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OPNAVINST 4780.6F
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OPNAV INSTRUCTION 4780.6F

From: Chief of Naval Operations

Subj: POLICY FOR ADMINISTERING SERVICE CRAFT AND BOATS IN THE
U.S. NAVY

Ref: (a) SECNAVINST 5030.8A
(b) SECNAVINST 5400.15C
(c) Naval Ships' Technical Manual (NSTM)
(d) OPNAVINST 4730.5R
(e) 10 U.S.C. §7304
(f) DoD Instruction 5000.02 of 8 December 2008
(g) SECNAVINST 5000.2E
(h) U.S. Navy Regulations, 1990, Article 1162
(i) OPNAVINST 1700.16A
(j) Virtual SYSCOM Joint Instruction VS-JI-22A, Virtual
SYSCOM Engineering and Technical Authority Policy of
31 Jan 2007 (NOTAL)
(k) OPNAVINST 4790.4E
(l) NAVSEA ltr Ser 05D/514 of 5 Nov 2012 (NOTAL)
(m) NAVSEA ltr Ser 05D/107 of 13 Mar 2013 (NOTAL)
(n) SECNAVINST 7320.10A
(o) COMUSFLTFORCOMINST 4790.3 Rev. C

Encl: (1) Definitions
(2) Service Craft Builder's and Acceptance Trials and
Delivery
(3) Overhaul Cycles for Active Service Craft

1. Purpose

a. To set forth policy and responsibilities for service craft and boat acquisitions, allowance establishment, inventory management, material inspections, maintenance, repair, overhaul, modernization, logistics, boat disposal, service craft strike, and funding support.

b. To provide basic references for the execution responsibilities.

c. This instruction is being reissued with a new date, updated version and signature authority to meet the Chief of Naval Operations' (CNO) age requirement for the Office of the Chief of Naval Operations (OPNAV) instructions.

2. Cancellation. OPNAVINST 4780.6E.

3. Scope. This instruction applies to all service craft as classified per reference (a) and all boats defined in enclosure (1).

4. Definitions. See enclosure (1).

5. Policy

a. Service Craft

(1) Service craft are assigned to the user command or activity, also referred to as the custodian. An increase in service craft is not justification for an increase in personnel. Prior to submitting a request for a service craft, sufficient billets and funds to man and maintain the service craft should already be established, or established separately.

(2) Policies, procedures and responsibilities for trials, acceptance and delivery of service craft into the Navy inventory are delineated in enclosure (2).

(3) When a service craft must be permanently modified or reconfigured to perform a mission for which it was not originally designed or intended, the service craft must be reclassified. Service craft shall not be modified to perform other than the intended mission without approval from the CNO.

(4) Service craft modernization is not included in the U.S. Navy Fleet Modernization Program (FMP). Service craft shall be modernized within a service craft modernization process managed by Naval Sea Systems Command (NAVSEASYS COM) Program Executive Office Ships, Support Ships, Boats and Craft Program Office (PMS 325). All permanent modifications to service craft shall be approved by PMS 325 and follow the alteration process established by PMS 325 per references (b) and chapter 034 of reference (c).

(5) Service craft material inspections shall be conducted through a service craft material inspection process per reference (d). Service craft material inspections shall be conducted by President Board of Inspection and Survey (PRESINSURV) unless delegated by PRESINSURV to a board authority commander. As required per reference (e), a service craft's material inspection shall be scheduled 3 years from the previous inspection. At no time should the interval between material inspections exceed 54 months. All material inspection discrepancies reported should be corrected as soon as practicable within 1 calendar year from the date of the inspection report. Discrepancies affecting the safe operation of the craft should be corrected immediately. Corrected discrepancies shall be reported to the PRESINSURV.

(6) Active service craft should be scheduled for regular overhaul (ROH) with the intervals stipulated per enclosure (3).

(7) Former Navy service craft, including those owned or previously owned by private and public agencies, should not be accepted into inventory unless PRESINSURV or a board authority commander delegated by PRESINSURV finds the craft fit for Navy service.

(8) Service craft are to be disposed of per reference (e).

b. Boats

(1) PMS 325 shall purchase, procure, acquire or otherwise obtain all boats for Navy user commands and activities, also referred to as the custodian, including boats required by the Military Sealift Command for operational use per references (b), (f), and (g).

