



United States Marine Corps
Marine Corps Logistics Command
Strategic Plan
(Executive Summary)

Operational-Level Logistics Support
to the
Expeditionary Force

2015-2025





This Strategy provides a refined focus on our role as the Operational-Level Logistics integrator for the Marine Corps. It incorporates lessons learned from our recent experiences in Iraq and Afghanistan and anticipates how we can best apply those lessons for an uncertain future. It shows we are not content to “come back inside the wire” of Albany and Barstow. It clearly shows our focus will remain on the Operating Forces and the readiness and warfighting needs of the Marine Corps. Our core competencies of maintenance, supply, and distribution will be defined and refined by the needs of those who carry the fight to our Nation’s enemies. Despite the concerns of reducing budgets and evolving mission sets, we will continue to provide the best support possible to the MARFORs.

This Strategy is meant to be both directive and aspirational. Directive in it provides specific goals and objectives to meet current operational and business imperatives. Aspirational in it is a framework on which Commanders and Center Directors can independently align their business functions to the overall Strategy and Mission while also providing latitude to foster innovation, meet emerging requirements, and integrate continuously improving methods. We will not accomplish everything we have written in the Strategy nor will everything we accomplish over the next decade be included in this current iteration. This Strategy is best used as a living document. Referenced and reviewed often, updated as necessary, but always acting as a way ahead to align MARCORLOGCOM with the Marine Corps Installation and Logistics Roadmap and most importantly Marine Corps operational requirements.

This Strategy is designed to talk to multiple audiences. MARCORLOGCOM is positioned at the nexus of a variety of stakeholders who sometimes use alternative terms to express different but complementary goals and requirements. It strives to talk to the Marine Corps Operating Forces in clear, concise terms that tie complex enterprise-level logistics functions with operational and tactical plans and requirements, generating confidence that MARCORLOGCOM will be effective in integrating logistics solutions for warfighting needs. It simultaneously talks to the Defense Logistics establishment and the Joint Logistics Enterprise in terms that express the business acumen of MARCORLOGCOM, generating confidence that we are effective in enabling the readiness of the Marine Corps as a critical part of the Joint Force and the Defense logistics team. It talks to civilian industry in ways that allow our critical partners – who often bring new, innovative capabilities – a means to understand how we will integrate their contributions into Marine Corps logistics solutions. It talks to the MARCORLOGCOM workforce; uniformed and civilian; labor, staff, and executive; so that each person can understand their role, unify their efforts into the broader mission, and take pride in understanding they make an important contribution to MARCORLOGCOM and the Marine Corps.

This Strategy is primarily written for the subordinate Commanders and Center Directors of MARCORLOGCOM. While it is important for the audience I mention above to gain value from this document, this is your Strategy. It is the culmination of the input from your members of the Integrated Planning Team. It incorporates your ideas and goals borne from your knowledge of what makes MARCORLOGCOM an effective organization. It reflects your desire to continuously improve on the value our Command provides to the Marine Corps. The Strategy does not end with its signing. Take ownership of it throughout its entire life cycle. Use it to keep us always aligned on the needs of the Marine Corps.

John J. Broadmeadow
Commanding General



This Strategic Plan focuses on our products and services and clarifies our essential roles in support of Marine Expeditionary Forces (MEF), Marine Corps Forces (MARFOR), the Supporting Establishment, and Headquarters, United States Marine Corps (HQMC). It outlines the vision of where the Command is headed and what we will focus on to get there. It is the framework for the way we conduct and improve our business operations.

MARCORLOGCOM Marines, Civilian Marines, and Contractor Workforce. We must recognize how we add value to our current operations and future strategic objectives. Our daily contributions move the command forward. The chain of command, up to your Commanding Officer or Director, owes you clear guidance to your questions and innovative ideas. Ensure that you understand how daily performance and long-term actions align to the goals and objectives found herein. Please be receptive to new ideas and concepts. MARCORLOGCOM’s success depends on us!

MARCORLOGCOM Senior Leaders. Your organizations execute the Strategic Plan. Your planning, guidance, and leadership sets the course. Take steps toward strategic success every day to keep up momentum. Synchronize efforts with other Senior Leaders to achieve unity and a common purpose. Lead with vision towards, and integrate support for, the strategic objectives. Guide your workforce to achieving your organizations’ strategic goals.

The Operating Forces. Aligning with the 36th Commandant’s Planning Guidance, we orient ourselves to a supporting and supported relationship with the geographic MARFORs, MARFORCOM, MARSOC, MARFORRES, and Supporting Establishment. The MARFORs are the critical link in developing effective sustainment solutions which support the Combatant Commanders’ employment of Marine forces. Leveraging core competencies in supply, maintenance, and distribution, MARCORLOGCOM as the Marine Corps Operational-Level Logistics Integrator will coordinate strategic-level resources with HQMC, the Supporting Establishment, other Services, DoD Agencies, and the national industrial base to support MARFOR sustainment requirements. We stand ready to support the MARFORs in planning operational-level logistics concepts and providing integrated logistics solutions to sustain deployed forces.

Marine Corps Systems Command (MCSC) and Program Executive Office-Land Systems (PEO-LS). Weapon Systems Management Teams (WSMT) align on Program Managers (PM) and Product Managers (PdM) with life cycle support in the planning and execution of integrated logistics/supply chain, distribution and maintenance solutions to ensure maximum readiness and sustainment of ground weapon systems and equipment. We will continue to advance logistics concepts; refine our core competencies, products and services; and improve our processes for Marine Corps Enterprise Ground Equipment Inventory Management, Enterprise Lifecycle Maintenance Planning (ELMP), enterprise-level fulfillment and distribution, and the accountability and reporting of Marine Corps equipment asset posture. We focus on strategic partnerships with HQMC, MCSC, PEO-LS, and DoD agencies for the integration of requirements generation, lifecycle logistics and sustainment planning, and materiel readiness. Cooperation, coordination, and standardization of sustainment processes are key to the effective support of ground weapon systems.

DoD, other Services, and National Industrial Base Suppliers and Support Providers. Integration is a critical element in our mission statement and is the basis for our role as Marine Corps End-to-End (E2E) Logistics Chain Manager. Integrating the logistics chain involves identifying, coordinating, establishing, and maintaining supported and supporting relationships. We connect the Operating Forces with support providers and suppliers throughout the DoD logistics network. We leverage our Service-level roles as Distribution Process Owner (DPO), Depot Maintenance Integrator, Supply Chain Integrator, and Enterprise Ground Equipment Inventory Manager (EGEIM) to provide tailored services, from co-located maintenance teams to managing the ground equipment push fulfillment process. We will develop strong, collaborative relationships and partnerships with suppliers and support providers as we build innovative support concepts, future capabilities and practices to achieve an adaptive and responsive logistics chain.



Mission

To provide worldwide, integrated logistics/supply chain and distribution management; maintenance management; and strategic prepositioning capability in support of the operating forces and other supported units in order to maximize their readiness and sustainability and to support enterprise and program level Total Life Cycle Management (TLCM).

MARCORLOGCOM Exists To...

Support Marine Corps Operating Forces with products and services that maximize equipment readiness to go to war, sustain military operations through mission accomplishment, support redeployment/retrograde, and conduct reset/reconstitution of equipment.

Support Program Managers, who equip the Operating Forces, in the planning and execution of weapon system life cycle logistics and sustainment support for program-level TLCM responsibilities in context with Marine Corps Enterprise Ground Equipment Management (EGEM) goals and objectives.

Support Other Customers and DoD worldwide by being an organization capable of global reach with integrated logistics chain support to those we serve with our supply, maintenance, distribution core competencies.

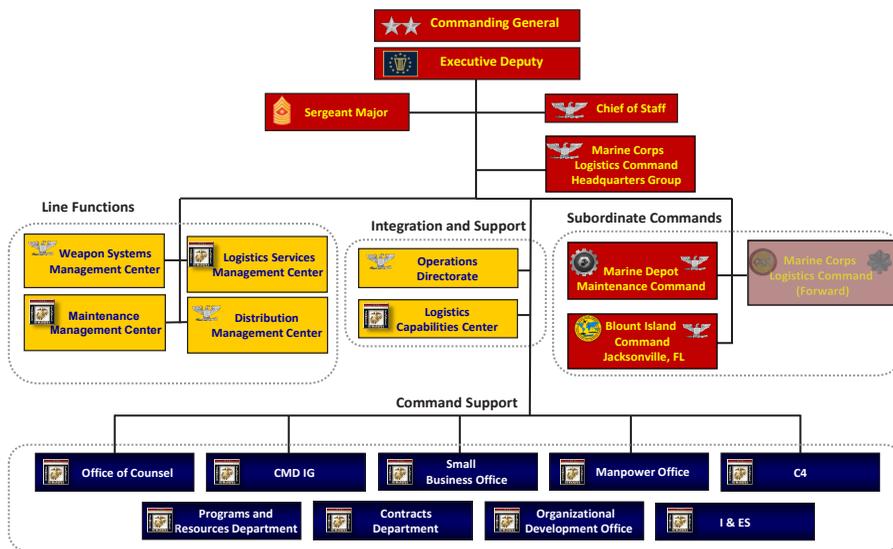


Maximize Logistics Solutions for the Warfighter

Maximizing logistics solutions is MARCORLOGCOM's primary focus and our value proposition is...

- In what we do... Integrated Logistics Solutions
- In how we do it... Maximized for optimal support to achieve effective and efficient solutions

Who We Are...



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Organization

Established on May 8, 2003, MARCORLOGCOM supports the Operating Forces, Supporting Establishment, and the acquisition community by providing value-added integrated logistics solutions. MARCORLOGCOM consists of a Headquarters Element and three subordinate commands.

Headquarters Element

- **Command Element with Special Staff**
- **Staff Departments providing command support**
- **Command, Control, Communications and Computers (C4)** provides Information Technology Services Management (ITSM) for products and services that support the collection and transformation of accurate data into actionable information for mission execution.
- **Weapon System Management Center (WSMC)** provides service-level inventory management and integrates logistics chain support for Marine Corps Enterprise Ground Equipment Management (EGEM) and program-level Total Life Cycle Management (TLCM) for ground weapon system and equipment requirements.
- **Maintenance Management Center (MMC)** provides integrated maintenance management solutions in support of ground weapon systems, and functions as the link between strategic and operational-level maintenance planning and the fulfillment of tactical-level maintenance related requirements.
- **Logistics Services Management Center (LSMC)** provides program management and integration of support providers for multiple key logistics and supply chain services that support the operating forces.
- **Distribution Management Center (DMC)** provides service-level storage operations of ground weapon systems and collateral material as well as integrates strategic transportation resources to affect the reliable movement, asset visibility, and accountability of materiel through distribution networks and nodes.
- **Operations Directorate (OPSDIR)** synchronizes MARCORLOGCOM's internal operations and external requirements while serving as entry point for the MARFORs and MEFs.
- **Logistics Capabilities Center (LCC)** manages the Marine Corps' complex Automated Information Systems (AIS) portfolio and provides decision support information through data analysis and operations research for MARCORLOGCOM, the operating forces, and supporting establishment.

Subordinate Commands

- **Blount Island Command (BICmd)** located in Jacksonville, Florida, attains, maintains, and provides logistics support for the Marine Corps' strategic prepositioning combat capability sets: Maritime Prepositioning Ships (MPS) program, Marine Corps Prepositioning Program-Norway (MCPP-N), and other ashore-based prepositioned equipment and supplies as directed.
- **Marine Depot Maintenance Command (MDMC)** headquartered in Albany, Georgia with industrial production plants in Albany and Barstow, California, provides depot-level maintenance, rebuilds, and modifications to ground weapon systems and equipment.
- **Marine Corps Logistics Command (Forward)**, upon MARFOR request, provides worldwide supply, maintenance, distribution, and prepositioning support through scalable, task-organized contact teams, technical assistance advisory teams, other logistics support teams, up to a forward-deployed command detachment.

