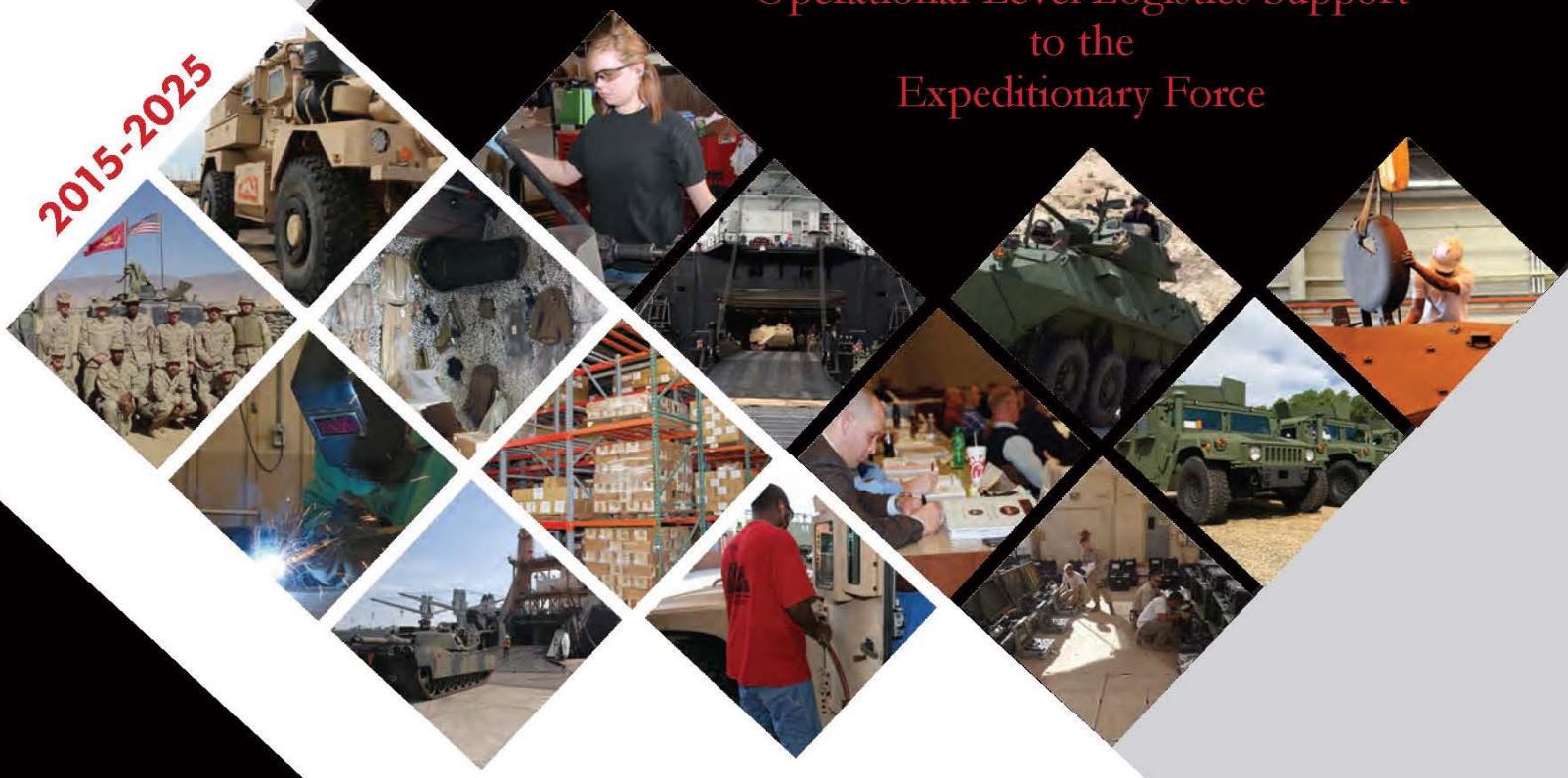
United States Marine Corps

Marine Corps Logistics Command

Strategic Plan

Operational-Level Logistics Support to the Expeditionary Force

2015-2025



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Foreword

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. The needs of those who carry the fight to our Nation's enemies will define and refine our core competencies of maintenance, supply, and distribution. 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 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

Table Of Contents

1.0 Our Stakeholders....3
- 1.1. MARCORLOGCOM Marines, Civilian Marines and Contractor Workforce
- 1.2. MARCORLOGCOM Senior Leaders
- 1.3. The Operating Forces
- 1.4. Marine Corps Systems Command and Program Executive Office - Land Systems
- 1.5. DoD, other Services, and National Industrial Base Suppliers and Support Providers

2.0 Strategic Management....6

3.0 Where Are We Now?....7
- 3.1 Mission Statement
- 3.2 Who We Are - Marine Corps Logistics Command
- 3.3 Essential Roles and Tasks
  - Operational-Level Logistics Roles
  - Life Cycle Logistics Roles11
  - Materiel Management/Inventory Control Roles
- 3.4 Culture and Core Values
- 3.5 Concept of Operations
- 3.6 Lines of Operation Integration Model

4.0 Where Are We Going?....21
- 4.1. Future Operating Environment
- 4.2. Vision and Commander's Intent
- 4.3. Logistics Functional Expertise
- 4.4. Functional Expert Key Performance Attributes
- 4.5. Strategies Goals and Objectives

5.0 Strategy Map....26

Strategy I: Customer Alignment and Value....27

Strategy I-A: Equipment Sourcing....30

Strategy I-B: Weapon System Life Cycle Support....37

Strategy I-C: Logistics Services....40

Strategy I-D: Prepositioning Support....47

Strategy II: Business Processes....50

Strategy III: Employee Learning and Growth....56

Strategy IV: Resource and Financial Management....60

Strategy V: Strategic Issues and Opportunities....64

6.0 How Do We Get There?....70
- 6.1. Execution
- 6.2. Method of Execution
- 6.3. Key Players
- 6.4. Strategic Management Tasks

7.0 How Do We Know We Have Arrived?....72
- 7.1. Goal Success Factors
- 7.2. Objective and Initiative Performance Reporting

8.0 Summary....73

9.0 Annexes....74
- Annex A - Acronyms
- Annex B - References
- Annex C - Glossary
- Annex D - Objective OPR Assignment

1.0 Our Stakeholders

Foremost, the intent of this Strategic Plan is to strengthen and build upon our core competencies and capabilities. This plan reinforces the focus on our products and services, while also clarifying the essential roles that the Marine Corps Logistics Command (MARCORLOGCOM) performs in support of the Marine Expeditionary Forces (MEF), Marine Corps Forces (MARFOR), the Supporting Establishment, and Headquarters, United States Marine Corps (HQMC). This plan is a living document. It should influence decisions, shape interaction with stakeholders, guide daily actions, and referenced frequently. This strategy outlines the vision of where the Command is headed and what we will focus on to get there. It provides the framework for the way we conduct and improve our business operations.

1.1. MARCORLOGCOM Marines, Civilian Marines and Contractor Workforce

Each and every one of us must recognize how we provide value to our current operations and strategic objectives. Our daily contributions will move the command forward. Your chain of command, up to the Commander, Center Director, or Staff Director owes you clear guidance, and feedback to your questions and innovative ideas, to ensure that you understand how your daily performance and long-term actions align to the goals and objectives found herein. You owe your chain of command timely feedback if additional guidance is required to achieve short or long-term mission accomplishment. In some cases, only simple improvements to our daily processes will enable the command to reach our objectives. In all cases, flexibility and adaptability in our culture, daily actions, and values will be required to realize the vision in this plan. Start off by mastering the basics of your responsibilities and achieving quality results. Everyone brings a unique set of experiences and wisdom that fosters innovative ideas and ultimately mission success for our support of United States Marines around the world. Please be receptive to new ideas and concepts. Our Command's overall success depends on each and every one of us!

1.2. MARCORLOGCOM Senior Leaders

Your organizations must execute the Strategic Plan. This plan provides a framework for senior leaders to align the culture, direction, capabilities, and performance of their workforce to the overarching vision and goals of MARCORLOGCOM. Your planning, guidance, and leadership will set the course. Successful strategy execution starts with educating your command, center, or department in the plan's framework, and also includes your vision of the workforce's role in achieving the plan through specific actions that start at the lowest level. Take steps toward strategic success every day to keep up momentum. Senior leaders from across the command must synchronize efforts to achieve unity and a common purpose. It is your responsibility to lead with vision towards, and integrate support for, the strategic objectives. Guide your workforce to achieving your organization's strategic goals.

1.3. The Operating Forces

Aligning with the 36th Commandant's Planning Guidance, we will orient ourselves to a supporting and supported relationship with the geographic MARFORs, Marine Corps Forces Command (MARFORCOM), Marine Corps Forces Special Operations Command (MARSOC), Marine Corps Forces Reserve (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 our core competencies in supply, maintenance, and distribution, MARCORLOGCOM will coordinate strategic-level resources to support MARFOR sustainment requirements as the Marine Corps Operational-Level Logistics Integrator with stakeholders across HQMC, the Supporting Establishment, other Services, Department of Defense (DoD) Agencies, and the national industrial base. Improving upon our current support to deployed forces, we will reinforce the Supply Management Readiness Review (SMRR) and prepare to support MARFOR requests for a MARCORLOGCOM presence similar to our MEF Support Teams (MST) support to the MEFs. To prepare for the MARFOR's vast sustainment requirements across the range of military operations, we look to participate annually in Combatant Commander level exercises to practice operational-level logistics coordination on Service sustainment options such as War Reserve withdrawal plans, MARCORLOGCOM (Forward) (LOGCOM-(FWD)), and the process to replace our equipment battle losses.

We stand ready to support the geographic MARFORs in meeting the challenges of developing the operational-level concept of logistics for the full Range of Military Operations (ROMO), Naval Warfare, force-in- readiness, and contingency operations in a dynamic and changing resource environment.

MARCORLOGCOM is the Chair of the Operational-Level Logistics Operational Advisory Group (OAG) within Deputy Commandant, Installations and Logistics' (DC I&L) Logistics Advocacy architecture. As the chair, we will champion to resolve MARFOR logistics challenges and provide a voice for the MARFOR G4s using the Doctrine, Organization, Training, Materiel, Leadership & Education, Personnel, Facilities, and Policy (DOTMLPF-P) framework to develop capabilities and competencies needed to execute their responsibilities. As the Operational-Level Logistics Advocate, MARCORLOGCOM will integrate operational-level logistics topics and issues with DC I&L's other Communities of Interest (COI) to promote a holistic approach for the Marine Corps enterprise. As the proponent for the Marine Corps Warfighting Publication (MCWP) 4-12, MARCORLOGCOM will maintain this doctrinal publication to clearly describe the Marine Corps approach to operational-level logistics.

1.4. Marine Corps Systems Command and Program Executive Office - Land Systems

MARCORLOGCOM provides integrated logistics/ supply chain, distribution and maintenance capabilities to ensure maximum readiness and sustainability of fielded ground weapon systems and equipment. Our Weapon Systems Management Teams (WSMT) align on Program Managers (PM) and Product Managers (PdM) at Marine Corps Systems Command (MCSC) and Program Executive Officer-Land Systems (PEO-LS) with the planning and execution of logistics and sustainment support for weapon system life cycle support from cradle-to-grave. As the Marine Corps transforms and re-postures itself from over 14 years of sustained ground combat operations in Iraq and Afghanistan, to the "new norm" of readiness for crisis response and contingency operations in a fiscally austere environment, MARCORLOGCOM also continues to further logistics concepts; refine our core competencies, products and services; and improve, redesign or reengineer our deliberate processes of Marine Corps Enterprise Ground Equipment Inventory Management (EGEIM), Enterprise Life Cycle Maintenance Planning (ELMP), enterprise-level fulfillment and distribution planning, and the accountability and reporting of the Marine Corps ground equipment posture. Through this Strategic Plan, we will pursue strategic objectives to ensure the primacy of ELMP as a world-class requirements generator for depot-level maintenance, and the criticality of Principal End Item (PEI) Stratification, Depot Maintenance Planning, and the Push Fulfillment Process (PFP) to service-level ground equipment management.

We will maintain focus on and foster our strategic partnerships with HQMC, MCSC, PEO-LS, and DoD agencies for the calculated and deliberate Marine Corps enterprise integration of requirements generation, life cycle logistics and sustainment planning, and materiel readiness and attainment in support of Operating Forces' and Supporting Establishment's equipment sourcing requirements. MARCORLOGCOM Liaison Officers (LNO) assigned at MCSC and PEO-LS sense and respond to PM/PdM sustainment requirements, and relay these to the WSMTs at MARCORLOGCOM, while also communicating MARCORLOGCOM supporting actions back to the acquisition community. Additionally, Weapon Systems Support Managers (WSSM) are Defense Acquisition Workforce Improvement Act (DAWIA) certified and partner in daily interaction with their respective PM/PdM throughout each program's acquisition life cycle. Continued cooperation, coordination, and standardization of sustainment processes are key to the uninterrupted support for all Marine Corps ground weapon systems.

1.5. DoD, other Services, and National Industrial Base Suppliers and Support Providers

A critical element within our mission statement is integration. It forms the foundation for our role as the Marine Corps End-to-End (E2E) Logistics Chain Manager. Integrating the logistics chain involves identifying, coordinating, establishing, and maintaining connections and supportive relationships throughout the chain. We connect the Operating Forces with support providers and material suppliers throughout the DoD logistics network. With core competencies in supply, maintenance and distribution, we are uniquely suited to pinpoint disconnects, inefficiencies, and misalignments in

logistics processes that result in sub-optimal support to the Operating Forces. From an enterprise perspective, we leverage our roles as Distribution Process Owner (DPO), Depot Maintenance Integrator, Supply Chain Integrator, and EGEIM to provide tailored services throughout the

Marine Corps that range from co-located maintenance teams to managing the Marine Corps ground equipment push fulfillment process. As the lead for Supplier Relationship Management (SRM) and Coordinated Secondary Repairable (SecRep) Management (CSM) we continue to develop strong, collaborative relationships between the Operating Forces and DoD suppliers including Defense Logistics Agency (DLA) (Troop Support & Land and Maritime), Army Materiel Command (AMC), Navy Supply Systems Command (NAVSUP), and the Air Force Materiel Command (AFMC). A strong partnership with DLA is a critical enabler for us, we benefit from a focused effort under SRM to include collocated liaisons and a growing industrial support capability. The same is true for commercial suppliers and support providers as we build and strengthen cooperative relationships and public-private partnerships through innovative support concepts and Performance Based Agreements (PBAs).

Collectively, these organizations comprise the DoD logistics network and are key MARCORLOGCOM stakeholders that play a critical role in achievement of our strategic objectives. For example, this plan contains defined strategies for Equipment Sourcing, Weapon System Life Cycle Support, and Logistics Services, with each strategy containing multiple goals and objectives that rely upon an active and engaged DoD supply base partnering with us to address current supply challenges. There is also a strategy for Strategic Issues and Opportunities designed to shape future logistics capabilities and practices that include our partnerships within the DoD logistics chain. This is a critical element to achieving an adaptive and responsive logistics chain.

We serve as the conduit that links DoD suppliers with Marine Corps Inventory Control Point (ICP), maintenance facilities, prepositioning activities, and ultimately the Operating Forces and Supporting Establishment, but there is a key role that enables our role to function effectively – advocacy. We have influence upon the E2E supply chain, but not total authority. Therefore, we need strong and active advocates with DC I&L serving as the lead advocate – sponsoring, promoting, and communicating the value of our strategic direction. Often our strategic goals cut across MARFORs, MEFs, and installations, and therefore realizing the full value of our efforts hinges upon a DC I&L led consensus across multiple stakeholders, with MARFORs and MEFs following that lead by advocating within their own organizations. Together with our stakeholders, we will continue to reinvigorate our business practices while providing critical logistics capabilities throughout the Marine Corps.

2.0 Strategic Management

Strategic Management is an iterative process. We continuously plan, execute, monitor, and adjust the course and direction of MARCORLOGCOM's future through our Strategic Plan by answering four basic questions:

Where are we now? The Strategic Plan provides an overarching view of the Command's future based on an assessment of our current situation, external influences (opportunities and threats), internal drivers (strengths and weaknesses), planning assumptions, current and intended missions regarding the logistics environment in which we operate. We have aligned and nested our Strategic Plan to higher headquarters' guidance and future strategies.

Where are we going? This plan sets forth a future vision with Strategies, Goals, and Objectives (SGO) to attain new and/or improved capabilities and competencies to meet the challenges of the future operating environment.

How do we get there? To achieve the Strategic Objectives, subordinate Commands, Centers, and Staff Departments will develop process improvements, special projects, or Strategic Initiatives. Detailed Action Plans with Milestones guide the execution of each Initiative and help to achieve their corresponding SGOs.

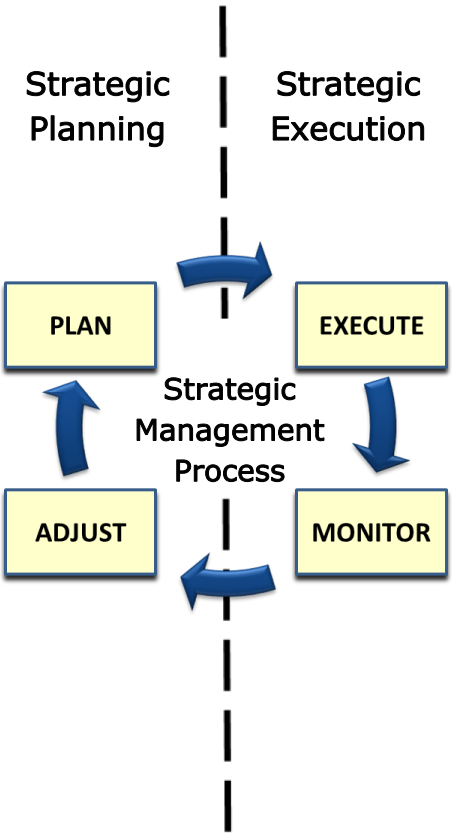
How do we know we have arrived? We will monitor the progress of initiatives, objectives, and goals on a regular basis. Changing environmental circumstances (such as new technology, economic factors, or new social, financial, or political influences) may necessitate updates to our course and direction. We will adjust the Strategic Plan accordingly.

PLAN

- Problem framing
- Gather data and information
- Assess capabilities
- Analyze external and internal situation
- Make assumptions
- Strategy Course of Action development, war game, and comparison
- Decide Strategies
- Establish Goals and Objectives
- Develop Strategic Plan
- Develop Strategy Map
- Align center, staff and subordinate command plans

ADJUST

- Review Strategies, Goals and Objectives
- Review Initiatives
- Reassess situational analyses and assumptions
- Conduct gap analysis
- Modify plan and initiatives as required
- Share best practices
- Institutionalize completed initiatives



EXECUTE

- Communicate Strategy
- Align individual performance objectives
- Determine success factors (quantitative and qualitative)
- Form tentative initiative action plans
- Evaluate, Select, Prioritize Initiatives
- Budget and fund initiatives
- Finalize initiative action plans
- Communicate Strategy
- Manage initiatives

MONITOR

- Monitor strategy (success factors)
- Monitor initiatives
- Manage scorecard
- Report progress
- Hold review meetings
- Conduct analysis and learning
- Manage change
- Communicate progress and performance

3.0 Where Are We Now?

3.1 Mission Statement

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.

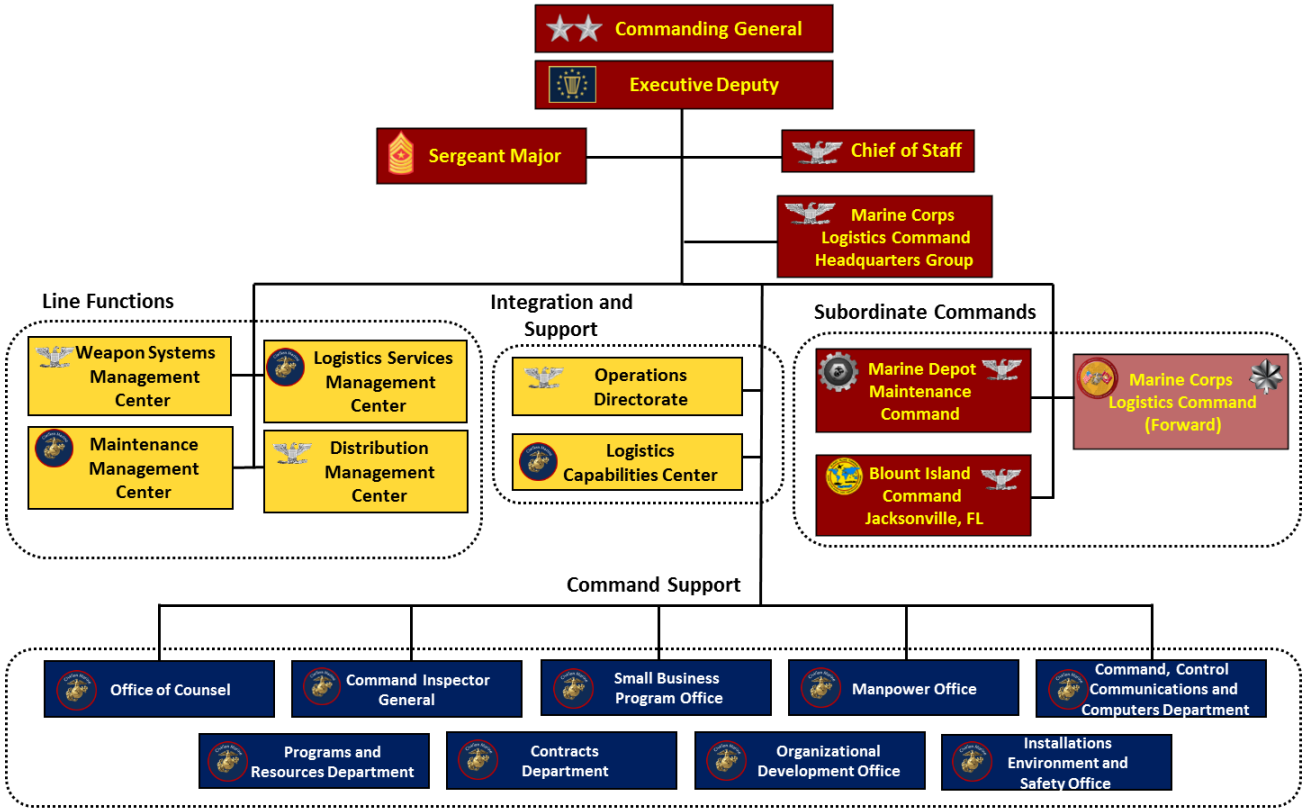
Support Other Customers and DoD worldwide by being an organization capable of global reach with integrated logistics chain support to those we serve within our core competencies of supply, maintenance, and distribution.

Maximize Logistics Solutions for the Warfighter

Every organization has an ultimate objective or primary focus – a concise statement of what it will accomplish. Maximizing logistics solutions is MARCORLOGCOM's primary focus and our value proposition is to…

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

3.2 Who We Are - Marine Corps Logistics Command



Where Are We Now?

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 Group and three subordinate commands: Blount Island Command (BICmd), Marine Depot Maintenance Command (MDMC), and LOGCOM (FWD).

Headquarters' Group:

Located in Albany, Georgia, the Headquarters Group, unlike most traditional headquarters, consists of both staff and line functions:

Staff organizations:

- **Command Element with Special Staff**
- **Staff Departments** provide command support: Office of Counsel; Command Inspector General; Small Business Program Office; Manpower Office; Programs and Resources (P&R) Department; Contracts Department; Organizational Development Office (ODO); Installations, Environment, and Safety Office (IE&S); and Command, Control, Communications, and Computers Department (C4).

Line organizations:

- **Weapon Systems Management Center (WSMC)** provides service-level inventory management and integrates logistics chain support for Marine Corps Enterprise Ground Equipment Management (EGEM) and program-level TLCM requirements of ground weapon systems and equipment.
- **Maintenance Management Center (MMC)** integrates sourcing of depot-level maintenance to our organic depot (MDMC), other Services' depots, and Commercial support providers.
- **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.

Integration and support organizations:

- **Operations Directorate (OPSDIR)** synchronizes MARCORLOGCOM's internal operations and external requirements while serving as entry point for the MARFORs and MEFs.
- **Logistics Capabilities Center** provides management and oversight of MARCORLOGCOM's complex Automated Information Systems (AIS) portfolio and provides decision support information through data analysis and operations research for MARCORLOGCOM, Operating Forces, and Supporting Establishment.

Subordinate Commands:

- **Blount Island Command (BICmd)** is located in Jacksonville, Florida. BICmd attains, maintains, and provides logistics support for the Marine Corps strategic prepositioning combat capabilities 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. MDMC provides depot-level maintenance, rebuilds, and modifications to ground weapon systems and equipment.
- **Marine Corps Logistics Command (FWD)**, upon MARFOR request, provides worldwide supply, maintenance, distribution, and prepositioning support through scalable, task-organized contact teams, technical assistance advisory teams, and other logistics support teams, up to and including a forward-deployed command detachment.

3.3 Essential Roles and Tasks: As directed, MARCORLOGCOM has several essential roles focused on providing operational-level logistics support to Marine Forces, life cycle logistics support to Program Managers, and materiel management/inventory control of Marine Corps ground equipment.

Operational-Level Logistics Roles:

Operational-level logistics is the integration of strategic-level logistics capabilities to satisfy tactical-level logistics requirements beyond the Marine Air-Ground Task Force's (MAGTF) capability and/or capacity. The MARFOR Commander designs, plans, coordinates, and executes operational-level logistics for all assigned and allocated Marine Corps forces. MARCORLOGCOM supports the MARFORs in the conduct of operational-level logistics through the following roles tasked in MCO 4000.57A, MCO 4470.1A, and MCO 3000.17.

"As we select our forces and plan our operations ...we must understand how logistics can impact on our concepts of operation...Commanders must base all their concepts of operations on what they know they can do logistically."

General Alfred M. Gray, Jr.
29th Commandant of the Marine Corps (July 1987-June 1991)

Marine Corps End-To-End Logistics Chain Manager

MARCORLOGCOM links tactical-level using units in the Operating Forces to strategic-level suppliers, maintainers, and distribution providers. Strategic-level resources include organic Marine Corps, other Services, or DoD capabilities as well as commercial agencies from the national industrial base. To integrate the logistics chain team and to relieve the burden of the Operating Forces, 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 effectiveness and efficiency of support activities.

Operational-Level Logistics Solutions Provider

MARCORLOGCOM provides comprehensive logistics solutions by being the best at what we do and integrating other suppliers and support providers who are the best at what they do. We offer an innovative contracting instrument, Marine Corps Logistics Support Services (MCLOGSS), to permit rapid access to the best logistics support services offered by industry, in both deployed and garrison environments. MCLOGSS facilitates efforts to obtain logistics support services through a collaborative relationship with industry partners. MCLOGSS provides tailored solutions to fulfill MARFOR operational-level logistics requirements and enable the Operating Forces to focus their expeditionary capabilities.

Operational-Level Logistics Support Integrator

MARCORLOGCOM MARFOR Support Cells and MSTs provide liaison, manage the supporting/supported relationships, and coordinate the planning and execution of responsive solutions to operational-level logistics challenges. Geographically focused MARFOR Support Cells consist of expert planners with an understanding of geographical region logistics challenges and assist in the integration of strategic-level logistics capabilities to support MARFOR tactical-level and operational-level logistics objectives. MARCORLOGCOM can maximize the Operating Force's responsiveness and agility of sustainment capabilities to expeditionary operations while minimizing the logistics footprint ashore. We achieve this 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 nation capabilities. If requested, MARCORLOGCOM can establish a forward deployed command detachment to integrate support to the MARFOR.

Marine Corps Distribution Process Owner

MARCORLOGCOM is the Distribution Process Owner for the Marine Corps. The DPO provides end-to-end integration of distribution support to expedite the flow of equipment and supplies for the Operating Forces. This includes: (1) synchronization of all storage activities, distribution nodes, and transportation modes in the logistics chain, (2) integration of organic DoD and commercial providers, and (3) maximization of in-transit visibility capabilities to track, trace, and expedite the flow of equipment and supplies. MARCORLOGCOM will recommend policy changes to improve throughput velocity, reliability, and equipment accountability to ensure delivery of the "right equipment" to the "right place" at the "right time". The DPO will respond to the Operating Forces' demand signals for materiel distribution support; interfacing with Defense Logistics Agency and US Transportation Command from a Marine Corps enterprise perspective, planning, optimizing, and executing logistics chains.