(2) Boats are purchased and supported by appropriated funds to provide transportation for official purposes and shall not be used for recreational activities (e.g., swimming, diving, fishing, water skiing), purely social events, or activities undertaken for personal benefit. When personally authorized by the officer to whom assigned, boats can be used for hosting events that enhance the mission of the command. Some examples of authorized uses include hosting promotion, frocking, re-enlistment, and retirement ceremonies; U.S. and foreign visitors

in support of diplomatic and community relation goals; gatherings to present awards or other forms of professional recognition (e.g., a commander hosting members of his or her command in recognition of superior performance); gatherings hosted by a commander to discuss official business and which enhance the professional relationship between the commander and subordinates; or events that otherwise further important Department of the Navy, Department of Defense, or joint service interests. Wearing of military uniforms is not a requirement but is a factor in determining whether use of a boat serves an official purpose. Such uses must not interfere with operational requirements. Commanders and commanding officers shall exercise sound judgment when authorizing use of boats for such events. The introduction, possession, or use of alcoholic beverages aboard boats must comply with the policies per references (h) and (i).

(3) Boats shall be assigned hull registry numbers per reference (j) and maintained in the craft and boat support system.

(4) Proper boat maintenance is the responsibility of the user command and activity or custodian. Each user command and activity or custodian shall establish a boat maintenance program following policies and procedures per reference (k). PMS 325 should not replace boats that are determined beyond economical repair resulting from inadequate maintenance, pilfering, or cannibalization, unless the criteria established per chapter 583 of reference (c) is met.

(5) Boat modernization is not included in the FMP. Procedures for alteration of boats are established per chapter 583 reference (c).

(6) Boats in excess of the established allowance shall be returned to the boat inventory manager for disposition by the custodian, and should not be carried by any other ship or service craft, except as cargo.

(7) Boat's Navy hull registry numbers shall not be changed. However, boats can be repurposed by the boat inventory manager to meet emergent requirements.

(8) Boats shall be supported by a consolidated shipboard allowance list or a shore-based consolidated allowance list.

(9) Admiral's barges are assigned to flag officers. Allocations must be authorized by the appropriate resource sponsor within OPNAV.

6. Responsibilities

a. OPNAV Resource Sponsors

(1) Validate service craft and or boat user command and activity mission requirements and resource acquisition, modernization, engineering technical support, life cycle management, operations, maintenance and disposal.

(2) Approval authority for accepting delivery of service craft into the Navy inventory, including authority to grant waivers for any uncorrected starred deficiencies identified by PRESINSURV during acceptance trials, unless otherwise delegated.

(3) Approval authority for the reclassification of service craft.

(4) Approval authority for afloat activity boat allowances.

b. PRESINSURV

(1) Conduct acceptance trials of new construction service craft unless delegated to a board authority commander.

(2) Execute a service craft material inspection process and provide, as part of the PREINSURV annual report per reference (d), information describing the results of PRESINSURV's oversight visits conducted during the previous year.

(3) Execute a material inspection program for Navy boats.

c. NAVSEASYSCOM

(1) Naval Systems Engineering Directorate (SEA 05) technical authority policy is described per reference (j).

(2) Technical authority for service craft and boats has been assigned by SEA 05 to Surface Ship Design and Systems Engineering Group (SEA 05D) per reference (l).

(3) Engineering agents are assigned by NAVSEASYSCOM Naval Systems Engineering Directorate, Surface Ship Design and Systems Engineering, Auxiliary and Special Mission Ship Design (SEA 05D4), per reference (m), for boats and are assigned to PMS 325 for service craft, unless otherwise delegated.

d. PMS 325

(1) Acquire all types of service craft and boats for Navy user commands and activities unless otherwise delegated. Retain accountable ownership of all boats from receipt into the centrally managed inventory through disposal.

(2) Develop and submit funding requirements for validated mission requirements to the applicable OPNAV sponsor for service craft and boat acquisitions, service craft modernization, and craft and boat support system maintenance.

(3) Conduct the annual validation of all service craft and execute inventory control of boats per reference (n).

(4) Develop and maintain a craft and boat support system.

(5) Develop and execute strike and custody transfer procedures for service craft.

(6) Approve all custody transfers for service craft and submissions to OPNAV for service craft reclassification.

(7) Establish and execute a service craft modernization program.