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Operational-Level Logistics Roles

Operational-level logistics integrates strategic-level logistics capabilities to satisfy tactical-level logistics requirements beyond the Marine Air-Ground Task Force's (MAGTF) capability and/or capacity. MARFOR Commanders plan and execute operational-level logistics. MARCORLOGCOM's operational-level logistics roles include:



Marine Corps End-To-End Logistics Chain Manager. Links tactical-level using units in the operating forces to strategic-level suppliers, maintainers, and distribution providers to include organic Marine Corps, other Services, and DoD capabilities as well as commercial organizations from the national industrial base. MARCORLOGCOM: (1) manages customer relationships, (2) identifies operational-level logistics challenges, (3) uses support agreements and contracts to integrate suppliers and support providers, and (4) assesses performance to ensure effective and efficient support.



Operational-Level Logistics Solutions Provider. Provides comprehensive logistics solutions by integrating the best suppliers and support providers through an innovative contracting instrument, Marine Corps Logistics Support Services (MCLOGSS). Collaborative partnerships permit rapid access to tailored solutions that fulfill MARFOR operational-level logistics requirements and enable the MAGTF to focus on their expeditionary capabilities.



Operational-Level Logistics Support Integrator. Provides liaison, manages supporting/supported relationships, and coordinates the planning and execution of responsive operational-level logistics solutions. MARCORLOGCOM's MARFOR Support Cell and MEF Support Teams (MST) understand geographical logistics challenges and assist in supporting MARFOR tactical- and operational-level logistics objectives. We maximize sustainability of expeditionary operations through the integration of our supply, maintenance, distribution, and prepositioning products and services with strategic-level logistics capabilities from military Service, DoD, joint, theater, industrial base, and host nations.



Marine Corps Distribution Process Owner. DMC provides end-to-end integration of distribution support to expedite the flow of equipment and supplies for the Operating Forces. Includes: (1) synchronizing storage activities, distribution nodes, and transportation modes in the logistics chain, (2) integrating organic Service, DoD and commercial providers and transportation systems, (3) maximizing in-transit visibility capabilities to track, trace, and expedite equipment and supplies, and (4) placing advocates to support force deployment, sustainment, and retrograde operations.



Marine Corps Lead for Prepositioning Logistics Support. BICmd provides key afloat and ashore prepositioning logistics support for MPS and MCPP-N combat capabilities sets to reduce crisis response reaction time and ensure timely support of MARFORs during all phases of expeditionary operations. BICmd engages MEB commanders, and their staff, to revitalize MPS capabilities after years of sustained land combat.



Life Cycle Logistics Roles

Life Cycle Logistics determines supportability requirements to influence weapon system design, plans sustainment strategies, and executes in-service support to meet affordability, readiness, and sustainability objectives. PM/PdMs manage life cycle logistics within program-level TLMC. MARCORLOGCOM's life cycle logistics roles include:



Weapon System Support Integrator. Provides customer relationship management and coordinates the analysis, advice, and assistance in providing responsive solutions for integrated product support. WSMTs aligned on the PMs/PdMs conduct logistics chain integration of supplier and support provider services for fielded weapon systems and equipment to maximize materiel readiness and sustainability. Relationships with Capability Portfolio Managers at DC CD&I support development of lifecycle logistics requirements in capability documents for new weapon system acquisitions, development, and implementation.



Marine Corps Executive Agent for Enterprise Lifecycle Maintenance Planning (ELMP). Plans, coordinates, and executes requirements determination, budgeting, and equipment returns for depot-level maintenance, rebuild or overhaul of ground weapon systems and associated components to enable life cycle readiness and operational availability by recapitalizing equipment to like-new condition. MARCORLOGCOM integrates multiple Marine Corps enterprise stakeholders in a teamwork-oriented process to include: (1) DC I&L for guidance, (2) DC CD&I for requirements, (3) DC PP&O for warfighter priorities, (4) DC P&R for price and performance modeling and programming, (5) MCSC and PEO-LS for lifecycle performance objectives, and (6) the operating forces for readiness and sustainment objectives.

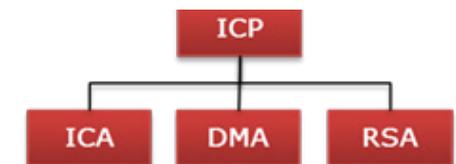
Materiel Management/Inventory Control Roles

Materiel Management/Inventory Control (MM/IC) involves Service/wholesale-level supply, maintenance, and distribution to ensure effective and efficient equipment support. MARCORLOGCOM's MM/IC roles include:



Marine Corps Inventory Control Point (ICP). Provides MM/IC for ground weapon systems and equipment, to include: (1) initiating supply cataloging actions, (2) procuring provisioning and replenishment stocks, (3) computing and managing equipment sourcing requirements, (4) storing, distributing, and positioning materiel, (5) developing service-level inventory control data and information, (6) directing depot maintenance, overhaul, and rebuild actions, and (7) disposing of materiel. As the Marine Corps' ICP, MARCORLOGCOM also serves as:

- Inventory Control Activity (ICA) and EGEIM
- Depot Maintenance Activity (DMA)
- Remote Storage Activity (RSA)



What We Believe In...

We ground ourselves in the Marine Corps Core Values and align our Culture and Values accordingly, committing to the highest standards of moral and ethical conduct. Ingraining these beliefs and attitudes in our daily actions will guide us during times of change and when venturing into unfamiliar territory. Success relies on exemplifying these values:

Honor - Courage - Commitment

Honor. The bedrock of our character that empowers us to exemplify the ultimate in ethical and moral behavior: to never lie, cheat, or steal; to abide by an uncompromising code of integrity; to respect human dignity; and to have respect and concern for each other. It represents the maturity, dedication, trust, and dependability that commit us to act responsibly, be accountable for our actions, fulfill our obligations, and hold others accountable for their actions.

Courage. The mental, moral, and physical strength that sees us through challenges and the mastery of fear, to do what is right, to adhere to a higher standard of personal conduct, to lead by example, and to make tough decisions under stress and pressure. It is the inner strength that enables each one of us to take that extra step.

Commitment. The spirit of determination and dedication that leads to professionalism and mastery of the art of war. It promotes the highest order of unit and self-discipline and instills dedication to Corps and country 24 hours a day, pride, concern for others, and an unrelenting determination to achieve a standard of excellence in every endeavor.

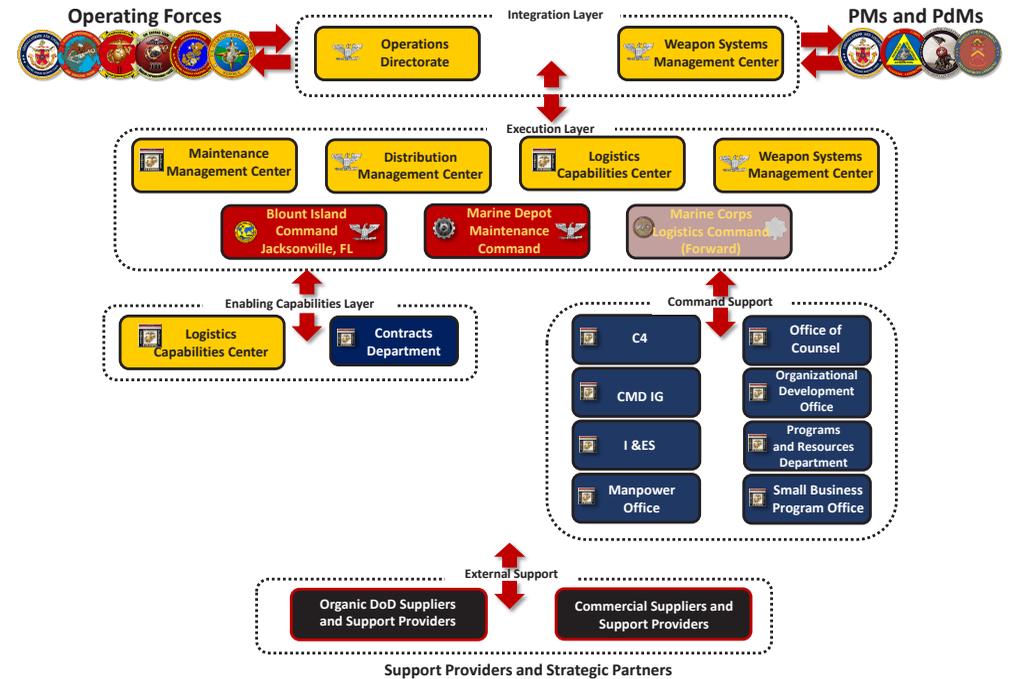
Teamwork – Employees – Innovation – Fiscal Responsibility

Teamwork. We insist on cooperative collaboration and teaming, both internally across the Command and externally with the operating forces, our business partners, and support providers. We foster an environment of trust where we share information and resources to achieve customer needs.

Employee Welfare and Development. Our workforce is our greatest asset. We are committed to our people and to their professional development, which helps to ensure a stable, highly qualified, and motivated workforce.

Innovation. We aggressively and continuously pursue effective and efficient process improvements to achieve results for the Operating Forces and our PM/PdM customers. We strive to eliminate any burdens placed on our customers as a result of doing business with us and seek to ensure seamless and streamlined processes are in place.

Fiscal Responsibility. We maximize the value of every dollar we spend. We operate optimally in a dynamic resource environment. We prioritize fiscal requirements correctly to achieve our strategic objectives that directly result in mission readiness and success for the operating forces and our other customers.



The Concept of Operations Model depicts a scheme of maneuver that consists of...

- Aligning on two primary stakeholders: the Operating Forces and PMs/PdMs.
- Integrating internal logistics processes with external support providers and logistics partners.

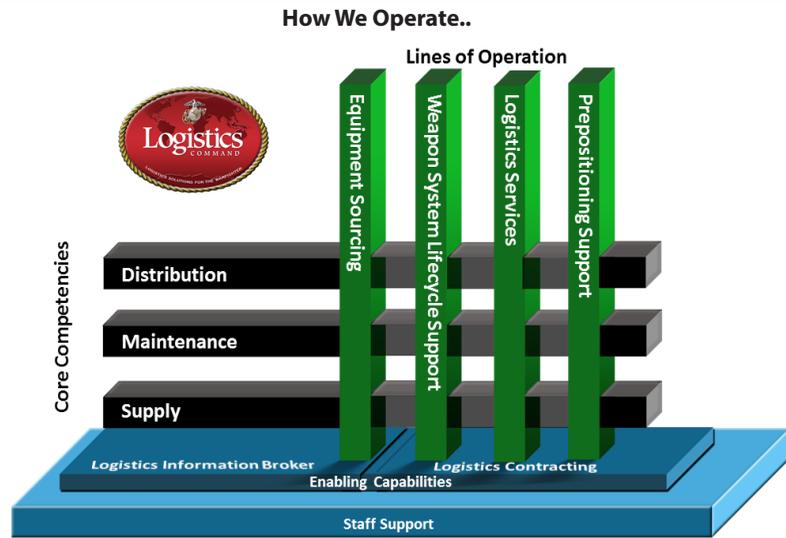
Main Effort:

- Alignment on the Operating Forces: The MARFOR Support Cell and MSTs operate as Operational-level Logistics Support Integrators linking strategic-level logistics resources to satisfy tactical-level logistics requirements.
- Alignment on the PMs and PdMs: WSMTs operate as Logistics Chain Integrators linking supply, maintenance and distribution capabilities to satisfy EGEM and program-level TLM requirements. In time, WSMTs operate as Product Support Integrators, linking all product support elements.

Supporting Effort:

- Integration of Support Providers and Strategic Partners: LNOs and Distribution Process Advocates (DPAs), collocated with key support providers and strategic partners, facilitate the integration of strategic-level capabilities to fulfill operational-level and tactical-level logistics requirements.
- Integration of Subordinate Commands, Centers, and Staff Departments: Directly contribute to the success of the MARFOR Support Cell, MSTs, and WSMTs with cross-functional subject matter expert support to develop holistic and optimal logistics solutions.

Lines of Operation



MARCORLOGCOM Lines of Operation Integration Model

Core Competencies – Supply, Maintenance, and Distribution.

