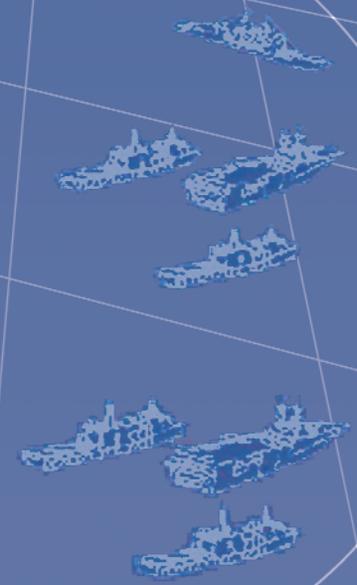


United States Marine Corps

# Logistics Campaign Plan



2002





# Commitment

The Marine Corps Logistics Campaign Plan (MCLCP) has been developed to articulate the logistics strategy for achieving the current and future vision of the United States Marine Corps. The goals, objectives, and tasks outlined in this plan are designed to position and/or evolve specific logistics functions and capabilities to enhance the expeditionary and joint warfighting capabilities of the entire Marine Air Ground Task Force (MAGTF). Current capabilities and future warfighting concepts embodied by Expeditionary Maneuver Warfare will be defined by our logistics capabilities or by our logistics limitations. In light of this, the logistics community across all elements of the MAGTF is committed to the successful achievement of this plan and the advancement of the Marine Corps.

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## ***Purpose***

This document provides a comprehensive reference point for our Marine Corps logistics community, and a compass to guide us. It provides the necessary overarching framework, guidance, strategies and specific goals, objectives and tasks to successfully evolve Marine Corps logistics. It addresses logistics at the strategic, operational and tactical levels. Our Campaign Plan is designed to serve the entire Marine Corps logistics community; all elements of the Marine Air Ground Task Force (MAGTF), and the supporting establishment.

## ***Mission***

Provide logistics support to Marine Corps forces to enable them to accomplish assigned missions across the full spectrum of expeditionary operations and warfare.

## ***Vision***

We will ensure that the Marine Corps continues to be the world's most capable expeditionary fighting force by dramatically enhancing the expeditionary and joint capabilities of the Marine Air Ground Task Force through the evolution of logistics.

## ***Guiding Principles***

- We will organize logistics capabilities to ensure the commander in the field can be absolutely confident that required support will be provided when and where it is needed.
- We will maintain a war-fighting ethos consistent with expeditionary maneuver warfare and joint concepts as we develop, modernize, refine our logistics systems and practices.

- We will emphasize speed and information as a principal contributor to reducing mass, footprint, and inventory.
- We will operate in peacetime as we will in wartime.
- We will work closely with the Navy to develop a logistics capability that is naval in character.
- We will cultivate a closer bond between aviation logistics and ground logistics.

## ***Implementation***

The Marine Corps CSSE Advocate, Deputy Commandant for Installations and Logistics, is responsible for coordinating and executing the goals, objectives, and tasks outlined in this Campaign Plan with the assistance of the CSSE Advocacy Board. The executive agent for the day-to-day execution of this plan is the Director, Logistics Plans, Policies and Strategic Mobility (LP) supported by the Logistics Vision and Strategy Center (LPV). Central to this execution will be the adherence to our Precision Logistics ethos of dynamically enhancing the MAGTF's expeditionary and joint warfighting capabilities through the evolution of logistics.

Each task within this plan is assigned a specific suspense date and a lead agency/organization. Leads are responsible for developing plan of actions and milestones (POA&M), coordinating with the supporting agencies/organizations, and for ensuring the task is executed.

Because this plan is constantly evolving, objectives and tasks within this plan are not listed in priority order as a attempt to ensure recurring objectives and tasks retain the same identification numbers year to year. Priority of efforts and resources are assigned through mechanisms separate from this plan.

# 1 Logistics Support for Operations

*Enhance and develop logistics capabilities, including Sea Based Logistics (SBL), to support Expeditionary Maneuver Warfare and other operational concepts.*

Expeditionary Maneuver Warfare encapsulates the Marine Corps future warfighting concepts such as Operational Maneuver From The Sea and sea based logistics. These concepts are a dynamic departure from the Marine Corps current operational capabilities and require significant advancements in procedures and materiel assets to be implemented. The most essential of these are advances in the area of logistics. Marine logistics will begin evolving the capabilities of the MAGTF now in order to prepare it for the future. The objectives and tasks contained in this goal are designed to begin positioning and/or evolving capabilities for the future.

