

Marine Corps Logistics Base Barstow:
Roles and Missions – Present and Possible Future
Executive Summary

Marine Corps Logistics Base Barstow (MCLBB) represents *significant military value* to the Department of Defense (DoD) within the context of a “transformed” DoD, as well as for *the current force*. The installation offers *significant operational value and potential due to its location* in the high desert, approximately 120 miles east of Los Angeles; at the nexus of major road and rail intersections; close to major commercial and military aviation facilities and within 150 miles of the third-largest port complex (Los Angeles / Long Beach) in the world and the San Diego Mega-Port.

MCLBB supports organizations from all Services that are inextricably linked to: the success of combat and training operations around the world; the effectiveness of critical installations in the region and the realization of DoD’s vision for a transformed military force and operational structure to meet emerging 21st Century challenges.

MCLBB is Essential to Operational Forces. Tenant units are direct support elements to the 1st Marine Expeditionary Force (MEF) based at Camp Pendleton, CA, and its worldwide operations. They provide full-spectrum maintenance and modernization services *to combat organizations worldwide*. *Thousands of pieces of MCLBB serviced equipment has been used in combat and/or contingency operations of six of the nine United States Unified Commands*. MCLBB units also *directly support* the Marine Corps – *America’s 911 Emergency Response Force* and the *high-priority, Maritime Pre-Positioned Force (MPF) program*. The region’s high-desert, low-humidity climate allows end item open storage for decades with little-to-no adverse effects.

MCLBB is Essential to Regional Installations. MCLBB units operate *DoD’s largest rail yard*. *The rail yard - and training enabled by it – are essential to the success of training at the Army’s National Training Center at Fort Irwin (“NTC/Fort Irwin”)* for Active and Reserve Component unit training from across the country. *The rail yard is used to provide similar support to the Marine Corps Air Ground Combat Center (MCAGCC) at Marine Corps Base 29 Palms (“29 Palms”)* that – during peacetime – hosts one-third of the Fleet Marine Force’s (FMF) Active and Reserve Component units in training exercises each year. MCLBB units also provide *essential logistical support and rapid turnaround maintenance support to Camp Pendleton and 29 Palms* that supports *annual training of tens of thousands of Active and Reserve Component personnel from all Services*.

MCLBB is a “Joint/Federal Installation,” but More Importantly, a Key Enabler of the Nation’s Most Important “Joint/Federal Complex.” Its units represent organizations from, or with responsibility to support, *United States Unified Commands; Defense Agencies; and Army, Navy, Marine Corps, and National Aeronautics and Space Administration (NASA) activities*. *MCLBB provides essential transportation, logistics management and maintenance training and services* for units and equipment at *NTC/Fort Irwin, Marine Corps’s MCAGCC, 29 Palms and Camp Pendleton* and the Navy’s *Port Hueneme*. In addition, its support to *NTC/Fort Irwin enables DoD’s Joint National Training Capability in the Southwest*. *Maximum value of the Joint/Federal Complex could not be realized without the physical infrastructure and technical expertise available from MCLBB.*

MCLBB Can Be Leveraged for Greater Benefit to DoD. MCLBB offers many ways of generating even greater military value for much less cost. MCLBB units have nearly all the *equipment, facilities and skills needed to repair and/or refurbish the vehicles and heavy equipment used by units during training at the NTC/Fort Irwin.* DoD could realize *significant savings, obtain greater efficiencies and decrease the time units are without needed equipment items if they were serviced at MCLBB.* The installation possesses Center for Industrial and Technical Excellence (CITE) designation for several core competencies – several with value to private sector companies. Using the *CITE authority, MCLBB could contract, subcontract or partner with private sector and other public sector entities to generate revenues that could be used to offset operating expenses, reduce labor rates, modernize equipment, etc.* – all of which would benefit DoD. *Enhanced Use Leasing (EUL) Authority* can be employed to reduce the *infrastructure footprint, maintenance costs, and improve installation operating efficiency.* If DoD and the local community agreed, *EUL Authority and proximity to the third largest port complex in the world could be used to support an Inland Port* in underused space at MCLBB offering significant opportunity for revenue generation on underutilized land and facilities. Similarly, the installation could take advantage of *“lease back authority” and operate on a smaller footprint* if MCLBB were transferred to the local community and *operated as an industrial park.* The installation’s real property *assets could be used to provide both robust DoD support and economic development opportunities* for the community.