Subordinate Commands and Centers organized on supply, maintenance, and distribution functions synchronize expertise and work to maximize our core competencies. MARCORLOGCOM brings all three core competencies together on a problem set to create optimal logistics solutions.

■ **Supply.** Manage (plan, organize, direct, and control) the Marine Corps enterprise-level supply chain for all ground weapon systems, Secondary Reparable (SecRep) items, and consumable items. This includes the E2E integration of all inventory management activities of organic and commercial suppliers as to provide responsive, consistent, and reliable supply support to the warfighter during peacetime and war.

■ **Maintenance.** Manage the Marine Corps enterprise-level maintenance for all ground weapon systems. This includes the E2E integration of all organic and commercial maintenance capabilities critical to the readiness and sustainability of Operating forces' ground weapon systems.

■ **Distribution.** Manage the Marine Corps enterprise-level distribution process for all ground weapon systems, SecRep items, and consumable items. This includes the E2E integration of all storage and transportation activities of organic and commercial providers as to provide responsive, consistent, and reliable support to the warfighter during peacetime and war.

Lines of Operation – Process Integration

Lines of Operation are key sets of products and services (P&S) oriented on the Operating Forces, PMs/PdMs, and other customers to support their mission accomplishment. High impact and value added products and services are created by integrating our core competencies, enabling capabilities and staff support.

Lines of Operation

	Equipment Sourcing	Weapon System Life Cycle Support	Logistics Services	Prepositioning Support
Description	All P&S providing inventory control of ground equipment across the Marine Corps enterprise and result in the delivery of equipment to the Operating Forces.	All P&S supporting the planning and execution of life cycle logistics and sustainment support of a weapon system program of record.	All P&S providing a logistics solution to a specific Operating Force or Program Manager need. These solutions may be a one-time offering or ongoing requirement.	All P&S supporting the Marine Corps strategic maritime and ashorebased prepositioning programs.
Activities	Cataloging; Inventory Management; Maintenance Planning and Execution; Contracting Alternative Sources of Repair; Storage; Retrograde/Redeployment of In-Theater Equipment and Forward in Stores; Transportation; and Quality Assurance	Product Supportability Planning; Configuration Audits; Independent Logistics Assessments; Milestone Decision Documentation Support; Maintenance Analysis; Product Support Integration; Life Cycle Management of Weapon Systems; and Transportability Analysis	Fly Away Maintenance Teams; Technical Support to Foreign Militaries; Foreign Military Sales; Corrosion Control for User Maintained Equipment; Consolidated Storage Program; Equipment Studies; Specialized Contracts; Limited Information Technology solutions; and E2E Logistics Chain Integration	Organizational/Field Maintenance and Fulfillment Responsibilities; Program Management of MCPP-N; MEU Augmentation Program in Kuwait; Ashore-Based Programs; Program Management of Maritime-Based Program; Planning; Embark/Debar, Tech Assist and Advisory Team in support of MAGTF Operations; Contract Management; and Quality Assurance
Products and Services	<ul style="list-style-type: none"> ■ Ground Equipment PEI Management ■ Wholesale Secondary Items ■ Inventory Management ■ Marine Corps Enterprise Distribution ■ Storage Operations ■ Reimbursable Storage Projects ■ Set Assembly Project Management ■ Global Storage Guidance and Programs ■ Depot Maintenance External and Strategic Maintenance Initiatives ■ Depot Maintenance Performance Analysis 	<ul style="list-style-type: none"> ■ Life Cycle Sustainment Planning and Execution Support ■ Item Introduction and Sustainment ■ Warranty Administration ■ Enterprise Life Cycle Maintenance Program (ELMP) Management ■ Command, Control, Communications, Computers and ■ Intelligence Sustainment Services ■ Depot Maintenance Planning for Acquisition ■ Maintenance Workload Planning and Scheduling for Sustainment 	<ul style="list-style-type: none"> ■ MLOGSS Contracted Services Consolidated Storage Program ■ Equipment Receiving Distribution Teams ■ Coordinated Secondary Repairable Item Management ■ MEF Maintenance Solutions and Support ■ Supplier Relationship Management (SRM) ■ Joint Chemical Biological Radiological Nuclear Defense Equipment Fielding and Sustainment ■ Product Quality Discrepancy Report (PQDR) Management ■ Supply Discrepancy Report (SDR) Management ■ Shelf Life Management ■ Technical Maintenance Inspections and Assistance ■ Publications Management ■ Small Arms Executive Agent ■ Radiological Control Services 	<ul style="list-style-type: none"> ■ Marine Corps Prepositioning Program Norway (MCPP-N) ■ Marine Prepositioning Ships (MPS) ■ Maintenance, Supply and Distribution Production ■ MPS Plans and Data Support ■ MPS Stevedoring & Related Terminal Services (S&RTS) and Port Operations ■ Operational Support to MarCent

Enabling Capabilities - Essential Elements

	Logistics Information Broker	Logistics Contract Management
Description	All P&S that collect and analyze logistics data to deliver Marine Corps Enterprise decision support information.	All P&S that provide best-value contracting capabilities that leverage the market to source from the best available logistics support providers and meet Operating Forces' logistics requirements.
Activities	Logistics Information Broker; Marine Corps Enterprise Visibility of Materiel Data; Performance Assessment of Support Providers; Operational Analysis; and Process Analysis	Logistics Contracting; Marine Corps Logistics Support Services; Omnibus Contracting Vehicles; Agile/Flexible Contracting Vehicles for Quick Response; and Contingency Contracting
Products & Services	<ul style="list-style-type: none"> ■ Business Intelligence ■ Business Sustainment ■ LogAIS Functional Management ■ Quality Management ■ Studies and Analysis ■ Information Technology (IT) Portfolio Management ■ Data Center Support Services 	<ul style="list-style-type: none"> ■ Contracting Services ■ Management and Oversight of ■ Command Small Business Program

Staff Support - Solid Foundation

	Logistics Information Broker	Logistics Contract Management
Products and Services	<ul style="list-style-type: none"> ■ Appropriated Fund Budgeting and Execution Oversight ■ Financial Services ■ Marine Corps Wide Transportation Voucher Certification ■ NWCFC Budgeting and Execution Oversight ■ Programming/Program Objective Memorandum (POM) ■ Deliberate Operational Planning ■ General Administration ■ Command Operations ■ Current Operations ■ Future Operations ■ Plans and Strategic Management ■ MEF Customer Engagement ■ Legal Services 	<ul style="list-style-type: none"> ■ Future Maintenance Business Initiatives and Capability Analysis ■ Beneficial Suggestions Program ■ MARCORLOGCOM Enterprise Architectural Services ■ Software Support Services ■ Command Support Services ■ Prepositioning Programs Support Staff ■ Consolidated Infrastructure & Environmental Advocate ■ MARCORLOGCOM Enterprise Safety Program Management ■ MARCORLOGCOM Enterprise Change Management ■ MARCORLOGCOM Enterprise Strategic Communications ■ MARCORLOGCOM Workforce Development ■ MARCORLOGCOM Enterprise Workforce Planning

The Power of our Lines of Operation Integration Model

Our competencies result from the integration of knowledge, skills, and abilities in the execution of our processes. Our Lines of Operation are the result of the integration of our core competencies, enabling capabilities, and staff support and their direct alignment on our customers' requirements. The Lines of Operation are the pillars of MARCORLOGCOM's support solutions.

MARCORLOGCOM is uniquely postured to provide this type of capability. We understand how to best leverage strategic logistics resources both organically in DoD and commercially in the National Defense Industrial Base. Every day we will earn our reputation as the Marine Corps' functional experts for supply, maintenance, and distribution. When the Operating Forces need operational-level logistics assistance or the PMs/PdMs need logistical sustainment planning and support – we stand ready.



To Energize the Lines of Operation,

MARCORLOGCOM Senior Leaders and workforce must...

- Be experts in the day-to-day processes and continuously seek improvement.
- Engage in critical thinking about our Lines of Operation to gain a better understanding of how our daily work fits into, and contributes to, the larger MARCORLOGCOM effort.
- Know where our process touch points are. Know how information reaches you, how you add value, and what the next person in the process requires to move forward.
- Coordinate, communicate, and share information with each other.
- Understand how each of you, individually and as an organization, adds value to the product and services supporting the Operating Forces and PM/PdMs.
- Continue to innovate, evolve, and improve our products and services.



Vision and Commander's Intent

Where We Are Headed...

Vision describes where we are headed and what we aspire to achieve. End state is MARCORLOGCOM efficiently operating as the Operational-Level Logistics Integrator and Functional Experts in our core competencies to deliver value-added services for the Marine Corps.



Vision

MARCORLOGCOM is the Marine Corps' Operational-Level Logistics solution provider for fielded weapon systems, support services, and supplies.

...fill an operational-level logistics niche within the Marine Corps. We **will** offer operational-level logistics solutions in support of the Operating forces that integrate strategic-level logistics capabilities to satisfy tactical-level logistics requirements that are beyond the capability and capacity of the MAGTF. We **will** focus on the sustainment of weapon systems and equipment with our supporting products and services.

Acting primarily as a solutions integrator, we enhance the Marine Corps' ability to execute and sustain its warfighting competency.

...be the logistics broker, negotiator, or integrator that networks and seamlessly connects logistics capabilities into integrated solutions to satisfy logistics requirements. We **will** deliver solutions maximizing equipment readiness and sustainment while simultaneously minimizing the strain on the Operating forces' organic capabilities.

With a focus on our Operating Forces, we provide comprehensive and integrated solutions by being "the best" or sourcing from "the best" commercial, organic and DoD providers.

...fulfill the Operating Forces' logistics requirements with innovative, efficient, and effective solutions. We **will** be a best-value logistics support provider for the Marine Corps providing comprehensive logistics solutions by being the best at what we do and integrating other best-value support providers within the DoD logistics network.



Commander's Intent

Be the Marine Corps sustainment expert – influencing acquisitions, delivering optimal logistics results, and providing lifecycle support through disposal.

...recognized as the authority for sustaining ground weapon systems and equipment within the Marine Corps. We **will** use our core competencies to support our PM/PdM customers as they develop and implement ground weapon system life cycle support strategies/plans. Every day, we **will** earn our reputation as the Marine Corps' innovative and integrated solution provider delivering optimal results to enhance sustainment support for program-level TLMC responsibilities in context with EGEM goals and objectives.

Be the best at structuring contractual relationships that bring holistic value to the Marine Corps – not partial solutions.

...be recognized for our robust contracting capability and business management acumen... We **will** develop tailored, comprehensive solutions refined through Business Case Analyses (BCA) to ensure optimal buying power. We **will** clearly articulate these solutions in the business proposals and courses of action we present to our customers and document these solutions in innovative performance based contracts and agreements.

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Vision and Commander's Intent

Position ourselves at the customer interface, the translator of requirements, and the broker for logistics services.

...get close to the Operating Forces and PM/PdMs to understand and interpret their logistics requirements from a Marine Corps enterprise-level perspective. We **will** proactively sense our customers' needs and respond with robust logistics solutions from all available optimal suppliers and support providers, even if it means operating outside of our traditional boundaries. We **will** avoid disjointed or stove-piped courses of action by integrating cross functional input when creating, evaluating, and delivering comprehensive and consistent solutions.

Be the Marine Corps expert at logistics performance management and solution planning.

...recognized as the authority for planning and executing logistics solutions that consistently meet our customers' performance objectives. We **will** integrate our lines of operation and core competencies to develop plans and support strategies for efficient life cycle management for the PM/PdM and effective operational-level logistics support to the Operating Forces. We **will** optimize our logistical data repository and our decision support tools to assess the performance of all support providers integrated into our plans and support strategies.



Logistics Functional Expertise

Strengthen MARCORLOGCOM's position as the Marine Corps functional experts for Supply, Maintenance, Distribution, and Prepositioning.