Essential tasks of the DPO include:

- Provides a network of distribution planners, distribution process advocates, freight expeditors, and analysts across distribution pipeline nodes with reach back and scalable augmentation capability to support Operating Forces.
- Plans and coordinates the operational-level distribution pipeline for sustainment from external sources to theater tactical level distribution.
- Establishes and manages third party transportation billing accounts.
- Acts as the Service Level Air Clearance Authority by coordinating with the respective MARFORs to validate lift priorities.
- Advocacy for Automated Information Systems (AIS) and Automatic Identification Technology (AIT) to provide distribution capacity management planning, execution, and visibility.
- Integrates USMC Container Management to support the Operating Forces.

Marine Corps Lead for Prepositioning Logistics Support

MARCORLOGCOM's Blount Island Command (BICmd) provides key 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 Marine Expeditionary Brigade (MEB) commanders, and their staff, to revitalize MPS capabilities after years of sustained land combat.

Afloat prepositioning initiatives include: (1) implementation of scalable Crisis Response Force (CRF) packages by tailoring ship load plans for scalable contingency operations; (2) development of employment guidance and policy for the U.S. Navy dry cargo/ammunition ships (T-AKE) to operate as a Supply Management Unit (SMU) afloat, and (3) execution of support to responsively receive and issue operating stocks and equipment to deployed units.

Ashore prepositioning initiatives include: (1) completing the transformation of the MCPP-N equipment set, as a balanced MAGTF built around an infantry battalion task force and composite aviation squadron enabled for crisis response and MEB augmentation, (2) assisting III MEF and Marine Corps Forces Pacific Command (MARFORPAC) in their plans in support of Marine Rotational Force - Darwin (MRF-D) capability set maintenance concept and the Projection Set for off-Australia Theater Security Cooperation (TSC) events, and (3) supporting other ashore based initiatives such as working with HQMC and Marine Corps Forces Central Command (MARCENT) on the Marine Expeditionary Unit (MEU) Augmentation Program-Kuwait to support units with theater specific equipment not embarked onboard amphibious shipping.

Life Cycle Logistics Roles:

Life Cycle Logistics influences the design of weapons systems and equipment with determining supportability requirements by planning and executing sustainment strategies and in-service support plans to meet the PM/PdMs' objectives for affordability, readiness, and sustainability. MCSC and PEO-LS design, plan, coordinate, and manage life cycle logistics as a part of the program-level TLCM of a weapon system. Of the twelve Integrated Product Support (IPS) elements, MARCORLOGCOM plays a significant role in: (1) supply support, (2) maintenance planning and management, (3) distribution packaging, handling, storage and transportation (PHS&T), (4) technical data, and (5) product support management. MARCORLOGCOM supports the planning and execution of Life Cycle Logistics through the following roles tasked in MCO 4000.57A, MCO 4790.25, MARADMIN 193/15, and MARADMIN 329/12.

Weapon Systems Support Integrator

MARCORLOGCOM WSMTs, aligned on the PMs/PdMs, provide customer relationship management and coordinate the analysis, advice, and assistance in supporting responsive solutions for integrated product support. WSMTs conduct logistics chain integration of supplier and support provider services for fielded weapon systems and equipment to maximize materiel readiness and sustainability. MARCORLOGCOM uses the Quarterly Logistics Forum of WSMT and PM/PdM teams to focus on the linkages and inherent relationships with MCSC and PEO-LS.

Our relationships with the Capability Portfolio Managers (CPM) and integration officers at Combat Development and Integration (CD&I) also support development of life cycle logistics requirements in capability documents for new weapon system acquisitions, development and implementation for performance based logistics, and correction of the inefficiencies of abbreviated sustainment planning caused by urgent acquisitions of equipment over more than a decade at war.

Marine Corps Executive Agent for Enterprise Life Cycle Maintenance Planning (ELMP)

MARCORLOGCOM plans, coordinates, and executes requirements determination, budgeting, and equipment returns for Marine Corps depot-level maintenance of ground weapon systems and equipment. Depot maintenance is the comprehensive repair, major rebuild, or complete overhaul of major end items and associated parts, components, and assemblies to enable life cycle materiel readiness and operational availability, by recapitalizing equipment to a like-new condition. Our Command integrates and balances multiple Marine Corps enterprise stakeholders in a complicated teamwork-oriented process that includes: (1) DC I&L for guidance, DC CD&I for requirements, (2) Deputy Commandant, Plans, Policies, and Operations (DC PP&O) to define warfighter priorities, (3) Deputy Commandant, Programs and Resources (DC P&R) for price and performance modeling and programming, (4) MCSC and PEO-LS for life cycle performance objectives, and (5) The Operating Forces for readiness and sustainment performance objectives

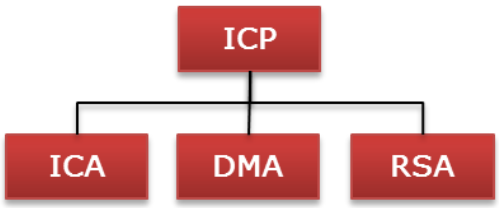
Materiel Management/Inventory Control Roles:

Materiel Management/Inventory Control (MM/IC) involves continuing actions related to the planning, organizing, directing, coordinating, controlling, and evaluating of Marine Corps enterprise-level supply, maintenance, and distribution capabilities in order to ensure the effective and economical support of Marine forces. This includes both the materiel necessary to equip, operate, maintain, and support military activities and also supporting the PM/PdMs' life cycle logistics and sustainment requirements. MM/IC includes managing (planning and executing) and/or supporting the following six functions: (1) cataloging, (2) requirements determinations/computation, (3) procurement, (4) distribution (storage and transportation), (5) overhaul/rebuild, and (6) disposal of materiel. MARCORLOGCOM assists in the planning, execution and support of service-level MM/IC capabilities and solutions through the following roles tasked in MCO P4410.22C, MCO 4790.19, and MCO 4000.57A.

Marine Corps Inventory Control Point (ICP)

MARCORLOGCOM serves as the Marine Corps Inventory Control Point (ICP) with MM/IC responsibilities for the Marine Corps' 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 and Materiel Manager, MARCORLOGCOM serves as:

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



Marine Corps Enterprise Ground Equipment Inventory Manager and Inventory Control Activity

MARCORLOGCOM, as the Marine Corps EGEIM and ICA, plans and executes enterprise-level sourcing, fulfillment, and distribution of equipment to meet Marine Corps' materiel readiness and sustainability requirements. Our Commands and Centers serve as the Marine Corps' Primary/Secondary Inventory Control Activities (PICA/SICA) and materiel item managers are responsible for reviewing, reconciling, and validating end item data recorded in Accountable Property Systems of Record (APSR).

Our End Item Stratification process enables us to execute inventory control in managing the total Marine Corps equipment posture (on-hand and planned) against total Marine Corps requirements (Approved Acquisition Objective (AAO)) through effective and affordable distribution, validated push equipment deliveries, and return of unserviceable returns back in-stores for reuse, maintenance, or disposal.

In addition, we are implementing materiel accountability and auditability requirements of the DoD Financial Improvement and Audit Readiness (FIAR) standards to further improve inventory management, Marine Corps-wide asset visibility, posture reporting, and records keeping/ documentation. Our processes, people, and systems are key to complying with the inventory control FIAR standards by the end of FY17.

Marine Corps Depot Maintenance Activity

MARCORLOGCOM has two primary functions as the Marine Corps' Depot Maintenance Activity: (1) the Marine Depot Maintenance Command (MDMC) and (2) the Depot Maintenance Support Integrator.

Marine Depot Maintenance Command

As the only multi-commodity depot in the DoD, MDMC provides depot maintenance rebuild and repairs, engineering, manufacturing, calibration and other technical services to meet Operating Forces' and life cycle sustainment requirements. MDMC gives the Commandant of the Marine Corps (CMC) the assurance that the Operating Forces have a dedicated reach-back capability and source of depot maintenance support to sustain expeditionary operation.

Through production plants in Albany, GA and Barstow, CA, MDMC provides an organic industrial maintenance capability that supplements field maintenance activities in support of expeditionary warfighting capabilities. The combination of cross-trained permanent personnel paired with an augmented temporary workforce provide

integrated, flexible depot maintenance solutions to rapidly realign personnel and product lines to meet the requirements of the Operating Forces. To enhance readiness, MDMC manages forward operating capabilities at each of the MEF home stations and a robust mobile maintenance program that provides services to the MARFORRES units. In addition and when requested by the MARFORs, MARCORLOGCOM can forward position maintenance capability to augment the MAGTF for support that is beyond the MAGTF's organic capability or capacity.

As the Marine Corps' organic depot maintenance solution, MDMC will continue to increase efficiencies, improve processes, reduce overhead costs, and lower Working Capital Fund rates in order to give "buying power" back to the Marine Corps. MDMC also continues to seek innovative ways to integrate and interoperate with Naval, Joint, theater, and multi-national logistics capabilities to support distributed forces across the Range of Military Operations (ROMO).

Depot Maintenance Support Integrator

MARCORLOGCOM plans and executes global depot maintenance support solutions for ground weapon systems and equipment through the integration of support providers from a variety of repair sources: organic Marine Corps production plants, other Service depots via Depot Maintenance Inter-Service Support Agreements (DMISA), and commercial capabilities contracted from the national industrial base. MMC provides subject expertise to PM/PdM program-level maintenance planning, Depot Source of Repair (DSOR) decisions, and organic Marine Corps depot core capability determinations to ensure a network of agile and responsive depot maintenance providers are available.

An increasing number of DoD data drills, analytical studies, and proposed policy/Title 10 legislation changes seeking to control depot maintenance spending, with potential adverse impacts to integrated depot-level maintenance solutions. Looking to the future, all depots will face the challenges of operating in an environment of reduced resources. To promote continuous improvement, while ensuring effective and affordable support, we will: (1) improve our analytical ability to identify cost, schedule, and performance trends, and (2) evaluate performance in meeting Operating Force and PM/PdM requirements.

Marine Corps Remote Storage Activity

MARCORLOGCOM manages Service/wholesale-level storage and warehousing operations for ground weapon systems, equipment, and associated collateral material through our RSAs at Albany, Georgia; Barstow California; and other approved sites. DMC provides property custodian accountability as it receipts, inspects, stocks, provides Care of Supplies in Storage (COSIS), and issues war reserve materiel, depot maintenance float, and reserves in-stores materiel to support the Operating Forces, Supporting Establishment, MPS and MCPP-N programs, depot maintenance production, and other entities. As authorized, the RSAs also hold Contingency Retention Stocks (CRS) to support expected future events and Economic Retention Stocks (ERS) to provide certain life cycle logistics cost efficiencies. DMC maintains oversight of the support provided to the Marine Corps by the DLA Distribution Depots, to include storage of materiel held for repair at other Service Depots. We manage storage capacity, warehouse modernization, and Military Construction (MILCON) project requirements. Currently we are replacing our warehouse management systems with modern technology to improve accountability at our RSAs. These include:

- Defense Property Accountability System (DPAS) improves stock management with serial number tracking, parent and child component association, system-to-system property transfers, and documentation of life cycle events and transactions.
- Enhanced Yard Management (EYM) will leverage radio frequency identification (RFID) technology enabled physical inventories, and geospatial advances to improve equipment visibility.

Marine Corps Executive Agent for Logistics Sustainment Data

MARCORLOGCOM, through LCC, provides functional expertise, analysis, and advice to DC I&L as the Functional Area Manager (FAM)/Functional Data Manager (FDM) for LogAIS, IT support, and data. MARCORLOGCOM provides functional oversight to the Marine Corps enterprise-level integrated LogAIS IT portfolio management by interpreting and defining wholesale-level requirements for: (1) optimization and employment of current Global Combat Support System – Marine Corps (GCSS-MC) capabilities, (2) legacy system replacements, and (3) legacy system modifications and/or deferred upgrades. As the keeper of the logistics Master Data Repository (MDR) and role as the Logistics Information Broker, MARCORLOGCOM will continue to provide near real-time business intelligence and decision support tools for materiel readiness, net asset posture, equipment accountability, total asset visibility, depot maintenance planning/execution, and other logistics issues.

We continuously seek to improve the efficiency and effectiveness of our products, and services by incorporating operations research, analytic support, studies management, enterprise performance analysis, and enterprise readiness analysis. Our foundation for process improvement is the Marine Corps' Continuous Process Improvement (CPI) Body of Knowledge and International Organization for Standardization (ISO) 9000 Family of Standards.

Marine Corps Enterprise Logistics Services Provider

MARCORLOGCOM, through LSMC, is the Marine Corps' enterprise logistics service provider. This includes planning, developing, executing, and reporting on: (1) coordinated enterprise-level solutions, (2) logistics chain management programs, and (3) supply, maintenance, and distribution support initiatives. Coordinated enterprise solutions provide centrally managed logistics and sustainment support across multiple ground weapon systems with best-in-class suppliers and support providers both organic to DoD and commercial. The following coordinated enterprise solutions, programs, and initiatives are part of MARCORLOGCOM's logistics services portfolio:

- Logistics and Supply Chain Integration: MARCORLOGCOM integrates logistics and supply chain activities from the wholesale supplier to the end user.
- Our Supplier Relationship Management (SRM) capability serves as the Marine Corp's interface for developing and strengthening the linkage between organic DoD and national industrial base, contractor-supported supply chains, and end users.
- Coordinated SecRep Management (CSM) ensures coordinated inventory and allowance management, accountability and metrics management through a rigorous business advisor role provided to all main Repairable Issue Points (RIP).
- Equipment Receiving and Distribution Teams (ERDT) are a key supporting component of the initial issue provisioning process.
- Consolidated Storage Program (CSP) manages a global consolidated storage network of over 50 issue and storage sites to provide uncompromising support to Marines by issuing and recovering Individual Combat Equipment (ICE), Chemical, Biological, Radiological, and Nuclear Defense (CBRN-D) Equipment, and other commodities.
- As the Marine Corps Small Arms Executive Agent (SAEA), MARCORLOGCOM carefully manages the Marine Corps' small arms inventory at the serial number level to ensure complete visibility, accountability, and safeguarding at all times.
- As the signatory and compliance agent for the Radioactive Commodities Distribution and Use Permit, MARCORLOGCOM's Radiation Safety Program maintains accountability, audit, testing, and education programs to effectively oversee the use of radioactive materials and radiation-producing equipment.
- Other Logistics Services: We also serve as the screening point for stock readiness functions, including Shelf Life Management, Supply Discrepancy Reporting, and Product Quality Discrepancy Reporting.

We will continue to formalize and institutionalize our logistics services as an integral component of the E2E logistics chain by establishing formal requirements, Marine Corps policy, and a secure source of funding for enduring logistics programs. One example of improving operations is the implementation of DPAS as the APSR for CSP.

3.4 Culture and Core Values

MARCORLOGCOM Marines, civilian Marines, and contractor workforce stationed around the globe must ground themselves in the Marine Corps Core Values. We align our Values and Culture accordingly.

HONOR – COURAGE – COMMITMENT

Honor. This is the bedrock of our character. It is the quality 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 heart of our Core Values, courage is the mental, moral, and physical strength ingrained in us that sees us through the challenges of combat and the mastery of fear, and 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. This is the spirit of determination and dedication within members of a force of arms that leads to professionalism and mastery of the art of war. It promotes the highest order of discipline for unit and self and is the ingredient that 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. Commitment is the value that establishes the Marines, civilian Marines, and contractor workforce as the warrior and citizen others strive to emulate.

TEAMWORK – EMPLOYEES – INNOVATION – FISCAL RESPONSIBILITY

We must commit to a shared culture and core values characterized by the highest standards of moral and ethical conduct. Ingraining our core values, beliefs, and attitudes in our daily actions will guide us during times of change and when we venture into unfamiliar territory. Success of our strategic objectives relies on exemplifying both the Marine Corps core values and our Command's culture of:

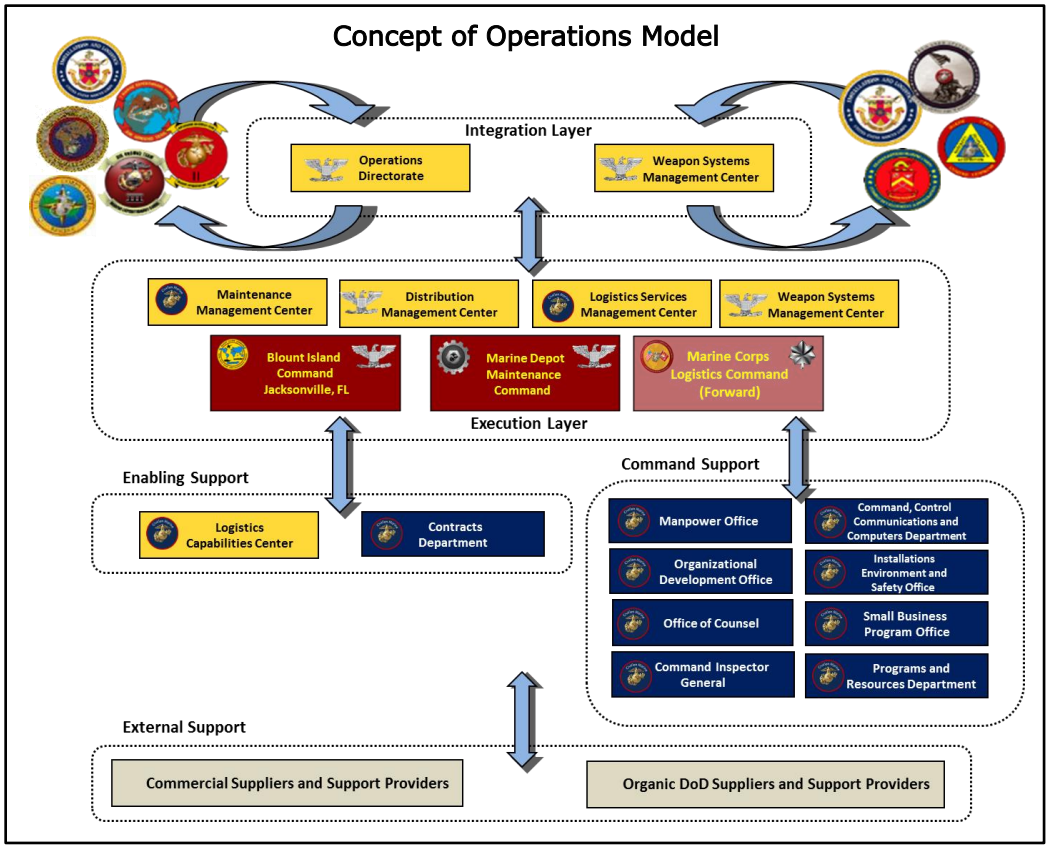
Teamwork. We insist on cooperative collaboration and teaming, both internally across the command and externally with the Operating Forces, our business partners, and support providers. We will foster an environment of trust where we share information and resources to achieve customer needs.

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

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

Fiscal Responsibility. We must maximize the value of every dollar we spend. We must operate optimally in a dynamic resource environment. We must 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.

3.5 Concept of Operations



The concept of operations model depicts **scheme of maneuver** that consists of…

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

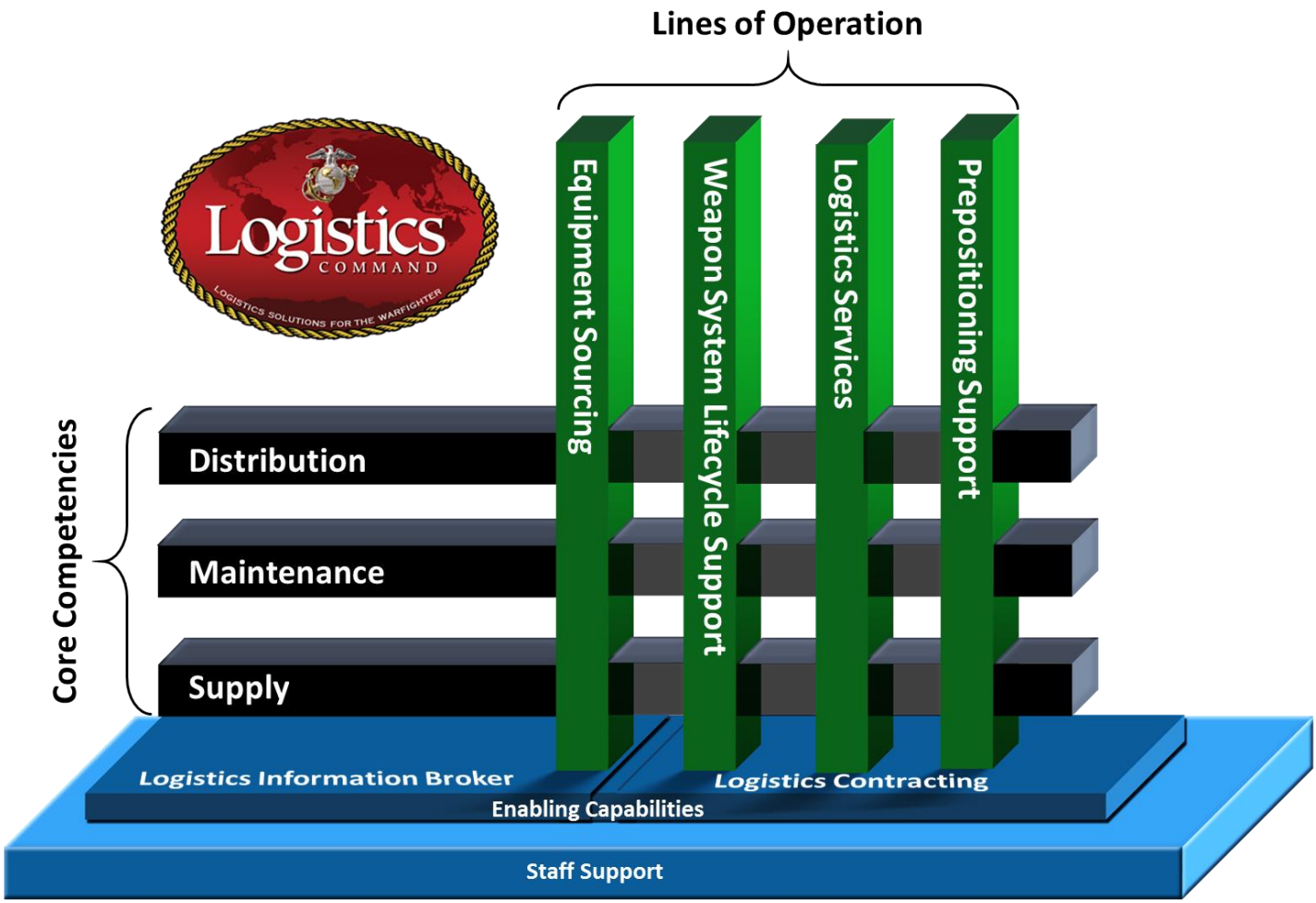
<u>Main Effort</u>: Our main effort for stakeholder alignment is the MARFOR Support Cell, MEF Support Teams (MST), and Weapon Systems Management Teams (WSMT).

- **Alignment on the Operating Forces:** The MARFOR Support Cell and MSTs are operational-level logistics support integrators linking strategic logistics resources to satisfy tactical 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 TLCM requirements. In time, WSMTs will act as Product Support Integrators (PSI) linking all Integrated Product Support (IPS) elements.

<u>Supporting Effort</u>: Our supporting effort for integrating internal and external operations is our liaison officers (LNO) and Subordinate Commands, Centers, and Staff Departments.

- **Integration of Support Providers and Strategic Partners:** LNOs and Distribution Process Advocates (DPAs), collocated with key support providers and strategic partners, facilitate MARCORLOGCOM's ability to integrate and synchronize strategic-level capabilities to fulfill operational-level and tactical-level logistics requirements. Through close working relationships and constant communication flow, they foster the level of teamwork necessary for mission accomplishment.
- **Integration of Subordinate Commands, Centers, and Staff Departments:** Directly contribute to the success of the MARFOR Support Cell, MSTs, WSMTs, and LNOs with cross-functional subject matter expertise (SME) support to develop holistic and optimal logistics solutions. Our Lines of Operations Integration Model (below) illustrates how we integrate the Subordinate Commands, Centers, and Staff departments to deliver products and services that meet Operating Forces' and PM's requirements.

3.6 Lines of Operation Integration Model



MARCORLOGCOM Lines of Operation Integration Model

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

Discrete Products and Services (P&S) support lines of Operations.

Lines of Operation

	Equipment Sourcing	Weapon System Life Cycle Support	Logistics Services	Prepositioning Support
Description	All P&S that that provide inventory control of ground equipment across the Marine Corps enterprise and result in the delivery of equipment to the Operating Forces.	All P&S that support the planning and execution of life cycle logistics and sustainment support of a weapon system program of record.	All P&S that provide 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 that support the Marine Corps strategic maritime- and ashore-based prepositioning programs.
Activities	Cataloging; Inventory Management; Maintenance Management, 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 (IT) solutions; and E2E Logistics Chain Integration	Organizational/Field Maintenance and Fulfillment Responsibilities; Program Management of MCPP-N; MEU Augmentation Program in Kuwait; other Ashore-Based Programs; Program Management of Maritime-Based Program; Planning; Embark/Debark, Tech Assist and Advisory Team in support of MAGTF Operations; Contract Management; and Quality Assurance
Products and Services	■ 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	■ Life Cycle Sustainment Planning and Execution Support ■ Item Introduction and Sustainment Technical Data Support ■ 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	■ MCLOGSS 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 & 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	■ Marine Corps Prepositioning Program-Norway (MCPP-N) ■ Maritime Prepositioning Ships (MPS) Program: Maintenance, Supply and Distribution Production ■ MPS Plans and Data Support ■ MPS Stevedoring & Related Terminal Services (S&RTS) and Port Operations ■ Operational Support to MarCent

Core Competencies – Supply, Maintenance, and Distribution

MARCORLOGCOM's employees and customers can identify with our three core competencies: Supply, Maintenance, and Distribution. Subordinate Commands and Centers organized on these core competencies allow us to synchronize expertise and work together to maximize our core competencies. MARCORLOGCOM's brings all three core competencies together on a problem set to create optimal logistics solutions. This integration of logistics chain functions creates a high impact "value added" contribution to both the Operating Forces and PMs/PdMs.

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

Enabling Capabilities

Our enabling capabilities are those discrete, but essential, activities that enhance both our Lines of Operations and Core Competencies.

	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	■ Business Intelligence ■ Business Sustainment ■ LogAIS Functional Management ■ Quality Management ■ Studies and Analysis ■ Information Technology (IT) Portfolio Management ■ Data Center Support Services	■ Contracting Services ■ Management and Oversight of Command Small Business Program

Staff Support

Staff Support is the foundation of our Lines of Operation, core competencies, and enabling capabilities. The Staff Departments provide a range of subject matter expertise and deliver critical P&S necessary for efficient and effective internal MARCORLOGCOM operations.

Products and Services		
	■ Appropriated Fund Budgeting and Execution Oversight ■ Financial Services ■ Marine Corps Wide Transportation Voucher Certification ■ NWCF Budgeting and Execution Oversight ■ Programming/Program Objective Memorandum (POM) ■ Future Operations and Deliberate Operational Planning ■ Future Planning ■ Strategic Management ■ Command and Current Operations ■ MEF Customer Engagement ■ Legal Services	■ Future Maintenance Business Initiatives and Capability Analysis ■ Software Support Services ■ Command Support Services ■ MARCORLOGCOM Enterprise Architectural Services ■ Prepositioning Programs Support Staff ■ MARCORLOGCOM Enterprise Change Management ■ MARCORLOGCOM Enterprise Strategic Communications ■ MARCORLOGCOM Workforce Development ■ MARCORLOGCOM Enterprise Workforce Planning ■ General Administration ■ Consolidated Infrastructure & Environmental Advocate ■ MARCORLOGCOM Enterprise Safety Program Management

The Power of our Lines of Operation and Integration Model

Our competencies result from the integration of knowledge, skills, and abilities in the execution of our processes. Our Lines of Operation result from the integration of our core competencies, enabling capabilities, and staff support and from their alignment on our customers' requirements. The Lines of Operation are the pillars of MARCORLOGCOM's support solutions. It is easy to identify with our core competencies of supply, maintenance, and distribution that are at the heart of our mission statement. It is not as easy to see how Lines of Operation come together to create value that is greater than the sum of the individual parts. Our Lines of Operation create value for our customers, differentiate us from other support providers, and create a sustainable capability for our Command and for the Marine Corps.