## 1.1 Develop a concept of logistics support for emerging warfighting concepts for the 21st century.

- 1.1.1 Participate in defining emerging warfighting concepts such as Expeditionary Maneuver Warfare and Operational Maneuver From The Sea (OMFTS). 2002 I&L
- 1.1.2 Develop a Logistics Concept of Operations that defines Combat Service Support (CSS)/logistics concepts through 2020. 2002 I&L
- 1.1.3 Develop and validate specific required capabilities to conduct Sea-based logistics operations. 2002 I&L
- 1.1.4 Participate and support the development of the Maritime Prepositioned Force (Future) program. 2002 I&L
- 1.1.5 Research and develop proposed metrics for sustainment levels within the MEU, MEB, and MEF that collaborates with current and future warfighting concepts. 2002 I&L



## 1.2 Improve Equipment Readiness.

- 1.2.1 Complete the overarching strategy to improve the Reliability, Availability, and Maintainability (RAM) of new and legacy ground tactical equipment. 2002 MATCOM
- 1.2.2 Formally publish and implement policies and procedures for Contractor Logistics Support (CLS) of weapon and support systems. 2002 MATCOM
- 1.2.3 Develop and implement tools to capture “Total-Ownership-Costs” for ground tactical equipment. 2002 MATCOM
- 1.2.4 Develop and implement tools that will ultimately lead the development of tools to capture Mean-Time-Between-Failure (MTBF)/Failure Rate/reliability measurements for secondary reparable items belonging to ground tactical equipment. 2002 MATCOM
- 1.2.5 Implement procedures to capture Mean-Time-Between-Failure (MTBF)/Failure Rate/reliability measurements for secondary reparable items belonging to ground tactical equipment. 2003 MATCOM
- 1.2.6 Develop and implement maintenance methodologies that will reduce intermediate level Repair Cycle Time. 2002 MATCOM

- 1.2.7 Develop and begin to implement an overarching strategy to provide informational tools, simulation models, predictability tools, and imbedded technology to help the operating forces identify, analyze and resolve ground equipment readiness problems. 2002 MATCOM
- 1.2.8 Review standard methodologies and processes as they relate to Materiel Life Cycle Management and develop new methodologies as necessary. 2002 MATCOM
- 1.2.9 Understand and perform capability assessments relating to Materiel Life Cycle Management. 2002 MATCOM
- 1.2.10 Develop guidelines for the oversight and enforcement of policy relating to Materiel Life Cycle Management. 2002 MATCOM
- 1.2.11 Define requirements and resources to field a standardized and integrated IT system that supports all aspects of to Materiel Life Cycle Management. 2002 MATCOM
- 1.3 Improve Distribution.**
- 1.3.1 Develop and field Automatic Identification Technology (AIT) and Total Asset Visibility capabilities to support the identification and processing of materiel within the storage and distribution processes. 2004 MATCOM
- 1.3.2 Develop and implement a methodology to develop an effective, responsive, and seamless distribution system extending from source of supply through the theater distribution system or Navy fleet logistics channels, into and including forward deployed MAGTFs. 2002 I&L
- 1.3.3 Develop a methodology to reshape deployed supply blocks to be more responsive to MAGTF's readiness requirements particularly for class IX repair parts. 2002 I&L

- 1.3.4 Achieve 100% automated visibility, access and redistribution of all classes of supply. 2004 I&L
- 1.3.5 Reduce retail Customer Wait Time (CWT) to no more than twenty-four hours. 2005 I&L
- 1.3.6 Reduce Customer Wait Time (CWT) to no more than five days. 2005 I&L
- 1.4 Develop Logistics Command and Control Capabilities.**
- 1.4.1 Develop and field an interim set of logistics decision support tools to the operating forces. 2002 I&L
- 1.4.2 Conduct research and develop of the Autonomic Logistics capability in conjunction with the Office of Naval Research. 2002 I&L
- 1.4.3 Complete the research and development of the next generation of the logistics decision support tools. 2004 I&L
- 1.4.4 Complete the initial development and fielding of Global Combat Support System Marine Corps (GCSS-MC). 2004 MATCOM
- 1.5 Enhance engineer support capabilities in an expeditionary environment.**
- 1.5.1 During 2002, produce the vision for all aspects of the Marine Corps Engineer Community to ensure that engineering capabilities including utilities, EOD, and bulk fuel are developed to optimally support the MAGTF Commander across the entire spectrum of future operations in accordance with Marine Corps Concepts and Vision. 2002 I&L
- 1.5.2 During 2002, develop and implement procedures to ensure that Engineer Structure provides optimal support to the various elements of the MAGTF while also enhancing retention, career opportunities and quality of life for our Marines. 2002 I&L