...recognized for our supply, maintenance, distribution, and Prepositioning functional expertise within the Marine Corps. This is the end state for where MARCORLOGCOM is headed and what the Command aspires to achieve. Within our organizations and core competencies, we **will** be brilliant in the basics and achieve functional excellence. We **will** maintain the highest standards and recognized for excellence in our supply, maintenance, distribution, and prepositioning missions.

The Marine Corps Logistics Command is an organization in constant pursuit of excellence in all that we do, embracing change in order to achieve it.

...understand that the manner in which we execute our role in Marine Corps logistics is ever changing and evolving. We **will** redesign and reengineer our current processes and procedures to ensure audit readiness IAW DoD FIAR requirements as well as enhance materiel management, inventory control, fiscal stewardship, and our products and services. Our people, processes, and technology must be dynamic and flexible as well as stay abreast of, and capitalize on, evolving operational-level requirements and new advances within industry, to innovate and to improve. We **will** sustain what we do well, embrace and incorporate change, and progress forward to adapt and achieve excellence.



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Vision and Comander's Intent

What Does It Mean To Be A Functional Expert...

A Functional Expert is a leader in providing exceptional products and services in an assigned area of expertise consistent with the highest standards of achievement. As a Functional Expert, MARCORLOGCOM must demonstrate excellence in the following key performance attributes aligned to our five overarching strategies...

Functional Expert Key Performance Attributes				
I	II	III	IV	V
Customer Alignment & Value	Business Processes	Employee Learning & Innovation	Resource and Financial Management	Strategic Issues & Opportunities
<ul style="list-style-type: none"> Elicit customer requirements proactively and collaboratively Respond in a timely manner to customer requests Deliver customer defined, high quality products and services and support Provide measured, customer-focused performance that addresses customer value and satisfaction Conduct frequent customer communications Anticipate customer issues and problems with compatible solutions Coordinate, collaborate and integrate across the organization and value chain partners to enable success and deliver value to the customer Leverage the value chain to introduce and deploy innovation that is relevant to customers 	<ul style="list-style-type: none"> Accomplish assigned mission in an outstanding manner Have processes that are integrated, repeatable and applied consistently Have the capacity (equipment, facilities, work, support processes) to accomplish the mission Have the capability (management and technical leadership, employee skills and knowledge) to accomplish the mission Meet or exceed effectiveness and efficiency requirements in measured operational performance Collect and use performance measures for leadership decisions in managing the business Integrate IT investment to support business processes 	<ul style="list-style-type: none"> Incrementally innovate and improve Anticipate promising solutions to overcome problems Introduce and gain traction for evolutionary and revolutionary innovations Develop transition mechanisms to turn innovations into accepted improvements Embody the value of continuous lifelong learning Foster new, traditional, incremental and innovative learning Develop, institutionalize and apply leading-edge technologies Ensure expertise using skills and knowledge assessments, training and education systems, and certifications Provide guidance, Body of Knowledge repositories, standards, and methodologies 	<ul style="list-style-type: none"> Support advocating for incremental and revolutionary innovations and investing in the most valuable initiatives Support requirements to accomplish and improve mission performance Be flexible to support changes in customer requirements Allow differentiation of non-recurring and recurring costs related to proposed innovations 	<ul style="list-style-type: none"> Promote an environment for empowerment, innovation, organizational agility, and organizational/employee shared learning Provide organizational governance Set performance goals and expectations Communicate values and vision Establish short and long term direction, key decisions points, and expectations of all employees Review organizational performance for improvement opportunities and needed actions Sustain and grow the depth and breadth of expertise Find and share new insights that relate to functional expertise problems and solutions Facilitate interactions with leading academic and practitioner organizations in relevant fields

Strategies, Goal, and Objectives

Strategies, Goals, and Objectives (SGO) are the means by which we navigate MARCORLOGCOM from our current situation to the desired future end state!

Strategies consist of Goals... Goals consist of Objectives... together SGOs break down the Vision and Intent into smaller, easier to manage parts. We can concurrently execute multiple SGOs with employee participation from across the command. This collective action will enhance MARCORLOGCOM with new competencies, capabilities, processes, procedures, enabling models, and tools needed to satisfy our customers' evolving demands.

Strategies... support the Vision and Intent by providing further course and direction to nine specific areas. Strategy I focuses on our customers and Strategies I-A through I-D, focus on the customer value linked to our Lines of Operation. Strategies II, III and IV focus on Employee Learning & Growth, Business Processes, and Resource and Financial Management. Strategy V covers Strategic Issues & Opportunities. These nine strategies transform our Command in many dimensions at the same time.

Strategic Goals... support specific Strategies. They define what we expect to accomplish within the strategies. Each goal can have multiple supporting objectives.

Strategic Objectives... support specific Strategic Goals. They refine our goals with specific time related efforts (near-term 2015-2017, mid-term 2018-2021, and long-term 2021-2025) to develop/enhance people, process, infrastructure, etc... Objectives are the discrete actions we carry out to improve our Command.

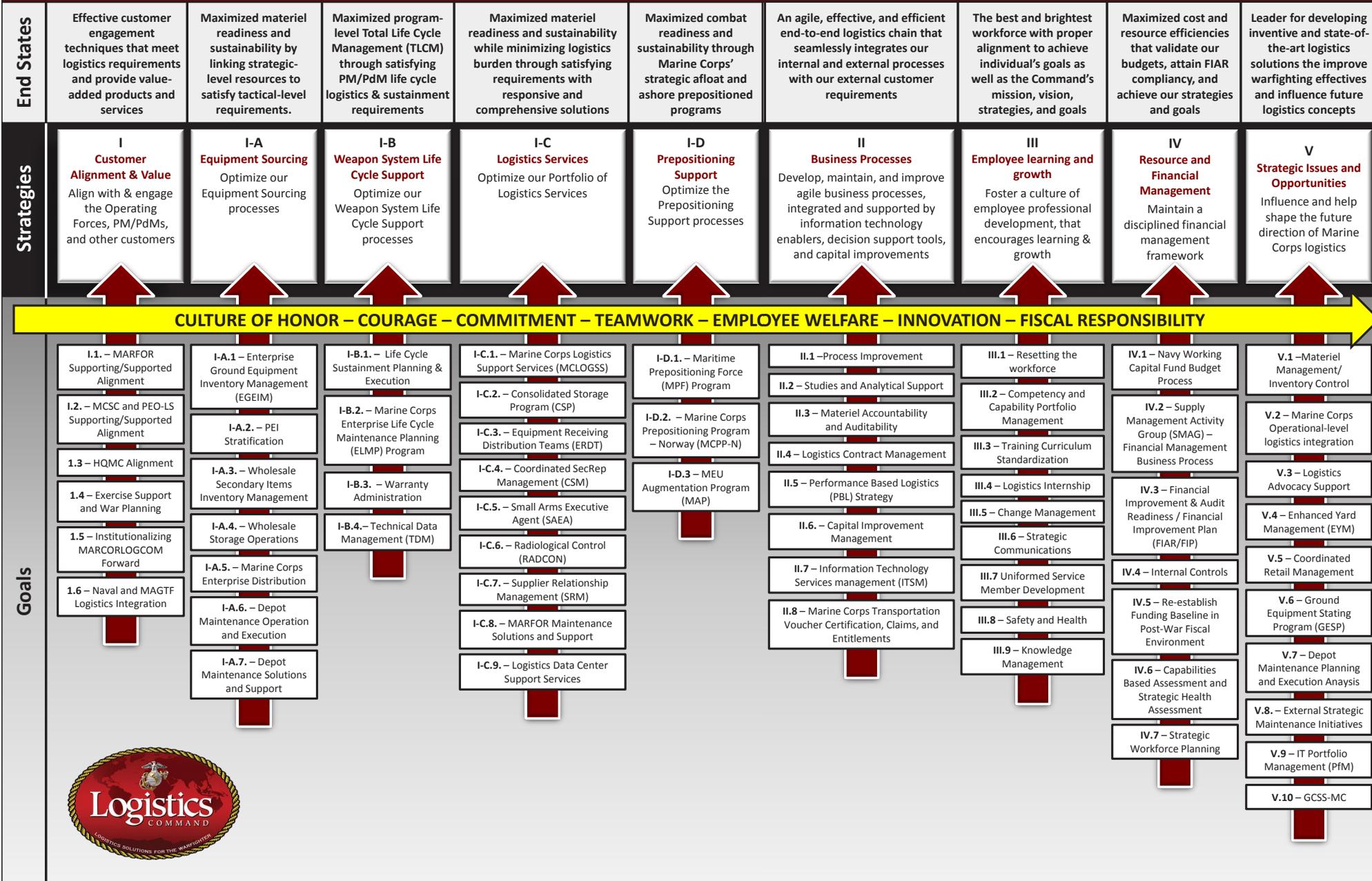
Strategic Initiatives... support Strategic Objectives. Some approved objectives will require the development of an initiative, which includes a documented Plans of Action and Milestone (POA&M) with specific actions and deadlines. Initiatives are special projects and carried out through Integrated Product Teams (IPT) to produce tangible improvements in capability and competency. Collectively, the combination of all initiatives creates a MARCORLOGCOM Portfolio of Action.

MARCORLOGCOM Portfolio of Action



Performance Management System Tie-In. Managers and employees will clearly align individual performance objectives to support MARCORLOGCOM's mission and strategic goals, objectives and initiatives. The Strategic Plan serves as the basis for the development of specific, measurable, achievable, realistic, and time-bound (SMART) performance objectives for our employees. This alignment on the Strategic Plan will focus the entire workforce on current mission accomplishment and on achieving our future end state and will allow employees to clearly understand how their specific actions contribute to MARCORLOGCOM's success.

VISION: MARCORLOGCOM efficiently operating as the Operational-Level Logistics Integrator and Functional Experts in our core competencies, Supply, Maintenance, Distribution, and Prepositioning to deliver value-added services for the Marine Corps



2015-2025 Strategic Map



Strategy I: Customer Alignment and Value

Align with and engage the Operating Forces, Program and Product Managers, and other customers to improve responsiveness in meeting their logistics support requirements and provide value-added products and services through our Lines of Operation.

This strategy focuses on our MARFOR, MEF, MCSC, PEO-LS, and HQMC customers through proper alignment of customer facing MARFOR Support Cell, MSTs, DPAs, WSMTs, LNOs, and effective customer engagement techniques. The goals and objectives in this Strategy communicate how MARCORLOGCOM will effectively align on and engage our customers to ensure responsive and value-added support with MARCORLOGCOM's products and services.

GOAL I.1. Codify MARCORLOGCOM's MARFOR Supporting/Supported Alignment

- I.1.1. **(Near-Term)** Develop MARFOR and MEF Support Policy
- I.1.2. **(Near-Term)** Standardize Supply Management Readiness Review (SMRR)
- I.1.3. **(Near-Term)** Champion MCWP 4-12 Proponency
- I.1.4. **(Near-Term)** Improve MEF Support Teams (MST) Support
- I.1.5. **(Mid-Term)** Enhance MARFOR Support Cell
- I.1.6. **(Long-Term)** Lead Operational-Level Logistics OAG
 - I.1.6.a. Establish Priorities
 - I.1.6.b. Refine Roles/Responsibilities
 - I.1.6.c. Develop Messaging
 - I.1.6.d. Promote Stakeholder Interaction
- I.1.7. **(Long-Term)** Ensure Operational-Level Logistics Training and Education OAG

GOAL I.2. Improve MCSC and PEO-LS Supporting/Supported Alignment

- I.2.1. **(Near-Term)** Promote Quarterly Logistics Forum
- I.2.2. **(Near-Term)** Refine Acquisition LNOs
- I.2.3. **(Mid-Term)** Improve Communications
- I.2.4. **(Mid-Term)** Develop Cataloging and Configure Management Processes
- I.2.5. **(Long-Term)** Expand Product Support Integration

GOAL I.3. Sustain HQMC Alignment

- I.3.1. **(Near-Term)** Develop Concepts, Doctrine, and Policies
- I.3.2. **(Near-Term)** Develop Life Cycle Logistics Requirements
- I.3.3. **(Mid-Term)** Develop Future Logistics Concepts
- I.3.4. **(Long-Term)** Publish and Promote Future Concepts

GOAL I.4. Support MARFOR Exercises and War Planning

- I.4.1. **(Near-Term)** Improve War Planning
- I.4.2. **(Near-Term)** Increase MARFOR Exercise Support
- I.4.3. **(Near-Term)** Sustain WRMR Planning
- I.4.4. **(Near-Term)** Develop MARCORLOGCOM War Reserve Processes
- I.4.5. **(Long-Term)** Review War Reserve Policies, Processes, and Procedures
- I.4.6. **(Long-Term)** Enhance War Reserve System

Strategy I: Customer Alignment and Value

GOAL I.5. Institutionalize MARCORLOGCOM Forward (LOGCOM (FWD))

- I.5.1. **(Near-Term)** ERSP Advocacy
- I.5.2. **(Mid-Term)** Effective ERSP Support
- I.5.3. **(Long-Term)** Promote ERSP Capabilities

GOAL I.6. Positively Contribute to Naval and MAGTF Logistics Integration (NLI/MLI)

- I.6.1. **(Near-Term)** Continued NLI/MLI Support
- I.6.2. **(Near-Term)** Participate in NLI/MLI Initiative Development and Implementation



Strategy I-A: Equipment Sourcing

Optimize the ground equipment sourcing process to satisfy the Operating Forces and PM/PdM operational-level logistics requirements through maximizing Marine Corps readiness and sustainability.