MCLBB Is Important to DoD Transformation. MCLBB units are *facilitized and staffed by skilled personnel and ideally located to support DoD’s transition to “iterative” design, testing and development of new vehicles.* *CITE and/or EUL Authority could be used to make the necessary facilities, space and personnel available for innovative public-private sector partnering.* *Virtually all required joint testing and development activity could be conducted within a 100-mile radius.* The installation could also be an *important element in providing services, testing practices and collecting data to support Sea Basing Transformational Concepts.* Sea Basing envisions projecting and sustaining combat power from the sea – including the ability to provide depot-level logistics and maintenance support – without reliance on land bases in the operating area. By using MCLBB to simulate *the Sea Base Depot Facility, DoD could obtain data and insight, as well as test important concepts and operational practices as a routine part of training rotations to regional installations in ways that would not otherwise be possible.*

MCLBB Can Be a Valuable Contributor to Homeland Security and Homeland Defense. The installation is a *secure facility* located at the *nexus* of road, rail and aviation lines of communications *strategically positioned* in Southern California, in close proximity to the Los Angeles basin and Las Vegas metropolitan area, but distant enough to avoid these “target boxes” of a terrorist attack. It possesses *large staging areas* to support forces and equipment and the *climate to permit viable open storage of equipment for the use by the Armed Forces or emergency responders in homeland defense missions.*

MCLBB and its units are *essential* to the proper training, equipping, and modernization of the *Nation’s 911 Emergency Response Force and major combat and combat-support forces of all Services.* Its strategic position, facility investments, skilled workforce and multi-role potential offer *significant military value* to DoD that can be used to maximize operational efficiencies and envisioning, testing and implementing initiatives to transform DoD and protect United States National Interests in the 21st Century.

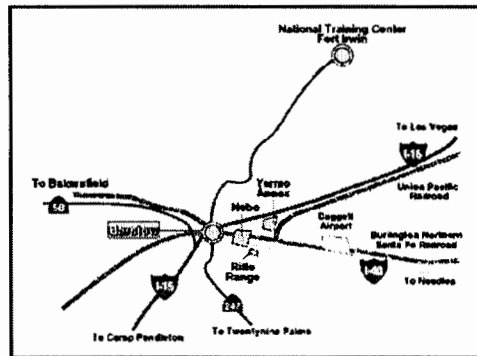
Marine Corps Logistics Base Barstow: A Paper about Roles and Missions - Present and Possible Future

Purpose:

The purpose of this paper is to summarize characteristics of the Marine Corps Logistics Base Barstow (MCLBB) that represent significant military value attributes for the Department of Defense (DoD). The focus of the paper is on the possible roles and missions of the installation and its units within the context of a “transformed” DoD, as well as its current military value.

Background:

MCLBB is located in Barstow, California, on the High Desert of San Bernardino County approximately 120 miles east of Los Angeles at the intersection of major interstate (I-15 and I-40) and state highways (CH-247 and CH-58). Barstow owned by the two largest cargo Santa Fe and Union Pacific) in 150 miles of the third-largest Long Beach) in the world and includes significant commercial Barstow-Daggett Airport can be military aircraft – including miles to the southwest, the Logistics Airport (former George Air Force Base) can handle military and commercial aircraft of any size and is poised to become one of the largest international cargo airports in the country.



is also home to major rail yards railroads (Burlington Northern the United States; and within port complex (Los Angeles / the San Diego Mega-Port that and Naval maritime presence. used by a wide range of strategic lift aircraft. Only 35 robust Southern California

MCLBB supports 12 military and civilian governmental organizations, but is comprised of five major organizations:

- ✓ Headquarters Battalion that provides needed infrastructure and service support to assigned units.
- ✓ Marine Corps Maintenance Center Barstow (MCB) to provide multi-commodity, depot maintenance across the entire maintenance spectrum for weapon systems and support equipment of the Marine Corps and subsystems for customers from other Services and Federal Agencies.
- ✓ Navy Fleet Support Division (FSD) to receive, store, manage, preserve and ship equipment to and from Marine Expeditionary Forces (MEF) and Navy units worldwide.
- ✓ U.S. Transportation Command's (TRANSCOM) Defense Distribution Center (DDC) providing DoD with services similar to those described for FSD.
- ✓ Army Movement Control Element (AMCE) providing rail operation support for training rotations at the National Training Center (NTC) – Fort Irwin.

