk-ins, estimated patience of walk-ins, and additional walk-in service availability beyond standard operating hours. Upon running the statistical simulation, key data points like average wait times and total CACs distributed per station per day are displayed to assess the impact of the selected settings.

(b) Data for the ID Card Center module are the result of customer surveys distributed for multiple periods during the initial collection process. Future data collection should be performed using a similar means for continuity, using the form in Enclosure (3).

(5) Facility Maintenance Module

(a) The Facility Maintenance module is designed to present the users with an easy to read graphical user interface, combining geolocation data with data from the Facilities Maintenance system. This module will also require updates on Future Projects, USMCMAX FY information, and Ongoing Projects.

(b) While the Facilities Maintenance module will largely be populated with information pulled from USMCMAX, the Ongoing Projects and Future Projects will need to be populated based upon funded and scheduled projects and their respective schedules.

(c) I&E will be responsible for maintaining this data with any updates or changes as they arise.

(6) ARFF Module

(a) The ARFF module is designed to keep tenants and staff informed of the number of Marines on ARFF duty daily, the duty section of the day, and the status of the P-19 trucks.

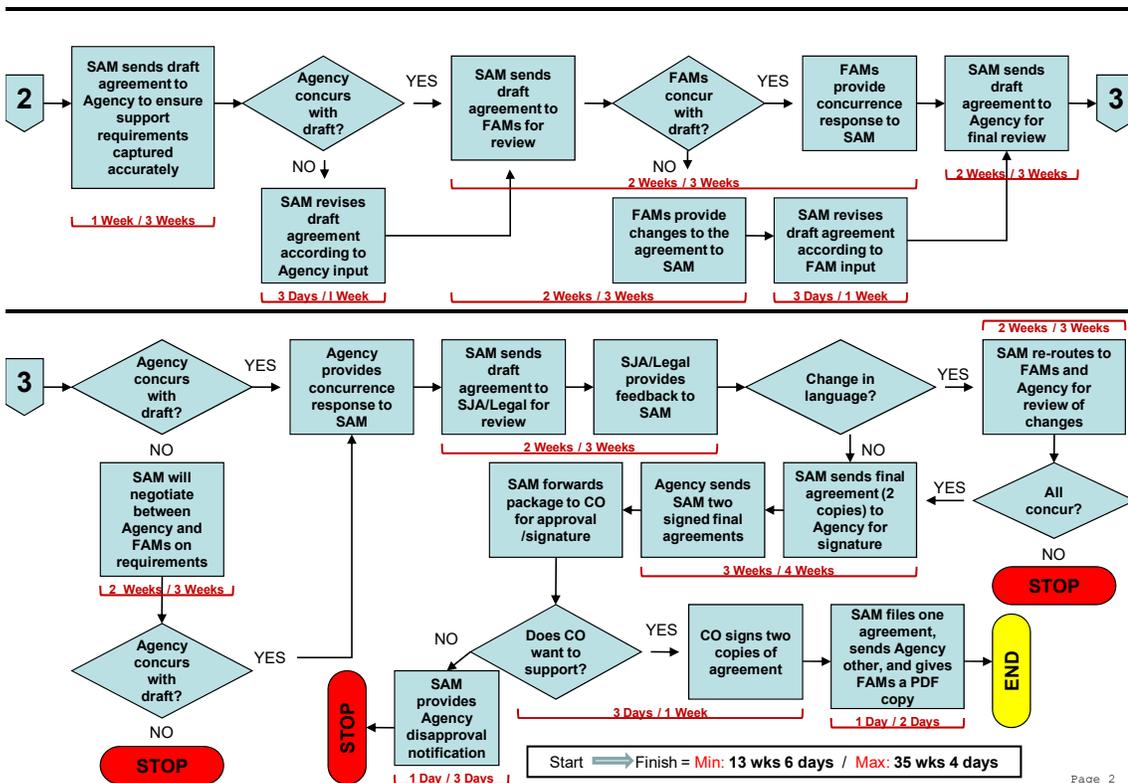
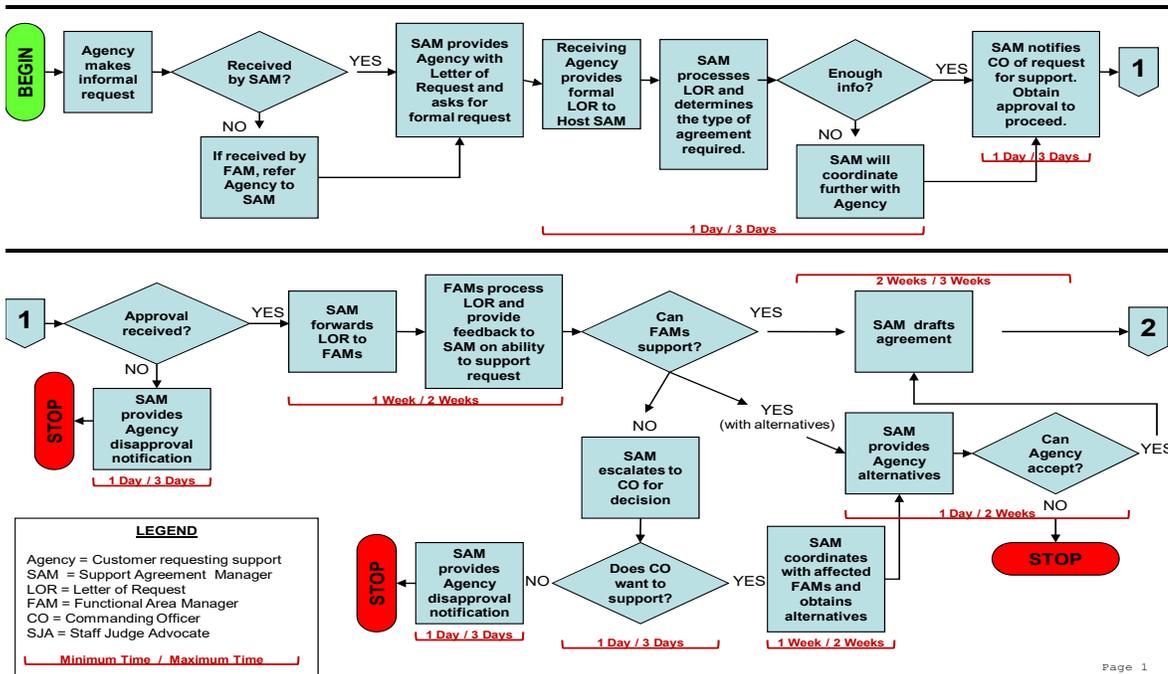
(b) This information is a collective effort between AOPS and S-4 due to their responsibilities in maintaining the force and equipment.