The goals and objectives in this Strategy focus on providing customer value and satisfaction with our "Equipment Sourcing" Line of Operation. MARCORLOGCOM will (1) generate optimal solutions, (2) enhance ground equipment sourcing processes, and (3) foster innovation in the delivery of equipment to the Operating Forces.

GOAL I-A.1. Enhance Enterprise Ground Equipment Inventory Management for Principal End Items (PEI)

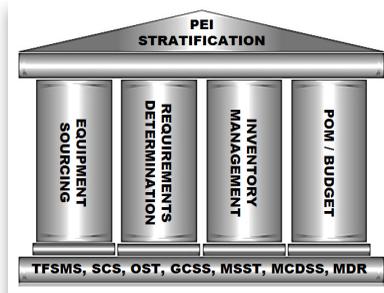
MARCORLOGCOM serves as the Marine Corps EGEIM, acting as DC I&L's Executive Agent for PEI inventory management with responsibility for Service-level fulfillment and distribution. Five key processes, (1) planning, (2) sourcing, (3) order, (4) returns, and (5) records management, fulfill validated Table of Equipment (T/E) deficiencies for Class VII PEIs at the MEF-level as well as emergent MARFOR requirements for contingency operations with ready-for-issue assets in accordance with CMC sourcing priorities and other strategic guidance.

Where are we going with the program?

- I-A.1.1. **(Near-Term)** Improve EGEIM Business Rules
 - I-A.1.1.a. Reconvene Return-to-Stores IPT
 - I-A.1.1.b. Publish Perpetual Inventory Processes
 - I-A.1.1.c. Publish Policy Guidance for Accelerated Push/Emergent Requirements Equipment Sourcing
 - I-A.1.1.d. Ensure PFP Model Supports CMC Sourcing Priorities
- I-A.1.2. **(Mid-Term)** Enhance Acquisition Integration
 - I-A.1.2.a. Integrate visibility of Planned Acquisition Data
 - I-A.1.2.b. Convene Fielding IPT
- I-A.1.3. **(Mid-Term)** Improve Order and Returns Management
- I-A.1.4. **(Mid-Term)** Analyze Records and File Management Processes and Procedures
- I-A.1.5. **(Long-Term)** Pursue Marine Corps Enterprise Information Technology Services (MCEITS) Hosting
- I-A.1.6. **(Long-Term)** Advocate for Inventory Management
- I-A.1.7. **(Long-Term)** Publish a SP MAGTF Sustainment Policy
- I-A.1.8. **(Long-Term)** Pursue Total Force Structure Management System (TFSMS) Modifications

GOAL I-A.2. Streamline and Integrate Principal End Item Stratification (PEI Strat)

The PEI Strat process arrays data from numerous logistics systems to display Marine Corps enterprise asset posture (on-hand and planned acquisitions) alongside prioritized AAO requirements (current and planned) across the Future Years Defense Plan (FYDP). Stratification models the theoretical distribution of excess assets to fill deficiencies across the enterprise to provide decision support information for materiel imbalances, deficiencies, excesses, and funding shortfalls.



Strategy I-A: Equipment Sourcing

Where are we going with the program?

- I-A.2.1. **(Near-Term)** Develop Interim Prototype
- I-A.2.2. **(Near-Term)** Create IT Requirement and Training Plan
- I-A.2.3. **(Near-Term)** Achieve Prototype Initial Operating Capability (IOC)
- I-A.2.4. **(Mid-Term)** Publish User's Manual and Training Documents
- I-A.2.5. **(Long-Term)** Procure IT Solution

GOAL I-A.3. Advance Wholesale Secondary Items Inventory Management

The wholesale secondary item Inventory Manager (IM) performs sustainment requirements determination (planning); source, order, returns, and program management for the Supply Management Activity Group (SMAG); as well as maintenance/procurement planning to fulfill materiel readiness objectives.

Where are we going with the program?

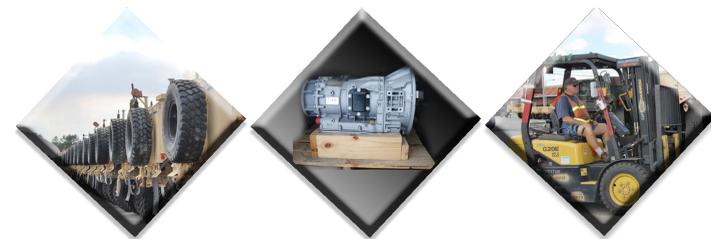
- I-A.3.1. **(Near-Term)** Support SMAG Audit Readiness
- I-A.3.2. **(Near-Term)** Support DoD Comprehensive Inventory Management Improvement Plan
- I-A.3.3. **(Mid-Term)** Improve Wholesale-Stratification
- I-A.3.4. **(Mid-Term)** Determine Multi-Echelon Sparing Model

GOAL I-A.4. Improve Wholesale Storage Operations

MARCORLOGCOM serves as Marine Corps' enterprise wholesale-level activity for the issue, receipt, storage, accountability, and Care of Supplies in Storage (COSIS) of all Marine Corps Ground Weapon Systems, equipment, and associated material components. DMC provides physical custody of PEIs in storage to support MARFORs, Preposition Programs, organic and commercial DSOR, and other customers; as well as special kitting projects for equipment fielding, modifications, and Foreign Military Sales (FMS).

Where are we going with the program?

- I-A.4.1. **(Near-Term)** Improve Asset Visibility and Accountability
 - I-A.4.1.a. Modernize Warehouse Management Information Technology
 - I-A.4.1.b. Achieve Accountability of Equipment Off Property Records
 - I-A.4.1.c. Support Item Unique Identification (IUID) Sustainment Efforts
 - I-A.4.1.d. Establish Inventory Baseline
- I-A.4.2. **(Near-Term)** Implement FSD Quarterly ISO 9001:2008 Audit Process
- I-A.4.3. **(Near-Term)** Implement FSD Semi-Annual Third Party 9001:2008 Audit Process
- I-A.4.4. **(Mid-Term)** Expand PEI Technical Change Capabilities
- I-A.4.5. **(Long-Term)** Develop Global Storage Capability



GOAL I-A.5. Optimize Marine Corps Enterprise Distribution

As DPO, DMC provides operational-level distribution support to the MARFORs by linking strategic-level distribution capabilities to satisfy tactical requirements. MARCORLOGCOM conducts: (1) Force Deployment Planning and Execution (FDP&E) on sustainment, (2) in-transit asset visibility, (3) exception management for movement in the distribution pipeline, (4) distribution process measurement, and (5) distribution process improvement. MARCORLOGCOM is also the Marine Corps' Container Manager and Air Clearance Authority.

Where are we going with this program?

- I-A.5.1. **(Near-Term)** Enhance Physical Distribution Velocity
- I-A.5.2. **(Near-Term)** Enhance Distribution Training and Planning
- I-A.5.3. **(Near-Term)** Support Deployed MAGTFs
- I-A.5.4. **(Near-Term)** Adjust the Distribution Process Advocate (DPA) Network
- I-A.5.5. **(Near-Term)** Implement a DMC Quarterly ISO 9001:2008 Audit Process
- I-A.5.6. **(Near-Term)** Implement a DMC Semi-Annual Third Party 9001:2008 Audit Process
- I-A.5.7. **(Long-Term)** Advocate for Marine Corps Actionable Business Intelligence Exceptions Management
- I-A.5.8. **(Long-Term)** Incorporate DoD Approved pRFID Technology
- I-A.5.9. **(Long-Term)** Expand Metrics for Process Improvement

Combatant Command Map



GOAL I-A.6. Enhance Depot Maintenance Operation and Execution

Depot Maintenance Title 10, U.S. Code, Section 2464, requires DoD maintain a core logistics capability that is Government-owned and Government-operated. As the Marine Corps' organic depot maintenance provider, MDMC provides depot-level maintenance, rebuild, and repairs, engineering, manufacturing, and other technical services to maximize readiness and sustainability of ground weapons systems and equipment to include Assault Vehicles, Combat Vehicles, Ordnance Systems, Small Arms, Automotive Vehicles, Engineering Equipment, and SecReps. MDMC also provides depot maintenance technical competence and resources to ensure effective and timely support for mobilization, national defense contingency situations, and other emergency requirements. Flexibility, agility, and innovation make MDMC invaluable to the Marine Corps and nation.



Where are we going with this program?

- I-A.6.1. **(Near-Term)** Implement a Quarterly ISO 9001:2008 Audit Process
- I-A.6.2. **(Near-Term)** Implement an Annual ISO 17025:2005 Audit Process
- I-A.6.3. **(Mid-Term)** Standardize Production Processes
- I-A.6.4. **(Mid-Term)** Revitalize the Workforce
- I-A.6.5. **(Long-Term)** Make Capital Investments
- I-A.6.6. **(Long-Term)** Conserve the Marine Corps Depot

GOAL I-A.7. Enhance Depot Maintenance Solutions and Support

MMC serves as the focal point for Marine Corps enterprise-level integrated maintenance management in support of ground weapon systems. MDMC, other Service Depots (via DMISA), and commercial industrial activities fulfill depot maintenance requirements. MARCORLOGCOM maximizes the capabilities of the MDMC, other Service Depots, and commercial activities to fulfill the depot-level maintenance requirements. MMC serves as MARCORLOGCOM's focal point for Marine Corps enterprise-level integrated maintenance management in support of ground weapon systems. As such, MMC utilizes an array of flexible, effective repair sources to meet Operating Forces' requirements and timelines while complying with Depot Source of Repair (DSOR) decisions and statutory responsibilities.

Where are we going with this program?

