

# Fleet and Industrial Supply Centers Join the Security Assistance Team

By

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The Fleet and Industrial Supply Centers (FISCs) are the newest members of the Naval Supply Systems Command (NAVSUP) team to undertake a significant role in the Navy's Security Assistance operations. The FISCs emerged from the previous Naval Supply Centers (NSCs), with FISC San Diego being established as the prototype FISC in August 1992. With the exception of the warehousing and physical distribution functions, the FISC performs almost all of the same services as the previous NSC did. In addition, the FISC has absorbed procurement and a myriad of other logistics functions from nearby activities. The FISC concept evolved from both a Vice Chief of Naval Operations (VCNO) logistics infrastructure study and a Commander-in-Chief, U.S. Pacific Fleet (CINCPACFLT) area supply consolidation study. These studies found numerous opportunities for the Navy to eliminate infrastructure redundancies in fleet concentration areas. The remainder of the Navy's Supply Centers and Depots became FISCs in March of 1993.

The FISC concept envisions full customer service sites collocated at area fleet and industrial concentrations, with a host or headquarters site that supports all of its regional sites by providing coordinated technical and administrative help. Thus, the FISC places primary emphasis on close partnerships with its customers. To achieve that goal, FISC San Diego has moved personnel and resources into local sites of customer concentration. Every fleet, industrial, and shore-based customer has a full service supply support organization close by, under the

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command of the local site commander, that acts as its husbanding agent for one-stop shopping for supply and logistic requirements. FISC San Diego currently has four local sites at Naval Air Station North Island, Naval Station San Diego, Naval Station Long Beach, and the Naval Submarine Base Point Loma. A fifth site is planned at Naval Air Station Miramar. The FISC host functions do not duplicate those functions performed at the local sites, and the host's mission is focused on funds administration, information management, systems support, etc.

An example of this effective structuring of functions is the FISC's small purchase operations which exist at each local FISC site, under the supervision of the local Site Director. However, planning and implementation of procurement for all of these sites is done by the consolidated procurement staff, which is a headquarters/host function.

FISC San Diego has been involved in the consolidation of various Navy logistics "stovepipes" in the Southern California area. Force downsizing, Defense Management Review decisions, and the resulting budget cuts have increased the need for efficiency and the reduction of redundant capabilities. Budget realities have forced operational commands to carefully re-evaluate their core functions and to transfer these non-core functions to other commands where economies of scale will result in savings and efficiencies. For example, in the San Diego area, there were twenty six small procurement departments at various commands outside of the FISC. Today, that number is less than 20 and will be further reduced. FISC San Diego has co-located these consolidated small purchase shops close to their former commands and has promised the same level of performance as was provided before the consolidation. FISC San Diego has used Joint Quality Management Boards (JQMBS) and Joint Process Action Teams (JPATS), consisting of representatives from both the "customer" activities and the FISC, to consolidate many of these stovepipe functions. Some of the other functions being consolidated under the FISC are: Area Inventory Management, Human Resources, Local Transportation, Packaging and Preservation, and Personal Property operations.

Now that you have an idea of what a FISC is, you may be asking what the FISC will do for the Security Assistance community. FISC San Diego was also used as the prototype for Foreign Military Sales (FMS) business opportunities for the other FISCs. The two FISC sites at the Naval Stations each have full-time personnel dedicated to ship transfer programs (Taiwan and Turkey) currently being conducted at these sites. The FISC serves as a one-stop shopping service for the prospective ship's crew, assisting them in outfitting their ships. The foreign crews can walk into the local FISC and submit a requisition for material. If the material is available, the FISC will issue a referral for material from the DLA-run warehouse, or refer the requisition into the supply system. The FISC can also offer its procurement services if needed. The FISC also acts as the husbanding agent for the foreign crew if other supply or logistics requirements emerge, such as berthing and fueling issues. The FISC also serves as the single point of contact for the Naval Sea Systems Command (NAVSEA) ship transfer program manager. FISC North Island also supports the Kuwaiti F/A-18 program with a dedicated small purchase operation at that site. There is an overall FMS coordinator at the FISC Headquarters, who is responsible for the proper execution and administration of the security assistance business and also serves as the liaison between the Navy's Systems Commands and the local FISC sites.

In summary, the Navy has streamlined its fleet infrastructure to better serve both its domestic customers and its FMS customers. In an era of domestic downsizing and declining resources, the FISC is the right answer for growth in our FMS business opportunities.