(c) The duty personnel and section will be updated daily to reflect the current status.

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(d) Maintenance on the trucks should be updated as changes occur,
or every 30 days, whichever occurs first.

Support Agreement Business Process Map



MCAS New River ID Card Center Customer Data Form

Please see instructions printed on back

Please fill out the unshaded areas. Provide this document to the customer service representative at the door when you are permitted in the building for "Time Admitted." After signing in, take this with you to the waiting area and the customer service representative that helps you will collect it from you. If you decide to not wait, please turn this form in before leaving.

1. Date: _____
2. Arrival Time: _____

3. Customer Type (circle one): Walk-in Appointment

4. How many in your party require services? _____

5. Was there an appointment scheduled for each person in your party? (If applicable, circle): Yes No

6. If you are not stationed or TAD aboard MCAS New River, where is your duty station or home? _____

7. Battalion / Squadron / Unit (All customers except retirees and veterans): _____

8. Service Affiliation:

Marine Corps	Navy	Army	Air Force
Coast Guard	Space Force	National Guard	Foreign Military
Other: _____			

9. Uniformed Service Members

a. Pay Grade: _____

b. Service Component: Active Duty Reserve IRR

c. MCAS New River Personnel: Day Crew Night Crew Aircraft Maintenance MOS

10. Other Customer Type(s):

Civilian	Dependent	Retiree
Contractor	Disabled Veteran	Surviving Dependent

11. Reason for Visit (circle all that apply):

DEERS Update	Active Duty CAC	Reservist CAC	IRR ID
Civilian CAC	Dependent ID	Retiree ID	Reset Pin
Contractor CAC/ID	Disabled Veteran ID	CAC/ID Turn-In	CAC Unlock
Add E-mail to CAC	Overseas Contractor CAC		

ID Center Personnel Only

12. Time Admitted: _____
13. Customer Service Office #: _____
14. Service Start Time: _____
15. Service Completion Time: _____
16. Disposition of Visit: Successful Unsuccessful
17. Qty of Cards Issued: _____
18. Remarks: _____

INSTRUCTIONS

Blocks 1 and 2 are to be filled out by data collection personnel when issuing the form.

1. **Date** – The date the form was issued
2. **Arrival Time** – The time the form was issued

Blocks 3 through 11 are to be filled out by the customer while waiting for service

3. **Appointment Type** – Circle one. Was an appointment made for the service requested, or is it a walk-in?
4. **Customer Quantity** – Number of all people in the party requiring ID Card Center services, to include sponsor and dependents.
5. **Appointments** – Were individual appointments made for each customer requiring service in question 4?
6. **Duty Station or Home** – Active Duty service members not assigned to MCAS New River, enter your home duty station. All others, enter the city and state from which you traveled to receive services today.
7. **Unit** – All customers except retirees and veterans, enter the battalion or squadron-level unit with which you are affiliated.
8. **Service Affiliation** – Select the service with which you or your sponsor is affiliated (*circle one*)
9. **Uniformed Service Members**
 - a. **Pay Grade** – Enter your current pay grade. e.g., E-3, W-3, O-4
 - b. **Service Component** – Enter your current service component (*circle one*)
 - c. **Air Station Personnel** – Only personnel assigned to the Air Station on a day/night crew cycle or personnel with an aircraft maintenance MOS, circle which designation describes you (*circle as necessary*)
10. **Other Customer Type(s)** – If not a uniformed service member, select the appropriate description for each person receiving services (*circle as necessary*)
11. **Reason for Visit** – Select the services you are requesting from the MCAS New River ID Card Center (*circle as necessary*)

Blocks 12 through 18 are to be filled out by ID Card Center staff while providing services

12. **Time Admitted** – Enter the time the customer was checked-in for services
13. **Customer Service Office #** - Enter the office number that provided services to the customer
14. **Service Start Time** – Enter the time the customer was called to provide services
15. **Service Completion Time** – Enter the time that ID card services were completed for all people in the customer's party
16. **Disposition of Visit** – Select whether the appointment was successful (services completed) or unsuccessful (services not completed). If not completed, see block 18
17. **Quantity of Cards Issued** – Enter the number of ID cards issued to the customer's party
18. **Remarks** – If any services were not completed as requested, enter remarks explaining why, e.g., improper documentation, system discrepancy, record not in DEERS, etc.