(8) Establish procedures for alteration of service craft as required.

(9) For service craft, act as ship program manager, planning yard, life cycle engineering manager, and in-service engineering agent, unless otherwise delegated.

(10) Develop and execute procedures for the reclassification of service craft.

(11) Review and approve or disapprove disposition requests for service craft ROH deviations.

(12) Execute the policies set forth in this instruction, including the boat inventory management functions of establishing allowances, assignments, and reassignments of boats, unless otherwise delegated.

(13) Process disposition requests and develop procedures for the establishment of or change to a boat allowance, unless otherwise delegated.

(14) Perform life cycle management functions of boats when assigned by memorandum of agreement or other official correspondence (e.g., memorandum of understanding, charter, etc.) and funded by OPNAV resource sponsor, support commanders, or user commands.

e. Naval Surface Warfare Center Carderock Division, Detachment Norfolk, Combatant Craft Division. For boats, as assigned by SEA 05D, perform the roles, responsibilities and functions of acquisition engineering agent; design agent; life cycle engineering manager; test and evaluation authority; in-service engineering agent; planning yard; technical direction agent; system integration agent; assessment agent; technical support activity; and technical manual maintenance activity.

f. Support Commands

(1) Fund the operation, maintenance, repair, overhaul, and modernization of assigned service craft and boats to their subordinate activities.

(2) Submit funding requirements to their applicable OPNAV resource sponsor for the operation, maintenance, repair, overhaul and modernization of service craft and boats assigned to their subordinate activities.

(3) Support commands are authorized to effect temporary reassignments within their commands. Support commands can authorize a specific ship (custodian) to carry fewer boats than the allowance requirement on a temporary basis provided adequate boats remain aboard to ensure mission capability and safety of life at sea.

g. User Commands

(1) Provide administration, operation, manning, training, safety, security, development, and submission of maintenance requirements budgets, maintenance, warranty claims, stocking, and replacement of repair parts for assigned service craft and boats. A user command or activity without an identified OPNAV resource sponsor or support commands bears the funding responsibility for assigned boats.

(2) Develop mission requirements for service craft and boats and validate mission requirements through their chain of command. Procedures for user command or activity to generate new requirements for service craft and boats are found per reference (o).

(3) Establish service craft and boats maintenance programs following the policies and procedure per reference (k).

(4) These responsibilities and the responsibility for maintaining service craft and boats are terminated only upon authorized reassignment or completion of disposition.

(5) Obtain authorization from PMS 325 prior to making permanent modifications on service craft.

(6) Maintain disposition of excess service craft, including recommendation to inactivate the craft and place in mobilization or storage. Strike requests shall be submitted via the chain of command to PMS 325.

(7) Accomplish an annual validation of service craft and submission of data updates including, but not limited to change of custodian in the craft and boat support system.

(8) Identify funding to return an excess boat to ready-for-issue condition if PMS 325 determines during receipt inspection the boat was not maintained properly.

7. Records Management. Records created as a result of this instruction, regardless of media and format, shall be managed per Secretary of the Navy (SECNAV) Manual (M-)5210.1 of January 2012.

8. Forms and Reports Control

a. DD Form 250, Material Inspection and Receiving Report, is available on-line via the DoD Forms Program Management Web site:

<http://www.dtic.mil/whs/directives/infomgt/forms/forminfo/forminfo2126.html>.

b. The reporting requirements contained in this directive are exempt from reports control by SECNAV M-5214.1 of December 2005, part IV, subparagraph 7k.



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DEFINITIONS

1. Board Authority. A commander, when directed by PRESINSURV, shall be authorized to appoint and convene service craft or boat material inspection boards.

2. Boats. Navy boats are powered waterborne craft ranging from small outboard engine powered utility boats to large non-commissioned vessels (e.g., torpedo weapons retriever; landing craft; utility) suitable primarily to be carried aboard ships and to operate in and around naval activities, are supported by appropriated funds and are listed in the craft and boat support system; boats include those of standard Navy design or commercial design, and the term "boat" includes combatant craft, landing craft, admiral's barges, and rigid inflatable boats. All Navy boats are centrally managed personal property assets and are classified as military equipment. The following boat-like vessels are not under the cognizance of this OPNAV policy and are not defined as boats:

a. Wholly inflatable boats (e.g., combat rubber raiding craft, life rafts or personal watercraft (e.g., jet skis)); these are items of supply to be managed as any other personal property.