Collectively, these organizations comprise MCLBB. The installation is primarily a Marine Corps logistics support base responsible to the Marine Corps Logistics Command (LOGCOM) in Albany, GA, home to the Marine Corps' East coast maintenance depot. However, MCLBB is much more than a simple Marine Corps logistics facility: its roles and missions represent military value to all Services and are inextricably linked to the success of combatant commanders and operations around the world; and the effectiveness of critical installations in the region and DoD's vision of more efficient activities and a transformed military able to meet emerging challenges of the 21st Century.

Discussion:

➤ *MCLBB is Essential to Operational Forces.* Its units:

- are direct support elements to the 1st Marine Expeditionary Force (MEF) based at Camp Pendleton, CA, and its worldwide operations. When combat forces were deployed to the *Global War on Terrorism*, they relied on – and benefited from – logistics support from MCLBB. Personnel from MCLBB *deployed into the Operation Iraqi Freedom* operating area to assess, repair and upgrade essential equipment damaged in combat.
- provide repair, modernization, technical assistance, testing, diagnostics and equipment preservation services, up to and including the most industrially-demanding, 5th-echelon maintenance (heavy metal bending), *to combat organizations worldwide*. Serviced equipment includes a *wide range of items* such as tanks, ground and amphibious vehicles, missile and gunnery systems, small arms, etc. *from all branches of the military and operational theaters. Thousands of pieces of MCLBB-serviced equipment have been used in combat and/or contingency operations of six of the nine United States Unified Commands: Central, European, Northern, Pacific, Southern and Special Operations. MCB is the only remaining wheeled, ground vehicle maintenance facility west of the Mississippi River.*
- *provide the Marine Corps – America's 911 Emergency Response Force – flexible, rapid turnaround of the highest priority equipment and materiel as determined by the Commandant and Combatant Commanders. The workforce is highly skilled and cross-trained to enable "commodity/system maintenance," as opposed to "component/subsystem maintenance" meaning equipment receives all services on-site thereby maximizing efficiency and workflow control.*
- receive, provide life-cycle management, maintain and ship equipment used by DoD and Federal agencies globally, as well as directly into *the high-priority, Maritime Pre-Positioned Force (MPF) program* – a fleet of 16 ships on station around the world to provide rapid, combat power and support to Marine forces. Based on this program's success supporting combat operations, the prepositioning program is being increased to provide a more robust capability for rapid delivery and sustainment of forces ashore. The Commandant of the Marine Corps stated that *one of the keys to the success of the unprecedented "sprint" to Baghdad during Operation Iraqi Freedom was the MPF and high readiness rate of the equipment Marines "fell on" in theater.*

- use more than *195 acres (8,500,000-square feet)* of uncovered space to store thousands of vehicles and equipment items owned by all Services and subject to re-issue at any moment. The high-desert, low-humidity climate makes MCLBB the ideal location for storage as *covered, climate-controlled facilities are not required* to protect equipment from weather *for years*, as opposed to other parts of the country. Items can be stored in the open for decades with little-to-no adverse effects.
 - *support United States Unified Commands* and their organizations either directly through direct logistics activities or *TRANSCOM's DDC* – one of the largest in DoD. *Equipment critical to mission effectiveness* is received, serviced, maintained and *shipped* from a 20-warehouse complex whose value is enhanced by MCLBB's immediate access *to domestic and international destinations via multiple road, rail, air and sea transportation options*.
- *MCLBB is Essential to Regional Installations*. Its units:
- operate *DoD's largest rail yard* to enable successful training rotations at the *NTC/Fort Irwin* – the country's premier ground-force training venue and crown jewel of the *National Joint Training Capability (NJTC)*. At 1,000-square miles, NTC/Fort Irwin is approximately the size of Rhode Island and the only place DoD can practice brigade-size, force-on-force operations in the United States. Hundreds of railcars, thousands of pieces and tons of materiel transit the rail complex at MCLBB annually. The AMCE provides *quality control of the operations and skill-training* for personnel deploying to the NTC/Fort Irwin for training. The *rail yard and operation of the AMCE are essential elements of mission-profile training* conducted at NTC/Fort Irwin and the pre-deployment, deployment, and re-deployment portions of Active and Reserve Component unit training from across the country.
 - use *the rail yard to support the Marine Corps Air Ground Combat Center (MCAGCC)* at Marine Corps Base 29 Palms (“29 Palms”). The MCAGCC – during peacetime – hosts one-third of the Fleet Marine Force's (FMF) Active and Reserve Component units in training exercises each year. Units rotating to/from 29 Palms' MCAGCC use the rail yard to deploy and redeploy similar equipment and materiel to that transiting MCLBB for training rotations at NTC/Fort Irwin.
 - *manage logistical support requirements of equipment items, weapons systems, components and provides rapid turnaround maintenance support to Camp Pendleton* – one of DoD's busiest training installations. Camp Pendleton is comprised of over 125,000 acres that include more than 17 miles of shoreline that make it home to the majority of Marine Corps Amphibious Training. In addition, the installation operates and maintains firing ranges for everything from 9-mm small arms to 155-mm artillery weapons, landing beaches, personnel and equipment aerial drop zones, aircraft bombing and gunnery ranges, Military Operations in Urban Terrain (MOUT) “towns,” and large maneuver areas for training tactical units. MCLBB personnel regularly deploy to Camp Pendleton to provide on-site, time-critical maintenance and support of weapons