MARCORLOGCOM is uniquely postured to provide this type of capability. We are Marines who know and understand Marine Corps logistics requirements better than any other Marine Corps operational-level logistics support provider. 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 that support our Operating Forces and PM/PdM customers.
- Continue to innovate, evolve, and improve our products and services.

4.0 Where Are We Going?

4.1. Future Operating Environment

A high degree of uncertainty and complexity defines the future operating environment. We must transition from an "Era at War" to an "Era of Preparedness". Future global conflicts may arise suddenly and span the full range of military operations. We also face a constrained and dynamic domestic fiscal future – we know we will get less; but how much less remains uncertain.

Near- to Mid-Term Global Operating Environment

The near-term (2015-2017) to mid-term (2018-2021) future global security environment anticipates several trends:

- Proliferation of modern warfare and weapons of mass destruction
- Emergence of powerful global forces
- Evolution of violent extremism
- Escalation of natural disaster impacts
- Increased competition for scarce resources
- High availability and rapid infusion of new technologies

Future Logistics Environment: Emerging trends and issues within the logistics industry that may affect how we plan for the future:

- **Accountability and Auditability**: Evolving logistic processes, procedures, and systems to meet Financial Improvement and Audit Readiness (FIAR) requirements.

- **Expeditionary Logistics:** Focused, rapid, and precise logistics support. Ensuring operational-level logistics integration is meeting expeditionary forces requirements. Delivering the right resources, at the right time, to geographically dispersed units IOT minimize the logistics footprint ashore. We are constantly adapting systems, policies, processes, and business rules to meet these emerging requirements.

- **Marine Corps Logistics Automated Information Systems (LogAIS) & Automated Identification Technology (AIT) systems:** Evolution of our LogAIS capabilities and AIT systems to enhance operational effectiveness and connect our supply, maintenance, and distribution competencies. How do we optimize the capabilities we have now? Are there available and approved systems, that we do not currently utilize, that will improve our products and services?

- **Near real-time Marine Corps enterprise logistics data for Speed, Visibility, and Reliability:** Answering the questions, "Where is it?", "When will it get here?", "Did I get the right thing?", "Did I receive everything I expected to, and if not, when will I get it?", "Have I receipted for it properly?", and "Does it function correctly?" We continually manage the rapidly evolving Marine Corps LogAIS portfolio and capabilities.

- **Technologically advanced customers:** Applying available and emerging technologies currently used by future Marines – such as cloud computing, customizable apps, and mobile solutions – to Marine Corps logistics. Modernizing our LogAIS capabilities to both update our customer interaction tools and improve the usefulness of our decision support tools.

- **Environment sustainability:** Determining feasibility and implementing sustainable logistics solutions that ensure mission success in a globally dispersed expeditionary environment. Logistical considerations include modifying legacy systems; planning the acquisition of new systems; implementing recycle and hazardous waste management programs; and determining the applicability of alternative energy sources in deployed and garrison environments.

Other Future Logistics Trends:

- Cyber Security
- Near real-time location and condition (i.e. Condition Based Maintenance Plus (CBM+)
- Warehouse and Distribution Automation
- Building a collaborative workforce environment
- Actionable analytics and accurate forecasting models

4.2. Vision and Commander's Intent

My Vision describes where we are headed and what we aspire to achieve. It provides the broad guidance to help you understand the larger framework of our strategic plan and my vision of the future. The end state is MARCORLOGCOM efficiently operating as the Operational-Level Logistics Integrator and Functional Experts in our core competencies, Supply, Maintenance, and Distribution to deliver value-added services for the Marine Corps. My intent is for you to exercise your own judgment and initiative, consistent with following statements, in everything you do and should guide your daily actions for the long-term success of MARCORLOGCOM.

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.

…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. We will provide comprehensive logistics solutions by being the best at what we do and integrating other best-value support providers, either organically within DoD or commercially within the National Defense Industrial Base.

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.

…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 that maximize equipment readiness and sustainment while simultaneously minimizing the strain on the Operating Forces' organic capabilities – allowing them to focus more on their tactical war fighting core competencies.

COMMANDER'S INTENT

Be the Marine Corps sustainment expert – influencing acquisitions, delivering optimal logistics results, and providing total life cycle support.

…recognized as the authority for sustaining ground weapon systems within the Marine Corps. We **will** use our core competencies to support our PM/PdM customers as they develop and implement life cycle support strategies/plans for ground weapon systems. 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 TLCM 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.

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 weapon system life cycle support 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.

4.3. 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 MARCORLOGCOM's end state 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 excel 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

…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.

4.4. Functional Expert Key Performance Attributes

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…

I	II	III	IV	V
Customer Alignment & Value	**Business Processes**	**Employee Learning & Innovation**	**Resource and Financial Management**	**Strategic Issues & Opportunities**
■ 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	■ 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	■ 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 life-long 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	■ 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	■ 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

4.5. Strategies Goals 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 includes the supporting Strategies I-A through I-D, which focus on the value of our products and services 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. We designed these nine strategies to 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 is 2015-2017, mid-term is 2018-2021, and long-term is 2021-2025) to develop/enhance people, process, infrastructure, etc… Objectives are the discrete actions that we will carry out to improve our Command. To ensure cross-functional implementation, we will assign objectives to the Commands, Centers, and Departments for stewardship as Offices of Primary Responsibility (OPR). We will evaluate and prioritize implementation of objectives since limited resources will not allow simultaneous execution of all objectives.

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. Execution oversight will be a command-level responsibility. Collectively, the combination of all initiatives creates the **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 mission accomplishment and on achieving our future end state and will allow employees to clearly understand how their specific actions contribute to the overall success of the Command.

5.0 Strategy Map

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

End States	Effective customer engagement techniques that meet logistics requirements and provide value-added products and services	Maximized materiel readiness and sustainability by linking strategic-level resources to satisfy tactical-level requirements.	Maximized program-level Total Life Cycle Management (TLCM) through satisfying PM/PdM life cycle logistics & sustainment requirements	Maximized materiel readiness and sustainability while minimizing logistics burden through satisfying requirements with responsive and comprehensive solutions	Maximized combat readiness and sustainability through Marine Corps' strategic afloat and ashore prepositioned programs	An agile, effective, and efficient end-to-end logistics chain that seamlessly integrates our internal and external processes with our external customer requirements	The best and brightest workforce with proper alignment to achieve individual's goals as well as the Command's mission, vision, strategies, and goals	Maximized cost and resource efficiencies that validate our budgets, attain FIAR compliancy, and achieve our strategies and goals	Leader for developing inventive and state-of-the-art logistics solutions the improve warfighting effectives and influence future logistics concepts
Strategies	**I** **Customer Alignment & Value** Align with & engage the Operating Forces, PM/PdMs, and other customers	**I-A** **Equipment Sourcing** Optimize our Equipment Sourcing processes	**I-B** **Weapon System Life Cycle Support** Optimize our Weapon System Life Cycle Support processes	**I-C** **Logistics Services** Optimize our Portfolio of Logistics Services	**I-D** **Prepositioning Support** Optimize the Prepositioning Support processes	**II** **Business Processes** Develop, maintain, and improve agile business processes, integrated and supported by information technology enablers, decision support tools, and capital improvements	**III** **Employee learning and growth** Foster a culture of employee professional development, that encourages learning & growth	**IV** **Resource and Financial Management** Maintain a disciplined financial management framework	**V** **Strategic Issues and Opportunities** Influence and help shape the future direction of Marine Corps logistics

CULTURE OF HONOR – COURAGE – COMMITMENT – TEAMWORK – EMPLOYEE WELFARE – INNOVATION – FISCAL RESPONSIBILITY

Goals

- **I.1.** – MARFOR Supporting/Supported Alignment
- **I.2.** – MCSC and PEO-LS Supporting/Supported Alignment
- **1.3** – HQMC Alignment
- **1.4** – Exercise Support and War Planning
- **1.5** – Institutionalizing MARCORLOGCOM Forward
- **1.5** – Naval and MAGTF Logistics Integration

- **I-A.1** – Enterprise Ground Equipment Inventory Management (EGEIM)
- **I-A.2.** – PEI Stratification
- **I-A.3.** – Wholesale Secondary Items Inventory Management
- **I-A.4.** – Wholesale Storage Operations
- **I-A.5.** – Marine Corps Enterprise Distribution
- **I-A.6.** – Depot Maintenance Operation and Execution
- **I-A.7.** – Depot Maintenance Solutions and Support

- **I-B.1.** – Life Cycle Sustainment Planning & Execution
- **I-B.2.** – Marine Corps Enterprise Life Cycle Maintenance Planning (ELMP) Program
- **I-B.3.** – Warranty Administration
- **I-B.4.**– Technical Data Management (TDM)

- **I-C.1.** – Marine Corps Logistics Support Services (MCLOGSS)
- **I-C.2.** – Consolidated Storage Program (CSP)
- **I-C.3.** – Equipment Receiving Distribution Teams (ERDT)
- **I-C.4.** – Coordinated SecRep Management (CSM)
- **I-C.5.** – Small Arms Executive Agent (SAEA)
- **I-C.6.** – Radiological Control (RADCON)
- **I-C.7.** – Supplier Relationship Management (SRM)
- **I-C.8.** – MARFOR Maintenance Solutions and Support
- **I-C.9.** – Logistics Data Center Support Services

- **I-D.1.** – Maritime Prepositioning Force (MPF) Program
- **I-D.2.** – Marine Corps Prepositioning Program – Norway (MCPP-N)
- **I-D.3** – MEU Augmentation Program (MAP)

- **II.1** –Process Improvement
- **II.2** – Studies and Analytical Support
- **II.3** – Materiel Accountability and Auditability
- **II.4** – Logistics Contract Management
- **II.5** – Performance Based Logistics (PBL) Strategy
- **II.6.** – Capital Improvement Management
- **II.7** – Information Technology Services management (ITSM)
- **II.8** – Marine Corps Transportation Voucher Certification, Claims, and Entitlements

- **III.1** – Resetting the workforce
- **III.2** – Competency and Capability Portfolio Management
- **III.3** – Training Curriculum Standardization
- **III.4** – Logistics Internship
- **III.5** – Change Management
- **III.6** – Strategic Communications
- **III.7** Uniformed Service Member Development
- **III.8** – Safety and Health
- **III.9** – Knowledge Management

- **IV.1** – Navy Working Capital Fund Budget Process
- **IV.2** – Supply Management Activity Group (SMAG) – Financial Management Business Process
- **IV.3** – Financial Improvement & Audit Readiness / Financial Improvement Plan (FIAR/FIP)
- **IV.4** – Internal Controls
- **IV.5** – Re-establish Funding Baseline in Post-War Fiscal Environment
- **IV.6** – Capabilities Based Assessment and Strategic Health Assessment
- **IV.7** – Strategic Workforce Planning

- **V.1** –Materiel Management/ Inventory Control
- **V.2** – Marine Corps Operational-level logistics integration
- **V.3** – Logistics Advocacy Support
- **V.4** – Enhanced Yard Management (EYM)
- **V.5** – Coordinated Retail Management
- **V.6** – Ground Equipment Stating Program (GESP)
- **V.7** – Depot Maintenance Planning and Execution Anaysis
- **V.8.** – External Strategic Maintenance Initiatives
- **V.9** – IT Portfolio Management (PfM)
- **V.10** – GCSS-MC

Logistics COMMAND

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 MARCORLOGCOM's customer facing MARFOR Support Cell, MSTs, DPAs, WSMTs, LNOs, and effective customer engagement techniques. Through our teams and liaisons, we provide an open and accessible communications channel that is responsive to their requirements. The goals and objectives in this Strategy communicate how MARCORLOGCOM will achieve key capabilities to effectively align on and engage our customers to ensure responsive and value-added support with MARCORLOGCOM's products and services.

GOAL I.1. MARFOR Supporting/Supported Alignment

Codify MARCORLOGCOM's supporting relationship with each supported MARFOR in order to: (1) inform and support the development of MARFOR concepts of logistics support to operations plans and orders and (2) orchestrate Marine Corps enterprise-level support for operational-level logistics requirements (i.e. force deployment and closure, sustainment, and redeployment).

Objectives:

I.1.1. (Near-Term) MARFOR and MEF Support Policy. Develop a MARCORLOGCOM Order to codify roles, responsibilities, internal processes, and procedures to effectively address MARFOR logistics support requirements through actions or coordination of actions. Update and or incorporate the existing MARCORLOGCOM MEF Support Team Order to synchronize those efforts.

I.1.2. (Near-Term) Supply Management Readiness Review (SMRR). Standardize the SMRR with each MARFOR to support deployed Operating Forces.

I.1.3. (Near-Term) MCWP 4-12 Proponency. Champion support as the proponent for the MCWP 4-12, to include publishing, reviewing regularly, and updating based on the latest operational-level logistics doctrine, tactics, techniques, and procedures.

I.1.4. (Near-Term) MEF Support Teams (MST). In coordination with the MARFORs, continue on-site MST support to the MEF G4s to include the review of current processes and support capabilities to ensure maximum effectiveness and efficiency.

I.1.5. (Mid-Term) MARFOR Support Cell. Dedicate personnel, and develop processes and procedures, to support the MARFORs with operational-level logistics planning and integration to provide effective solutions. As requested, co-locate personnel with the MARFOR G4s to enhance support. Incorporate MARCORLOGCOM's Customer Service process/capability (1-800-952-3352/1-877-564-8762; SMBLOGCOMCustService@usmc.mil).

I.1.6. (Long-Term) Operational-Level Logistics OAG Leadership. Provide leadership to the Operational-Level Logistics OAG, MARCORLOGCOM to:

I.1.6.a. Priorities. Establish and validate MARFOR operational-level logistics community priorities to focus future action planning.

I.1.6.b. Roles/Responsibilities. Refine supporting roles and responsibilities across the Marine Corps to ensure effective and efficient MARFOR support.

I.1.6.c. Messaging. Develop a relevant and consistent message, both internal and external to the Marine Corps, to promote a common expectation of MARCORLOGCOM operational-level logistics capabilities.

I.1.6.d. Stakeholder Interaction. Promote coordination and direct interaction between the Operating Forces, HQMC, the Supporting Establishment, other Services, Joint, and DoD stakeholders for MARFOR operational-level logistics issues.

I.1.7. (Long-Term) Operational-Level Logistics Training and Education. Participate as a member of the Logistics Training and Education OAG to ensure operational-level logistics curriculum and seminars effectively meet MARFOR and Operating Force requirements.

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

Improve MARCORLOGCOM's supporting/supported relationship with the Marine Corps acquisition community to plan and execute life cycle logistics and sustainment support for ground weapon systems and equipment.

Objectives:

I.2.1. (Near-Term) Quarterly Logistics Forum. Promote continuous dialog between senior managers of MARCORLOGCOM, MCSC, and PEO-LS to reinforce relationships, establish common objectives, discuss issues, address gaps, and synchronize efforts between the three commands.

I.2.2. (Near-Term) Acquisition LNOs. Expand, develop and refine the LNO roles at MCSC and PEO-LS by identifying opportunities to play a more direct and active role within the acquisition community. This includes: (1) representing MARCORLOGCOM at weekly MCSC/PEO-LS chief of staff meetings, (2) serving on the Financial Management Improvement Team, and (3) developing acquisition program processes and procedures.

I.2.3. (Mid-Term) Communications. Improve communications both early and throughout the Marine Corps Enterprise Life Cycle Maintenance Planning (ELMP) process to strengthen our supporting/supported relationships.

I.2.4. (Mid-Term) Cataloging and Configure Management Support. Work with and jointly develop cataloging and configuration control management processes to streamline, clarify status, and better define roles and responsibilities.

I.2.5. (Long-Term) Product Support Integration. Expand our current WSMT and WSSM roles and responsibilities to provide value as Product Support Integrators (PSI) IAW a program's Life Cycle Sustainment Plan (LCSP).

Goal I.3. HQMC Alignment

Sustain MARCORLOGCOM's relationship with HQMC to support concepts, doctrine, and policies for strategic- and operational-level logistics as well as life cycle logistics support of ground weapon systems and equipment.

Objectives:

I.3.1. (Near-Term) Concepts, Doctrine, and Policies. Engage with DC CD&I and DC I&L to support the development of Marine Corps logistics concepts, doctrine, and policies as well as champion documentation of MARCORLOGCOM's missions, roles, and responsibilities in official publications.

I.3.2. (Near-Term) Life Cycle Logistics Requirements. Engage with DC CD&I and support the development of Initial Capabilities Document (ICD), Capabilities Development Document (CDD), and Capabilities Production Document (CPD) to accurately document weapons system life cycle logistics and sustainment requirements.

I.3.3. (Mid-Term) Future Logistics Concepts. Develop "next generation" future logistics concepts and innovative ideas for operational-level logistics and life cycle logistics support strategies/solutions to expand the boundaries of current logistics methodologies.

I.3.4. (Long-Term) Publish and Promote Future Concepts. Publish articles/case studies and conduct speaking engagements with the logistics Community of Interest (COI) that focus on logistics innovation and future concepts to promote MARCORLOGCOM's capabilities.

GOAL I.4. Exercise Support and War Planning

Support MARFOR and MEF development, maintenance, and exercise of assigned Operation Plans (OPLANs) and contingency plans by providing SME participation for the Marine Corps Planning Process to ensure that adequate levels of ground materiel are available to sustain all phases of military operations.

Objectives:

I.4.1. (Near-Term) War Planning. Improve integration with the Operating Forces during all planning phases and exercise execution to advance service level logistics support concepts such as LOGCOM (FWD) within MARFOR and MEF OPLANS and contingency plans.

I.4.2. (Near-Term) MARFOR Exercise Support. Annually exercise strategic- and operational-level logistics coordination with each MARFOR for Combatant Commander war games to evaluate/establish roles and responsibilities and update policy for sustainment execution. MARCORLOGCOM exercise support capabilities include War Reserve Materiel Requirements (WRMR), War Reserve withdrawal plans, equipment sourcing, and MARCORLOGCOM Forward.

I.4.3. (Near-Term) WRMR Planning. Support reoccurring strategic- and operational-level planning working groups and participate in MARFOR exercises to develop and maintain the Marine Corps WRMR.

I.4.4. (Near-Term) War Reserve Internal Processes. Develop a MARCORLOGCOM Order to codify internal roles and responsibilities related to computing, registering, and sourcing WRMR, providing Time Phased Force Deployment Data (TPFDD) for transportation planning and the execution of withdrawal actions once authorized.

I.4.5. (Long-Term) War Reserve Policies, Processes, and Procedures. Initiate review of War Reserve Program policies, processes, and procedures to determine gaps and develop solutions that will improve the program.

I.4.6. (Long-Term) War Reserve System. Initiate changes to the War Reserve System to enhance analytical capabilities, provide more useful products, and improve efficiencies to the end user.

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

MARCORLOGCOM's Equipment Readiness Sustainment Program (ERSP) and retrograde support provided to MARCENT during Operation Iraqi Freedom (OIF) and Operating Enduring Freedom (OEF) has proven our ability to provide forward deployed, agile, and responsive capabilities to meet MARFOR requirements. LOGCOM (FWD) will serve as an operational-level support integrator to deployed MARFORs in fulfilling sustainment and redeployment of the deployed force from the area of operations. The core mission of LOGCOM (FWD) is ERSP.

Objectives:

I.5.1. (Near-Term) ERSP Advocacy. Lead efforts to identify, establish, and validate MARFOR ERSP needs; develop a relevant and consistent business rules for execution of the program.

I.5.2. (Mid-Term) ERSP Support. Develop an effective means to capture and address day-to-day MARFOR ERSP requirements through defined concept of operations and the coordination of suppliers and support provider activities.

I.5.3. (Long-Term) ERSP Capabilities. Promote coordination and direct interaction between the deployed MARFOR, HQMC, MCSC, and Joint and DoD stakeholders involved to establish required capabilities in support of sustainment and readiness issues related to the MARFORs needs.

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

NLI and MLI are two ongoing programs, led by DC I&L, to improve service-level logistics through coordinating Navy and Marine Corps business practices, processes, and technologies. MARCORLOGCOM participates via Service-level governance of Senior Executive Boards, Senior Boards, and Service Champions. As a MARFOR advocate and as the lead of the Operational-Level Logistics OAG, MARCORLOGCOM will seek to positively contribute to NLI/MLI.

Objectives:

I.6.1. (Near-Term) NLI/MLI Support. Support reoccurring NLI/MLI venues/meetings to ensure development and maintenance of policies and procedures for naval and MAGTF logistics support interoperability and integration, ashore and afloat, both forward and in garrison.

I.6.2. (Near-Term) NLI/MLI Initiative Development and Implementation. Participate in the development and implementation of NLI/MLI initiatives to ensure effective and efficient support to MARFOR operational-level logistics requirements.

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.

This strategy focuses on providing customer value and satisfaction with our "Equipment Sourcing" Line of Operation. The goals and objectives in this Strategy communicate how MARCORLOGCOM will (1) balance cost and quality to 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. Enterprise Ground Equipment Inventory Management (EGEIM) for Principal End Items (PEI)

MARADMINs 329/12 and 363/12 direct MARCORLOGCOM to serve as the Marine Corps EGEIM, acting as DC I&L's Executive Agent for Marine Corps' Stores Account Code (SAC) 3 PEI inventory management with responsibility for Service-level fulfillment and distribution. MARCORLOGCOM conducts planning, analysis, coordination, and execution of global equipment requirements aligned with available inventory, planned MCSC and PEO-LS acquisitions, and operational priorities. Five key processes, (1) Planning, (2) Sourcing, (3) Order, (4) Returns, and (5) Records Management, fulfill Table of Equipment (T/E) deficiencies at the MEF-level as well as emergent MARFOR requirements for contingency operations with ready-for-issue assets from MARCORLOGCOM's wholesale inventory, due-ins from depot maintenance sources of repair, and/or excess equipment redistributed from the Operating Forces. As EGEIM, MARCORLOGCOM coordinates with PMs/PdMs, MEFs, and MARFORs for the disposition and disposal of obsolete and/or excess equipment.

In 2011, Marine Corps enterprise-level equipment sourcing transitioned from a pull system driven by Military Standard Requisitioning & Issue Procedures (MILSTRIP) requisitions to a push system provided through a quarterly Push Fulfillment Process (PFP). The quarterly PFP model extracts and displays data from Accountable Property Systems of Record (APSR), identifies T/E deficiencies for Class VII PEIs, and stratifies available inventory to fill validated T/E requirements in accordance with CMC sourcing priorities and other strategic guidance.

Where are we going with the program? Improve the quarterly PFP, and associated business rules, to enhance effectiveness and efficiency in long- and short-range inventory planning, analysis, and forecasting capabilities by:

<u>Objectives:</u>

I-A.1.1. (Near-Term) EGEIM Business Rules.

I-A.1.1.a. Return-to-Stores. Reconvene the Return-to-Stores IPT to improve the effectiveness and efficiency in returning equipment to wholesale-level storage.

I-A.1.1.b. Perpetual Inventory. Work with DC I&L to publish a GCSS-MC Procedural Notice (GPN) that directs movement of obsolete equipment in Install Base into Perpetual Inventory to provide visibility of deficiencies, sourcing of replacement equipment via the PFP, and support to disposal plans.

I-A.1.1.c. Emergent Requirements Equipment Sourcing. Work with DC I&L to publish policy guidance for Accelerated Push/Emergent Requirements Equipment Sourcing to facilitate MARFOR equipment requests outside of the quarterly PFP.

I-A.1.1.d. CMC Sourcing Priorities. Work with DC PP&O and other Marine Corps enterprise stakeholders to ensure PFP Model supports CMC equipment sourcing priorities.

I-A.1.2. Acquisition Integration

I-A.1.2.a. (Near-Term) Visibility of Planned Acquisition. Synchronize with MCSC and PEO-LS for acquisition strategy and data integration to enable EGEIM visibility of planned acquisitions across the Future Years Defense Plan (FYDP).

I-A.1.2.b. (Mid-Term) Fielding. Convene a Fielding IPT with MCSC, PEO-LS, and DC I&L to improve effectiveness and efficiency in fielding ground weapon systems and equipment with appropriate support packages.

I-A.1.3. (Mid-Term) Order and Returns Management. Improve order and returns management to support effective and efficient depot maintenance operations and disposal actions.

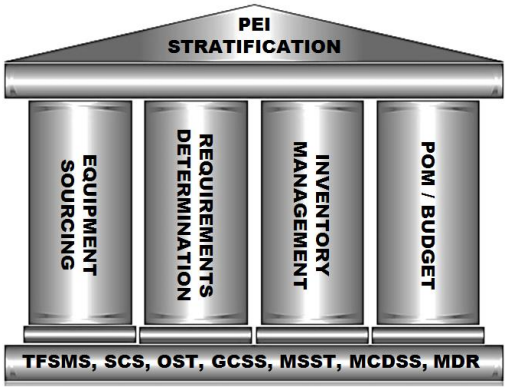
I-A.1.4. (Mid-Term) Records and File Management. Analyze wholesale-level records and implement file management processes and procedures improvements that ensure materiel accountability, auditability, and near real-time visibility of equipment posture.

I-A.1.5. (Long-Term) Marine Corps Enterprise Information Technology Services (MCEITS) Hosting. Pursue MCEITS hosting of the PFP Model to facilitate "real-time" modeling and simulation support for equipment sourcing decisions.

I-A.1.6. (Long-Term) Inventory Management Advocacy. Advocate with DC I&L for a focused T/E and Approved Acquisition Objective (AAO) review for MEF home station equipment allowances to support equipment sourcing for Special Purpose MAGTFs (SPMAGTF).

I-A.1.7. (Long-Term) SPMAGTF Sustainment Policy. Work with DC I&L to publish policy on Marine Corps enterprise roles, responsibilities, and methods for sustaining the SPMAGTFs.

I-A.1.8. (Long-Term) Total Force Structure Management System (TFSMS). Pursue TFSMS modification in support of mapping equipment from sourcing Unit Identification Code (UIC) to supported UIC (similar to manpower Table of Organization (T/O) billets in TFSMS).



GOAL I-A.2. 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 FYDP. Stratification models the theoretical distribution of assets across the enterprise (through movement of excesses to fill deficiencies) to provide decision support information for Marine Corps enterprise PEI asset posture. PEI Strat pinpoints materiel imbalances, deficiencies, excesses, and funding shortfalls for Operation and Maintenance Marine Corps (O&MMC) , Operation and Maintenance Marine Corps Reserves (O&MMCR) , Procurement Marine Corps (PMC), and National Guard and Reserve Equipment Appropriations (NGREA). PEI Strat is an automated module in the Materiel Capability Decision Support (MCDSS) tool; however, when the CMC's equipment sourcing priorities changed it was difficult to update and maintain MCDSS and the PEI Strat module is currently ineffective.

Where are we going with the Program? Streamline and integrate PEI Strat and the PFP processes into a single IT solution to enable a holistic Marine Corps enterprise approach to planning and managing assets, planning depot maintenance requirements, submitting POM inputs, budgeting, conducting what-if analysis, and wargaming by:

Objectives:

1-A.2.1. (Near-Term) Prototype. Develop an interim PEI Strat prototype, within current budgets, to bridge the capability gap between current processes and a long-term IT solution.

1-A.2.2. (Near-Term) IT Requirements. Create a requirements document for a long-term PEI Strat IT capability and a training plan for implementation NLT FY17.

1-A.2.3. (Near-Term) Prototype Initial Operating Capability. Achieve Initial Operating Capability (IOC) with a PEI Strat prototype for long-range maintenance management planning.