b. Paint punts are not managed as boats.

c. Unmanned surface vessels (USV) which cannot be operated by personnel aboard the craft are not classified as boats (e.g., a USV too small to be operated by a coxswain).

d. Landing craft air cushion.

e. Boats supported with nonappropriated funds such as those for the morale, welfare, and recreation program.

f. Waterborne craft which are part of the cargo off-loading and transfer system such as the maritime pre-positioning force utility boat; these are managed as an element of the cargo off-loading and transfer system by the Naval Facilities Engineering Command and are not classified as boats, unless they are excessed by the cargo off-loading and transfer system program and transferred into the Navy boat inventory.

g. Naval special warfare watercraft assets; these are managed by the U.S. Special Operations Command (USCOMSOC), and are not classified as Navy boats, unless they are excessed by the USCOMSOC and transferred into the Navy boat inventory.

h. Watercraft assets of the U.S. Marine Corps (USMC) are not classified as Navy boats; however, some boats are assigned to Navy personnel based at USMC installations. These boats are part of the Navy boat inventory.

3. Boat Inventory Manager. The boat inventory manager is appointed by PMS 325. The boat inventory manager is the accountable owner of all assets managed as Navy boats. In addition, the boat inventory manager is the Navy boat personal property manager and maintains auditable chain of custody records. The boat inventory manager issues boats to custodian activities to fill authorized boat allowances. The boat inventory manager has sole disposition authority for Navy boats. Boats which become excess to a custodian activity are referred to the boat inventory manager for disposition. Based on the material condition of the boat and the Navy's ongoing need for the boat, the boat inventory manager executes disposition authority to retain the boat in Navy inventory by transfer or turn in to stock, or to remove the boat from Navy inventory by authorizing disposal, sale or transfer.

4. Cargo Off-loading and Transfer System. Cargo off-loading and transfer system is Navy's major system for vehicular and containerized cargo discharge, from vessels moored offshore, and delivery to the beach during logistic over the shore operations. Cargo off-loading and transfer system is used in amphibious, maritime prepositioning, and advanced base environments, and consists of the following major facilities:

- a. Causeway section, powered;
- b. Side loadable warping tug;
- c. Causeway section, non-powered;
- d. Roll-on/roll-off discharge facility; and
- e. Modular elevated causeway.

5. Coordinated Shipboard Allowance List. The basic documents for assembling and placing on-board equipment and component repair parts and special tools, equipage, and supplies. The documents also provide essential information for shipboard management of the material (e.g., identification, requisitioning, stowage, inventory, and maintenance of stock records).
6. Coordinated Shore-Based Allowance List. A document for a specific shore activity that lists installed equipment for which the Naval Supply Systems Command has program responsibility.
7. Craft and Boat Support System. The authoritative management system and data source for individual service craft and boat life cycle record data relating to acceptance, custody assignment, configuration management, condition history, and inventory status through ultimate removal from the Navy inventory.
8. Regular Overhaul (ROH). An availability for the accomplishment of general repairs and alterations at a naval shipyard, private shipyard, or other shore-based repair activity, normally scheduled in advance with an established cycle.
9. Service Craft. A classification of waterborne craft which comprises the general waterborne utilitarian craft not classified as ships or boats, designed to operate in coastal and protected waters and provide general support to combatant forces and shore establishments. Service craft are designated by type per reference (a) and listed in the craft and boat support system and the Naval Vessel Register. All craft with hull designations beginning with "Y", for yardcraft, are classified as service craft (e.g., open barge (YC); fuel oil barge (YON); patrol craft, training (YP); and harbor tug (YT)). Additionally, the following designations are classified as service craft: barracks craft (APL), auxiliary floating dry dock (AFD), auxiliary repair dry dock (ARD), and unclassified miscellaneous unit (IX).
10. Support Commander. Commanders (i.e., type commanders, system commanders, or program offices other than PMS 325) who have budgeting and funding responsibility for support of service craft and boats assigned to their subordinate activities.

11. User Command and Activity (Users or Custodians). The command or activity which has been assigned custody of a service craft or boat. User commands and activities are also referred to as service craft and boat custodians. Assigned activities are responsible officers (i.e., custodians) for ensuring the due care and safekeeping of service craft or boats assigned to their custody or the custody of those persons reporting to them. Custodian activities are responsible for physical control of assigned service craft or boats.