and support equipment. MCLBB's rail yard and regional, ready-source of expert personnel are *essential to the effective operations of Camp Pendleton and annual training of over 65,000 Active and Reserve Component personnel from all Services.*

- provide rapid turnaround inspection, repair, upgrade and rebuild maintenance support to *29 Palms – the largest live fire and maneuver facility in the United States.* As noted in the foregoing, in peacetime the MCAGCC trains approximately one-third of FMF forces annually. Since the beginning of *Operation Enduring Freedom* in Afghanistan at the beginning of the *Global War on Terrorism*, it has trained all deploying Marine ground combat and combat-support units. As with Camp Pendleton, MCLBB's rail yard and regional, ready-source of expert maintenance personnel are *essential to the effective training of units at the MCAGCC.*
- *MCLBB is a "Joint/Federal Installation," but More Importantly, a Key Enabler of the Nation's Most Important "Joint/Federal Complex."* Its units:
 - include organizations from, and with responsibilities for, *one of nine United States Unified Commands as well as Defense Agencies, Army, Navy, Marine Corps, and National Aeronautics and Space Administration (NASA) activities.*
 - *provide essential transportation, logistics management and maintenance training and services for the Army's NTC/Fort Irwin, Marine Corps's MCAGCC, 29 Palms and Camp Pendleton and the Navy's Port Hueneme. Both NTC/Fort Irwin and 29 Palms are programmed to significantly expand their training activities including the challenging area of Military Operations in Urban Terrain (MOUT). Increased training will result in increased logistics management, maintenance training and services making MCLBB even more valuable in the future than currently. These training installations serve all Services and their training facilities and special use land-, air-, and sea-spaces are used by combat and combat-support organizations individually – and in concert – to develop, test and operationalize joint employment concepts. In addition, MCLBB's support to NTC/Fort Irwin enables DoD's Joint National Training Capability in the Southwest. Maximum value of the Joint/Federal Complex could not be realized without the physical infrastructure and technical expertise available from MCLBB.*
- *MCLBB Can Be Leveraged for Greater Benefit to DoD.* MCLBB offers many ways of generating even greater military value for much less cost. Its units:
 - have nearly all the *equipment, facilities and skills needed to repair and/or refurbish the vehicles and heavy equipment used by units during training at the NTC/Fort Irwin.* Currently, Army end items requiring depot-level servicing following training rotations are shipped via the MCLBB rail yard to Anniston Army Depot, AL, serviced and then shipped to the parent unit. DoD could realize *significant savings, obtain greater efficiencies and decrease the amount of time units are without needed equipment items if they were serviced at MCLBB and then shipped directly to the owning organization, possibly even as the unit returns to home station.*