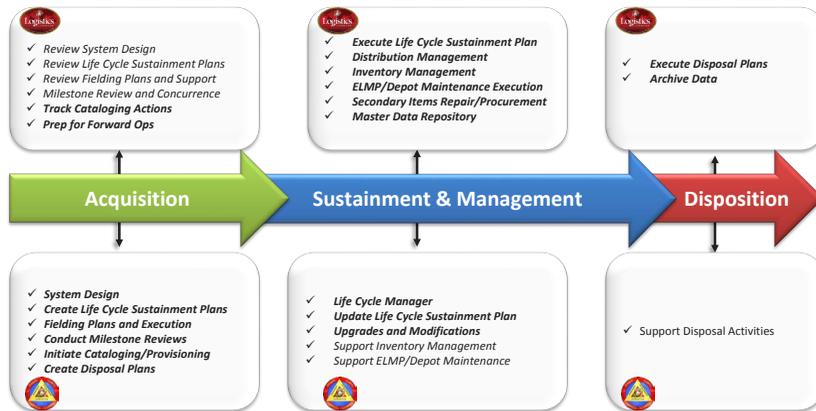
- I-A.7.1. **(Mid-Term)** Shape Maintenance Policy, Regulations, and Statutes
 - I-A.7.1.a. Mitigate Regulatory Impacts
 - I-A.7.1.b. Refine Enterprise Roles/Responsibilities
 - I-A.7.1.c. Advocate Policies that Support Marine Corps Methods
- I-A.7.2. **(Mid-Term)** Enhance Acquisition Support
 - I-A.7.2.a. Embed Maintenance Subject Matter Expertise
 - I-A.7.2.b. Strengthen Acquisition and Sustainment Integration
- I-A.7.3. **(Mid-Term)** Expand Maintenance ELMP Support
 - I-A.7.3.a. Refine Sourcing, Planning, and Scheduling
 - I-A.7.3.b. Ensure Equipment Accountability
 - I-A.7.3.c. Enhance Quality and Performance Management
 - I-A.7.3.d. Incorporate Core Logistics Requirements
 - I-A.7.3.e. Cultivate External Sources of Repair
 - I-A.7.3.f. Enhance Oversight of Support Agreements
 - I-A.7.3.g. Conduct Technical Assistance

Strategy I-B: Weapon System Life Cycle Support

Optimize Weapon System Life Cycle Support processes to satisfy PM/PdM life cycle logistics and sustainment requirements and maximize program-level Total Life Cycle Management (TLCM).

The goals and objectives in this Strategy focus on providing customer value and satisfaction through our "Weapon System Life Cycle Support" Line of Operation. MARCORLOGCOM will: (1) generate optimal solutions, (2) enhance life cycle support processes, and (3) foster innovation in logistics and sustainment support to weapon system programs.

GOAL I-B.1. Improve Life Cycle Sustainment Planning and Execution



WSMTs coordinate with PM/PdMs at MCSC, PEO-LS, and other Joint PEOs to integrate planning and execution support of logistics and sustainment throughout the total life cycle of ground equipment from system design and development through disposal. The WSSM serves as the Marine Corps Logistics Chain Integrator by providing logistics product support through the integration of our lines of operations.

Where are we going with the program?

- I-B.1.1. **(Near-Term)** Expand WSMT Roles and Responsibilities
- I-B.1.2. **(Near-Term)** Expand Life Cycle Sustainment Planning and Execution Participation
- I-B.1.3. **(Near-Term)** Standardize WSMT Processes and Procedures
- I-B.1.4. **(Long-Term)** Expand Competency Lead Role

GOAL I-B.2. Enhance Marine Corps Enterprise Life Cycle Maintenance Planning (ELMP) Program

ELMP is the Marine Corps' collaborative and iterative approach to planning, coordinating, and executing depot-level maintenance in support of TLCM sustainment requirements of ground equipment. The ELMP Program Office focuses on long-term requirements determination and financial planning through extensive planning, and coordination with HQMC and PMs/PdMs to ensure depot maintenance requirements are aligned with Marine Corps operational priorities.



Where are we going with the program?

- I-B.2.1. **(Mid-Term)** Develop Price And Performance Model (PPM)
- I-B.2.2. **(Long-Term)** Implement Principal End Item Stratification

Strategy I-B: Weapon System Life Cycle Support

GOAL I-B.3. Mature Warranty Administration

MARCORLOGCOM is the Marine Corps Warranty Administrator for ground weapon systems and equipment. Services include: (1) develop and enforce standardized warranty administrative methodologies, (2) develop processes, procedures, and business rules for oversight of warranty programs, (3) review statements of work for warranty information, (4) publish supply, maintenance, and handling procedures in Supply Instructions (SI) and fielding plans to prevent the voiding of warranties, and (5) provide warranty managers with on-line tools that contain accurate warranty data.

Where are we going with the program?

- I-B.3.1. **(Near-Term)** Clarify Roles and Responsibilities
- I-B.3.2. **(Mid-Term)** Reinvigorate Warranty Standardization
- I-B.3.3. **(Mid-Term)** Update Warranty Management Information System Policy
- I-B.3.4. **(Long-Term)** Advocate Warranty Management Support

GOAL I-B.4. Enhance Technical Data Management (TDM)

MARCORLOGCOM supports initial cataloguing, technical data sustainment, and configuration status accounting for ground weapons systems, equipment, and associated repair parts. MARCORLOGCOM shares Marine Corps ground equipment and repair parts data and essential item information with other DoD agencies; this includes National Stock Number (NSN), nomenclature, and manufacturer. As the Executive Agent for the Marine Corps Weapon System Support Program (WSSP), WSMC interacts with both the PM/PdMs and DLA to ensure accurate data for ground weapon system sustainment. PM/PdMs are supported with configuration status accounting to document engineering change proposals, modifications, and new items in the Joint Configuration Management Information System (JCMIS), and storing technical data packages in the Joint Engineering Data Management Information and Control System (JEDMIC) for items in which Marine Corps is the Primary Inventory Control Activity (PICA).

Where are we going with this program?

- I-B.4.1. **(Near-Term)** Advocate MARCORLOGCOM/MCSC NSN IPT
- I-B.4.2. **(Mid-Term)** Develop WSSP Management Application



Optimize our Portfolio of Logistics Services to satisfy Operating Forces and PM/PdM requirements with responsive solutions and maximize readiness and sustainability while minimizing logistics burden.

The goals and objectives in this Strategy focus on providing customer value and satisfaction through our “Logistics Services” Line of Operation. MARCORLOGCOM will: (1) generate optimal solutions, (2) enhance Logistics Services processes, and (3) foster innovation in the delivery of logistics solutions to satisfy specific customer needs.

GOAL I-C.1. Improve Marine Corps Logistics Support Services (MCLOGSS)

MCLOGSS is an omnibus performance based contracting vehicle that permits rapid access to multiple contractor capabilities and personnel to support both garrison logistics functions and deployed logistics operations throughout the world. MCLOGSS adds value by optimizing the Operating Forces’ organic capabilities and capacities through augmentation and other services.

Where are we going with this program?

- I-C.1.1. **(Near-Term)** Improve Award Times
- I-C.1.2. **(Mid-Term)** Establish Communication Portal
- I-C.1.3. **(Mid-Term)** Foster Public-Private Partnerships
- I-C.1.4. **(Long-Term)** Transform Integrated Acquisition Team

GOAL I-C.2. Enhance Consolidated Storage Program (CSP)

MARCORLOGCOM performs retail-level functions of stock, store, issue/recover, maintain accountability, repair, requisition, and provide technical services for selected Class II/VII items, to include: (1) Infantry Combat Equipment (ICE), (2) Chemical, Biological, Radiological, and Nuclear Defense (CBRN-D) equipment, (3) Special Training Allowance Pool (STAP) equipment, and (4) Soft-Walled Shelters and Camouflage Netting (SWS&CN). The CSP adds value by rapidly providing equipment to support Operating Force worldwide mission requirements. CSP stocks are sustained through initial fielding of items from MCSC and funds received from the MARFORs.



Where are we going with this program?

- I-C.2.1. **(Near-Term)** Implement Defense Property Accountability System-Warehouse Module (DPAS-WM)
- I-C.2.2. **(Near-Term)** Achieve FIAR Compliance
- I-C.2.3. **(Near-Term)** Transition Single 3rd Party Logistics (3PL)
- I-C.2.4. **(Mid-Term)** Expand MARSOC CSP Support
- I-C.2.5. **(Mid-Term)** Develop CSP and Navy Expeditionary Combat Command (NECC) Warehouse Network

GOAL I-C.3. Institutionalize Equipment Receiving Distribution Teams

The Equipment Receiving Distribution Teams (ERDT) provide on-site logistics support to facilitate equipment receiving and distribution at the MEFs, MARSOC, and MARFORRES. Contractor support teams, embedded in the Operating Forces’ Initial Issue Provisioning (IIP) sections, conduct daily receipt and distribution requirements of ground weapon systems and equipment. ERDT focuses on the accountability/visibility of both PEIs and repair parts in support of new equipment fielding.

Where are we going with this program?

- I-C.3.1. **(Near-Term)** Execute ERDT Expansion
- I-C.3.2. **(Long-Term)** Institutionalize ERDT

GOAL I-C.4. Optimize Coordinated SecRep Management (CSM)

As the SecRep Management “Business Advisor”, LSMC maximizes SecRep availability and responsiveness at the local-level while optimizing resource investment at the Marine Corps enterprise-level through collaboration with the Operating Force in the areas of inventory management, allowance management, sourcing and distribution, backorder management, fiscal administration, and material returns. MARCORLOGCOM provides inventory management decision support information to the Operating Force regarding the Repairable Issue Points’ (RIP) replenishment funding, assets, personnel or facilities.



Where are we going with this program?

- I-C.4.1. **(Near-Term)** Implement SECREP Total Allowance Re-Computation Tool (START)
- I-C.4.2. **(Near-Term)** Restore Data Visibility and Reporting
- I-C.4.3. **(Long-Term)** Expand Coordinated Retail Management

GOAL I-C.5. Improve Small Arms Executive Agent (SAEA)

As the SAEA of Marine Corps Serialized Small Arms Accountability Program (MCSSAAP), the primary focus is to ensure accountability, visibility, and safeguarding of ~600,000 weapons throughout ~365 Marine Corps organizations. SAEA provides primary liaison between the Naval Surface Warfare Center (NSWC) Crane Division and the Marine Forces.



Where are we going with this program?

- I-C.5.1. **(Near-Term)** Crane Web-Portal Enhancements
 - I-C.5.1.a. Enhance Automatic Identification Systems
 - I-C.5.1.b. Enhance Key Supporting Documentation
- I-C.5.2. **(Near-Term)** Enhance Total Life Cycle Management-Operational Support Tool (TLCM-OST)
 - I-C.5.2.a. Promote Metrics and Reporting
 - I-C.5.2.b. Finalize Memorandum of Agreement

GOAL I-C.6. Expand Radiological Control (RADCON)

The RADCON Office ensures that Marine Corps radioactive devices under the authority of the MARCORLOGCOM Distribution Permit are controlled, used, and stored in compliance with federal law and directives. RADCON provides value: (1) sustaining and enhancing force health protection by assisting users with radiological compliance, (2) as the Naval Radioactive Material Permit (NRMP) regulatory compliance manager, (3) providing technical expertise and training for radioactive material, transportation, contamination controls,



and radiation safety, (4) ensuring accountability of licensed radioactive devices, (5) as the Marine Corps' point of contact for radioactive incident reporting, investigations, and inspections, and (6) as the lead for Light Amplification by Stimulated Emission of Radiation (LASER) safety programs.

Where are we going with this program?

- I-C.6.1. **(Near-Term)** Add Distribution Permits
 - I-C.6.1.a. Establish Equipment Baseline
 - I-C.6.1.b. Define Accountability Construct
 - I-C.6.1.c. Obtain Navy Permits

GOAL I-C.7. Institutionalize Supplier Relationship Management (SRM) Program

SRM is the process for working with suppliers in accomplishing common goals or objectives that improve supply chain performance and reduce total costs. The Marine Corps' SRM program facilitates collaboration between support providers and customers to provide responsive, consistent, and reliable support to the Operating Forces. SRM assists in structuring materiel management processes and adapting best practices to improve MAGTF readiness and reduce total life cycle costs. MARCORLOGCOM has assumed operational-level logistics responsibility for coordinating and conducting a Supply Management Readiness Review (SMRR) process to assist the MARFORs and deployed forces in resolving Class IX and supply chain challenges to enable successful sustainment operations.

Where are we going with this program?