SERVICE CRAFT BUILDER'S AND ACCEPTANCE TRIALS AND DELIVERY

1. Purpose. To delineate service craft builder's trials and acceptance trials, and delivery policies, procedures, and responsibilities.
2. Background. Every service craft shall undergo builder's trials and acceptance trials following the provisions and guidelines as defined in the acquisition contract documents. It is essential that the Navy's service craft acquisition program delivers complete craft free from both contractor and government responsible deficiencies. Delivered craft should be capable of supporting the Navy's mission from the first day of active service, with only minor exceptions such as certain outfitting items or other unique Navy requirements beyond the scope of the build contract and which cannot be met until after delivery.
3. Responsibilities
 - a. OPNAV Resource Sponsors
 - (1) Approval authority for accepting delivery of service craft into the Navy inventory, unless otherwise delegated.
 - (2) Evaluate requests for and issue waivers of PRESINSURV starred discrepancies, unless otherwise delegated.
 - b. PRESINSURV
 - (1) Conduct craft acceptance trials and submit reports per reference (d).
 - (2) Recommend acceptance of a service craft under Navy contract at private shipyards.
 - c. PMS 325
 - (1) Act as the accepting authority for service craft.
 - (2) Ensure that provisions relating to the delivery of craft are incorporated into the specifications and contracts and or relevant administrative procedures and instructions.

(3) Coordinate acceptance trial dates with PRESINSURV and, if necessary, with the naval supervising activity or Defense Contract Management Agency.

(4) Ensure that the craft is ready for acceptance trials.

(5) Request from the OPNAV resource sponsor a waiver of PRESINSURV starred discrepancies as necessary.

(6) Report to the OPNAV resource sponsor the resolution status of all PRESINSURV starred discrepancies and or part one safety items. Report status every 60 days until all items are cleared.

(7) Keep the prospective craft custodian informed of completion status prior to delivery.

(8) Validate that all aspects of the craft construction have been completed or waived by the OPNAV resource sponsor prior to acceptance trials.

(9) Ensure satisfactory completion or resolution of DD Form 250 Material Inspection and Receiving Report deficiencies.

(10) Ensure obligation of shipbuilding and conversion. Navy funding occurs prior to the obligation work limiting date.

d. Naval Supervising Activity And Defense Contract Management Agency (Note: If there is no assigned naval supervising activity or Defense Contract Management Agency, these responsibilities shall be accomplished by PMS 325)

(1) Notify PMS 325 that the craft is ready to commence builder's trials.

(2) Notify PMS 325, PRESINSURV, and the prospective craft custodian that the craft is ready to commence acceptance trials.

(3) Coordinate the scheduling of all services for builder's trials, acceptance trials, and any other trials.

(4) Provide recommended dates for all trials to PMS 325.

(5) As requested by PRESINSURV, provide copies of applicable test memoranda or procedures to be used for acceptance trials.

(6) Keep PMS 325 and the prospective craft custodian informed, prior to delivery, of the completion status of all PRESINSURV starred deficiencies resulting from acceptance trials.

e. Prospective Craft Custodian

(1) Support PMS 325 in the craft delivery inspection and acceptance, unless authority is delegated to conduct this event.

(2) If delegated by PMS 325, execute the DD Form 250. Submit completed DD Form 250s to PMS 325.

4. Procedures

a. Builder's Trials. Scheduling of builder's trials shall allow sufficient time for the correction of deficiencies prior to acceptance trials. The conduct and content of builder's trials should be the same as that intended for acceptance trials or as required by the contract.

b. Acceptance Trials. Acceptance trials shall be conducted when all work, including the correction of significant deficiencies, has been completed. If acceptance trials must be conducted with significant items incomplete, PMS 325 shall obtain the approval of the OPNAV resource sponsor prior to presenting the craft to PRESINSURV. Requests can be considered on a case-by-case basis.

(1) Acceptance trials shall be conducted as required by the craft acquisition contract.

(2) The following are prerequisites to acceptance trials:

(a) Successful completion of builder's trials and correction of significant construction deficiencies identified thereby.

(b) All contractually required equipment must be installed, adjusted, aligned, tested, operable as individual units and as systems, and capable of meeting performance specifications.