1-A.2.4. (Mid-Term) User's Manual and Training. Publish a user's manual and work instructions, within the current business framework, and provide associated workforce training to implement the PEI Strat prototype.

1-A.2.5. (Long-Term) IT Solution. Procure a permanent IT solution to provide PEI Strat capability with inventory management views and reports for end users.

GOAL I-A.3. 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. Secondary items include consumable and depot-level repairables required to support ground weapon systems or serve as stand-alone equipment. Consumables also include heraldic items such as guidons and flags requisitioned directly from MARCORLOGCOM.

- Requirements Determination uses the wholesale replenishment stratification process as a primary planning tool. The stratification process determines requirements based on forecasted demands as balanced against on-hand/due-in assets.
- Source Management includes developing and implementing strategies for sourcing material through procurement or repair to satisfy requirements identified by the wholesale replenishment stratification process.
- Order Management includes all actions related to planning, organizing, directing, coordinating, controlling, and evaluating customer requirements. This will meet the Operating Forces' demand for effective, efficient, and timely supply support for stocking, storing, and issuing materiel.
- Returns management includes reviewing retail-level serviceable excess and unserviceable asset posture through the Materiel Returns Program (MRP) or GCSS-MC service requests. We provide disposition instructions to the user that can range from retain, to dispose of locally, to return for repair, to ship-to.
- Program management of the SMAG for Wholesale Secondary Items. The SMAG is a business activity in the Navy Working Capital Fund (NWCF) which uses revolving funds to procure necessary goods for the Marine Corps and other DoD services. Using a business-like approach, customers reimburse the SMAG upon receipt of goods.

The DoD Comprehensive Inventory Management Improvement Plan (CIMIP) guides collective efforts to improve inventory management systems and processes by reducing the acquisition and storage of secondary item inventory that are excess to requirements. The DoD is currently in CIMIP Phase II which extends inventory management improvements through 2020. MARCORLOGCOM assisted in the development of the CIMIP and provided representation to all working groups and sub-IPTs to represent the Marine Corps enterprise secondary item wholesale activities.

Where are we going with the program? Advance Marine Corps wholesale secondary item management by:

<u>Objectives:</u>

I-A.3.1. (Near-Term) SMAG Audit Readiness. Implement wholesale secondary item inventory management processes and procedures to support audit readiness for Supply Management Activity Group.

I-A.3.2. (Near-Term) CIMIP Phase II. Represent the Marine Corps at the DoD working groups to implement secondary item inventory management improvement actions throughout MARCORLOGCOM operations.

I-A.3.3. (Mid-Term) Wholesale-Stratification. Improve wholesale secondary item inventory management (i.e. electronic data collection, adjustments, and summaries; IT enabled drill down and data sharing capabilities; and auditable historical data for DoD reporting) by modernizing the legacy Wholesale-Stratification process.

I-A.3.4. (Mid-Term) Multi-Echelon Sparing Modeling. Determine a multi-echelon sparing solution for secondary repairable items that combines both wholesale and retail requirements to fully integrate demand forecasting and level setting for the Marine Corps enterprise.

GOAL I-A.4. 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. Two Remote Storage Activities (RSA) in Albany, GA and Barstow, CA manage over 500,000 PEIs and components with a value over $6.0 billion in 2.69 million square feet of covered and 17.2 million square feet of open storage space. MARCORLOGCOM provides expeditionary readiness capability support to the Operating Forces by issuing PEIs and associated components as a complete operational asset. Specifically, MARCORLOGCOM provides oversight and physical custody of PEIs in storage to support MARFORs, Preposition Programs, organic and commercial Depot Sources of Repair (DSOR), and other customers. As required, we store items for War Reserve Materiel, the MARFORRES Table of Equipment (T/E) and Training Allowance (T/A) delta, Depot Maintenance Float Allowance, as well as contingency and economic retention stocks. We also support PM/PdM special projects, kitting work for fielding assistance, equipment modifications, and Foreign Military Sales (FMS).

As part of DMC's ISO 9001:2008 certification, the Fleet Support Divisions (FSD) at Albany and Barstow operate under a single Quality Management System (QMS) to ensure the same level of quality at both sites.

Where are we going with the program? Improve wholesale storage visibility, accountability, and capabilities by:

<u>Objectives:</u>

I-A.4.1. (Near-Term) Improve Asset Visibility and Accountability.

I-A.4.1.a. Warehouse Management Information Technology. Transition legacy warehouse systems to a centralized warehouse management system integrated with a wireless passive Radio Frequency Identification (pRFID) Automated Identification Technology (AIT) front-end solution and a geospatial asset management capability to enhance inventory accuracy and visibility during all phases of storage operations.

I-A.4.1.b. Accountability of Equipment Off Property Records. Assume custodial oversight responsibility for Marine Corps wholesale inventories, currently not on accountable property records, in locations such as Indian Head and Panama City to improve asset accountability.

I-A.4.1.c. Item Unique Identification. Support MCSC Item Unique Identification (IUID) sustainment efforts to improve asset tracking and visibility.

I-A.4.1.d. Inventory Baseline. Coordinate a wall-to-wall physical inventory and establish an accountability baseline inventory to assist in the implementation of the DPAS warehouse management system.

I-A.4.2. (Near-Term) FSD Quarterly ISO 9001:2008 Audits. Implement a quarterly internal surveillance audit process to ensure that quality and process improvements remain the cornerstone of DMC's processes.

I-A.4.3. (Near-Term) FSD Semi-Annual Third Party 9001:2008 Audits. Implement a semi-annual third-party surveillance audit process to retain DMC accreditation.

I-A.4.4. (Mid-Term) Expand Technical Capability. Realign personnel, provide advanced training, modernize processes, and streamline operations with technology to improve capabilities to inspect, maintain, and integrate technical changes in PEIs.

I-A.4.5. (Long-Term) Global Storage Capability. Develop a flexible and scalable storage capability to support the forward positioning of equipment sets and the maintenance of Remain Behind Equipment (RBE).

GOAL I-A.5. Marine Corps Enterprise Distribution

MARCORLOGCOM, as the Marine Corps' Distribution Process Owner (DPO), provides operational-level distribution support to the MARFORs by linking strategic-level distribution capabilities to satisfy tactical-requirements. As the DPO, MARCORLOGCOM is responsible for coordinating, sustaining, and improving the Marine Corps' overall distribution processes. MARCORLOGCOM advocates for distribution effectiveness, efficiency, and alignment with organizations both internal and external to the Marine Corps. External support organizations include U.S. Transportation Command (USTRANSCOM), U.S. Army Military Surface Deployment and Distribution Command (SDDC), Air Mobility Command (AMC), Military Sealift Command (MSC), and DLA. MARCORLOGCOM is responsible (in coordination with MARFORs and DC I&L for policy) for distribution planning including: (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 with associated functions. The DMC is International Organization for Standardization (ISO) 9001:2008 certified.

Where are we going with this program? Increase support to the Operating Forces, optimize efficiency/effectiveness, and improve velocity/visibility of distribution management by:

Objectives:

I-A.5.1. (Near-Term) Enhance physical distribution velocity. Improve the automation and integration of processes to provide more responsive movement of assets and components through the distribution network.

I-A.5.2. (Near-Term) Distribution Training and Planning. Enhance distribution country guides and expand distribution planner placement at Marine Corps Forces Southern Command (MARFORSOUTH) and Marine Corps Forces Europe and Africa Command (MARFOREUR/AF) to improve training and planning support to MARFORs with limited organic distribution networks.

I-A.5.3. (Near-Term) Deployed MAGTF Support. Integrate MARCORLOGCOM supply support expertise and suppliers with daily coordination with the Operating Forces to track, trace, and expedite the flow of material to support deployed MEUs and Special Purpose Marine Air-Ground Task Forces (SPMAGTF) – Crisis Response.

I-A.5.4. (Near-Term) Distribution Process Advocate Network. Adjust the network of distribution SMEs at MARFORs, MEFs, and distribution nodes to support current and projected distribution requirements, leveraging NLI to minimize overlap.

I-A.5.5. (Near-Term) DMC Quarterly ISO 9001:2008 Audits. Implement a quarterly internal surveillance audit process to ensure that quality and process improvements remain the cornerstone of distribution management processes.

I-A.5.6. (Near-Term) DMC Semi-Annual Third Party 9001:2008 Audits. Implement a semi-annual third-party surveillance audit process to retain accreditation.

I-A.5.7. (Long-Term) Actionable Business Intelligence Exceptions Management. Advocate for Marine Corps' interests in U.S. Army Battle Command Sustainment Support System – Node Management (BCS3-NM) and other USTRANSCOM visibility initiatives to ensure actionable business intelligence capability (matching in-transit locations to planned movements) will enable proactive exceptions based management of in-transit materiel and equipment.

I-A.5.8. (Long-Term) Asset Visibility. Incorporate DoD approved pRFID technology on Marine Corps PEIs to increase asset in-transit visibility by providing content-level information on container loads and allow for tracking of assets within distribution nodes and assembly areas.

I-A.5.9. (Long-Term) Expand Metrics for Process Improvement. Increase data analysis and expand analysis methodology of Defense Transportation System (DTS) to identify Marine Corps continuous process improvement opportunities for systemic constraints, performance issues, and routing guidance.

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

Depot Maintenance Title 10 United States Code (USC) Section 2464, Core Logistics Capabilities, requires DoD to maintain a core logistics capability that is Government-owned and Government-operated. As the Marine Corps' organic depot maintenance service provider, MDMC provides an industrial capability that fulfills Title 10 responsibilities. 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 executes this mission with more than 70 trade skills and has in excess of 500 active repair lines. MDMC has been the primary depot maintenance service provider for resetting equipment redeployed from the war and returning it to the Operating Forces. MDMC also provides depot maintenance technical competence and resources to ensure effective and timely response for mobilization, national defense contingency situations, and other emergency requirements. The flexibility, agility, and innovative approach to Operating Force requirements make MDMC invaluable to the Marine Corps and nation.

Prior to the standup of MDMC in 2012, the Production Plants held separate International Organization for Standardization (ISO) certifications. MDMC's Quality Management System (QMS) initiative, established command quality objectives and policies, developed the command's Quality Manual (QM), and resulted in MDMC certification under the ISO 9001:2008 standards. Production Plants Albany and Barstow operate under a single QMS that ensures the production of the same level of quality products at both industrial sites.

Where are we going with this program? Invest in, advocate for, and standardize Marine Corps depot maintenance capabilities by:

<u>Objectives:</u>

I-A.6.1. (Near-Term) Quarterly ISO 9001:2008 Audits. Implement a quarterly third-party surveillance audit process to ensure that quality and process improvements remain the cornerstone for maintenance processes and surpass the semi-annual mandatory audit requirements to retain accreditation.

I-A.6.2. (Near-Term) Annual ISO 17025:2005 Audits. Implement an annual surveillance audit process for the Test, Measurement, & Diagnostic Equipment (TMDE) Program to complement the tri-annual audit requirement to retain accreditation.

I-A.6.3. (Mid-Term) Production Standardization. Develop single production processes that are replicable at both production plants to standardize depot maintenance operations.

I-A.6.4. (Mid-Term) Workforce Revitalization. Employ effective workforce planning options to conduct skills gap analysis, proactively identify future requirements, replenish, and revitalize the workforce.

I-A.6.5. (Long-Term) Capital Investments. Make capital investments that "right size" capabilities-based depot maintenance with innovative technology insertion and modernization programs to blend best business practices with evolving technology.

I-A.6.6. (Long-Term) Conserve the Depot. Advocate for the Marine Corps organic depot maintenance capability to enhance sustainment of Marine Corps equipment and satisfy Operating Force requirements.

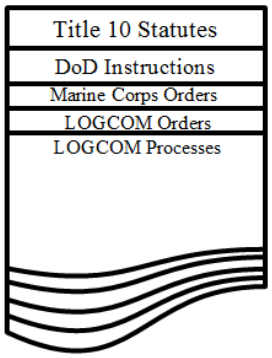
GOAL I-A.7. Depot Maintenance Solutions and Support

MMC serves as MARCORLOGCOM's 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 maximized the capabilities of other Service Depots and commercial activities to conduct depot-level and field-level maintenance to expeditiously reconstitute equipment returning from OIF/OEF. MARCORLOGCOM leveraged multiple sources of repair to manage maintenance requirements throughout the 12+ years of war and the Marine Corps has benefited through a decrease in maintenance costs and repair cycle time.

Where are we going with this program? Enhance maintenance planning and scheduling processes associated with providing an optimal array of flexible, effective, and efficient sources of repair to meet the Operating Forces' requirements and timelines while complying with Depot Source Of Repair (DSOR) decisions and other statutory responsibilities by:

Objectives:

I-A.7.1. Shape Maintenance Policy, Regulations, and Statutes



I-A.7.1.a. (Near-Term) Regulatory Impacts. Develop mitigation strategies and plans for potential changes in Federal law that result in negative impacts to the Marine Corps' Depot Maintenance program.

I-A.7.1.b. (Near-Term) Roles/Responsibilities. Promote Marine Corps policies and procedures that clearly define depot maintenance roles and responsibilities across the Marine Corps enterprise.

I-A.7.1.c. (Mid-Term) Advocacy. Advocate for DoD policies that do not erode control nor flexibility of Service-level depot maintenance capabilities.

I-A.7.2. Acquisition Support

I-A.7.2.a. (Near-Term) Maintenance Subject Matter Expertise. Embed maintenance subject matter experts with the PM/PdM's Logistics IPT to support weapon system maintenance support planning (i.e., Core Determination, Source and Level of Repair Analysis, Business Case Analyses).

I-A.7.2.b. (Mid-Term) Maintenance Planning. Strengthen acquisition and sustainment integration during milestone planning to ensure accurate representation of depot maintenance considerations in life cycle logistics support strategies and plans.

I-A.7.3. ELMP Support

I-A.7.3.a. (Near-Term) Sourcing, Planning, and Scheduling. Refine maintenance workload sourcing, planning, and scheduling processes to improve overall program operations.

I-A.7.3.b. (Near-Term) Equipment Accountability. Ensure FIAR compliance at our external sources of repair to improve equipment accountability throughout the maintenance process.

I-A.7.3.c. (Near-Term) Quality. Enhance performance management processes to improve quality of the products and services.

I-A.7.3.d. (Near-Term) Core Logistics Requirements. Incorporate Title 10 Core Logistics Capabilities into the ELMP process to satisfy statutory requirements.

I-A.7.3.e. (Near-Term) Repair Sources. Cultivate additional external sources of repair to increase flexibility and agility in the network of support providers conducting depot maintenance support.

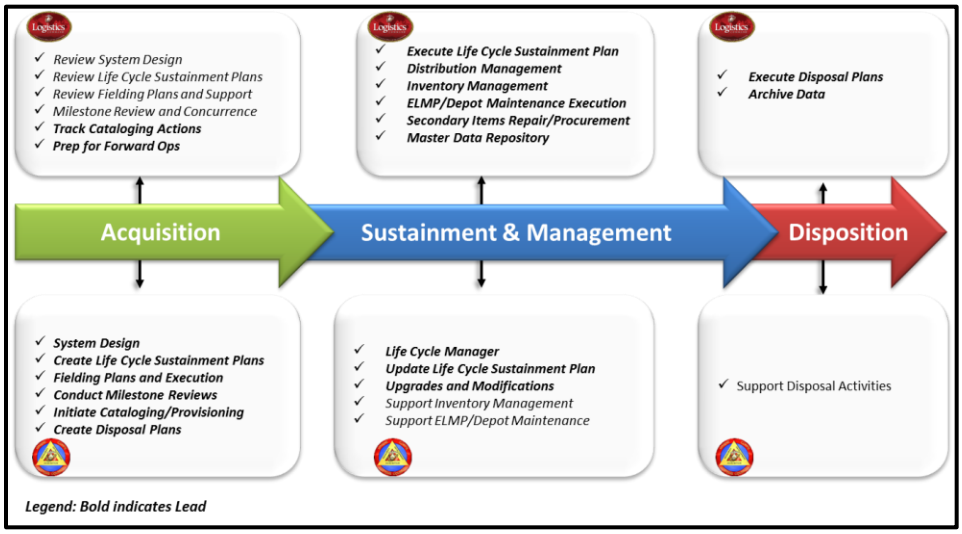
I-A.7.3.f. (Mid-Term) Support Agreements. Enhance management and oversight of Inter-Service Agreements, MOUs, and MOAs to ensure the Marine Corps is receiving exception products and services from our support providers.

I-A.7.3.g. (Mid-Term) Technical Assistance. Conduct technical assist visits and final acceptance inspections at other Service depots and Commercial activities to ensure equipment quality.

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).

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



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

WSMTs, led by the WSSMs, 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 to disposal. The WSSM serves as the Marine Corps Logistics Chain Integrator by providing logistics product support through the integration of our lines of operations. The following are key services that provide value to Life Cycle Sustainment Planning and Execution:

- Influence acquisition sustainment planning of new weapon systems/modifications, to include: (1) monitor the Marine Corps Capabilities Based Assessments (MC CBA) process, (2) influence sustainment concepts, (3) execute sustainment procurement strategies, and (4) plan Integrated Product Support (IPS) elements.
- Logistics Chain Integration for sustainment management of fielded weapon systems, to include: (1) execute PM/PdM life cycle supportability plans, (2) receive logistics support demand signals, conduct assessments, and change management strategies accordingly, (3) conduct logistic chain integration of suppliers and support providers, and (4) execute disposal plans.

Where are we going with the program? Continue to improve sustainment planning and execution capabilities by:

<u>Objectives:</u>

I-B.1.1. (Near-Term) WSMT Roles and Responsibilities. Promote development and expansion of WSMT roles and responsibilities to improve Life Cycle Sustainment Planning and Execution.

I-B.1.2. (Near-Term) Planning and execution participation. Expand participation and support for life cycle sustainment operational planning and execution meetings.

I-B.1.3. (Near-Term) WSMT processes and procedures. Standardize weapon system life cycle sustainment processes and procedures to ensure consistency of planning and execution of support across the 12 WSMTs.

I-B.1.4. (Long-Term) Competency Lead. Expand the role of the Competency Lead to take on greater management and responsibility oversight for of all individuals responsible for Life Cycle Sustainment Planning and Execution.

GOAL I-B.2: 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 of over $2.0 billion across the Future Years Defense Plan (FYDP) through deliberate, extensive planning, and coordination with HQMC and PMs/PdMs to ensure depot maintenance requirements are aligned with Marine Corps operational priorities. Depot maintenance provides value by executing overhaul and rebuild of ground weapon systems to like-new condition. As requirements near the year of execution, the ELMP Program Office coordinates with depot service providers and MARFORs to ensure synchronization of equipment returns and depot production schedules, as well as producing depot maintenance requirements for Program Objective Memorandum (POM) submissions.

Where are we going with the program? Further, mature and enhance ELMP by:

Objectives:

I-B.2.1. (Mid-Term) Price and Performance Model (PPM). Develop an optimization modeling capability that factors cost, warfighting value, and budget controls to prioritize maintenance requirements within fiscal constraints to support POM budget submission. Based on operational capabilities, the PPM identifies key weapon systems and stratifies them into recommended depot maintenance requirements sets within funding limits. The ELMP Program plans utilize the PPM process for the POM FY 18 Budget Submission.

I-B.2.2. (Long-Term) Principal End Item Stratification (PEI Strat). Implement a permanent PEI Strat IT solution to assist in long-range maintenance and inventory management planning and optimization modeling.

GOAL I-B.3. Warranty Administration

MARCORLOGCOM is responsible for visibility, oversight, and source of information for ground weapon systems, equipment, and materiel as the Marine Corps Warranty Administrator. 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 wa`1rranty managers with on-line tools that contain accurate warranty data. The value of effective warranty administration stems from warranty providers conducting repairs instead of Operating Forces applying their organic resources that duplicates a funded warranty initiative and may also void the warranty all together.

DC I&L advocated that MARCORLOGCOM assume the role of Warranty Coordinator for the Marine Corps. The results concluded: (1) tracking warranties through Commercial Asset Visibility II (CAVII) system is not effective for identifying items under warranty with GCSS-MC Warranty Module as the identified replacement, (2) based on the Request for Information (RFI) volume, it appears there is no issue with Marines in the Operating Forces executing warranties, (3) the Operating Forces contact the PM/PdMs instead of the designated warranty coordinator when there was a warranty issue. Decision for establishing a Marine Corps enterprise warranty coordination capability is pending.

Where are we going with the program? Clarify and mature warranty administration by:

Objectives:

I-B.3.1. (Near-Term) Roles and Responsibilities. Publish MCO 4105.2A to clarify Warranty Management roles and responsibilities.

I-B.3.2. (Mid-Term) Warranty Standardization. Reinvigorate the need for standardization of warranties in all PM/PdM contracts.

I-B.3.3. (Mid-Term) Warranty Management Information System. Review and update Marine Corps warranty policy to reflect the process and procedure changes resulting from fielding GCSS-MC.

I-B.3.4. (Long-Term) Warranty Management Support. Advocate for a simplified and effective Marine Corps enterprise warranty management process that optimizes the utility of GCSS-MC while minimizing the workload on the Operating Forces through active engagement in all initiatives and working groups.

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

MARCORLOGCOM supports initial cataloguing, technical data sustainment, and configuration status accounting for ground weapons systems, equipment, and associated repair parts. Technical and configuration management data is stored in multiple DoD and Marine Corps repository applications. As the PICA/SICA, 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. TDMD is the Executive Agent for the Marine Corps Weapon System Support Program (WSSP) and interacts with both the PM/PdMs and DLA to ensure accurate data for ground weapon system sustainment. The TDMD also supports PM/PdMs with configuration status accounting support 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 PICA.

Where are we going with this program? Enhance efficiency and accuracy of for ground weapons system cataloguing, technical data sustainment, and configuration status accounting by:

Objectives:

I-B.4.1. (Near-Term) NSN Integrated Product Team (IPT). Advocate for the Marine Corps enterprise in the MARCORLOGCOM/MCSC NSN IPT for new item introduction.

I-B.4.2. (Mid-Term) WSSP Management Application. Develop WSSP management application that reconciles technical data from multiple sources to ensure accurate alignment of data for prioritization of sustainment actions with DLA.

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.

This strategy focuses on providing customer value and satisfaction through our "Logistics Services" Line of Operation. The goals and objectives in this Strategy communicate how MARCORLOGCOM will: (1) generate optimal solutions, (2) enhance Logistics Services process integration, and (3) foster innovation that results in the delivery of logistics solutions to satisfy specific customer needs.

GOAL I-C.1. 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 is multi-functional to support all customers and has effectively provided contractor service support to MARCORLOGCOM, the Operating Forces, and Supporting Establishment. MCLOGSS adds value by optimizing the Operating Forces' organic capabilities and capacities through augmentation and other services. The goal of the MCLOGSS Program Office is to be the Marine Corps' logistics contracted services provider of choice.

Where are we going with this program? Foster a close working relationship with the Offices of Contracted Support at each MEF, and the Regional Contracting Offices (RCO) to establish MCLOGSS as the premier contracting vehicle for obtaining contracted logistics support by:

Objectives:

I-C.1.1. (Near-Term) Award Times. Improve Task Order attainment award times through process improvement and Federal Acquisition Regulation (FAR) Part 16 authorities to ensure timely and agile responses to operational needs.

I-C.1.2. (Mid-Term) Communication Portal. Establish an integrated communications portal, which complies with cyber security requirements, to permit the receipt of proposals and exchange of other proprietary information from vendors, customers, and the MCLOGSS Program Office.

I-C.1.3. (Mid-Term) Public-Private Partnerships. Foster long-term business relationships integrating MARCORLOGCOM's core competencies with commercial industry to provide best customer value through innovative logistics solutions.

I-C.1.4. (Long-Term) Integrated Acquisition Team. Transform MCLOGSS to a functionally integrated acquisition vehicle.

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

MARCORLOGCOM performs the retail-functions of stock, store, issue/recover, maintain accountability, repair, requisition, and provide technical services for $2.2 billion dollars of selected Class II/VII items. Items supported 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). MARCORLOGCOM strategically stores CSP items at 52 sites across 21 worldwide geographic locations and executes retail functions through a contractor network. Over the last four years, CSP repaired vice replaced $114M of ICE gear and redistributed to the point of need $99M of ICE vice procurement. In fiscal year 2014 alone, the CSP processed 14.9M pieces of equipment for 518,901 customers. The CSP adds value by rapidly providing necessary equipment to the Operating Force to support worldwide mission requirements. MARCORLOGCOM sustains CSP stocks through both initial fielding of items from MCSC and funds received from the MARFORs.

Where are we going with this program? Enhance efficiency and accountability of the CSP by:

Objectives:

I-C.2.1. (Near-Term) Defense Property Accountability System-Warehouse Module (DPAS-WM). Implement DPAS-WM, a Government Owned Contractor Operated (GOCO) information technology system, to enhance efficiency and accountability of the CSP through automated process improvements.

I-C.2.2. (Near-Term) FIAR Compliance. Review current, develop, and implement new property control procedures (e.g., inventory control and vouchering, and appointing personnel into accountability positions) in a DPAS environment to achieve FIAR compliance for materiel accountability.

I-C.2.3. (Near-Term) Single 3rd Party Logistics (3PL) Contract. Transition CSP from two 3PL service providers to one 3PL provider to improve efficiencies and reduce program costs.

I-C.2.4. (Mid-Term) MARSOC CSP Support. Expand CSP services to MARSOC to increase program effectiveness and efficiencies.

I-C.2.5. (Mid-Term) CSP and Navy Expeditionary Combat Command (NECC) Warehouse Network Integration. Develop a MARCORLOGCOM course of action that integrates the CSP warehouse network and NECC Class II issue points, a NLI initiative, to reduce overall supply chain cost.

GOAL I-C.3. Equipment Receiving Distribution Team (ERDT)

The ERDT provides on-site logistics support to facilitate equipment receiving and distribution at the MEFs, MARSOC, and MARFORRES. The ERDT functions under a "Home & Away Team" concept. The "home team" is a government/contractor support team at MARCORLOGCOM conducting program management/coordination functions. The "away team" consists of contractor support teams, embedded in the Operating Forces' Initial Issue Provisioning (IIP) sections, conducting 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. ERDTs conduct the following tasks: (1) identifying due-ins for new procurement, (2) monitoring of incoming shipments and reporting of receipts, (3) receipting for new equipment with advanced notification, (4) receipting for new equipment without advanced notification, and (5) distributing equipment. Several examples of ERDT value-added services include: (1) ensuring the receipt of over 800K PEIs with initial accountability improvement from <80% to 99%, (2) tracking 311 IIP spares projects (consumables and SecReps) and achieved 100% attainment/accountability, and (3) implementing needed refinements to IIP business processes to support GCSS-MC procedures.

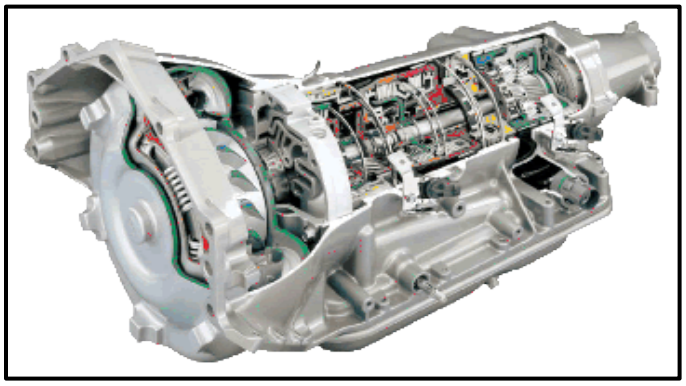
Where are we going with this program? Expand and institutionalize ERDT by:

Objectives:

I-C.3.1. (Near-Term) ERDT Expansion. Evaluate the business case and execute any follow-on POA&M for expansion of current ERDT functions to coordinate end item returns to wholesale activities.

I-C.3.2. (Long-Term) Institutionalize ERDT. Transition the "ERDT Project" to an institutional capability with a formal requirement, baseline funding, and policy.