- 1.5.3 Explore, research, and implement methods to improve the readiness and efficiency of Marine Engineer utilities and bulk fuel equipment by incorporating the latest technology, and adopting best practices from other services, the commercial sector, and traditional USMC Core Competencies. [2004 I&L](#)
- 1.5.4 Develop and implement procedures to ensure that Marine Engineer forces are trained, structured and equipped to operate within Joint Task Forces and in support of other services. [2002 I&L](#)
- 1.5.5 Explore ways to reduce the Marine Corps' dependency on fossil fuels by investigating new science and technologies that will support war fighting and at the same time reduce the MAGTF's footprint. [2002 I&L](#)
- 1.6 Validate and implement the Integrated Logistics Capability (ILC) recommendations.**
- 1.6.1 Migrate Secondary Repairable management to Marine Corps Materiel Command (MATCOM). [2002 I&L](#)
- 1.6.2 Transition management of 4th echelon maintenance to MATCOM. [2002 I&L](#)
- 1.6.3 Consolidate selected organizational supply functions at the intermediate level. [2003 I&L](#)
- 1.6.4 Consolidate 2nd and 3rd echelons of maintenance to the intermediate level. [2005 I&L](#)
- 1.6.5 Facilitate use of the Quadrant Model in logistics operations. [2005 I&L](#)
- 1.7 Enhanced food service operations throughout the MAGTF to better support current and emerging warfighting concepts.**
- 1.7.1 Complete a concept of employment for food service operations within the MAGTF. [2002 I&L](#)
- 1.7.2 Complete the realignment plan of food service personnel and assets throughout the MAGTF. [2002 I&L](#)



## **2** *Logisticians*

*Implement programs that produce a highly knowledgeable, flexible and professional Marine Corps logistics workforce required to support existing and emerging logistics processes and systems.*

We will continue to pursue the professional development of both our Marine and civilian logisticians to better prepare them for challenges today and in the future. Through this effort, we will exploit training opportunities available in the military, commercial, and academia sectors to provide the knowledge and skills to recognize and apply best logistics practices for enabling our future warfighting concepts.

- 2.1 Enhance the training and education of military logisticians throughout their careers.**
- 2.1.1 Refine career progression training for logistics Occupational Fields (OccFlds). [2002 I&L](#)
- 2.1.2 Assist other organizations (e.g., Training & Education (T&E) Command, Marine Corps University (MCU), Marine Corps Combat Development Command and

understand needs of operating forces. [2002 I&L](#)

- 2.1.3 Capitalize on existing civilian and military educational opportunities (e.g., the International Society of Logistics (SOLE), U.S. Army Logistics Executive Development Course (LEDC), cooperative management degree programs). [2002 I&L](#)
- 2.2.1 Develop formalized logistics training programs for the civilian Marine workforce. [2002 I&L](#)
- 2.2.2 Increase civilian Marine participation in logistics MOS/PME schooling and professional logistical organizations in order to enhance their ability to support and understand needs of operating forces. [2002 I&L](#)
- 2.3 Manage Logistics Occupational Fields.**
  - 2.3.1 Develop an effective partnership between logistics occupational field sponsors and manpower specialists by reaching consensus on common goals and objectives, and by sharing access to pertinent information systems. [2002 I&L](#)
  - 2.3.2 Develop and utilize a variety of media to identify career issues and to inform logisticians of decisions affecting their careers. [2002 I&L](#)
  - 2.3.3 Provide the CSSE Advocacy Board with an effective reporting tool that identifies trends in the recruiting, retention, education, manning, staffing, assigning and career advancement of logisticians. [2002 I&L](#)

## 3 CSSE Advocacy

*The logistics community must articulate its needs and capabilities with a single voice.*

The Deputy Commandant for Installations and Logistics is the Combat Service Support Element Advocate. CSSE Advocate's responsibilities are not limited to the CSS Element. His responsibilities encompass all ground logistics and its associated functions throughout the MAGTF. CSSE Advocate and the members of the CSSE Advocacy Board create a common vision for the future of Marine logistics, the establishment of priorities, and the allocation of resources.