- I-C.7.1. **(Near-Term)** Institutionalize SRM
- I-C.7.2. **(Near-Term)** Formalize Industrial Consensus Group (ICG)
- I-C.7.3. **(Near-Term)** Develop SMRR Business Rules
- I-C.7.4. **(Near-Term)** Improve Processes

GOAL I-C.8. Expand MARFOR Maintenance Solutions and Support

MDMC Forward Branch. Specialized teams provide worldwide maintenance, repair, and overhaul services to the Operating Forces. Teams co-located with the MEFs provide: (1) Remain Behind Equipment (RBE) and Reset Maintenance, (2) preventive maintenance and corrective maintenance services, and (3) Corrosion Repair Facilities to provide corrosion abatement support. These services ensure equipment is ready for worldwide deployment in support of contingency operations. LOGCOM Mobile Maintenance Teams (LMMT) and Small Arms Repair Teams (SmART) also support MARFORRES sites and units in the continental United States.

Deployable Overflow Field Maintenance. MARCORLOGCOM supports the Operating Forces when requested.

Where are we going with this program?

- I-C.8.1. **(Near-Term)** Develop Field Maintenance Contingency Packages
- I-C.8.2. **(Near-Term)** Enhance Supporting Relationships and Agreements
- I-C.8.3. **(Mid-Term)** Expand Depot Maintenance Services
- I-C.8.4. **(Long-Term)** Institutionalize Deployable Overflow Field Maintenance

GOAL I-C.9. Enhance Logistics Data Center Support Services

The C4 Logistic Data Center maintains three data environments (Development, Test, and Production) to support new acquisition and legacy modifications of logistics IT applications. Production applications will be migrated to the Marine Corps Enterprise Information Technology Services (MCEITS) in the next several years. Until a Marine Corps solution for all environments is developed, MARCORLOGCOM will maintain the development and test environments.

Where are we going with this program?

- I-C.9.1. **(Near-Term)** Provide Data Center Security
 - 1-C.9.1.a. Ensure DoD Accreditation
 - 1-C.9.1.b. Manage Applications and Data
- I-C.9.2. **(Near-Term)** Provide Storage Management Services
- I-C.9.3. **(Near-Term)** Offer Web Hosting Services
- I-C.9.4. **(Near-Term)** Provide Application Support and Development Hosting Services
 - 1-C.9.4.a. Enhance Service Delivery Quality
 - 1-C.9.4.b. Provide Additional Application Functionality
- I-C.9.5. **(Near-Term)** Deliver Application Portal Services
- I-C.9.6. **(Near-Term)** Provide Centralized Database Management Services
- I-C.9.7. **(Near-Term)** Provide Mainframe Support Service



Strategy I-D: Prepositioning Support

Optimize the Prepositioning Support processes to satisfy Operating Force, Program Sponsor, and Program Manager operational logistics requirements to maximize combat readiness and sustainability.

The goals and objectives in this Strategy focus on providing customer value and satisfaction with our "Prepositioning Support" Line of Operation. MARCORLOGCOM will: (1) generate optimal solutions, (2) enhance prepositioning support processes, and (3) foster innovation in the Marine Corps' strategic afloat and ashore prepositioning programs.

GOAL I-D.1. Expand Maritime Prepositioning Force (MPF) Program

The MPF Program is a strategic power-projection capability that combines the lift capacity, flexibility, and responsiveness of surface ships with the speed of strategic airlift to provide equipment and supplies for rapid deployment and employment of two MEBs from prepositioned shipping. The Marine Corps collaborated extensively with the Navy to enhance the capabilities of the two remaining MPSRONS to attain a higher lift capacity of the MEB requirement per MPSRON, retain critical sea-basing enabling capabilities within each MPSRON, and maintain the MPF's ability to support Combatant Commander (CCDR) requirements.



Where are we going with this program?

- 1-D.1.1. **(Near-Term)** Complete Improved Navy Lighterage System (INLS) Fielding
- 1-D.1.2. **(Mid-Term)** Complete Crisis Response Force Packages
- 1-D.1.3. **(Mid-Term)** Integrate Dry Cargo/Ammunition Ships (T-AKE)
- 1-D.1.4. **(Mid-Term)** Integrate Mobile Landing Platforms
- 1-D.1.5. **(Mid-Term)** Support MPF Training and Exercises
- 1-D.1.6. **(Long-Term)** Support Sea Basing

GOAL I-D.2. Transition Marine Corps Prepositioning Program – Norway (MCPN)

MCPN enhances the operational responsiveness of all geographic CCDRs by providing mission-tailored, prepositioned support to global expeditionary operations. The addition of communications and ordnance assets is reshaping the existing equipment sets required to support a MAGTF built around an infantry battalion task force and composite aviation squadron. This forward prepositioning reduces reaction time and eliminates the need to otherwise deploy this equipment from locations in the continental United States and thus reducing the requirements for strategic lift.



Where are we going with this program?

- 1-D.2.1. **(Near-Term)** Source Prepositioning Objective
- 1-D.2.2. **(Near-Term)** Complete Infrastructure
- 1-D.2.3. **(Near-Term)** Complete Electronic Key Management System (ELMS)/Weapons Storage
- 1-D.2.4. **(Near-Term)** Establish Frigaard Logistics Support Team
- 1-D.2.5. **(Near-Term)** Provide Maintenance Contact Teams
- 1-D.2.6. **(Long-Term)** Transform Workforce

Strategy I-D: Prepositioning Support

GOAL I-D.3. Enhance MEU Augmentation Program (MAP)

The MAP contains specific Marine Corps equipment designed to provide Theater Specific Equipment (TSE) for a MEU employed ashore as the CCDR's theater reserve. At the direction of MARCENT (transitioning to HQMC), BICmd issues assets to incoming units, receipts those assets from units upon completion of their mission, and sustains MAP equipment stocks in a ready for issue status. Future Program status is pending.



Where are we going with this program?

- 1-D.3.1. **(Near-Term)** Prepare MAP as a Program of Record
- 1-D.3.2. **(Near-Term)** Plan Indoor Storage for EDL Assets



Strategy II: Business Processes

Integrate and continuously improve business processes and communications to increase the agility with which we respond to customer requirements with effective and efficient End-to-End Logistics Chain Management operations.

The goals and objectives in this Strategy focus on proper alignment and seamless integration of End-to-End Logistics Chain processes from external customers, through our Subordinate Commands, Centers, and Staff Departments to external suppliers and support providers. MARCORLOGCOM will develop and improve agile business processes supported by information technology enablers, decision support tools, and capital improvements.

GOAL II.1. Apply Process Improvement

- II.1.1. **(Near-Term)** Develop Business Process Portfolio
- II.1.2. **(Mid-Term)** Promote Business Process Integration
- II.1.3. **(Mid-Term)** Conduct Improvement Training
- II.1.4. **(Mid-Term)** Enable Workforce Empowerment
- II.1.5. **(Mid-Term)** Develop Lean Six Sigma Process Improvement Portfolio
- II.1.6. **(Long-Term)** Implement Industry Quality Standards
- II.1.7. **(Long-Term)** Conduct Best Practices Benchmarking

GOAL II.2. Provide Studies and Analytical Support

- II.2.1. **(Near-Term)** Develop Course of Action Comparison Models
- II.2.2. **(Near-Term)** Support EGEM
- II.2.3. **(Near-Term)** Enhance Data Quality
- II.2.4. **(Near-Term)** Advocate Materiel Readiness
- II.2.5. **(Mid-Term)** Expand Life Cycle Modeling Integrator (LCMI) Capabilities
- II.2.6. **(Mid-Term)** Expand Master Data Repository (MDR) Capabilities
- II.2.7. **(Mid-Term)** Provide Information Technology Development Prototyping
- II.2.8. **(Long-Term)** Support Life Cycle Logistics
- II.2.9. **(Long-Term)** Support ELMP
- II.2.10. **(Long-Term)** Conduct Outreach

GOAL II.3. Achieve Materiel Accountability and Auditability

- II.3.1. **(Near-Term)** Implement Redesign Initiative
- II.3.2. **(Near-Term)** Refine the Physical Inventory Control Plan
- II.3.3. **(Near-Term)** Mature Management Oversight
- II.3.4. **(Mid-Term)** Publish Policy
- II.3.5. **(Mid-Term)** Mature Inventory Accountability Framework
- II.3.6. **(Mid-Term)** Develop Materiel Auditability Test Plan

GOAL II.4. Streamline Logistics Contract Management

- II.4.1. **(Near-Term)** Develop Workforce Training
- II.4.2. **(Near-Term)** Publish Contracting Officer Representative (COR) Policy
- II.4.3. **(Near-Term)** Publish Procurement Administrative Lead Time (PALT) Policy
- II.4.4. **(Long-Term)** Establish Contract Review Board

GOAL II.5. Develop a Performance Based Logistics (PBL) Strategy

- II.5.1. **(Near-Term)** Establish PBL Core Team
- II.5.2. **(Mid-Term)** Tailor PBL Implementation Model
- II.5.3. **(Mid-Term)** Develop PBL Training Package
- II.5.4. **(Mid-Term)** Employ Financial Enablers
- II.5.5. **(Mid-Term)** Develop Performance Based Contracting

Strategy II: Business Processes

- II.5.6. **(Mid-Term)** Identify Performance Metrics and Assessments
- II.5.7. **(Mid-Term)** Ensure Legislative and Statutory Compliance
- II.5.8. **(Long-Term)** Achieve Capability Maturity Model - Stage 5
 - II.5.8.a. Reach Stage 4 Capability
 - II.5.8.b. Reach Stage 5 Capability

GOAL II.6. Implement Capital Improvement Management

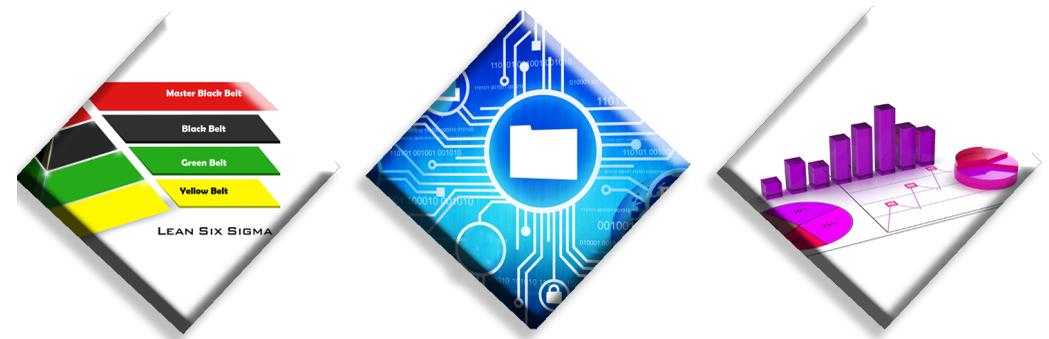
- II.6.1. **(Near-Term)** Conduct Best Practices Benchmarking
- II.6.2. **(Near-Term)** Advocate for MILCON Projects
- II.6.3. **(Mid-Term)** Advocate for Non-MILCON Facilities Projects

GOAL II.7. Enhance Information Technology Services Management (ITSM)

- II.7.1. **(Near-Term)** Provide Software Support Services:
 - II.7.1.a. Provide IT Project Management
 - II.7.1.b. Provide Software Maintenance and Development
- II.7.2. **(Near-Term)** Implement IT Capital Planning and Investment Control (CPIC)
 - II.7.2.a. Determine Strategic Benefit
 - II.7.2.b. Assess Return on Investment
- II.7.3. **(Near-Term)** Provide, Command Support Services
- II.7.4. **(Near-Term)** Standardize Data Integration
 - II.7.4.a. Achieve Data Integration
 - II.7.4.b. Ensure Compatibility
- II.7.5. **(Near-Term)** Provide MARCORLOGCOM Enterprise Architecture Services
 - II.7.5.a. Use Process Improvement
 - II.7.5.b. Provide Portfolio Analysis
 - II.7.5.c. Use Technical Evaluation
 - II.7.5.d. Provide Project Initiation

GOAL II.8. Improve Marine Corps Transportation Voucher Certification, Claims, and Entitlements

- II.8.1. **(Near-Term)** Establish Transportation Voucher Training and Education
- II.8.2. **(Near-Term)** Improve Front-End Submission Process
- II.8.3. **(Mid-Term)** Implement Certification and Payment Automation



Strategy III: Employee Learning and Growth

Foster a culture of employee professional development, that encourages learning and growth to ensure the best and the brightest workforce with proper alignment to achieve individual's goals as well as the Command's mission, vision, strategies, goals and objectives .