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



MARCORLOGCOM, as the SecRep Management "Business Advisor", 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. In this "Business Advisor" role , MARCORLOGCOM provides effective and efficient inventory management decision support information to the Operating Force regarding the Repairable Issue Points' (RIP) replenishment funding, assets, personnel or facilities. The CSM program ensures the accuracy of a ~$600M retail SecRep inventory located in more than 8 geographical locations. Annually, the Marine Corps realizes significant cost avoidance/savings from the CSM program through the redistribution of ~3K items (valued at $32M-$40M) to fill deficiencies/customer backorders and receipt of Materials Returns Program (MRP) credits (valued at $30M-$40M) to make SecRep replenishment investments. The MARCORLOGCOM CSM teams consists of: (1) a Program Management Cell coordinating all aspects of CSM to include metrics development, review, analysis, and reporting, (2) a Sustaining SecRep Support Team providing training and support to the MEFs on core RIP processes, (3) a RIP Support Team providing business advice on SecRep management decisions that consists of a government Site Manager and support contractors co-located with Marine personnel at each RIP, and (4) a Logistics Integration Support (LIS) Team providing an alternate source of SecRep repair by commercial sources and consists of government and contractor personnel located in Albany, GA and at the Rips across the Marine Corps.

Where are we going with this program? Optimizing the efficiency and effectiveness of CSM by:

Objectives:

I-C.4.1. (Near-Term) SecRep Total Allowance Re-computation Tool (START). Implement START to optimize SecRep inventory investments at both the Retail and Wholesale level of supply.

I-C.4.2. (Near-Term) Data Visibility and Reporting. Restore complete data visibility and management reporting capabilities lost in the transition from legacy systems to GCSS-MC to improve CSM effectiveness.

I-C.4.3. (Long-Term) Coordinated Retail Management. Expand coordinated management capability by applying CSM principles to the management of Consumable items to create added Marine Corps enterprise supply support efficiencies and effectiveness.

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

MARCORLOGCOM is the SAEA of Marine Corps Serialized Small Arms Accountability Program (MCSSAAP). The primary focus of the SAEA is to ensure accountability, visibility, and safeguarding of ~600,000 weapons throughout ~365 Marine Corps organizations. The SAEA provides primary liaison between the Naval Surface Warfare Center (NSWC) Crane Division and the Marine Forces. In 2014, the SAEA resolved ~1,200 discrepancies/issues while ensuring the visibility of ~300,000 weapon accountability changes. The SAEA conducts trend analysis of the Marine Corps' Accountable Property System of Record (APSR) maintains and improves accountability and identifying gaps within the MCSSAAP. For example, the SAEA uses trend analysis to expedite the non-receipt of aged shipments.

Where are we going with this program? Continue to enhance and improve the Marine Corps Small Arms accountability by:

Objectives:

I-C.5.1. (Near-Term) CRANE Web-Portal Enhancements

I-C.5.1.a. Automatic Identification Systems (AIS). Enhance the web-portal to allow AIS administrators to assist in the performance of supply administrator responsibilities and allow support supply officers to meet receipt-processing timeframes.

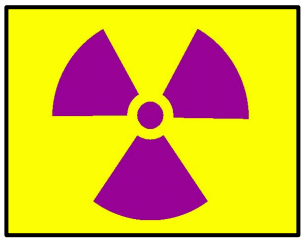
I-C.5.1.b. Key supporting documentation (KSD). Enhance the Crane web-portal capability for uploading required Key Supporting Documentation to archive data for future access.

I-C.5.2. (Near-Term) Total Life Cycle Management-Operational Support Tool (TLCM-OST). Enhance TLCM-OST to enable SAEA to prioritize requirements/efforts. SAEA utilizes TLCM-OST to improve small arms accounting/visibility by focusing on the discrepant information provided. Currently TLCM-OST small arms report does not include dates for transactions or discrepancies.

I-C.5.2.a. Metric/Reporting. Promote metrics and processes at the MARCORLOGCOM center-level to enhance SAEA and automate all processes.

I-C.5.2.b. Memorandum of Agreement (MOA). Finalize a SAEA MOA between MARCORLOGCOM and NSWC Crane to define SAEA roles and responsibilities.

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



The RADCON Office ensures that Marine Corps devices under the authority of the MARCORLOGCOM Distribution Permit for radioactive devices are controlled, used, and stored in compliance with federal law and with Marine Corps Orders. RADCON provides value by sustaining and enhancing force health protection through assisting users with radiological compliance.

As the Naval Radioactive Material Permit (NRMP), No. 10-67004-T1NP, regulatory compliance manager, the RADCON office is the Marine Corps' representative to regulatory authorities. The RADCON provides technical expertise and training for radioactive material, radioactive material transportation, contamination controls, and radiation safety. MARCORLOGCOM maintains U.S. Nuclear Regulatory Commission (NRC) annual inventory of licensed radioactive devices that require accountability similar to weapons or cryptographic equipment. Under the existing MARCORLOGCOM Distribution Permit, the RADCON Office is the Marine Corps' primary point of contact for radioactive incident reporting, investigations, and inspections. The RADCON office also serves as the MARCORLOGCOM lead for Light Amplification by Stimulated Emission of Radiation (LASER) safety programs.

Where are we going with this program? Expand the scope of the RADCON program by:

Objectives:

I-C.6.1. (Near-Term) Distribution Permits. Add two additional Distribution Permits for Depleted Uranium (DU) Armor and devices containing Tritium. For years, the Army NRC License covered the regulatory requirements for the procurement and use of radioactive DU armor used in tanks as well as tritium used in gun sights, collimators, firing quadrants on mortars, howitzers, and other weapon systems that require self-illumination. MARCORLOGCOM must obtain two Navy Permits because the Army is removing the Marine Corps from its licenses.

I-C.6.1.a. Equipment Baseline. Establish an initial Equipment Baseline to account for equipment across the Marine Corps with DU armor and Tritium devices.

I-C.6.1.b. Accountability Construct. Define the accountability construct to track, report, control, and maintain accountability of DU Armor and self-illumination devices containing Tritium to ensure that defined roles, responsibilities, and processes comply with regulatory requirements.

I-C.6.1.c. Permits. Obtain two Navy permits (Naval Radiation Safety Committee authorization) to comply with regulatory requirements for DU Armor and self-illumination devices containing Tritium.

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

SRM is the process for an organization to work with suppliers in accomplishing common goals or objectives that improve supply chain performance and reduce total costs. Effective SRM requires alignment of decision authority and responsibilities with the organization best positioned to analyze Marine Corps enterprise-level data and make decisions from a total systems perspective, while collaborating with other stakeholders. The Marine Corps' SRM program facilitates collaboration between support providers and their customers to provide responsive, consistent, and reliable support to the Operating Forces. SRM also assists in structuring materiel management processes and adopting or adapting best practices that contribute to improved MAGTF readiness and reduced total life cycle costs.

Commencing with the 13th MEU's 2013 deployment, MARCORLOGCOM expanded the OEF Marine Readiness Review (OMRR) process to include MEUs. After validating the MEU proof of concept, and in coordination with the MAGTF Logistics Integration effort, HQMC published formal guidance renaming/transiting the OMRR to the Supply Management Readiness Review (SMRR). Participation has since expanded to include MEUs, SPMAGTFs, and other deployed task organized/provisional units detached from their parent MEFs. The SMRR mission is to assume operational-level logistics responsibility for coordinating and conducting an SMRR process designed to assist both 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? Enhance and institutionalize the SRM program by:

Objectives:

I-C.7.1. (Near-Term) Institutionalize SRM. Establish a Marine Corps policy institutionalizing SRM as a Marine Corps enterprise-wide logistics supply chain enabler.

I-C.7.2. (Near-Term) Formalize Industrial Consensus Group (ICG). Provide demand planning and forecasting capabilities, in collaboration with DLA and other key wholesale suppliers, in direct support for MDMC current and future requirements.

I-C.7.3. (Near-Term) SMRR Business Rules. Develop SMRR business rules/customer playbook and performance metrics.

I-C.7.4. (Near-Term) Process Improvements. Improve products and services for Supply Discrepancy Reports (SDR), Product Quality Deficiency Reports (PQDR), and Shelf Life Materiel Management by enhancing management reports to the Operating Forces and commodity managers.

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

MDMC Forward Branch. The MDMC Forward Branch, comprised of fully trained specialized teams, provides worldwide maintenance, repair, and overhaul services to the Operating Forces. Teams are co-located with each of the MEFs providing: (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 Marine Corps equipment is ready for worldwide deployment in support of contingency operations. The MDMC Forward Branch also deploys teams to support MARFORRES sites and units in the continental United States.

LOGCOM Mobile Maintenance Teams (LMMT) provide Preventive Maintenance Checks and Services (PMCS) for motor transportation, engineering, communications, and ordnance vehicles and equipment. Small Arms Repair Teams (SmART) conduct Pre-Fire Inspections (PFIs), Dry-Fire Inspections (DFIs), Optics Checks, and PMCS. As a "Force Multiplier", the MDMC Forward Branch is able to increase readiness across the Marine Corps, ensuring that the forward deployed Operating Forces RBE is fully mission capable when required in combat.

Deployable Overflow Field Maintenance Support. As the Marine Corps Operational-Level Logistics Integrator, MARCORLOGCOM provides deployable overflow field level maintenance support to the Operating Forces when requested. We have implemented a variety of integrated maintenance management solutions to support wide-ranging requirements, for example: (1) MARCORLOGCOM partnered with AMC to provide in-theater support for overflow maintenance in Afghanistan and Kuwait such as the Refresh/Refurbish Program, (2) as part of the Equipment Readiness Sustainment Program (ERSP), developed a program to extend the Life Cycle of equipment by 2 years without major component failure, (3) embedded contractor support with the MEFs to provided overflow Field Level maintenance support at numerous geographical locations, and (4) used contractors to support the MAP.

Where are we going with this program? Expand depot- and field-level services to support military operations by:

Objectives:

I-C.8.1. (Near-Term) Field Maintenance Contingency Packages. Develop custom deployable overflow field maintenance contingency packages that are scalable in size and duration to support military operations.

I-C.8.2. (Near-Term) Supporting Relationships and Agreements. Enhance relationships and support agreements with support providers, including other Services and commercial contractors, to support the MARFORs.

I-C.8.3. (Mid-Term) Expand Depot Maintenance Services. Explore and implement flexible and responsive integrated depot maintenance solutions that expand services and support directly to the Operating Forces.

I-C.8.4. (Long-Term) Institutionalize Deployable Overflow Field Maintenance. Advocate for the establishment of a program of record that provides funding for the procurement and sustainment of deployable shop sets, tools, and other resources to further enable the deployable overflow field maintenance support.

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

The MARCORLOGCOM Logistic Data Center maintains three data environments (Development, Test, and Production) to support new acquisition and legacy modifications of logistics IT applications. GCSS-MC and DPAS, during future deployment increments, will subsume approximately 10% of the current LogAIS applications and associated databases. Logistics Data Center production applications will be incrementally migrated to the Marine Corps Enterprise Information Technology Services (MCEITS) in the next several years. Until development of a Marine Corps enterprise solution to support all three environments, MARCORLOGCOM will maintain the development and test environments.

Where are we going with this program? Support the Logistics Data Center and enhance products and services by:

Objectives:

I-C.9.1. (Near-Term) Data Center Security

I-C.9.1.a. DoD Accreditation. Provide data center services in a secure, certified, and DoD-accredited hosting environment for servers and technical infrastructure.

I-C.9.1.b. Application and Data. Manage mission and business applications as well as critical data.

I-C.9.1.c. MAC II Environment. Operate a Mission Assurance Category (MAC) Level II environment.

I-C.9.2. (Near-Term) Storage Management Services. Provide storage management services that ensure secure access to data with the performance clients need as well as provide backup and archiving for data disaster recovery requirements.

I-C.9.3. (Near-Term) Web Hosting Services. Offer web-hosting services that allow organizations to make their own websites accessible via the World Wide Web.

I-C.9.4. (Near-Term) Application Support & Development Hosting Services

1-C.9.4.a. Service Delivery Quality. Provide application support and development hosting services for Marine Corps enterprise applications to automate and enhance the quality of service delivery in support of the customer's mission.

1-C.9.4.b. Application Functionality. Support application enhancement/modification projects to provide additional functionality for Marine Corps enterprise applications as well as the platform infrastructure to host development of applications.

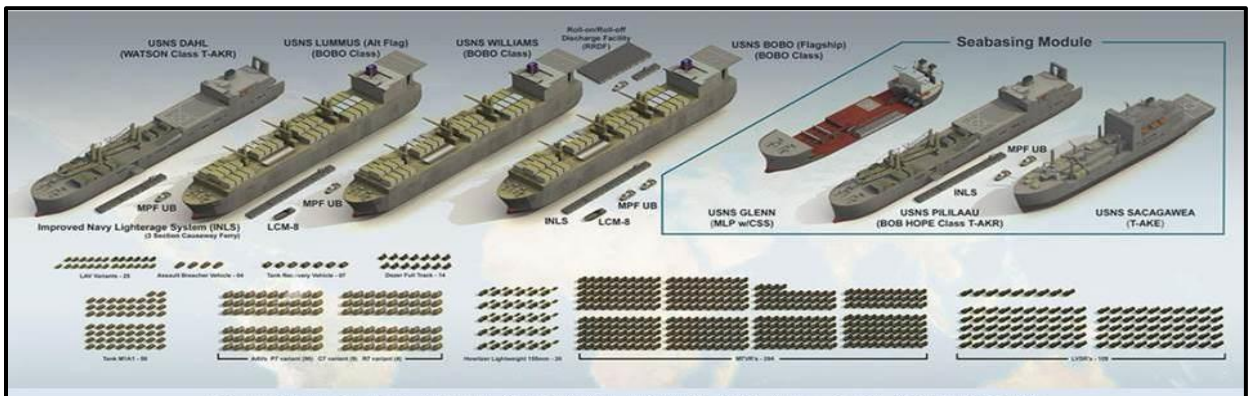
I-C.9.5. (Near-Term) Application Portal Services. Deliver application portal services that allow secure and simple access to licensed applications. This suite of offerings provides the customer with the opportunity to improve efficiencies and reduce costs by sharing information anywhere, anytime.

I-C.9.6. (Near-Term) Database Management Service Support. Provide centralized database management service support for mission-critical and mission-essential applications in a secure, certified, and DoD-accredited data center environment.

I-C.9.7. (Near-Term) Mainframe Support Services. Provide mainframe security, production analysis, production control, mainframe connectivity, and print support to the worldwide logistics domain customer base.

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

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



MARITIME PREPOSITIONING SHIPS SQUADRON (MPSRON)

GOAL I-D.1. 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 MPF program will continue to evolve to meet the dual challenges of a constrained fiscal and strategic environment with greater anti-access challenges. The FY12 elimination of the Maritime Prepositioning Ships Squadron-1 (MPSRON) resulted in its ships either transferred to the U.S. Transportation Command's Strategic Sealift Fleet or reassigned to MPSRON-2 or -3. 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.

Currently, the MPF has known limitations in supporting sea-based operations, to include:

- The closure of forces requires a secure airfield and a secure port or beach landing site in the JOA — This a significant constraint to some MPF operations
- In-service MPF platforms can embark limited personnel pier-side, at anchor, or while in transit – However, the platforms lack the billeting and support services to facilitate a sea-based force
- Equipment and supplies are stowed on the ships to maximize the use of all available space – This dense packing of the ships precludes the conduct of assembly operations aboard MPF ships
- MPF platforms can support the limited employment of forces from a sea base – But, this requires significant planning prior to back-loading the ships during the preceding MPF maintenance cycle
- There are no maintenance facilities aboard MPF vessels – Thus, we must complete all reconstitution ashore before the back loading of any equipment and supplies.

Where are we going with this program? Changes in the afloat program through 2025 will expand the capability to conduct sustained sea-based operations with limited host nation infrastructure and provide CCDRs with an expanded set of options for employing Marines in a Joint Operating Area (JOA). We will complete our detailed integration plan to incorporate these new capabilities into the MPF program by:

Objectives:

1-D.1.1. (Near-Term) Improved Navy Lighterage System (INLS). Complete the remaining stages of the INLS fielding plan to create increased organic ship-to-shore movement capabilities within each MPSRON for operations in higher sea state conditions and for providing greater throughput capacity.

1-D.1.2. (Mid-Term) Crisis Response Force Packages. Complete the remaining stages of the plan to reorganize the prepositioned equipment and supplies into scalable crisis response capability sets by Maritime Prepositioning Ship for use across the full ROMO.

1-D.1.3. (Mid-Term) Dry Cargo/Ammunition ships (T-AKE). Support the integration of recently added T-AKEs into the MPSRONs to enable both (1) the selective access and offload of supplies and (2) the building of tailored sustainment packages to support forces operating ashore.

1-D.1.4. (Mid-Term) Mobile Landing Platforms. Support the integration of Mobile Landing Platforms into the MPSRONs to provide the capability for conducting at-sea, sea state-3, selective offload, and vehicle/cargo transfer from an LMSR to Ship-to-Shore Connector (SSC) craft.

1-D.1.5. (Mid-Term) MPF Training and Exercises. Support MPF training and exercises to focus on the development of new Tactics, Techniques and Procedures (TTP), doctrine, and organizational changes to fully realize the enhanced capability and operational utility of maritime prepositioning.

1-D.1.6. (Long-Term) Sea Basing. Enhance the MPF program capabilities provided to CCDRs and mitigate the known MPF sea basing support limitations by participating in training exercises and focusing on the development of TTPs, doctrine, and organizational changes necessary for employment of forces from a seabase.

GOAL I-D.2. Marine Corps Prepositioning Program – Norway (MCPP-N)

MCPP-N 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. The equipment and supplies currently stored in Europe provide a balanced equipment set appropriate to support the new force list. MCPP-N retains its primary role of augmenting up to a MEB-sized force to support the reinforcement of Europe and other global expeditionary operations. MCPP-N materiel is stored in multiple locations and is available for rapid preparation and marshaling at aerial, sea, or rail ports of debarkation in support of deploying MAGTFs. 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? By FY18, complete the current MCPP-N transition to a capabilities-based equipment set that supports operations through the mid-intensity conflict level of the ROMO, and that provides augmentation for the employment of up to a MEB-sized force. The end state will be a strategic and operational force posture that leverages afloat and ashore prepositioning to support CCDRs around the globe and across the ROMO by:

Objectives:

1-D.2.1. (Near-Term) Prepositioning Objective. Source, ship, receipt, and store equipment to fill Prepositioning Objective (PO) shortfalls.

1-D.2.2. (Near- Term) Infrastructure. Complete Norwegian Defense Logistics Organization/Marine Expeditionary Brigade (NDOLA/MEB) infrastructure changes to workshops.

1-D.2.3. (Near-Term) Electronic Key Management System (ELMS)/Weapons Storage. Complete ELMS/weapons storage facilities and receive certification.

1-D.2.4. (Near-Term) Frigaard Logistics Support Team. Establish a Logistics Support Team at Frigaard cave site to perform EKMS and communication equipment accountability and maintenance.

1-D.2.5. (Near-Term) Maintenance Contact Teams. Provide U.S. teams to Norway to perform maintenance on Amphibious Assault Vehicle (AAV) and M1A1 Abrams Tank Family of Vehicles (FOV).

1-D.2.6. (Long-Term) Workforce. Complete NDLO/MEB transformation of Norwegian workforce to provide custodial duties and maintain equipment.

GOAL I-D.3. 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. BICmd uses a contractor network to perform the retail functions of stock, store, issues, receipt, maintains accountability, repairs, requisitions, and provides technical services for selected Class VII items. Items supported include the AMK-23, AMK-25, AMK-28, AMK-29, and AMK-36 MTVRs; M777, M1A1, M88, M2 .50 Cal MG, and M240B MG; CAT I, CAT II, and CAT III MRAPs, M-ATV's, and LVSR's. All MTVR/LVSR FOV and MRAP FOV assets are SL-3 complete and contain TSE including Blue Force Trackers (BFT), Driver's Vision Enhancer (DVE), Tactical Operations Communications Network (TOCNET), radios, and Crew Vehicle Receiver/Jammer (CVRJ). Today, the MAP manages approximately $500 million dollars in inventory. The inventory is strategically stored at two locations in Kuwait, Camp Arifjan, and the Indoor Storage Facility (ISF) located north of Camp Arifjan. The ISF allowed MAP to: (1) reduction of the COSIS cycle from the outdoor 90-day requirement to the current 365-day requirement for the preponderance of the EDL equipment and (2) reduction of 16 contractor personnel for a cost savings of close to $4 million. MAP's success is from its ability to rapidly provide necessary equipment to the Operating Force in support of USCENTCOM mission requirements. Over the last five years, the MAP has supported training evolutions and contingency operations by transferring or issuing over 4,200 PEIs to units throughout the USCENTCOM AOR.

The Marine Corps has postponed the decision to incorporate the MAP as a baseline funded Program of Record mainly as a result of the Marine Requirements Oversight Council (MROC) on 19 Feb 2015 and in an effort to optimize Overseas Contingency Operations (OCO) funding. There were four COAs proposed for the composition of the future MAP Equipment Density List (EDL) which incorporated the Marine Corps' enduring requirement for the laydown of the MRAP FOV. The COAs range from the current MAP EDL of 410 MRAPs to as many as 1673 plus the ancillary PEIs needed for MRAP capability sets (weapons, mounts, sights, radios). Additionally, the MAP will retain four Route Reconnaissance Clearing (R2C) sets per COA for MPF. MARCORLOGCOM pending the decision to determining the future program status of the MAP.

Where are we going with this program? Further mature and enhance the ashore-based prepositioning programs (to include the MAP) by:

1-D.3.1. (Near-Term) MAP as a Program of Record. Prepare for the implementation of MAP as a Marine Corps program of record while awaiting future MAP decisions.

1-D.3.2. (Near-Term) Indoor Storage for EDL assets. Plan the acquisition of additional ISF storage space necessary for transitioning the majority of MAP EDL assets to the offsite ISF while awaiting future MAP decisions.

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.

This Strategy focuses on the internal and external business processes for managers to gauge the effectiveness of how well MARCORLOGCOM's products and services are satisfying the Operating Forces and PM/PdM requirements. MARCORLOGCOM will ensure the proper alignment and seamless integration of our End-to-End Logistics Chain processes with our external customers, through our Subordinate Commands, Centers, and Staff Departments to our external suppliers and support providers. We will continuously improve our processes through benchmarking best in class organizations. Through the following goals and objectives MARCORLOGCOM will develop, maintain, and improve agile business processes, integrated and supported by information technology enablers, decision support tools, and capital improvements.

GOAL II.1. Process Improvement

Sustaining and improving MARCORLOGCOM's business processes is a responsibility of the entire workforce – this is crucial to MARCORLOGCOM's success. Every product and service delivered to customers comes from the linked tasks and activities that make up MARCORLOGCOM's business processes. On a consistent basis, MARCORLOGCOM must take action to identify, analyze and improve individual tasks/activities and collective business processes to increase the effectiveness and efficiency of business operations. MARCORLOGCOM will apply process improvement in a deliberate manner across the Command by providing advice, training, coaching, and mentoring of process improvement techniques, best practices, and other industry standards such as the ISO 9000 Family of Standards methodology and Lean Six Sigma (LSS).

Objectives:

II.1.1. (Near-Term) Business Process Portfolio. Develop and maintain a business process portfolio SharePoint site to provide the workforce with common access business process information and facilitates understanding of the processes, procedures, and work instructions that support MARCORLOGCOM's products and services.

II.1.2. (Mid-Term) Business Process Integration. Identify and document business processes, procedures, and work instructions that eliminate gaps and promotes seamless and efficient integration of both internal and external business operations (internally across Commands, Centers, and Staff Departments and externally with our customers, suppliers, and support providers).

II.1.3. (Mid-Term) Improvement Training. Train process improvement practitioners to develop a workforce that has the process improvement knowledge, skills, and ability for planning, implementing, and/or participating in team projects, as well as application of relevant improvement models, techniques, and procedures.

II.1.4. (Mid-Term) Workforce Empowerment. Infuse the cultural values of innovation and fiscal responsibility by empowering the workforce to proactively create improvements to business operations, identify waste/bottlenecks, and take ownership of processes, tasks, and activities.

II.1.5. (Mid-Term) Lean Six Sigma Process Improvement Portfolio. Develop, maintain, and execute a Lean Six Sigma process improvement portfolio of projects, and potential candidates, to address key issues and performance gaps, provide improvements, and insert innovation into business processes.

II.1.6. (Long-Term) Industry Quality Standards. Identify, implement, and maintain applicable industry standards and certifications, such as ISO 9000, to assure quality products and services through efficient and effective business operations, processes, and procedures.

II.1.7. (Long-Term) Best Practices Benchmarking. Baseline and benchmark MARCORLOGCOM processes against other best-in-class logistics support provider capabilities for identification of new opportunities that foster innovation and improvement to ensure sustained customer value to the Operating Forces and PM/PdM.

GOAL II.2. Studies and Analytical Support

Provide critical decision support information to the Command, Operating Forces, and PM/PdMs by blending a comprehensive understanding of military operations and weapon system life cycle logistics support with the application of advanced scientific methods through Marine Corps enterprise-level trend analysis, rapid response analytic efforts, and formal studies. Analysts employ a combination of computer programming, probability, statistics, and mathematical modeling to design, test, and implement predictive models, simulations, and decision support tools. Studies and analytical tools support analysis of alternatives, wargaming, scenario testing, designed experimentation of process improvement solutions, and decision-making.

Objectives:

II.2.1. (Near-Term) Course of Action Comparison. Develop decision support models to provide decision makers with a quantitative basis for choosing between competing courses of action relative to the allocation of resources under their control.

II.2.2. (Near-Term) EGEM Support. Support the Principal Advisor to the EGEM Corporate Board with analytical results of Marine Corps enterprise logistics trends and issues to maintain currency of Marine Corps enterprise-level TLCM processes and policy updates.

II.2.3. (Near-Term) Data Quality. Implement actions to cleanse logistics data for consistency of data between multiple systems of records (i.e., Total Force Structure Management System, Technical Data Management Systems, Item Applications) to enhance data usefulness and support data quality improvement strategies.

II.2.4. (Near-Term) Materiel Readiness. Serve as the Marine Corps' advocate for enterprise-level materiel readiness matters to identify potential solutions for materiel issues and trends for HQMC decision.

II.2.5. (Mid-Term) Life Cycle Modeling Integrator (LCMI) Expanded Capabilities. Expand LCMI capabilities with additional analytical and decision support tools for analysts, planners, and decision makers to conduct more efficient and effective End-to-End Logistics Chain operations.

II.2.6. (Mid-Term) Master Data Repository (MDR) Expanded Capabilities. Evolve the structure of the MDR with improved data collection, access, understanding, and data governance to enhance credibility and value for the Marine Corps enterprise through analytical support capabilities.

II.2.7. (Mid-Term) Information Technology Development Prototyping. Develop analytical models in support of specific command requirements and leverage each model's capability to guide development of IT strategies where appropriate.

II.2.8. (Long-Term) Life Cycle Logistics Support. Provide a mix of predictive and prescriptive analytics that provides command leadership with options for COA development in support of ground equipment life cycle logistics decisions.

II.2.9. (Long-Term) ELMP Support. Institutionalize a set of analytical models and tools designed to support the ELMP Program Management Office with an IT based Pricing and Performance Model (PPM) in support of enterprise-level depot maintenance planning and execution activities.

II.2.10. (Long-Term) Outreach. Collaborate with Marine Corps analytics organizations, academia, and professional organizations to develop and share research ideas relevant for improving Marine Corps logistics and supply chain management.

GOAL II.3. Materiel Accountability and Auditability

Inherent to Materiel Management/Inventory Control (MM/IC) is the accountability and auditability of materiel through initial receipt, issue, in storage, in maintenance, in transit, and final disposal. Materiel accountability is the fiduciary obligation necessary for protecting the public interest by keeping accurate records to ensure control of mission critical assets, documents, or funds, with or without physical possession. Materiel auditability is the assertion that the financial statements, processes, and procedures associated with mission critical assets have sufficient internal controls and adequate key supporting documentation to undergo an independent audit and obtain an opinion that the assets are free of material misstatement.