### 3.1 Refine the vision for future of Marine Corps logistics.

- 3.1.1 Adopt a Logistics Concept of Operations that defines CSS/logistics concepts through 2020. [2002 I&L](#)



### **3.2 Implement the provisions directed in the Defense Planning Guidance (DPG).**

- 3.2.1 Prepare the Marine Corps' plan on the DPG Study Area: Performance Based Logistics. 2002 MATCOM
- 3.2.2 Prepare Marine Corps proposal for DPG Study Area: Reduce Overhead Costs. 2002 MATCOM
- 3.2.3 By March 2002, support the Marine Corps' preparation of a study report on the DPG Study Area: Comprehensive Readiness Reporting Systems. 2002 I&L
- 3.2.4 By March 2002, support the Marine Corps' preparation of a study report on the DPG Study Area: Relocation of MSPRON-01. 2002 I&L
- 3.2.5 By March 2004, prepare the Marine Corps study report on the DPG Study Area: Follow on Mobility Requirements. 2004 I&L

### **3.3 Develop a Resource Strategy for the CSSE Advocate.**

- 3.3.1 Use the Requirements Integration, Validation and Assessment Team (RIVAT), to gather, analyze, resolve, and recommend CSSE/Logistics requirements, initiatives and issues for prioritization by DC, I&L and the CSSE Advocacy Board. 2002 I&L
- 3.3.2 Advocate the DC, I&L and the CSSE Advocacy Board Product in the Resource Requirements Process. 2002 I&L

## **4 Logistics Processes and Procedures**

*Increase logistics responsiveness, effectiveness, and efficiency by applying innovation and the best military and business practices, wherever appropriate.*

While maintaining our focus on enhancing the MAGTF, we must continue to apply best logistics practices to processes and procedures to areas that are enablers to our CSS capabilities. These areas contribute to the strengthening link between the operating forces, the joint community, and the supporting establishment.

### **4.1 Contribute to the implementation of the Department of Defense Future Logistics Enterprise.**

- 4.1.1 Actively participate in the Enterprise Integration/Enterprise Resource Planning initiative. 2002 I&L



- 4.1.2 Act as the Department of Defense lead for Total Life Cycle Management. 2002 I&L
- 4.1.3 Actively participate in the Total Life Cycle Systems Management initiative. 2002 MATCOM
- 4.1.4 Actively participate in the Condition-based Maintenance initiative. 2002 I&L
- 4.1.5 Actively participate in the Depot Maintenance Partnerships initiative. 2002 I&L
- 4.1.6 Actively participate in the End-to-End Distribution initiative. 2002 I&L
- 4.1.7 Actively participate in the Executive Agents initiative. 2002 I&L
- 4.2 Implement the provisions outlined in the Marine Corps Logistics Information Resources (IR) Plan.**
- 4.2.1 Complete the definition of the logistics Operational Architecture (doctrine, tactics, techniques, processes and procedures) that will drive Technical and System Architectures. 2002 I&L.
- 4.2.2 Continue to implement the System Realignment and Categorization (SRAC) process to support the USMC Logistics Information Resources (LOG IR) Plan and logistics Operational Architecture (OA). 2002 I&L
- 4.2.3 Provide an interactive and current source of information related to USMC Logistics Information. 2002 I&L
- 4.2.4 Develop an Electronic Commerce and Electronic Data Interchange development and implementation strategy for the Marine Corps. 2002 I&L
- 4.2.5 Ensure that all logistics information technology (IT) applications support the Operational Architecture

