FIGURES

1.1. Flow of Funds in the Army’s Stock Funding System . . . 3
2.1. Information a Company Commander Must Have to Answer the Question of How Much Money Is Available ........................................... 10
2.2. Outputs of Other Processes Become Inputs to the Unit Financial Management Process .............................. 11
2.3. Simplified View of a Requisition Passing Through the Army Logistics Supply System .......................... 14
2.4. The Army Logistics Supply System with Financial System Interfaces .................................................. 15
2.5. The Army Logistics System with Both Financial System Interfaces and Financial Checks ................... 18
2.6. Map of the Credit Flows Process ............................... 20
2.7. Flow of Logistics and Financial Information into ILAP ................................................................. 23
2.8. Map of the End-of-Year Review Process at Fort Campbell .............................................................. 25
2.9. Map of the Army’s Monthly Catalog Process ......... 27
3.1. Example of Retail Stock Fund Manager’s Attempt to Account for Price Differences ......................... 31
3.2. Frequency of Catalog Price Changes ....................... 32
3.3. Distribution of Price Changes in Actual Requisitions ................................................................. 34
3.4. Distribution of Catalog Price Changes in June and July 1999 ......................................................... 35
3.5. How Prices Are Recorded in STARFIARS ................ 39
3.6. Decision Tree of Army Retail Credit Policies ........ 44
3.7. Many Returns Receiving Credit Had Low Dollar Value ............................................................... 47
3.8. FWT for Aviation Company at Fort Campbell ........ 49
3.9. FWT for DS Maintenance, B Company of 526th Forward Support Battalion at Fort Campbell ........ 49
A.1. Initial Tasks in Measuring a Process ................. 69
B.1. Purchases of Class IX Reparables per System ....... 76
B.2. Purchases of Class IX Reparables per Flying Hour/Vehicle Mile ......................... 77