A DoD FIAR priority is to focus on the effective management of mission critical assets and future financial statement audits. The objective is accurate recording of asset accountability information in an official Accountable Property System of Record (APSR). DoD FIAR guidance provides materiel accountability and auditability requirements for Existence and Completeness Audits and full financial statement audits. To ensure the command's adherence to the FIAR requirements, MARCORLOGCOM has: (1) a Materiel Accountability and Auditability Policy Operational Planning Team (MAAP OPT) that conducts policy analysis of the applicable DoD manuals, directives, instructions, and (2) a Materiel Accountability Review Board (MARB) to provide guidance and management oversight.

Objectives:

II.3.1. (Near-Term) Redesign Initiative. Redesign MARCORLOGCOM logistics operations for planning, research, data collection, analysis, design, development, execution, and assessment required to comply with materiel accountability and auditability requirements.

II.3.2. (Near-Term) Physical Inventory Control Plan. Refine policy, processes, and procedures for planning, conducting scheduled inventories, reconciling adjustments, obtaining approval authority, and adjusting records to maintain accurate inventory information in the APSR.

II.3.3. (Near-Term) Management Oversight. Mature MARB management oversight to address accountability topics and associated policy, process, and procedures required for materiel accountability and auditability.

II.3.4. (Mid-Term) Policy. Publish MARCORLOGCOM Materiel Accountability and Auditability Policy to codify guidance and business rules for processes, procedures, and management controls.

II.3.5. (Mid-Term) Inventory Accountability Framework. Mature the MARCORLOGCOM Inventory Accountability Framework to improve internal controls related to inventory segment accountability.

II.3.6. (Mid-Term) Materiel Auditability Test Plan. Develop and execute an enduring self-test plan for internal controls and substantive testing to evaluate the effectiveness of materiel accountability business rules, policies, processes, and procedures.

GOAL II.4. Logistics Contract Management

Logistics Contract Management is a MARCORLOGCOM enabling capability that leverages the industrial base to procure supplies and services from the best available suppliers and logistics support providers to enhance the MARCORLOGCOM Lines of Operation and core competencies of supply, maintenance, and distribution. This capability also supports requirements from MCSC, PEO-LS, and other DoD activities, and contingency contracting operations. Logistics Contract Management offers a full range of contractual planning, execution, and administration actions to satisfy Federal Acquisition Regulation (FAR) requirements and secure timely delivery of supplies or performance of services. Customers receive assistance with developing contract requirements and the development of contracting business strategies. In order to streamline the contracting process and improve the customer experience, the following apply:

Objectives:

II.4.1. (Near-Term) Workforce Training. Develop a training package to educate the MARCORLOGCOM workforce about contracting processes, procedures, and documentation requirements.

II.4.2. (Near-Term) Contracting Officer Representative (COR) Policy. Develop and publish a MARCORLOGCOM policy for the Contract Officer Representative Tracking (CORT) tool, COR nomination process guidance, and roles and responsibilities for contract administration to ensure proper contract surveillance.

II.4.3. (Near-Term) Procurement Administrative Lead Time (PALT) Policy. Develop and publish a MARCORLOGCOM policy for Procurement Administrative Lead Time (PALT) processes to streamline the contracting actions from procurement request to day of award.

II.4.4. (Long-Term) Contract Review Board. Establish a Contract Review Board to advise the customer on the suitability of procurement package documents/documentation prior to final submission to the Contracts Department to improve the customer experience and prevent potential delays.

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

PBL is the preferred method of Life Cycle Logistics support for the DoD. It is the purchase of an affordable integrated logistics/product support performance package designed to optimize weapon system readiness, meet performance objectives, and minimize cost and logistics footprint through incentivized innovation. A PBL approach varies by weapon system program and application may be at the system, sub-system, or component level. MARCORLOGCOM, in conjunction with the PM/PdMs, will evaluate future materiel contracts for PBL support strategies. In accordance with MCO 4081.2A, MARCORLOGCOM has developed and implemented internal command policies and procedures to facilitate the execution of Performance Based Support Strategies and has reached Stage 3 of the Capability Maturity Model, defined as "able to plan for and execute PBL independently".

Objectives:

II.5.1. (Near-Term) PBL Core Team. Establish a PBL core team to assist the PBL Process Owner, WSMC, with designing, coaching, advocating, enforcing, and reporting PBL operations.

II.5.2. (Mid-Term) PBL Implementation Model. Tailor the DoD 12-Step PBL model to meet specific requirements in support of the PM/PdM's Life Cycle Management Plan and Product Support Strategy to affordably and effectively satisfy Marine Corps' requirements while reducing operation and support costs.

II.5.3. (Mid-Term) PBL Training. Develop a training package to educate the MARCORLOGCOM workforce about PBL financial enablers, contracting approaches, metrics, assessments, and legislative and statutory compliance.

II.5.4. (Mid-Term) Financial Enablers. Employ the NCWF as the preferred source of PBL funding to provide transparency to MARCORLOGCOM's PM/PdM and Operating Force customers.

II.5.5. (Mid-Term) Performance Based Contracting. Develop PBL contracts with best-value suppliers and support providers characterized by fixed-prices, extended three- to five-year performance periods, and additional option periods to incentive long-term investments in process improvements that ensure achievement of performance objectives while reducing costs.

II.5.6. (Mid-Term) Performance Metrics and Assessments. Work with the PM/PdMs and the Operating Forces to identify quantifiable performance objectives for measurement and assessment.

II.5.7. (Mid-Term) Legislative and Statutory Compliance. Ensure compliance of MARCORLOGCOM's PBL approaches with all statutory and regulatory requirements; specifically, the statutory limitations of Title 10 U.S.C; Sections 2460, 2464, 2466, 2469, and 2474.

II.5.8. (Long-Term) Capability Maturity Model - Stage 5.

II.5.8.a. Stage 4. Reach Stage 4 capability to plan and execute complex PBL strategies independently and provide guidance to teams implementing PBL.

II.5.8.b. Stage 5. Reach Stage 5 capability to plan and execute integrated and complex PBLs independently as well as teach teams how to implement PBL or act as a tiger team for PBL implementation.

GOAL II.6. Capital Improvement Management

A capital improvement is a non-recurring expenditure or any expenditure for physical improvements to include costs from acquiring existing buildings, land, or interests in land; constructing new buildings or other structures; making additions and major alterations; constructing streets, highways, or utility lines; acquiring fixed equipment; and landscaping. Careful management of MARCORLOGCOM's requirements for Military Construction (MILCON) and facility improvements is important as they directly contribute to effectiveness and efficiency of our supply, maintenance, distribution, and prepositioning operations, processes, procedures. This is challenging as MARCORLOGCOM's operations span across many Marine Corps installations.

Objectives:

II.6.1. (Near-Term) Best Practices Benchmarking. Benchmark other Marine Corps organizations with multiregional operations (e.g. Training and Education Command (TECOM) and Deputy Commandant Aviation (DC AVN)) and determine best practices to improve management and advocacy of capital improvement projects across multiple regions and installations.

II.6.2. (Near-Term) MILCON Advocacy. Coordinate, consolidate, and prioritize MARCORLOGCOM's worldwide MILCON project requirements for submission to Marine Corps Installation Command (MCICOM) to support MARCORLOGCOM advocacy during MILCON planning and programming.

II.6.3. (Mid-Term) Non-MILCON Facility Advocacy. Coordinate, consolidate, and prioritize MARCORLOGCOM's worldwide non-MILCON facilities modernization (plant, property, and equipment) requirements for submission to MCICOM to support MARCORLOGCOM advocacy during POM planning and programming.

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

ITSM is a strategic approach to designing, delivering, managing, and improving the way MARCORLOGCOM uses information technology. ITSM is the process of aligning MARCORLOGCOM enterprise IT services to support business operations and automated processes with a primary focus on the delivery of best value IT services to the end user. ITSM provides products and services that support the collection and transformation of accurate data into actionable information for internal and external stakeholder's mission accomplishment.

Objectives:

II.7.1. (Near-Term) Software Support Services. Provide MARCORLOGCOM a single point of contact for innovative software solutions, business tools, and logistics systems support.

II.7.1.a IT Project Management. Provide overall IT project management (project initiation, planning, execution, monitoring, and closeout) for software development, major enhancements, and reengineering efforts.

II.7.1.b Software Maintenance and Development. Provide software maintenance and sustainment support; and software development, major enhancements, and re-engineering efforts in support of MARCORLOGCOM logistics systems

II.7.2. (Near-Term) IT Capital Planning and Investment Control (CPIC). Implement an effective IT capital investment decision-making process with principles that will result in investment decisions, which support strategic objectives and initiatives as well as organizational business plans.

II.7.2.a Strategic Benefit. Determine the project's contribution, impact, and strategic benefit to mission readiness and performance through predefined technical and functional metrics of the investment and their effect on productivity.

II.7.2.b Return on Investment. Assess the success in achieving cost savings/avoidances and return-on-investment while meeting operational performance and compliance with DoD standards relative to architecture, software, information assurance.

II.7.3. (Near-Term) Command Support Services. Provide, maintain, and enhance varied Information Technology support services (audio-visual, video teleconferencing, SharePoint Portal collaborative tool, secure and non-secure Command Websites, and onsite Helpdesk) to support MARCORLOGCOM business day-to-day business operations and processes.

II.7.4. (Near-Term) Data Integration. Coordinate with HQMC to provide standardization of data definitions and data structures within LogAIS across the Marine Corps enterprise.

II.7.4.a Integration. Integrate data from multiple LogAIS data sources that have relevant information contributing to the achievement of mission objectives.

II.7.4.b Compatibility. Ensure data is consistent, logically compatible, and uses common conceptual schemas across different IT systems and databases.

II.7.5. (Near-Term) MARCORLOGCOM Enterprise Architecture Services. Translate business vision and strategy into effective MARCORLOGCOM enterprise change by creating, communicating, and improving the key requirements, principles, and models that describe the MARCORLOGCOM's future state and enable its evolution. This service integrates or blends functional, technical, and environmental requirements, resources, etc. to develop IT solutions in support of MARCORLOGCOM's mission.

II.7.5.a Process Improvement. Use Process Improvement Services to identify, analyze, and improve existing business processes to meet new goals and objectives to improve quality, reduce costs, or accelerate schedules.

II.7.5.b Portfolio Analysis. Provide Portfolio Analysis Services to assess what IT applications to outsource, in what form, and in what sequence.

II.7.5.c Technical Evaluation. Use Technical Evaluation Services to test study, investigate, and determine the technical suitability of equipment, material, product, process, or system for the intended objectives.

II.7.5.d Project Initiation. Provide Initiation Services to define the overall project parameters and establish the appropriate project management and quality environment required to complete the project.

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

MARCORLOGCOM processes all Personally Procured Move incentive payments for Marine Corps members that move on orders using Marine Corps funding. MARCORLOGCOM will streamline this process by utilizing updated technology, which will allow the certification and payment process to flow through automation and maintain an audit trail, vice the current manual processes performed in the processing, certifying and payment for transportation services. Claims that are missing the required paperwork account for over 25% of the received claims that this office processes. These claims require multiple reworks before making a payment. Further, weight tickets are not fully documented and/or illegible, leading to a delay in the member's payment.

Objectives:

II.8.1. (Near-Term) Transportation Voucher Training and Education. Establish Distribution Management Office (DMO) counseling and Marine Corps member training on the Marine Corps transportation voucher certification, claims, and entitlement payment processes to reduce the ~25% submission rate of missing, illegible, and/or incomplete documents.

II.8.2. (Near-Term) Front-End Submission Process. Improve the front-end claims submission process to reduce errors and missing documentation, and improve rework and turnaround time.

II.8.3. (Mid-Term) Certification and Payment Automation. Replace manual certification and payment processes with modern technology to streamline payments to Marine Corps members, avoid late fees, and maintain auditability.

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.

This Strategy focuses on MARCORLOGCOM's employee development and cultural attitudes towards both individual and organizational development. Learning and growth are the foundation for daily- and long-term success and is at the heart of the Knowledge, Skills, and Abilities (KSA) required for consistent achievement of high quality, value-added, products and services. MARCORLOGCOM is a knowledge-worker organization where **people are the primary resource** and the primary repository of knowledge. As such, we must be a continuous learning organization, focused on: (1) people and jobs, (2) knowledge and information resources, and (3) organizational climate and a workplace environment that both encourages professional development and includes an enterprise safety program. The goals and objectives of this strategy communicate how 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. Resetting the Workforce

Support the Commandant's Civilian Workforce Strategic Plan and enable Strategic Total Force Management by creating a MARCORLOGCOM career progression framework, resulting in a competency based trained workforce that is innovative, highly skilled, and proficient.

Objectives:

III.1.1. (Near-Term) Competencies Alignment. For the most highly populated occupational series within the Logistics Community of Interest, identify and align appropriate competencies based on overarching published guidance and subject matter expert input.

III.1.2. (Mid-Term) Individual Development Plans (IDP). Develop processes and procedures for creating competency-based Individual Development Plans (IDP) in an automated tool that identifies both short- and long-range training objectives based on organizational priorities.

GOAL III.2. Competency and Capability Portfolio Management

Support Strategic Total Force Management by developing a competency-based workforce providing standardization across each occupational series and identifying career progression paths for employees.

Objectives:

III.2.1. (Near-Term) Competency Assessment Methodology. Develop and publish a competency assessment methodology that delineates proficiency levels for each occupational specialty.

III.2.2. (Near-Term) Competency Assessment Tool. Develop an automated tool to document competency assessment results, to support gap analysis, and to establish training/development priorities.

GOAL III.3. Training Curriculum Standardization

Establish standardized training categories and associated classes to support competency-based workforce development.

Objectives:

III.3.1. (Near-Term) Training Categories. Determine training categories (i.e., leadership, core, specialized), develop operational definitions, and establish standardization across occupational training series.

III.3.2. (Near-Term) Training Resources. Research and identify appropriate training resources to ensure proficiency within the identified competencies and determine the most efficient and economical means of offering required training.

GOAL III.4. Logistics Internship

Develop a MARCORLOGCOM Logistics Internship Plan that provides an opportunity for rotation throughout the Centers and major Staff offices to facilitate a broad knowledge of MARCORLOGCOM's Products and Services, capabilities and major supporting processes; develop a MARCORLOGCOM Logistics Intern Development Plan to ensure consistent entry level training in support of Marine Corps logistics

Objectives:

III.4.1. (Near-Term) Training Requirements. Identify and document required entry level training to establish a firm logistics foundation and to prepare interns for further competency-based development as Marine Corps logisticians.

III.4.2. (Near-Term) Intern Development Plan. Develop a plan to codify a logical rotation through the MARCORLOGCOM organization to expose interns to the capabilities and supporting processes and procedures of MARCORLOGCOM.

GOAL III.5. Change Management

Our MARCORLOGCOM Change Management Program assists subordinate Command, Centers, and Staff Departments to effectively manage change and fosters a corporate culture centered on our core values.

Objectives:

III.5.1. (Near-Term) Policy, Process, and Procedures. Develop policy, processes, and procedures that accelerate building a MARCORLOGCOM culture that fosters honor, courage, commitment, teamwork, employee welfare and development, innovation, and fiscal responsibility to rapidly, and effectively, adapt to change.

III.5.2. (Near-Term) Prepare for Change. Define MARCORLOGCOM change management strategies focused on assessing organizational culture, coaching change management teams, assessing organizational competencies, and developing sponsorship models to ensure the Command is functioning effectively and changing cohesively.

III.5.3. (Near-Term) Individual Change Management Planning. Develop policy, processes, and procedures for creating individual change management action plans that focus on the personal and professional transition of the employee throughout the change process.

III.5.4. (Near-Term) Manage Change. Develop and implement change management plans that address improvement opportunities revealed by organizational assessments and surveys (employee attitude, awareness, knowledge-level, and perception) to ensure MARCORLOGCOM is functioning effectively with a motivated workforce.

III.5.5. (Near-Term) Reinforce Change. Collect and analyze feedback, diagnose gaps, manage resistance, implement corrective actions, and celebrate successes to ensure positive impacts from the change management process.

GOAL III.6. Strategic Communications

Our MARCORLOGCOM Strategic Communications Program facilitates the rapid engagement and integration of key audiences, messages, and activities across all information channels and media.

Objectives:

III.6.1. (Near-Term) Information Accessibility. Provide multiple forums (i.e., road shows, web sites, LNOs, WSMTs, MARFOR Support Cell, MSTs, marketing) that offer easy access to comprehensive MARCORLOGCOM information to further the knowledge and understanding of our customers and stakeholders.

III.6.2. (Near-Term) Customer/Stakeholder Education. Extend the understanding of MARCORLOGCOM activities to key customers and stakeholders to ensure a common knowledge of the products and services, Lines of Operations, core competencies, enabling capabilities, staff support functions, and core values.

III.6.3. (Near-Term) Strategic Communications Clearinghouse. Develop a clearinghouse for consistent messaging of internal and external shared communications to achieve total engagement and activity integration.

III.6.4. (Near-Term) Strategic Communications Branding. Promote, refine, and communicate MARCORLOGCOM Style Guide design standards to ensure consistency in the development of the Command's communication products.

GOAL III.7. Uniformed Service Member Development

MARCORLOGCOM's workforce consists of civilians and uniformed service members. The civilian workforce provides continuity for execution of the day-to-day requirements and long-term success. Uniformed service members provide an enduring inflow of innovative ideas and new perspectives through regular permanent change of station rotations. Developing and accurately evaluating our uniformed service members throughout their tenure will ensure that those with the most potential are recognized and selected for future promotion and other competitive boards. Investing in our uniformed service members will also promote a continuous flow of the best and brightest with a desire for a challenging and rewarding tour at MARCORLOGCOM.

Objectives:

III.7.1. (Near-Term) Performance Evaluation Training. Conduct regular training for military and civilian managers on the uniformed service member performance evaluation systems to ensure consistent, timely, and accurate documentation of relative performance for competitive evaluation during future promotion and selection boards.

III.7.2. (Near-Term) Uniformed Service Member Assignment. Coordinate with DC M&RA for assignment of the best and brightest uniformed service members to MARCORLOGCOM at the optimal time in their career.

III.7.3. (Near-Term) Uniformed Service Member Professional Development. Enhance the professional development of Marines and other service members by providing a broad understanding of MARCORLOGCOM core competencies and lines of operations to ensure MARCORLOGCOM products and services are fully understood for planning and execution purposes when Marines and other service members move to their next assignment.

GOAL III.8. Safety and Health

MARCORLOGCOM's Safety and Health programs provide advice and information on workplace safety practices, safety training, safety planning, and accident prevention. The IE&S office is the focal point between the Industrial Base Safety programs and tenant Commands, MARCORLOGCOM's management, and Commandant of the Marine Corps, Safety Division.

Objectives:

III.8.1. (Near-Term) Trending and Training. Further awareness and use of Electronic Safety Application Management System (ESAMS) to conduct MARCORLOGCOM enterprise trend analysis and safety training.

III.8.2. (Mid-Term) Traffic. Conduct training and employ available advanced technologies to reduce traffic accidents across the Command.

III.8.3. (Long-Term) Transparency. Use ESAMS and routine inspection and oversight processes to ensure consistent and transparent safety and health programs throughout the Command.

Goal III.9. Knowledge Management

Our MARCORLOGCOM Knowledge Management Program facilitates the collection, maintenance, transfer, sharing, and leveraging of data, information and intelligence to support greater understanding and decision making in the conduct of business operations, processes, and procedures.

Objectives:

III.9.1 (Near Term) Knowledge Management of Standard Data. Improve policy, processes, and procedures to collect, organize, store and share standard data, information, and intelligence from LogAIS with decision makers and workers to improve the quality of decisions and business operations.

III.9.2 (Mid-Term) Knowledge Management of Non-Standard Data. Improve policy, processes, and procedures to collect, organize, store and share nonstandard data, information and intelligence (documents, pictures, artifacts, etc.) with decision makers and workers to improve the quality of decisions and business operations.

III.9.3 (Mid-Term) Knowledge Management IT Enablers. Optimize use of IT enablers to support collection, organization, storage, and access to standard and nonstandard data, information, and intelligence.

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 intent of this Strategy is to focus on the discipline required to improve financial management from two perspectives: (1) providing cost efficient management of optimal logistics chain solutions to our customers and (2) ensuring successful execution of MARCORLOGCOM strategy. Both perspectives contribute to the success of the Command through the adequate funding of prioritized strategic objectives and the results they produce. The goals and objectives associated with this Strategy communicate how MARCORLOGCOM will achieve key financial capabilities and streamline processes to ensure optimal management of our fiscal resources and the greatest value in the logistics solutions provided to the Operating Forces and other customers. We plan, program, and budget for long-term objectives and initiatives to ensure success through disciplined financial management.

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

The NWCF is a revolving fund that finances MARCORLOGCOM's Depot Maintenance Activity Group (DMAG) and Supply Management Activity Group (SMAG). The DoD Financial Management Regulations (FMR), 7000.14-R defines the budget policy, regulations, and procedures for DoD activities. DoD FMR, Volume 2B, Chapter 9, titled "Defense Working Capital Fund Budget Justification Analysis", outline the process and requirements of developing the NWCF budget. Current budget tools are over 10 years old and have not undergone any significant scrutiny or internal control checks to ensure DoD FIAR requirements are satisfied throughout the budget process. MARCORLOGCOM will review and analyze the DMAG and SMAG current tools and workforce knowledge to properly update, train as we migrate towards more effective and efficient budget development understanding and processes.

Objectives:

IV.1.1. (Near-Term) NWCF Budget Process. Educate the workforce on current NWCF processes and procedures, with focus on newly implemented and anticipated future changes, required to accurately execute the current, and reasonably anticipate the future, NWCF budget. Review the detailed budget process to ensure all personnel involved in DMAG and SMAG budget development process have a clear understanding of their roles, and responsibilities.

IV.1.2. (Near-Term) MARCORLOGCOM Budget Process Procedures. Update, and maintain currency of, MARCORLOGCOM NCWF budget processes standard operating procedures, to include required annual training requirements and annual POA&M for budget submission actions and deadlines.

IV.1.3. (Mid-Term) Automation Tools. Review and validate the integrity of the automated budget development tools to ensure the budget development process maximizes effectiveness and efficiency.

GOAL IV.2. Supply Management Activity Group - Financial Management Business Process

Investigate, review, document, and implement new processes, LogAIS, and technologies to enhance the effectiveness and efficiency of SMAG financial management business process while ensuring compliance with DoD FIAR regulations. SMAG business processes currently rely on Stores Accounting (MUMMS-SS04) and Standard Accounting Budgeting Reporting System (SABRS), with input/interfaces from the ICP – Stock Control System, and the Direct Support Stock Control (DSSC) System. These legacy systems operate primarily through manual input with future automation and technology implementation to achieve process improvements and cost savings.

Objectives:

IV.2.1. (Near-Term) SMAG Financial Management Business Processes. Update, and maintain currency of, MARCORLOGCOM SMAG financial management business procedures, to include required annual training requirements and annual POA&M for reoccurring actions and deadlines.

IV.2.2. (Mid-Term) Enterprise Resource Planning. Investigate and implement Enterprise Resource Planning (ERP) solutions that improve efficiency and effectively as well as comply with FIAR requirements.

IV.2.3. (Mid-Term) Technology. Identify and implement technologies and LogAIS to improve effectiveness and efficiency of: (1) control funds for the tracking of budget distribution and execution, (2) create bills with detailed customer charges, (3) reconcile collections with accounts receivables, (4) match obligations to commitments and receipts, and (5) create financial statements by business segments.

IV.2.4. (Mid-Term) Billing Business Process. Reengineer the SMAG financial management and billing business processes to identify the most efficient and effective application of automated tools.

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

The Financial Improvement and Audit Readiness (FIAR) Goal is to improve the Department's financial management operations, helping provide America's Service men and women with the resources they need to carry out their mission and improving our stewardship of the resources entrusted to us by the taxpayers. We demonstrate success through a financial statement audit performed by independent auditors resulting in an unqualified audit opinion on the Marine Corps' financial statements.

Objectives:

IV.3.1. (Near-Term) MARCORLOGCOM FIAR Guidance Strategy. Develop a MARCORLOGCOM FIAR Guidance Strategy to institutionalize a common approach to planning, execution, and management of initiatives across the subordinate Commands, Centers, and Staff Departments.

IV.3.2. (Near-Term) Material Accountability and Auditability. Ensure the Materiel Accountability and Auditability Redesign initiative aligns with the MARCORLOGCOM FIAR Guidance Strategy.

IV.3.3. (Near-Term) HQMC Alignment. Align MARCORLOGCOM FIAR Guidance Strategy with HQMC FIAR POA&M to ensure seamless integration with the Marine Corps process to gain a service-level unqualified opinion.

IV.3.4. (Near-Term) Department of the Navy (DoN) Alignment. Align MARCORLOGCOM FIAR Guidance Strategy with the Department of **the** Navy (DON) FIAR POA&M to ensure seamless integration with the DON process in order to gain a department-level unqualified opinion.

IV.3.5. (Mid-Term) Command-Wide Alignment. Create a centralized Command-wide FIAR team to ensure sustainment of MARCORLOGCOM processes, capabilities, and competencies in accordance with the FIAR Guidance and the FIP.

GOAL IV.4. Internal Controls

Internal Control is the integration of an organization's activities, plans, attitudes, policies, systems, resources, and efforts of people working together to provide reasonable assurance of achieving organizational objectives and mission. The fundamental principles of internal control are rooted in well-established organizational techniques and practices. The internal control conceptual framework consists of five basic components and two supporting activities. The five basic components of internal control are: (1) control environment, (2) communication, (3) assessing and managing risk, (4) control activities, and (5) monitoring. The two supporting activities are: (1) evaluation and (2) strategic planning. The future end state is to have robust evaluations that detect problems through regularly scheduled self-assessments and supplemented with independent reviews by external auditors, consultants, or impartial internal reviewers.

Objectives:

IV.4.1. (Near-Term) Policy, Process and Procedures. Develop more robust MARCORLOGCOM internal control policies, processes, and procedures to institutionalize a common approach across MARCORLOGCOM.

IV.4.2. (Near-Term) Training. Develop individual/group training to ensure workforce understanding of internal controls policies, processes, and procedures for performing self-assessments.

IV.4.3. (Near-Term) Future Value. Provide cost efficient and relevant internal control recommendations through timely assessments and reviews to add future value to MARCORLOGCOM's business operations.

IV.4.4. (Near-Term) Statement of Assurance. Develop a self-assessment, audit, and internal review-tracking tool to ensure MARCORLOGCOM is capturing all evaluations for inclusion in the annual Statement of Assurance (SoA).

IV.4.5. (Near-Term) High-Risk Focus Areas. Review every two or three years, the Command's high-risk focus areas and strategic business initiatives as determined in risk assessment exercises and the annual SoA to provide adequate internal control coverage.

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

Posture the command to meet mission and support the Operating Forces in a constrained resource environment with limited or zero supplemental Overseas Contingency Operations (OCO) funding. This will require the alignment of available resources to MARCORLOGCOM strategic priorities, and the assessment of costs/expenditures currently borne with OCO funds to identify what is affordable within the baseline and identify potential programs for OCO-to-Base (O2B) transition. The review will encompass labor, supplies, and contracts and any other costs reliant upon OCO dollars. Output will enable the P&R Department to strategically resource command priorities within the baseline funding controls; define the enduring contracts and programs that have been leveraging OCO; and identify candidates for divestiture, additional POM capability, O2B, or new initiative recommendations.

Objectives:

IV.5.1. (Near-Term) Right-Sized Capabilities. Prioritize programs and dollars, with post-war right-sized capabilities for baseline funding and plan for adequate administrative lead-time to affect the scoping of contracts and other agreements that were previously OCO funded.

IV.5.1.a. Timeline Procedures. Compile known requirements to prioritize future funding alignment procedures and publish/update a Plan of Action and Milestone (POA&M).

IV.5.1.b. Prioritize. Identify all existing expenditures supported by OCO funding and determine priority and scope for future funding to support MARCORLOGCOM Strategic Goals.

IV.5.1.c. Baseline O&M Funding. Review program actions supported by baseline O&M funding and assess alignment to strategic priorities.

IV.5.1.d. Baseline Realignment. Identify new programs of record and required O2B realignments.