- *possess Center for Industrial and Technical Excellence (CITE) designation for several core competencies – several with value to private sector companies. With the CITE designation comes authority to contract, subcontract or partner with private sector and other public sector entities to perform additional work for hire. The authority also permits leasing underused facilities and equipment to non-DoD partners. Revenues realized from such activity can be used to offset operating expenses, reduce labor rates, modernize equipment, etc. – all of which would benefit DoD.*
 - *could use Enhanced Use Leasing (EUL) Authority to reduce the infrastructure footprint, maintenance costs, and improve operating efficiency. EUL Authority could be used to lease non-excess, but underused warehouse units, rail, partial covered storage, or open space. Connected via rail to the third largest port complex in the world – Ports of Long Beach and Los Angeles (LA/LB) – MCLBB could (if DoD agreed) support an Inland Port in underused space. Projected cargo throughput, using 2000 as a baseline, for LA/LB will increase by 300 to 400 percent by 2020, offering an opportunity for MCLBB to generate revenue to offset operating costs by establishing an Inland Port with underused land and facilities.*
 - *could be supported in “lease back” property/facilities if DoD and the local community agreed to MCLBB’s transfer to the local community and its operation as an industrial park by the City or a development partner. Similar to the Rome Laboratory Model in Rome, NY, the installation’s real property assets could be used to provide both robust DoD support and economic development opportunities for the community. Development of excess property and facilities and operation as a tenant in a civilian industrial park could provide significant operational savings and reductions in common area costs. If combined with establishment of an Inland Port, MCLBB could support lucrative opportunities ranging from simple sorting and redistribution operations to creation of a major hub for both import and export cargo services.*
- *MCLBB Is Important to DoD Transformation. Its units:*
- *are facilitated and staffed by skilled personnel and ideally located to support DoD’s transition to “iterative” design, testing and development of new ground vehicles. CITE and/or EUL Authority could be used to make the necessary facilities, space and personnel available for efficient public-private sector partnering. For example, a new general utility vehicle in design for use by the Army and Marine Corps could be tested on existing MCLBB test tracks, in the highly instrumented environments of the NTC/Fort Irwin and subjected to the harsh, live-fire challenges at the MCAGCC at 29 Palms. Edwards AFB and Naval Base Ventura offer additional test venues/capabilities, if needed. Virtually all required joint testing and development activity could be conducted within a 100-mile radius of MCLBB.*
 - *could be important elements in providing services, testing practices and collecting data to support Sea Basing Transformational Concepts. Sea Basing envisions projecting and sustaining combat power from the sea – including the ability to provide depot-level logistics and*

maintenance support – without reliance on land bases in the operating area. The concept includes using “sea based” maintenance personnel to project forward to the land-based combat forces for repairs not requiring large, specialized equipment. When such repairs are required, equipment will be removed to the Sea Base and its organic, depot-level maintenance facility will service the items for return to combat forces ashore. *MCLBB’s* location and core competencies in a *region* of heavy Army, Marine Corps and Special Operations training could permit it to “*play the role*” of the *Sea Base depot-level maintenance facility*. As *equipment* used in training rotations or exercises at NTC/Fort Irwin, 29 Palms, Camp Pendleton, Naval Base Ventura, Fort Hunter Liggett, etc., *requires maintenance services*, *MCLBB personnel could “deploy forward”* and repair it. Those *items needing more robust capability*, could be *airlifted* via helicopter (V/MV-22 “Osprey” when operational) to the *MCLBB “Sea Base”* and returned. As part of *MCLBB’s* responsibilities, *personnel would gather data on types and frequencies of repairs* for all items, as well as *evaluate the types of repair equipment, supplies and repair parts* that should be *included in Sea Base Depot Facility stocks*. The *frequent training deployments* to the region’s training venues *simulate actual operational demands* as best can be done short of combat operations. *Use of MCLBB to simulate the Sea Base Depot Facility could provide DoD important concept testing and operational practices otherwise unavailable.*

- *MCLBB Can Be a Valuable Contributor to Homeland Security and Homeland Defense.* The installation is a *secure* facility located at the intersection of *major North-South and East-West highways and rail lines*; has a significant *aviation facility* immediately available (Barstow-Daggett Airport) and is only 35 miles from a large commercial logistics airport; is *strategically positioned* in Southern California, in close proximity to the Los Angeles basin and Las Vegas metropolitan area, but distant enough to avoid these “target boxes” of a terrorist attack. It possesses *large staging areas* to support forces and equipment and the *climate to permit viable open storage* of equipment for the use by the *Armed Forces or emergency responders in homeland defense missions*. These characteristics could make *MCLBB an ideal location to stage Homeland Security or Homeland Defense operations, equipment and response teams.*

Conclusion:

MCLBB and its units are essential to the proper training, equipping, and modernization of the Nation’s 911 Emergency Response Force and major combat and combat-support forces of all Services. Its strategic position, facility investments, skilled workforce and multi-role potential offer *significant military value* to DoD that can be used to maximize operational efficiencies and envisioning, testing and implementing initiatives to transform DoD and protect United States National Interests in the 21st Century.