(c) Installation of decking, bulkhead coverings, pipe coverings, labeling, cleaning, and painting of all spaces must be completed.

(d) If contractually required, completion of surveys for electronic interference, lighting, radiated noise, airborne noise, heat stress, vibration, and self-noise.

(e) All required installation and checkout measurements and tests must be completed.

(f) Compliance with American Bureau of Shipping, Coast Guard, Navy and any other contractually-required certifications with respect to design and equipment installation (e.g., navigation, lighting, safety, sewage, potable water, etc.).

(g) Exceptions shall be brought to the attention of PRESINSURV by the naval supervising activity or Defense Contract Management Agency before the start of the trial.

(h) Required test memoranda, reports, and certificates reflecting the above conditions must be available for inspection by PRESINSURV.

c. Acceptance Trial Retrials. Subsequent to an unsuccessful acceptance trial, complete or partial retrials should be required as recommended by PRESINSURV and approved by the OPNAV resource sponsor. Retrials should be limited to situations where deficiencies exist which preclude PRESINSURV from providing an independent assessment of compliance with contractual requirements.

d. Acceptance Trial Correction Period. Following successful completion of acceptance trial, there shall be a nominal period, as defined by the acquisition contract, for the purpose of correcting any deficiencies identified during

acceptance trial. Upon recommendation of the naval supervising activity, or Defense Contract Management Agency, this period can be lengthened or shortened by PMS 325 with concurrence by the prospective craft custodian.

e. Trial Report, Acceptance Request, and Recommendations. Following acceptance trials, PRESINSURV shall submit, by naval message, a report to the OPNAV resource sponsor including a recommendation on whether to accept the craft and a description of any single starred or double starred deficiencies. PMS 325, the naval supervising activity or Defense Contract Management Agency, the prospective craft custodian, and all other concerned commands, shall be addressees on this report. PMS 325 shall request a waiver from the OPNAV resource sponsor for any starred deficiencies (unless otherwise delegated) which should not be corrected prior to delivery. When satisfied that the craft is ready for delivery, the OPNAV resource sponsor should grant permission to accept delivery of the craft, unless otherwise delegated.

f. Waivers. Waiver requests are to be minimized. However, waiver requests will be considered by the OPNAV resource sponsor (unless otherwise delegated) in those extraordinary circumstances where it is in the best interest of the Navy to deviate from established requirements. Waiver for delivery with uncorrected starred deficiencies shall:

(1) Be submitted by PMS 325 to the OPNAV resource sponsor (unless otherwise delegated) in the request to accept delivery, no later than 10 working days prior to the action date.

(2) Identify the item to be waived.

(3) Specify the reason for non-correction of the deficiency or trial item, including estimated correction date if the waiver is granted. If material delivery is involved, provide best estimated delivery date.

(4) State the alternatives available and include, if appropriate, the consequences of not granting the waiver.

(5) Specify the operational impact and risk associated with the waiver.

(6) Include recommendations.

g. Delivery Acceptance. Service craft delivery acceptance shall be documented by executing a DD Form 250, unless the acquisition contract states otherwise. Prior to execution of the DD Form 250, the craft shall be in the following condition:

(1) Necessary firefighting, damage control, and navigational equipment aboard in operating condition.

(2) Propulsion, maneuvering, command and control, or any mission essential equipment ready for use.

(3) Berthing and messing spaces, if any, habitable.

(4) The craft ready in all respects to be accepted into service and able to perform all the missions it is intended to fulfill.

OVERHAUL CYCLES FOR ACTIVE SERVICE CRAFT

1. ROH cycles for service craft other than berthing and messing barges are as follows:

<u>Service Craft type</u>	<u>ROH Interval</u>
Self-propelled	6 years
Non-self-propelled with machinery	6 years
Non-self-propelled without machinery	8 years
Floating dry docks	6 years

2. ROH cycles for berthing and messing barges are as follows:

<u>Description</u>	<u>Interval</u>
Refurbish or renovate	4 years
ROH	8 years

3. Deviations from service craft ROH cycles should vary with local conditions and type of hull construction. Submit request for deviation via the chain of command and the support commander to PMS 325.

4. Support commanders should develop and implement a program to assure adequate organizational and intermediate maintenance during the operating cycle.