IV.5.2. (Near-Term) Resource Requirements. Integrate/involve Center/Department Directors and Program Managers priorities through the identification and justification of contract and resource requirements for existing programs and activities as well as new initiatives with a focus on evaluating impact various funding levels, i.e. minimum levels, current levels, enhanced levels, and reduced levels.

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

Participate in the MC CBA process to inform HQMC and other stakeholders of MARCORLOGCOM enterprise roles, responsibilities, products, and services; and to advocate for the development of MARCORLOGCOM capability requirements. The annual MC CBA process is a comprehensive, synchronized approach for maintaining the effectiveness of current, and creating future, Marine Corps capabilities. The MC CBA process follows Joint Capabilities Integration & Development System (JCIDS) and other planning directives and integrates with the Planning, Programming, Budgeting, and Execution (PPBE) process to provide a MARCORLOGCOM enterprise approach to capabilities based budgeting.

The Marine Corps Strategic Health Assessment (MCSHA) is a multi-part assessment that covers five pillars of Institutional Readiness: (1) high quality people, (2) unit readiness, (3) capability and capacity versus requirements, (4) infrastructure sustainment, and (5) equipment modernization. This assessment focuses on whether the health in each of the Five Pillars meets, falls short, or exceeds established standards under current funding resource conditions and provides input to the following fiscal year's MC CBA.

Objectives:

IV.6.1. (Near-Term) Champion Capabilities. Participate in all phases of the MC CBA Process to champion MARCORLOGCOM capabilities, gaps, and DOTMLPF solutions.

IV.6.2. (Near-Term) Maximize Priority. Provide decision support information to capability portfolio working groups and boards to maximize the priority of MARCORLOGCOM's capabilities, products, and services in all MC CBA phases.

IV.6.3. (Near-Term) Workforce Training. Develop a training package to educate the MARCORLOGCOM workforce on MC CBA processes, procedures, and documentation requirements.

IV.6.4. (Near-Term) Resourcing Decisions. Provide business case analysis and decision support information to effectively influence resourcing decisions in the Program Objective Memorandum process.

IV.6.5. (Near-Term) Metric Data Support. Provide decision support information that supports metric requirements for those pillars in the MCSHA in which MARCORLOGCOM has a stake.

GOAL IV.7. Strategic Workforce Planning

Implement The National Defense Authorization Act 2010 requirements for DoD to perform Strategic Human Capital Planning and Strategic Workforce Planning (SWP) for report to congress. SECDEF efficiency reviews have increased the need for agencies to identify redundancies and create new efficiencies in performing missions. Additionally, DoD budget decisions reduced funding levels used for acquiring and compensating our civilian workforce. As a result, the Marine Corps issued MCO 12510.2C Civilian Workforce Management; Manage-to-payroll and MARADMIN 229/13, Revised Civilian Manpower Requirement Process; addressing civilian requirement processes and hiring. In support of these initiatives, the Marine Corps conducted a force structure review and budget analysis to identify military and civilian requirements and projections across the FYDP.

Objectives:

IV.7.1. (Near-Term) Total Force Action Plan. Use Workforce Requirements and Resources Integration Tool (WRRIT) to collect baseline data and import into TFSD's Mission/Function/Task Tool (MFT) and then load into the Strategic Workforce Analysis and Planning Application (SWAP App to generate MARCORLOGCOM's TFAP for annual submission to DC M&RA and DC CD&I NLT 1 October.

IV.7.2. (Near-Term) Civilian Command-Level Strategic Workforce Planning {CLSWP – Workforce needed ($ + people)}. Integrate business-based decisions to guide how MARCORLOGCOM shapes the workforce through: (1) understanding the current workforce talents and trends, (2) understanding future mission changes/constraints, and (3) applying that information to determine future needs.

IV.7.3. (Near-Term) Strategic Total Force Management Planning {STFMP – Total Force Requirements (billets)}. Determine total force requirements in order to accomplish missions and tasks. Total Force is active-duty Marines, reserve Marines, Navy personnel, civilian employees, and contractors. STFMP enables commands with all total force components to analyze the structure requirements based on mission requirements. During planning, commands will use authorized current and future T/O and T/E requirements, as published in TFSMS, and authorized personnel funding budgets for civilians identified in the Programming and Budgeting Documentation Database (PBDD).

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

This strategy focuses on MARCORLOGCOM as an innovative functional expert on key logistics issues. 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. 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. Our logistics supportability analyses and assessments will provide sound recommendations for deciding future logistics courses of action. MARCORLOGCOM's logistics solutions will synergize government, military, and industry best practices. Every day, MARCORLOGCOM will earn the reputation as the Marine Corps' functional experts for supply, maintenance, distribution (storage and transportation), and prepositioning. The goals and objectives associated with this strategy communicate how MARCORLOGCOM will influence future logistics concepts through research and development, policies, processes, capabilities, and operations.

GOAL V.1. Materiel Management/Inventory Control

As the Marine Corps ICP, MARCORLOGCOM is responsible for wholesale/Service-level materiel management/inventory control of Marine Corps' ground weapon systems and collateral material. This includes managing and/or supporting: (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. DODI 4140.01 and DODM 4140.01 volumes 1 – 11 provide DOD Supply Chain Materiel Management Policy and Procedures: (1) Operational Requirements, (2) Demand And Supply Planning, (3) Materiel Sourcing, (4) Make and Maintain Materiel, (5) Delivery of Materiel, (6) Materiel Returns, Retention, and Disposition, (7) Supporting Technologies, (8) Materiel Data Management and Exchange, (9) Materiel Programs, (10) Metrics and Inventory Stratification Reporting, (11) Management of Controlled Inventory Items. Many wholesale-level Marine Corps directives are dated or were cancelled and not rewritten leaving a void between policy direction and process execution.

MARCORLOGCOM will validate and/or reengineer a wholesale/Service-level logistics framework comprised of those basic/most essential logistics operations for Materiel Management/Inventory Control with improved, redesigned and/or reengineered policies, processes, procedures, and management controls; and improvement recommendations to optimize existing information technology systems, organizational structures and personnel competencies across MARCORLOGCOM's subordinate Commands, Centers and select Staff Departments in order to help managers achieve maximum effectiveness and economy, reflecting "brilliance in the basics" within their most essential operations.

Objectives:

V.1.1 (Near-Term) Reengineering Initiative. Conduct planning, research, data collection, analysis, design, development, execution, and assessment to develop a MARCORLOGCOM enterprise-level logistics framework of the basic/most essential logistics operations for materiel management/inventory control.

V.1.2 (Near-Term) Policy, Processes, Procedures, and Controls. Improve, redesign, or reengineer materiel management/inventory control policies, processes, procedures, and internal controls to comply with DoD, DoN, and USMC requirements.

V.1.3 (Near-Term) Management Oversight. Mature management oversight of MARCORLOGCOM's logistics operations to address materiel management/inventory control topics and associated policy, process, and procedures.

V.1.4 (Mid-Term) Technology, Structure and Competency. Develop recommendations to optimize information technology systems, organization structure, and workforce competencies across MARCORLOGCOM's subordinate Commands, Centers, and select Staff Departments.

V.1.5 (Mid-Term) Work Instructions and Training. Publish work instructions supporting the materiel management/inventory control framework, and provide associated workforce training to achieve effectiveness and efficiency in our essential operations.

V.1.6 (Mid-Term) Marine Corps Policy. In concert with DC I&L, develop a Marine Corps Order on Wholesale Supply Management as a volume to the Marine Corps Publication 4400 series to provide policy guidance on managing materiel at the wholesale/Service-level.

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

Create codified support relationships with other Service-level and operational-level logistics support providers (i.e. U.S. Army Tank and Automotive Command and the U.S. Air Force Material Command) to leverage those Command's existing products and services within a Combatant Commander's Area of Responsibility that enables MARCORLOGCOM to support a MARFOR Commander's sustainment requirements. In support of MARFOR G4s, MARCORLOGCOM assists in the integration with other Services and DoD logistics organizations to leverage capabilities, products, and services.

Objectives:

V.2.1. (Near-Term) Multi-Service Equipment Life Cycle Agreements. Develop Memorandums of Understanding (MOU) with other Service organizations and DoD agencies for equipment life cycle management and sustainment to leverage and integrate capabilities in support of MARFOR concept of logistics planning and execution.

V.2.2. (Near-Term) Multi-Service Support Agreements. Develop MOUs with other Service's and DoD agencies for logistics products and services support to leverage and integrate capabilities in support of MARFOR concept of logistics planning and execution.

V.2.3. (Near-Term) MOU Matrix. Publish and annually update a consolidated matrix with current MOUs that define the procedures to leverage and integrate logistics capabilities with other Service's and DoD agencies in support of MARFOR concept of logistics planning and execution

GOAL V.3. Logistics Advocacy Support

Advocate as the Operational-Level Logistics Operational Advisory Group (OAG) lead for: (1) establishing and validating Operational-Level logistics community priorities, (2) refining operational-level logistics roles and responsibilities across the Marine Corps Logistics Enterprise in support of the MARFOR Commanders, (3) developing a relevant and consistent message both internal and external to the Marine Corps, and (4) promoting coordination and direct interaction between the Operating Forces, HQMC, the Supporting Establishment, and other Service, Joint, and Department of Defense (DoD) stakeholders. Through the Operational-Level Logistics OAG and membership in other OAGs in which MARCORLOGCOM has equities, advocate for and identify topics that align to MARCORLOGCOM products and services. Through OAG membership, inform and influence the Marine Corps Capability Based Assessment (MC CBA) process and other resourcing related processes such as the Program Evaluation Boards (PEB) and the Program Working Group (PWG).

Objectives:

V.3.1. (Near-Term) Aligned Logistics Initiatives. Link the topics and issues from the Operational-Level Logistic OAG with the issues and capability gaps from related OAGs in coordinated and aligned initiatives.

V.3.2. (Near-Term) MC CBA Advocacy. Ensure advocacy of Operational-Level Logistics OAG topics within the MC CBA process.

V.3.3. (Near-Term) Logistics Training and Education. As a core member of the Logistics Training and Education OAG, champion operational-level logistics education and training topics identified by the Operating Forces, Supporting Establishment, and HQMC.

GOAL V.4. Enhanced Yard Management (EYM)

Enhance visibility and accountability of critical assets across the physical distribution pipeline by expanding EYM scope of pRFID from the Marine Corps' wholesale remote storage activities in Albany, GA and Barstow, CA. Future capability could expand visibility to Operating Forces strategic distribution nodes and Intermediate Staging Bases, as well as austere forward theater environments such as Forward Operating Bases. The EYM initiative supports the national security mission of projecting and sustaining forces by providing an effective and efficient automated identification and data capture capability.

Objectives:

V.4.1. (Near-Term) pRFID Visibility. Support the Operating Forces by implementing pRFID Phase III & IV to enhance visibility and responsiveness of ground equipment located in wholesale stores, at bases/stations, and at global distribution nodes across the Marine Corps enterprise. Integrate EYM pRFID automated interfaces with Marine Corps legacy, Joint, other Service, and DoD systems for accountability, visibility, and distribution.

V.4.2. (Near-Term) pRFID Standards. Coordinate with the Transportation/Distribution OAG and DC I&L to develop an overall AIT requirement and establish an integrated set of pRFID standards for Marine Corps wide use.

V.4.3. (Mid-Term) Integrated Computerized Deployment System (ICODES) and pRFID Interface. Publish procedures and utilize the pRFID/ICODES interface to leverage the pending new unit move IT functionality (Sea Service Deployment Module) in ICODES during MPF on-load/offload. This will enable the creation of Consolidated Memorandum Receipts (CMR), and the tracking of equipment in staging lots with ICODES Terminal Management Module (TMM) and Enhanced Yard Management (EYM).

GOAL V.5. Coordinated Retail Management

Coordinated Retail Management is a strategic goal that combines four retail-focused MARCORLOGCOM logistics services/capabilities to improve the effectiveness and efficiency of retail-level supply support to the Operating Forces. These services/capabilities include:

- **Supplier Relationship Management (SRM).** MARCORLOGCOM maintains relationships with Marine Corps Wholesale suppliers in order to maximize retail-level supply support/responsiveness to the Operating Forces.
- **Equipment Receiving Distribution Team (ERDT).** MARCORLOGCOM bridges the gaps between acquisition and sustainment processes to achieve high levels of equipment accountability and ensure repair parts are ready/available for contingency operations.
- **Coordinated SecRep Management (CSM).** MARCORLOGCOM serves as the "Business Advisor" to the MARFORs/SE to improve retail-level SecRep management effectiveness and efficiency.
- **Coordinated Consumable Management (CCM)** MARCORLOGCOM, following a CSM-like model, would serve as the "Business Advisor" to the MARFORs/SE to improve retail-level Consumables management effectiveness and efficiency.

Objectives:

V.5.1. (Near-Term) SRM. Codify SRM capability in policy.

V.5.2. (Near-Term) ERDT. Codified capability in policy and identify an enduring funding source.

V.5.3. (Near-Term) CSM. Re-establish CSM required baseline.

V.5.4. (Long-Term) CCM. Develop CCM requirement, funding, and policy.

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

MARCORLOGCOM provides centrally managed, regionally located ground equipment staging program capabilities responsible for the receipt, storage, Care of Supplies in Storage (COSIS), and custodial inventory management of select MARFOR weapon systems and equipment. GESP was initially conceived as part of the DC I&L Marine Corps Logistics Modernization Initiative.

Objectives:

V.6.1. (Long-Term) Store and Maintain. Establish policies and procedures for central management for storage of Operating Forces' equipment to allow for a reduction of maintenance burdens at the using unit. This initiative will support a dynamic resource environment and efforts to "right-size," "lighten the MAGTF," and "create a middle-weight force."

V.6.2. (Long-Term) Regionally Staged. Establish GESP locations in proximity to the Operating Forces where the Marine Corps currently has infrastructure; to include the Remote Storage Activities in Albany and Barstow.

V.6.3. (Long-Term) Rail Capability. Ensure rail capability to launch task-organized "ready to roll" brigade-size ground equipment sets, as directed, via unit trains to meet force projection requirements through distribution nodes at strategic ports.

GOAL V.7. Depot Maintenance Planning and Execution Analysis

Depot Maintenance pre-production planning is a critical step in the execution of depot maintenance workload requirements. Increased analysis and understanding of the end-to-end Marine Corps Enterprise Life Cycle Maintenance Planning (ELMP) Process and other key internal and external influencers will improve MDMC's capability to predict and prioritize long-term depot maintenance production for Marine Corps enterprise ground equipment requirements.

Objectives:

V.7.1. (Near-Term) Initiative Integration. Develop an Operations cell capable of integrating the maintenance and supply initiatives across MDMC.

V.7.2. (Near-Term) Forecasting Capability. Mature the Sales, Inventory, and Operations Planning (SI&OP) process as the MDMC System forecasting capability by aligning Joint opportunities with Office of Naval Research (ONR), MARCORLOGCOM LCC, and MARCORLOGCOM LSMC.

V.7.3. (Near-Term) Earned Value Management. Institutionalize Earned Value Management (EVM) as the workload execution process across the MDMC System.

V.7.4. (Mid-Term) Forward Limited Technical Inspection. Establish a forward Limited Technical Inspection (LTI) process to identify weapon system deficiencies prior to induction.

V.7.5. (Long-Term) Acquisition Integration. Integrate MARCORLOGCOM/MDMC into the Acquisition Milestone Process with MCSC and PEO-LS to influence weapon system design for producibility and to begin pre-production planning prior to the sustainment phase.

GOAL V.8. External Strategic Maintenance Initiatives

National fiscal realities have and will continue to create conditions that result in reduced resources across DoD. Supplemental funding will most likely be non-existent and baseline budgets reduced; thus distressing the Marine Corps ability to procure new and maintain legacy ground weapon systems. The Marine Corps must continually evaluate these impending issues and maneuver through the uncertainties to provide the optimum logistics support to the Operating Forces. We anticipate that more studies, additional data drills, and proposed legislation changes will occur as DoD seeks to further reduce depot maintenance spending.

Where are we going? Maintain "a watchful eye" on how DoD is posturing for future initiatives and develop strategies to conserve the Marine Corps organic industrial base by:

Objectives:

V.8.1. (Near-Term) Public/Private Capabilities. Identify and incorporate public and private skill sets, knowledge, processes, facilities, materiel, and equipment needed to repair Marine Corps ground weapon systems.

V.8.2. (Near-Term) Surge Capability. Maintain adequate capability to meet Service priorities during times of surge operations.

V.8.3. (Near-Term) Maintenance Data Analysis. Conduct in-depth analysis on existing maintenance data (cost, performance, capacity, etc…) to support business case analyses and the development of decision support information.

V.8.4. (Near-Term) Depot Maintenance Strategy. Incorporate MARCORLOGCOM interests in the Marine Corps' Depot Maintenance Strategy to address future opportunities and threats.

V.8.5. (Near-Term) Process Improvement. Implement lessons learned to improve business process.

V.8.6. (Near-Term) Communication. Network and establish proper communications within the DoD Logistics Community to stay abreast of current and future strategic subjects.

V.8.7. (Near-Term) Maintenance Reporting. Establish roles and responsibilities to ensure accurate Marine Corps maintenance data is available for DoD reporting and data calls.

V.8.8. (Mid-Term) Infrastructure. Ensure our maintenance infrastructure has the capability to sustain the minimum core requirements and surge in response to emerging contingencies.

GOAL V.9. IT Portfolio Management (PfM)

MARCORLOGCOM uses a myriad of IT systems and applications for mission support and must coordinate IT portfolio investments with PM/PdMs and Functional Area Managers (FAMs) at HQMC throughout the IT system's life cycle. MARCORLOGCOM's IT Portfolio Manager facilitates PfM activities in support of IT Governance.

Objectives:

V.9.1. (Near-Term) IT Governance. Establish an IT governance process that includes validation of existing capabilities against new requirements to support senior leadership IT investment decisions.

V.9.2. (Near-Term) IT Investment Records. Oversee registration and maintenance of IT investment records in DoD IT Portfolio Repository-DoN (DITPR-DoN) and DoN Application Database Management System (DADMS), Architecture Compliance and Requirements Traceability (ACART)

V.9.3. (Near-Term) IT Life Cycle Support. Establish and maintain liaisons with PM/PdMs and FAMs to support Program Budget Information System for Information Technology (PBIS-IT) submissions, IT Investment POM requests, and IT investment life cycles.

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

GCSS-MC is a request and tracking tool for Marine Corps support products and services. Through data integration, it provides near-real-time information up and down the logistics chain. Access to the software and training module is web-based. The wholesale/Service-level materiel management/inventory control functionality within GCSS-MC is currently undeveloped and unfunded.

Objectives:

V.10.1. (Near-Term) Wholesale and Retail Operations. Analyze and publish processes and procedures to optimize the use of GCSS-MC, within currently fielded capabilities, to enhance MARCORLOGCOM enterprise-level logistics chain operations and minimize associated GCSS-MC administrative requirements on the Operating Forces and Supporting Establishment.

V.10.2. (Long-Term) Materiel Management/ Inventory Control Requirements. Identify and document materiel management/inventory control requirements for integration into future increments of GCSS-MC development to leverage emerging information technology capabilities for enterprise resource planning, analysis, accountability, and transparency.

6.0 How Do We Get There?

6.1. Execution

Strategic management is a cyclical process involving both planning and execution. It is not a single point-in-time planning event. Strategy execution, done right, prioritizes initiatives, plans the execution, monitors for success, and adjusts when necessary.

Strategy execution involves everyone from the Commanding General, to the artisan on the shop floor, to the most junior employee. Every employee contributes to MARCORLOGCOM's success even if individual roles and responsibilities differ. Collectively, the entire workforce must have a common understanding of the Strategic Plan and know how their daily actions contribute to MARCORLOGCOM's future vision and success. Quality execution of the Strategic Plan must be a mutual goal.

6.2. Method of Execution

MARCORLOGCOM achieves strategic goals and objectives through the strategic management execute-monitor-adjust sub-processes. The tasks within these sub-processes put the Strategic Plan into action to realize the CG's vision and intent while guaranteeing value-added operational-level logistics products and services for the Marine Corps. Execution begins after signature and publishing of the Strategic Plan. Development of the tasks and activities within these sub-processes are continuous and concurrent with strategy execution.

Annually, MARCORLOGCOM will publish a Strategy Execution and Performance Management Plan. This plan will set execution priorities, identify initiatives for implementation, and provide performance-reporting guidance. At the end of every execution year, MARCORLOGCOM executive and senior leaders will assess overall success of the Strategy Execution and Performance Management plan and identify potential adjustments.

Execute	Monitor	Adjust
■ Communicate strategy ■ Align individual performance objectives to the Strategic Plan ■ Determine methodology for monitoring execution ■ Identify initiatives to achieve strategic objectives ■ Form tentative initiative action plans ■ Evaluate, select, and prioritize initiatives ■ Budget and fund initiatives ■ Finalize initiative action plans and provide POA&M ■ Manage initiatives ■ Manage change	■ Manage performance of initiatives and routinely report progress ■ Conduct review meetings (monthly, quarterly, and annually) to monitor overall strategy performance ■ Conduct analysis ■ Capture lessons learned ■ Annually, re-evaluate strategy for potential adjustments	■ Review strategies, goals and objectives ■ Review initiatives ■ Re-assess situational analyses and assumptions ■ Conduct gap analysis ■ Modify plan and initiatives as required ■ Share best practices ■ Institutionalize completed initiatives

6.3. Key Players

Senior Leaders and Management. The Commanding General, Executive Deputy, subordinate Commanders, and Directors are ultimately responsible for execution of the Strategic Plan. Their leadership, guidance, communication, and decisions are critical for success. Commands, Centers, and Staff Departments will report strategy execution progress during regularly scheduled CG Update Briefs. Strategy progress reports will include the status of assigned goals, objectives, and initiatives. These updates will engage senior leadership, foster executive learning, and boost strategic awareness. Senior Leaders can adjust the Strategic Plan by obtaining approval from the Commanding General or Executive Deputy.

Strategic Management Process Owner. The Operations Directorate (Plans Division) is the strategic management process owner. There are four specific process owner responsibilities:

- **Design**: Develop and codify strategic management policy, processes, and procedures IAW executive leadership guidance.
- **Coach**: Provide education and training for the strategic management process.
- **Advocate**: Endorse initiatives and champion for adequate resources for execution.

- **Enforce**: Monitor all strategic management processes, tasks, and activities.

The process owner is the chair of the MARCORLOGCOM Strategic Management Integrated Product Team (SM-IPT) and responsible for providing oversight of strategic initiative development and execution. The MARCORLOGCOM strategic management policy (under development) will provide guidance for the identification, evaluation, selection, prioritization, and funding of strategic initiatives. The process owner is also responsible for publishing the annual Strategy Execution and Performance Management Plan.

Strategic Management IPT (SM-IPT). The SM-IPT, established during the development of this Strategic Plan, is responsible for monitoring execution. Membership includes representatives from all MARCORLOGCOM Commands, Centers, and Staff Departments. The mission of the SM-IPT is:

> **"Develop an annual Strategy Execution and Performance Management Plan to monitor current operational performance and ensure strategic objective implementation is aligned to the priorities in the Commanding General's Guidance. The mission of the SM-IPT will be enduring and encompass all stages of the MARCORLOGCOM strategic management process (Plan-Execute-Monitor-Adjust)". – SM-IPT Charter, 2014**

Subordinate Commands, Centers, and Staff Departments. Each strategic objective has an assigned Office of Primary Responsibility (OPR) that is responsible and accountable for execution. The OPRs may establish special projects, special teams, or strategic initiatives groups to achieve strategic objectives and goals. Commands, Centers, or Staff Departments may also develop strategic business plans to identify subordinate goals and objectives that align with, and support, the execution of this Strategic Plan.

Individual Marines and Civilian Marines. MARCORLOGCOM will use a variety of channels and media to communicate priorities, strategic objectives, and execution progress. Employees are responsible for knowing how their day-to-day job performance aligns to the Command's mission, vision, strategic goals, or objectives.

6.4. Strategic Management Tasks

MARCORLOGCOM will refine the strategic management tasks through the annual Strategy Execution and Performance Management Plans. The following strategic management tasks should focus initial execution efforts.

Group / Organization	Tasks
Senior Leaders and Management	■ Support Strategic Plan execution, monitoring, and adjusting via annual strategy review meetings ■ Provide representatives to the Strategic Management IPT ■ Use the Strategic Plan to provide focus for current operations, future actions, and decisions ■ Communicate guidance and implementation plans to the workforce
Operations Directorate (Plans Division)	■ Serve as Strategic Management Process Owner ■ Manage and monitor progress of execution ■ Facilitate the process to evaluate, select, and prioritize strategic initiatives for integration into the POM process. ■ Chair and direct SM-IPT actions ■ Develop and publish strategic management policy, processes, and procedures ■ Develop and publish the annual Strategy Execution and Performance Management Plan
Strategic Management IPT (SM-IPT)	■ Execute assigned tasks ■ Provide collaborative and integrated input to the strategic management process ■ Ensure senior management remains informed of IPT tasks/actions
Commands, Centers, and Departments	■ Execute, measure, and monitor OPR objectives ■ Develop subordinate Business Plans, as required, to support execution of the Strategic Plan ■ Develop initiative documentation (Information Papers, Action Plans, and POA&Ms) in support of assigned objectives ■ Champion for assigned initiatives during the evaluation, selection, and prioritization process ■ Align employee performance objectives to the strategies, goals, and objectives ■ Provide status updates during strategy review meetings, monthly CG Update briefs, Commander's Conferences, and as requested by executive leadership
Programs and Resources (P&R)	■ Incorporate the prioritized strategic initiatives into the Programming and Budgeting timeline and advocate throughout the POM process ■ Identify, monitor, and report approved strategic initiative budgets and expenditures to senior leadership ■ Facilitate the strategic initiative vetting process through the Corporate Resource Board to ensure all command requirements are adequately funded

7.0 How Do We Know We Have Arrived?

MARCORLOGCOM must take action on the strategies, goals, and objectives to achieve the vision and commander's intent. Managing, assessing, and reporting strategic tasks and actions are critical to the quality execution of the Strategic Plan. To do this, MARCORLOGCOM will employ Goal Success Factors and an objective performance reporting procedure.

7.1. Goal Success Factors

For each goal, MARCORLOGCOM will pinpoint specific success factors to gauge progress towards the end state. Success factors must include both qualitative and quantitative data to provide a balanced view of progress achieved. The SM-IPT will develop and publish the first set of success factors in the 2015 Strategy Execution and Performance Management plan. Throughout the execution year, Commands, Centers, and Staff Departments will report the status of the success factors through regularly scheduled monthly CG Update Briefs.

7.2. Objective and Initiative Performance Reporting

Objective OPRs are responsible and accountable for reporting progress. Objectives must be achievable and assessable with a stated end state. OPRs are responsible for identifying strategic initiatives that support objective success. OPRs identify, the SM-IPT recommends approval, the Strategic Management Process Owner endorses, and the MARCORLOGCOM executive leadership approves selection of strategic initiatives. After approval of a strategic initiative, the OPR will develop POA&Ms, document performance assessment methodologies, and report regularly on initiative progress. Assessment methodologies must include both quantitative and qualitative decision support information to ensure a balanced approach.

8.0 Summary

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 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 will not accomplish everything written in this Strategy nor will this Strategy limit our 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 targets five distinct groups:

(1) **MARCORLOGCOM Marines, Civilian Marines, and Contractor Workforce.** This Strategy communicates how each person must understand their role, unify their efforts into the broader mission, produce quality results, and take pride in knowing they make an essential contribution to MARCORLOGCOM and the Marine Corps.

(2) **MARCORLOGCOM Senior Leaders.** This Strategy provides the framework for subordinate Commanders and Center Directors for independently aligning their business functions with the overall Strategy and Mission while also providing latitude to foster innovation, meet emerging requirements, and integrate continuously improving methods.

(3) **The Operating Forces.** This Strategy uses clear, concise, and common terms in order to link complex enterprise-level logistics functions with operational- and tactical-level plans/requirements as well as instilling confidence that MARCORLOGCOM will be effective in integrating value-added logistics solutions for warfighting needs.