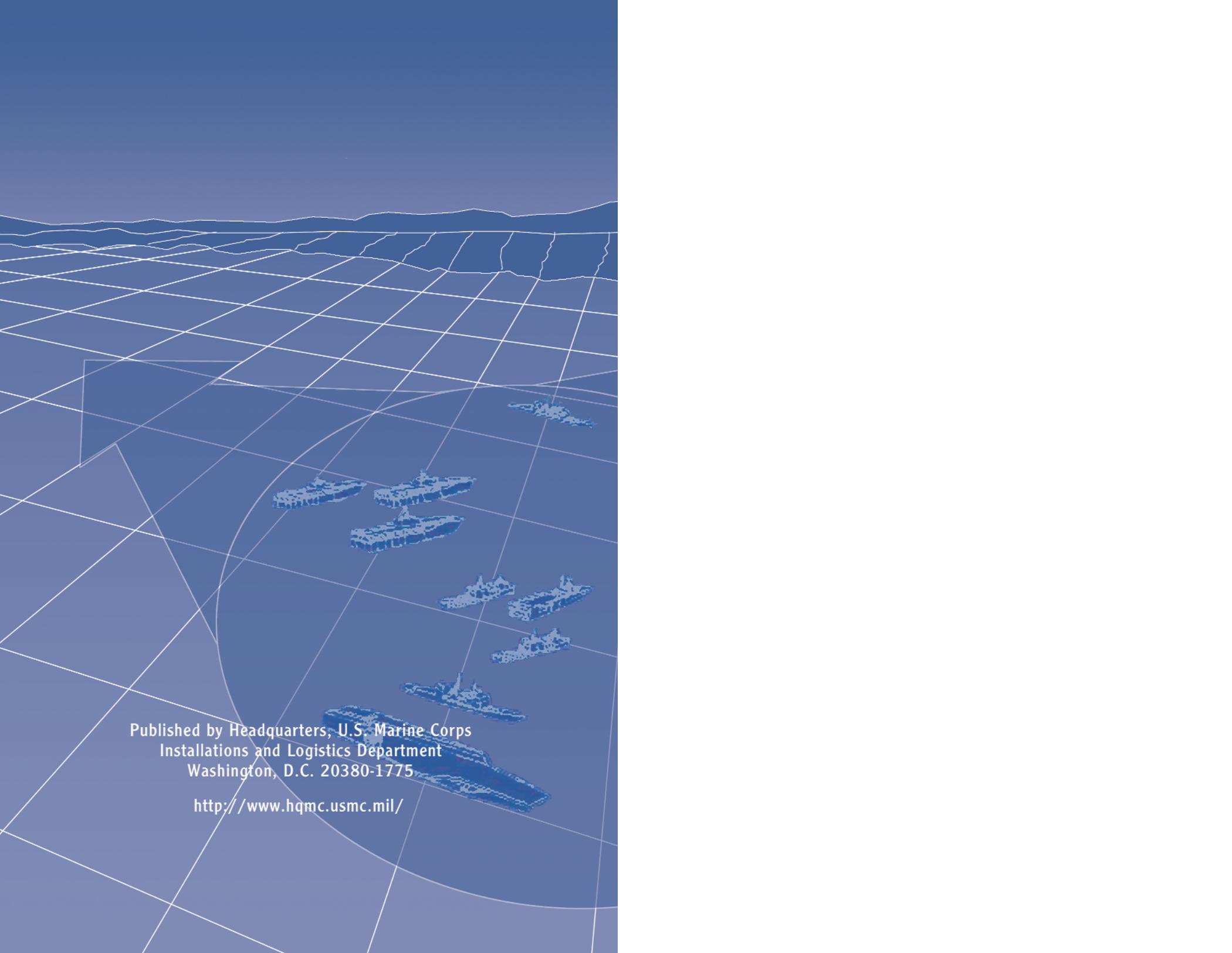
and comply with Defense Information Infrastructure Common Operating Environment (DII COE) and Marine Corps Enterprise Network and Navy Marine Intranet standards. 2006 I&L

- 4.2.6 Develop and implement an Integrated Data Environment. 2010 I&L
- 4.3 Enhance Depot Maintenance.**
- 4.3.1 Develop a long range depot strategy to enable long term planning and facilitation of future requirements. 2002 MATCOM
- 4.3.2 Develop a system to capture depot “costs-per-repair-accomplished”, benchmark depot costs to other depot-like organizations, and set cost reduction goals. 2002 MATCOM
- 4.3.3 Develop and implement maintenance methodologies that will reduce depot level Repair Cycle Time. 2002 MATCOM
- 4.4 Redefine the criteria for the development of Table of Equipment (T/E).**
- 4.4.1 During 2002, develop and implement a T/E policy with procedures to integrate and balance Table of Organization with T/E. The policy is required to match Acquisition Objective and T/E as well as insuring a continuous examination of T/E impact on expeditionary footprint and mobility. 2002 I&L
- 4.5 Define the roles and mission of the Field Supply and Maintenance Analysis Office (FSMAO).**
- 4.5.1 Refine the roles and missions of the Field Supply and Maintenance Analysis Office to enable the operating forces to better support current and future operational requirements. 2002 I&L
- 4.5.2 Complete the implementation of the new FSMAO roles and missions. 2002 I&L

**4.6 Partner with outside agencies to leverage efforts and resources to support the development of common logistics requirements and capabilities.**

- 4.6.1 Identify potential opportunities to partner with external agencies to support the development and implementation of common logistics related requirements and capabilities.  
2002 I&L





Published by Headquarters, U.S. Marine Corps  
Installations and Logistics Department  
Washington, D.C. 20380-1775

<http://www.hqmc.usmc.mil/>