The goals and objectives of this strategy focus on employee development and cultural attitudes towards both individual and organizational development. MARCORLOGCOM will create a continuous-learning organization and a strategically managed workforce with the right person and skills in the right job at the right time.

GOAL III.1. Reset the Workforce

- III.1.1. **(Near-Term)** Align Competencies
- III.1.2. **(Mid-Term)** Develop Competency-Based Individual Development Plans (IDP)

GOAL III.2. Provide Competency and Capability Portfolio Management

- III.2.1. **(Near-Term)** Publish Competency Assessment Methodology
- III.2.2. **(Near-Term)** Develop Competency Assessment Tool

GOAL III.3. Establish Training Curriculum Standardization

- III.3.1. **(Near-Term)** Determine Training Categories
- III.3.2. **(Near-Term)** Identify Training Resources

GOAL III.4. Develop Logistics Internship

- III.4.1. **(Near-Term)** Identify Entry-Level Training Requirements
- III.4.2. **(Near-Term)** Develop an Intern Development Plan

GOAL III.5. Enhance Change Management

- III.5.1. **(Near-Term)** Develop Policy, Process, and Procedures
- III.5.2. **(Near-Term)** Prepare for Change
- III.5.3. **(Near-Term)** Develop Individual Change Management Action Plans
- III.5.4. **(Near-Term)** Manage Change
- III.5.5. **(Near-Term)** Reinforce Change

GOAL III.6. Improve the Strategic Communications

- III.6.1. **(Near-Term)** Provide Information Accessibility
- III.6.2. **(Near-Term)** Extend Customers/Stakeholder Education
- III.6.3. **(Near-Term)** Develop a Strategic Communications Clearinghouse
- III.6.4. **(Near-Term)** Promote Strategic Communications Branding

Strategy III: Employee Learning and Growth

GOAL III.7. Enhance Uniformed Service Member Development

- III.7.1. **(Near-Term)** Conduct Performance Evaluation Training
- III.7.2. **(Near-Term)** Coordinate Uniformed Service Member Assignment
- III.7.3. **(Near-Term)** Enhance Uniformed Service Members Professional Development

GOAL III.8. Provide Safety and Health

- III.8.1. **(Near-Term)** Further Trending and Training
- III.8.2. **(Mid-Term)** Reduce Traffic Accidents
- III.8.3. **(Long-Term)** Ensure Transparency

GOAL III.9. Improve Knowledge Management

- III.9.1 **(Near Term)** Improve Knowledge Management of Standard Data
- III.9.2 **(Mid-Term)** Improve Knowledge Management of Non-Standard Data
- III.9.3 **(Mid-Term)** Optimize Knowledge Management IT Enablers



Strategy IV: Resources and Financial Management

Maintain a disciplined financial management framework with maximized cost and resource efficiencies that validate our budgets, and are FIAR compliant, to achieve MARCORLOGCOM current mission and future strategic objectives and initiatives.

The goals and objectives of this Strategy focus on providing cost efficient management of optimal logistics chain solutions to our customers and ensuring successful execution of future strategy. MARCORLOGCOM will achieve key financial capabilities and streamline processes to ensure optimal management of our fiscal resources.

GOAL IV.1. Improve Navy Working Capital Fund (NWCF) Budget Process

- IV.1.1. **(Near-Term)** Educate NWCF Budget Process
- IV.1.2. **(Near-Term)** Maintain MARCORLOGCOM Budget Process Procedures
- IV.1.3. **(Mid-Term)** Validate Automation Tools

GOAL IV.2. Enhance Supply Management Activity Group – Financial Management Business Processes

- IV.2.1. **(Near-Term)** Maintain SMAG Financial Management Business Processes
- IV.2.2. **(Mid-Term)** Implement Enterprise Resource Planning (ERP)
- IV.2.3. **(Mid-Term)** Identify Technologies
- IV.2.4. **(Mid-Term)** Reengineer Billing Business Processes

GOAL IV.3. Comply with Financial Improvement & Audit Readiness/Financial Improvement Plan (FIAR/FIP)

- IV.3.1. **(Near-Term)** Develop MARCORLOGCOM FIAR Guidance Strategy
- IV.3.2. **(Near-Term)** Align Materiel Accountability and Auditability Redesign Initiative
- IV.3.3. **(Near-Term)** Ensure HQMC Alignment
- IV.3.4. **(Near-Term)** Ensure Department of the Navy (DON) Alignment
- IV.3.5. **(Mid-Term)** Ensure Command-Wide Alignment

GOAL IV.4. Improve Internal Controls

- IV.4.1. **(Near-Term)** Develop Policy, Process, and Procedures
- IV.4.2. **(Near-Term)** Develop Training
- IV.4.3. **(Near-Term)** Add Future Value
- IV.4.4. **(Near-Term)** Support Statement of Assurance
- IV.4.5. **(Near-Term)** Review High-Risk Focus Areas

GOAL IV.5. Re-Establish Funding Baseline in Post-War Fiscal Environment

- IV.5.1. **(Near-Term)** Right-Size Capabilities
 - IV.5.1.a. Publish Timeline Procedures
 - IV.5.1.b. Prioritize OCO Expenditures
 - IV.5.1.c. Baseline O&M Funding
 - IV.5.1.d. Baseline Realignment
- IV.5.2. **(Near-Term)** Prioritize Resource Requirements

Strategy IV: Resources and Financial Management

GOAL IV.6. Enhance Capabilities Based Assessment and Strategic Health Assessment

- IV.6.1. **(Near-Term)** Champion Capabilities
- IV.6.2. **(Near-Term)** Maximize Priority
- IV.6.3. **(Near-Term)** Develop Workforce Training
- IV.6.4. **(Near-Term)** Support Resourcing Decisions
- IV.6.5. **(Near-Term)** Provide Metric Data Support

GOAL IV.7. Support Strategic Workforce Planning

- IV.7.1. **(Near-Term)** Develop a Total Force Action Plan
- IV.7.2. **(Near-Term)** Provide Civilian Command-Level Strategic Workforce Planning
- IV.7.3. **(Near-Term)** Provide Strategic Total Force Management Planning



Strategy V: Strategic Issues and Opportunities

Influence strategic issues and opportunities to shape the future direction of Marine Corps logistics and improve warfighting effectiveness.

The goals and objectives of this strategy focus on MARCORLOGCOM as an innovative functional expert on key logistics issues. MARCORLOGCOM will proactively assist the Marine Corps in identifying logistics trends and using them to shape future logistics capabilities and practices. We will conduct critical and innovative thinking to move beyond the “we’ve always done it that way” to “this is the way we should do it” mindset. MARCORLOGCOM will influence future logistics concepts through research and development, policies, processes, capabilities, and operations.

GOAL V.1. Enhance Materiel Management/Inventory Control

- V.1.1 (Near-Term) Implement Reengineering Initiative
- V.1.2 (Near-Term) Improve Policies, Processes, Procedures, and Controls
- V.1.3 (Near-Term) Mature Management Oversight
- V.1.4 (Mid-Term) Optimize Technology, Structure, and Competencies
- V.1.5 (Mid-Term) Publish Work Instructions and Training
- V.1.6 (Mid-Term) Develop Marine Corps Policy

GOAL V.2. Integrate Marine Corps Operational-Level Logistics

- V.2.1 (Near-Term) Develop Multi-Service Equipment Life Cycle Agreements
- V.2.2 (Near-Term) Develop Multi-Service Support Agreements
- V.2.3 (Near-Term) Publish a Memorandum of Understanding (MOU) Matrix

GOAL V.3. Support Logistics Advocacy

- V.3.1 (Near-Term) Align Logistics Initiatives
- V.3.2 (Near-Term) Ensure MC CBA Advocacy
- V.3.3 (Near-Term) Champion Logistics Training and Education

GOAL V.4. Expand Enhanced Yard Management (EYM)

- V.4.1 (Near-Term) Enhance PrFID Visibility
- V.4.2 (Near-Term) Establish PrFID Standards
- V.4.3 (Mid-Term) Leverage Integrated Computerized Deployment System (ICODES) and PrFID Interface

GOAL V.5. Mature Coordinated Retail Management

- V.5.1 (Near-Term) Codify SRM
- V.5.2 (Near-Term) Codify ERDT
- V.5.3 (Near-Term) Re-establish CSM Baseline Funding
- V.5.4 (Long-Term) Develop Coordinated Consumables Management

GOAL V.6. Evolve Ground Equipment Staging Program (GESP)

- V.6.1 (Long-Term) Establish Store and Maintain
- V.6.2 (Long-Term) Establish Regionally Staged Locations
- V.6.3 (Long-Term) Ensure Rail Capability

GOAL V.7. Enhance Depot Maintenance Planning and Execution Analysis

- V.7.1 (Near-Term) Integrate Initiatives
- V.7.2 (Near-Term) Mature Forecasting Capability
- V.7.3 (Near-Term) Institutionalize Earned Value Management (EVM)
- V.7.4 (Mid-Term) Establish Forward Limited Technical Inspection (LTI) Process
- V.7.5 (Long-Term) Enhance Acquisition Integration

Strategy V: Strategic Issues and Opportunities

GOAL V.8. Monitor External Strategic Maintenance Initiatives

- V.8.1 (Near-Term) Incorporate Public/Private Capabilities
- V.8.2 (Near-Term) Maintain Adequate Surge Capability
- V.8.3 (Near-Term) Improve Maintenance Data Analysis
- V.8.4 (Near-Term) Promote Marine Corps' Depot Maintenance Strategy
- V.8.5 (Near-Term) Implement Processes Improvement
- V.8.6 (Near-Term) Improve Communications
- V.8.7 (Near-Term) Improve Maintenance Reporting
- V.8.8 (Mid-Term) Maintain Infrastructure

GOAL V.9. Facilitate IT Portfolio Management (PFM)

- V.9.1 (Near-Term) Establish an IT Governance Process
- V.9.2 (Near-Term) Maintain IT Investment Records
- V.9.3 (Near-Term) Establish IT Life Cycle Support

GOAL V.10. Optimize Global Combat Support System - Marine Corps (GCSS-MC)

- V.10.1 (Near-Term) Analyze Wholesale and Retail Operations
- V.10.2 (Long-Term) Identify Materiel Management/Inventory Control Requirements

Strategy Execution...

Our 2015-2025 Strategic Plan outlines Where We Are Now and Where We Are Going in the future. Strategies, Goals, and Objectives describe How Do We Get There and employment of Success Factors and Performance Reporting tells us How Do We Know We Have Arrived.

This Strategy is the first step in developing the framework required for success in a rapidly changing, complex, and uncertain future. It is a tool to align MARCORLOGCOM with the Marine Corps Installation and Logistics Roadmap and most importantly Marine Corps operational requirements. The Commander's Vision and Intent articulates how we will approach our mission, roles, and responsibilities through 2025. Over the next decade, we may not accomplish everything in this Strategy; however, it will also not limit us from future achievements.

The entire MARCORLOGCOM workforce needs to have a common understanding of this plan. You must know where you fit, where your organization fits, and how your daily actions add value to our products and services. This understanding unifies our efforts as we aim to achieve the highest materiel readiness levels and operational-level logistics support essential for successful expeditionary operations. The synergy of our people and stakeholders is the catalyst for our future success.

This strategy belongs to the MARCORLOGCOM subordinate Commanders and Center Directors. The culmination of your ideas, knowledge, and future aspirations are the foundation of this Strategic Plan. Senior leadership must take ownership of this plan and align culture, direction, and capabilities to navigate the course. Ultimately, the execution of this Strategy is the responsibility of every MARCORLOGCOM team member – from the Commanding General, to the artisan on the shop floor, to the most junior employee.

**Embrace this Strategy, Produce Results Daily, and
Together We Will Achieve Mission Success!**



More information about the
Marine Corps Logistics Command 2015-2025 Strategic Plan
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