(4) **HQMC, MCSC, and PEO-LS.** This Strategy focuses on strengthening our strategic partnerships with HQMC, MCSC, and PEO-LS for the calculated and deliberate Marine Corps enterprise integration of: (1) requirements generation, (2) life cycle logistics and sustainment planning, (3) sustainment support for program-level TLCM responsibilities in context with Marine Corps EGEM goals and objectives, and (4) sourcing the Operating Force equipment requirements.

(5) **DoD, other Services, and National Industrial Base Suppliers and Suport Providers.** This Strategy talks to the Defense Logistics establishment, the Joint Logistics Enterprise, and civilian industry in terms that express the business acumen to generate confidence that MARCORLOGCOM is effective in enabling the readiness of the Marine Corps as a critical part of the Joint Force and the Defense logistics team.

This strategy consists of nine overarching strategies that are broken down into goals and actionable objectives. MARCORLOGCOM Commands, Centers, and Staff Departments are the Offices of Primary Responsibility (OPR) at the objective-level and are responsible for achieving end states. MARCORLOGCOM's strategic objectives seek to: (1) aptly align and evolve MARCORLOGCOM's products and services to assure connectivity and value to the stakeholders, (2) improve operational processes, (3) develop the workforce, (4) implement prudent fiscal responsibility measures, and (5) influence and shape the future direction of Marine Corps logistics. In a dynamic resource future, MARCORLOGCOM must approach the execution of this strategy with a cost-awareness mindset aimed at maximizing efficiencies, effectiveness, and continuous process improvement while still ensuring mission accomplishment.

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, implementation 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!

Annex A - Acronyms

3PL	3rd Party Logistics
AAO	Approved Acquisition Objective
AAV	Amphibious Assault Vehicle
ACART	Architecture Compliance and Requirements Traceability
AFMC	Air Force Materiel Command
AIS	Automated Information Systems
AIT	Automatic Identification Technology
AMC	Army Materiel Command
AMC	Air Force Mobility Command
AOR	Area of Responsibility
APSR	Accountable Property Systems Of Record
BCA	Business Case Analysis
BCS3-NM	Battle Command Sustainment Support System - Node Management
BFT	Blue Force Tracker
BICmd	Blount Island Command
C4	Command, Control, Communications, and Computers
CA	California
CAVII	Commercial Asset Visibility II
CBA	Capabilities Based Assessment
CBM+	Condition Based Maintenance Plus
CBRN-D	Chemical, Biological, Radiological, and Nuclear Defense
CCDR	Combatant Commander
CCM	Coordinated Consumables Management
CDD	Capabilities Development Documents
CECOM	Communications and Electronics Command
CFO	Chief Financial Officer
CG	Commanding General
CIMIP	Comprehensive Inventory Management Improvement Plan
CITE	Centers of Industrial and Technical Excellence
CLSWP	Command-Level Strategic Workforce Planning
CMC	Commandant of the Marine Corps
COCO	Contractor Owned Contractor Operated
COCOM	Combatant Command
COI	Community of Interest
COR	Contract Officer Representative
CORT	Contract Officer Representative Tracking
COSIS	Care of Supplies in Storage
CPD	Capabilities Production Documents
CPIC	Capital Planning and Investment Control
CPM	Capability Portfolio Manager
CRF	Crisis Response Force
CRM	Coordinated Retail Management
CSM	Coordinated Secondary Repairable Management
CSP	Consolidated Storage Program
CVRJ	Crew Vehicle Receiver/Jammer
DADMS	Department of the Navy Application Database Management System
DAWIA	Defense Acquisition Workforce Improvement Act
DC CD&I	Deputy Commandant, Combat and Development and Integration
DC I&L	Deputy Commandant, Installations and Logistics
DC P&R	Deputy Commandant, Programs and Resources
DC PP&O	Deputy Commandant, Plans, Policies, and Operations
DC AVN	Deputy Commandant, Aviation
DC M&RA	Deputy Commandant, Manpower and Reserve Affairs
DFI	Dry-Fire Inspection
DITPR-DoN	Department of Defense Information Technology Portfolio Repository-Department of the Navy
DLA	Defense Logistics Agency
DMA	Depot Maintenance Activity
DMAG	Depot Maintenance Activity Group
DMC	Distribution Management Command
DMISA	Depot Maintenance Inter-Service Support Agreements
DMO	Distribution Management Office
DoD	Department of Defense
DoN	Department of the Navy
DOTMLPF-P	Doctrine, Organization, Training, Materiel, Leadership & Education, Personnel, Facilities, and Policy
DPA	Distribution Process Advocates
DPAS	Defense Property Accountability System
DPAS-GFP	Defense Property Accountability System - Government Furnished Property
DPAS-WM	Defense Property Accountability System-Warehouse Module
DPO	Distribution Process Owner
DSOR	Depot Source of Repair
DSSC	Direct Support Stock Control
DTS	Defense Transportation System
DVE	Driver's Vision Enhancer
E2E	End-to-End
EA	Executive Agent
EDL	Equipment Density List
EGEIM	Enterprise Ground Equipment Inventory Manager
EGEM	Enterprise Ground Equipment Management
EKMS	Electronic Key Management System
ELMP	Enterprise Life Cycle Maintenance Planning
ERDT	Equipment Receiving and Distribution Team
ERP	Enterprise Resource Planning
ERSP	Equipment Readiness Sustainment Program
ESAMS	Electronic Safety Application Management System
EVM	Earned Value Management
EYM	Enhanced Yard Management
FAM	Functional Area Manager

FAR	Federal Acquisition Regulation
FDM	Functional Data Manager
FDP&E	Force Deployment Planning and Execution
FFMIA	Federal Financial Management Improvement Act
FIAR	Financial Improvement and Audit Readiness
FIP	Financial Improvement Plan
FMIT	Financial Management Improvement Team
FMR	Financial Management Regulation
FMS	Foreign Military Sales
FOC	Full Operational Capability
FOV	Family of Vehicles
FSD	Fleet Support Division
FY	Fiscal Year
FYDP	Future Years Defense Plan
GA	Georgia
GAO	Government Accountability Office
GCSS-MC	Global Combat Support System - Marine Corps
GFE	Government Furnished Equipment
GFM	Government Furnished Material
GFP	Government Furnished Property
GOCO	Government Owned Contractor Operated
HQMC	Headquarters, United States Marine Corps
ICB	Inventory Control Branch
ICD	Initial Capabilities Documents
ICE	Infantry Combat Equipment
ICP	Inventory Control Point
ICW	In Coordination With
IDP	Individual Development Plan
IE&S	Installations, Environment, and Safety Office
IIP	Initial Issue Provisioning
IM	Inventory Manager
INLS	Improved Navy Lighterage System
IOC	Initial Operating Capability
IPS	Integrated Product Support
IPT	Integrated Product Team
ISF	Indoor Storage Facility
ISO	International Organizations for Standardization's
IT	Information Technology
IUID	Item Unique Identification
JCIDS	Joint Capabilities Integration & Development System
JCMIS	Joint Configuration Management Information System
JEDMIC	Joint Engineering Data Management Information and Control System
JoA	Joint Operating Area
KSA	Knowledge, Skills, and Abilities
LCSP	Life Cycle Sustainment Plan
LIS	Logistics Integration Support
LMMT	MARCORLOGCOM Mobile Maintenance Teams
LMSR	Large Medium-Speed Roll-On/Roll-Off
LNO	Liaison Officers
LogAIS	Logistics Automated Information Systems
LOGCOM (FWD)	MARCORLOGCOM (Forward)
LOO	Lines of Operations
LVSR	Logistics Vehicle System Replacement
M2P	Manage-to-payroll
MAAP	Materiel Accountability and Auditability Policy
MAGTF	Marine Air-Ground Task Force
MAP	Marine Expeditionary Unit (MEU) Augmentation Program
MARADMIN	Marine Administrative Message
MARB	Materiel Accountability Review Board
MARCENT	Marine Corps Central Command
MARCORLOGCOM	Marine Corps Logistics Command
MARFOR	Marine Corps Forces
MARFORCOM	Marine Corps Forces Command
MARFOREUR/AF	Marine Corps Forces Europe and Africa
MARFORPAC	Marine Corps Forces Pacific Command
MARFORRES	Marine Corps Forces Reserves Command
MARFORSOUTH	Marine Corps Forces Southern Command
MARSOC	Marine Corps Forces Special Operations Command
MC CBA	Marine Corps Capabilities Based Assessment
MCI	Marine Corps Installation
MCICOM	Marine Corps Installation Command
MCLB	Marine Corps Logistics Base
MCLOGSS	Marine Corps Logistics Suport Services
MCO	Marine Corps Order
MCPP-N	Marine Corps Prepositioning Program-Norway
MCSC	Marine Corps Systems Command
MCSHA	Marine Corps Strategic Health Assessment
MCWP	Marine Corps Warfighting Publication
MDDP	Marine Air-Ground Task Force (MAGTF) Deployment and Distribution Policy
MDMC	Marine Depot Maintenance Command
MDR	Master Data Repository
MEB	Marine Expeditionary Brigade
MEF	Marine Expeditionary Force
MEU	Marine Expeditionary Unit
MFT	Mission/Function/Task Tool
MILCON	Military Construction
MILSTRIP	Military Standard Requisitioning & Issue Procedures
MLI	MAGTF Logistics Integration
MM/IC	Materiel Management/Inventory Control
MMC	Maintenance Management Center
MMO	Maintenance Management Officer
MOA	Memorandums of Agreement
MOU	Memorandums of Understanding
MPF	Maritime Prepositioning Force
MPS	Marine Prepositioning Ships
MPSRON	Maritime Prepositioning Ships Squadron
MRAP	Mine Resistant Ambush Protected
MRF-D	Marine Rotational Force-Darwin
MROC	Marine Requirements Oversight Council
MRP	Materiel Returns Program
MSC	Military Sealift Command
MST	MEF Support Team
MTVR	Medium Tactical Vehicle Replacement
NAVSUP	Navy Supply Systems Command
NCR	National Capital Region
NDAA	National Defense Authorization Act
NDLO/MEB	Norwegian Defense Logistics Organization/Marine Expeditionary Brigade
NECC	Navy Expeditionary Combat Command
NLI	Naval Logistics Integration
NSN	National Stock Number
NWCF	Navy Working Capital Fund
O&M	Operations and Maintenance

O2B	Operational Contingency Operations-to-Base
OAG	Operational Logistics Advocacy Group
OCO	Overseas Contingency Operations
ODO	Organizational Development Office
OEF	Operation Enduring Freedom
OIF	Operation Iraqi Freedom
ONR	Office of Naval Research
OPLAN	Operation Plans
OPR	Office of Primary Responsibility
OPT	Operational Planning Team
OSD	Office of the Secretary of Defense
P&R	Program and Resources
P&S	Products and Services
PALT	Procurement Administrative Lead Time
PBA	Performance Based Agreements
PBL	Performance Based Logistics
PdM	Product Manager
PEI	Principal End Items
PEI Strat	Principal End Item Stratification
PEO	Program Executive Officer
PEO-LS	Program Executive Officer-Land Systems
PFI	Pre-Fire Inspection
PfM	Portfolio Manager
PFP	Push Fulfillment Plan
PICA	Primary Inventory Control Point
PM	Program Manager
PMCS	Preventive Maintenance Checks and Services
PO	Prepositioning Objective
POA&M	Plan of Action and Milestone
POM	Program Objective Memorandum
PPA	Production Plant Albany
PPB	Production Plant Barstow
PPBE	Planning, Programming, Budgeting, and Execution
PPM	Price and Performance Model
pRFID	Passive Radio Frequency Identification
PSI	Product Support Integrator
QDR	Quality Discrepancy Report
QM	Quality Manual
QMS	Quality Management System
R2C	Route Reconnaissance Clearing
RBE	Remain Behind Equipment
RCO	Regional Contracting Office
RFI	Request for Information
RFID	Radio Frequency Identification
RIP	Repairable Issue Point
ROMO	Range of Military Operations
RSA	Remote Storage Activity
S&RTS	Stevedoring & Related Terminal Services
SABRS	Standard Accounting Budgeting Reporting System
SAEA	Small Arms Executive Agent
SASSY	Supported Activities Supply System
SCMG	Supply Chain Metrics Group
SDDC	US Army Military Surface Deployment and Distribution Command
SDR	Supply Discrepancy Report
SecRep	Secondary Repairable
SGO	Strategies, Goals, and Objectives
SI	Supply Instructions
SI&OP	Sales, Inventory, and Operations Planning
SICA	Secondary Inventory Control Point
SID	Solution Initiating Directive
SMAG	Supply Management Activity Group
SMART	Specific, Measurable, Achievable, Realistic, and Time-bound
SmART	Small Arms Repair Teams
SME	Subject Matter Expertise
SM-IPT	Strategic Management Integrated Product Team
SMRR	Supply Management Readiness Review
SMU	SASSY Management Unit
SoA	Statement of Assurance
SOR	Source of Repair
SPMAGTF	Special Purpose Marine Air-Ground Task Force
SRM	Supplier Relationship Management
SSC	Ship-to-Shore Connector
STAP	Special Training Allowance Pool
STFMP	Strategic Total Force Management Planning
SWAP App	Strategic Workforce Analysis and Planning Application
SWP	Strategic Workforce Planning
SWS&CN	Soft-Walled Shelters and Camouflage Netting
T/A	Training Allowance
T/E	Table of Equipment
T/O	Table of Organization
TACOM	Tank and Automotive Command
TDMD	Technical Data Management Division
TECOM	Training and Education Command
TFAP	Total Force Action Plan
TFSMS	Total Force Structure Management System
TLCM	Total Life Cycle Management
TMM	Terminal Management Module
TO&E	Table of Organization and Equipment
TOCNET	Tactical Operations Communications Network
TPFDD	Time Phased Force Deployment Data
TSC	Theater Security Cooperation
TSE	Theater Specific Equipment
TTP	Tactics, Techniques, and Procedure
U.S.	United States
UIC	Unit Identification Code
USC	United States Code
USCENTCOM	United States Central Command
USMC	Unites States Marine Corps
USTRANSCOM	US Transportation Command
WRMR	War Reserve Materiel Requirements
WSMC	Weapon Systems Management Center
WSMT	Weapon Systems Management Team
WSSM	Weapon Systems Support Manager
WSSP	Weapon Systems Support Program

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Accountability: The obligation imposed by law, lawful order, or regulation, accepted by an organization or person for keeping accurate records, to ensure control of property, documents, or funds, with or without physical possession. The obligation, in this context, refers to the fiduciary duties, responsibilities, and obligations necessary for protecting the public interest; however, it does not necessarily impose personal liability upon an organization or person.

Afloat Prepositioning Operations: Prepositioning of ships, preloaded with equipment and supplies that provides for an alternative to land-based programs.

Area of Responsibility (AOR): The geographical area associated with a combatant command within which a geographic combatant commander has authority to plan and conduct operations.

Automatic Identification Technology (AIT): A suite of technologies enabling the automatic capture of data, thereby enhancing the ability to identify, track, document, and control assets (e.g., materiel), deploying and redeploying forces, equipment, personnel, and sustainment cargo.

Baseline Costs: The continuing annual costs of military operations funded by the operations and maintenance and military personnel appropriations.

Capability Portfolio Management (CPM): The process of managing groups of similar capabilities across the Department of Defense within each portfolio to meet warfighter needs.

Classes of Supply: The ten categories into which supplies are grouped in order to facilitate supply management and planning. I. Rations and gratuitous issue of health, morale, and welfare items. II. Clothing, individual equipment, tentage, tool sets, and administrative and housekeeping supplies and equipment. III. Petroleum, oils, and lubricants. IV. Construction materials. V. Ammunition. VI. Personal demand items. VII. Major end items, including tanks, helicopters, and radios. VIII. Medical. IX. Repair parts and components for equipment maintenance. X. Nonstandard items to support nonmilitary programs such as agriculture and economic development.

Concept of Operations: A verbal or graphic statement that clearly and concisely expresses what the joint force commander intends to accomplish and how it will be done using available resources. The concept is designed to give an overall picture of the operation.

Container Management: Planning, organizing, directing, and executing functions and responsibilities required to provide effective use of Department of Defense and Military Department owned, leased, or controlled International Organization for Standardization containers.

Customer Relationship Management (CRM): CRM is a broadly recognized strategy for managing interactions with customers. It involves using technology to organize, automate, and synchronize business processes. CRM denotes a company-wide business strategy embracing all customer-facing departments and even beyond. When an implementation is effective, people, processes, and technology work together to increase profitability, and reduce operational costs.

Distribution: The operational process of synchronizing all elements of the logistic system to deliver the "right things" to the "right place" at the "right time" to support the geographic combatant commander.

Distribution System: That complex of facilities, installations, methods, and procedures designed to receive, store, maintain, distribute, and control the flow of military materiel between the point of receipt into the military system and the point of issue to using activities and units.

End State (in strategic planning context): Set of required conditions that define success at the end of each planning horizon (i.e., near-, mid-, and long-term) which are created through the achievement of goals & objectives.

End-To-End (E2E): A term that describes joint distribution operations boundaries, which begin at the point of origin and terminate at the geographic combatant commander's designated point of need within a desired operational area, including the return of forces and materiel.

Footprint: The amount of personnel, spares, resources, and capabilities physically present and occupying space at a deployed location.

Global Combat Support System-Marine Corps (GCSS-MC): GCSS-MC is a portfolio of systems that support the logistics elements of Command and Control, joint logistics interoperability, and secure access to and visibility of logistics data.

Goal (in strategic planning context): A goal defines how an organization will carry out its mission over a period of time. It is expressed in a manner that allows a future assessment to be made of whether the goal was or is being achieved. The goal may be of a programmatic, policy, or management nature.

Goals are multi-year and long term. Some goals are quantitative or directly measurable; those that are not must be defined in a manner that allows a future assessment to be made of whether the goal was achieved.

Goals are the general ends toward which organizations direct their efforts. A goal addresses issues by stating policy intention. Goals are both qualitative and quantifiable, but not quantified. In a strategic planning system, goals are ranked for priority. Goals stretch and challenge an organization, but they are realistic and achievable.

Integrated Logistics Support (ILS): A composite of all the support considerations necessary to assure the effective and economical support of a system for its life cycle.

Integrated Materiel Management (IMM): The exercise of total Department of Defense-level management responsibility for a federal supply group or class, commodity, or item for a single agency, which normally includes computation of requirements, funding, budgeting, storing, issuing, cataloging, standardizing, and procuring functions.

Integrated Product Support (IPS): Management, planning, and funding of the package of support functions required to field and maintain the readiness and operational capability of major weapon systems, subsystems, and components, including but not limited to materiel management, distribution, technical data management, maintenance, training, cataloging, configuration management, engineering support, repair parts management, failure reporting and analyses, and reliability growth tracking and the logistics elements (e.g., support equipment, spares, etc.) related to weapon systems readiness. It includes the planning and management of cost and performance across the product support value chain, from design through disposal. The 12 IPS Elements accommodate the expanded, enterprise-level role of the Product Support Manager and are an extension of the traditional 10 Integrated Logistics Support (ILS) elements.

Integration: The arrangement of military forces and their actions to create a force that operates by engaging as a whole.

In-Transit Visibility (ITV): The ability to track the identity, status, and location of Department of Defense units, and non-unit cargo (excluding bulk petroleum, oils, and lubricants) and passengers; patients; and personal property from origin to consignee or destination across the range of military operations.

Inventory Control: That phase of military logistics that includes managing, cataloging, requirements determinations, procurement, distribution, overhaul, and disposal of materiel.

Inventory Control Point (ICP): An organizational unit or activity within a Department of Defense supply system that is assigned the primary responsibility for the materiel inventory management of a group of items either for a particular Service or for the Defense Department as a whole.

Inventory Manager (IM): An individual within the organization of an inventory control point or other such organization assigned management responsibility for one or more specific items of materiel.

Liaison Officer (LNO): LNOs are individuals located at any number of locations who perform a customer-focused presence with reach-back capability to the Command in order to provide logistics solutions to the customer.

Life Cycle: The total phases through which an item passes from the time it is initially developed until the time it is either consumed in use or disposed of as being excess to all known materiel requirements.

Life Cycle Modeling Integrator (LCMI): LCMI is a web-based set of decision support modules that integrates historical data and converts it to quality logistics intelligence for the USMC enterprise. LCMI is a valuable tool developed to meet the needs of commanders, planners, and logisticians by providing a better overview of equipment status in order to analyze trends, formulate decisions, and manage readiness with greater ease and efficiency.

Lighterage: The process in which small craft are used to transport cargo or personnel from ship-to-shore using amphibians, landing craft, discharge lighters, causeways, and barges.

Line of Operation: A line that defines the interior or exterior orientation of the force in relation to the enemy or that connects actions on nodes and/or decisive points related in time and space to an objective(s).

Logistics Support: Support that encompasses the logistic services, materiel, and transportation required to support the continental United States-based and worldwide-deployed forces.

Main Effort: The designated subordinate unit whose mission at a given point in time is most critical to overall mission success. It is usually weighted with the preponderance of combat power and is directed against a center of gravity through a critical vulnerability.

Marine Corps Operating Forces: The Marine Corps forces (formally identified as Fleet Marine Forces in Title 10), the Marine Corps Reserve, Marine Corps security forces at Navy shore activities, Marine Corps special activity forces, and Marine Corps combat forces not otherwise assigned.

Marine Expeditionary Force (MEF) Support Teams (MST): MSTs are customer- focused, co-located liaisons to the MEF

Maritime Prepositioning Force (MPF): A task organization of units under one commander formed for the purpose of introducing a Marine air-ground task force (MAGTF) and its associated equipment and supplies into a secure area. The maritime prepositioning force is composed of a command element, a maritime prepositioning ships squadron, a MAGTF, and a Navy support element.

Maritime Prepositioning Ships Squadron: A group of civilian-owned and civilian crewed ships chartered by Military Sealift Command loaded with prepositioned equipment and 30 days of supplies to support up to a maritime prepositioning force Marine air-ground task force. Also known as a MPSRON

Materiel Manager: Any DoD activity or Defense Agency that has been assigned materiel management responsibilities for the DoD and participating federal agencies. The term includes responsibilities performed by either wholesale materiel managers or retail materiel managers: managing, cataloging, demand and supply planning, requirements determination and definition, procurement, distribution, overhaul and repair of reparable materiel, and disposal of materiel.

Materiel Planning: A subset of logistic planning consisting of the four-step process of: a. **Requirements Definition**. Requirements for significant items are calculated at item-level detail to support sustainability planning and analysis. b. **Apportionment**. Items are apportioned to the combatant commanders based on a global scenario to avoid sourcing of items to multiple theaters. c. **Sourcing**. Sourcing is the matching of available capabilities on a given date against item requirements to support sustainability analysis and the identification of locations to support transportation planning. d. **Documentation**. Sourced item requirements are translated into movement requirements and documented in the Joint Operation Planning and Execution System database for transportation feasibility analysis.

Materiel Readiness: The availability of materiel required by a military organization to support its wartime activities or contingencies, disaster relief (flood, earthquake, etc.), or other emergencies.

Military Standard Requisitioning and Issue Procedure (MILSTRIP): A uniform procedure established by the Department of Defense for use within the Department of Defense to govern requisition and issue of materiel within standardized priorities.

Mission (in strategic planning context): A broad, comprehensive statement of purpose that reinforces the basic responsibilities of an organization. The mission defines what the organization does and whom it serves. The reason for an organization's existence. It succinctly identifies what the organization does, why, and for whom. A mission statement reminds every one of the unique purposes promoted and served by the organization.

Naval Logistics Integration (NLI): The NLI seeks to integrate maritime (Navy, USMC, and Coast Guard) logistic processes necessary for optimal support to current daily operations and future sea based initiatives.

Objective (in strategic planning context): Clear target for specific action. Marks an interim step toward achieving an organization's long-range mission and goals. Linked directly to specific goals, objectives are measurable, time-based statements of intent. They emphasize the results of organization actions at the end of a specific time.

Operational Logistics: The art of applying the military resources available to Operating Forces to achieve national military objectives in a theater or area of operations or to facilitate the accomplishment of assigned missions in a military region, theater, or campaign. At the operational-level of war, logistics involves fundamental decisions concerning force deployment and sustainability functions in terms of identifying military requirements, establishing priorities, and determining allocations necessary to implement the commander's concept.

Performance Based Agreement (PBA): A PBA is a formal agreement that identifies the responsibilities of supported and supporting performance based logistics stakeholders and the desired performance objectives in providing logistics support for a range of operational conditions. PBAs also identify financial resource requirements, performance assessment metrics, incentives and remedial action plans and exit strategies. A PBA is either a contract with a commercial support provider, a Memorandum of Agreement or a Memorandum of Understanding (MOA/MOU) with an organic DoD support provider.

Precision Logistics: A continuous program to enhance logistic support through improved logistic response time, enhanced regional distribution, automated identification technology, enhanced acquisition strategies, and institutionalizing applicable commercial industry practices.

Reachback: The process of obtaining products, services, and applications, or forces, or equipment, or material from organizations that are not forward deployed.

Reconstitution: 1. Those actions that commanders plan and implement to restore units to a desired level of combat effectiveness commensurate with mission requirements and available resources. Reconstitution operations include regeneration and reorganization. 2. Maritime prepositioning force operations, the methodical approach to restore the maritime prepositioned equipment and supplies aboard the maritime prepositioning ships squadron to full mission capable status.

Repairable: An item that can be reconditioned or economically repaired for reuse when it becomes unserviceable.

Retrograde: The process for the movement of non-unit equipment and materiel from a forward location to a reset (replenishment, repair, or recapitalization) program or to another directed area of operations to replenish unit stocks, or to satisfy stock requirements.

Scheme of Maneuver: The central expression of the commander's concept for operations that governs the design of supporting plans or annexes of how arrayed forces will accomplish the mission.

Seabasing: The deployment, assembly, command, projection, reconstitution, sustainment, and re-employment of joint power from the sea without reliance on land bases within the operational area.

Secondary Item: An item of supply that is not defined as a principal item and includes reparable components, subsystems, and assemblies, consumable repair parts, bulk items and material, subsistence, and expendable end items, including clothing and other personal gear.

Staging: Assembling, holding, and organizing arriving personnel, equipment, and sustaining materiel in preparation for onward movement.

Strategy (in strategic planning context): A concept for applying resources towards the realization of an organization's vision – A strategic plan moves the strategy by linking the concept to an operational framework which enables deliberate action.

Supplier Relationship Management (SRM): The development of a productive relationship with Marine Corps Wholesale Suppliers in order to maximize supply support/responsiveness in support of the Warfighter. SRM includes the identification, monitoring, and assessing of supply performance metrics. Identification, monitoring, and assessing of supplier performance leads to actions that improve or maintain supplier performance, while migrating proven supply management principles to all wholesale providers. Relationships with wholesale suppliers are developed and nurtured through the execution of regular, face-to-face visits, during which supplier performance metrics are reviewed, problems and successes discussed, and appropriate action determined. SRM is used as a funnel point for the fielding of supply questions/problems with the wholesale supply providers, from the retail level of supply (using units/supply management units, etc.) SRM also contributes to the establishment of a venue for monitoring supply support, communicating supply support problems, and working to resolve supply support problems to the NSN level of detail during major military operations. SRM makes use of Marine Staff Non-Commissioned Officer supply liaison billets located at several of the key supplier depots in order to rapidly address supply support issues.

Supply: The procurement, distribution, maintenance while in storage, and salvage of supplies, including the determination of kind and quantity of supplies. a. **producer phase**—That phase of military supply that extends from determination of procurement schedules to acceptance of finished supplies by the Services. b. **consumer phase**— That phase of military supply that extends from receipt of finished supplies by the Services through issue for use or consumption.

Supply Chain: The linked activities associated with providing materiel from a raw material stage to an end user as a finished product.

Supply Chain Management: A cross-functional approach to procuring, producing, and delivering products and services to customers.

Supported Commander: In the context of a support command relationship, the commander who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required.

Supporting Commander: In the context of a support command relationship, the commander who aids, protects, complements, or sustains another commander's force, and who is responsible for providing the assistance required by the supported commander.

Supporting Effort: Designated subordinate unit(s) whose mission is designed to directly contribute to the success of the main effort.

Supporting Establishment: Those personnel, bases, and activities that support the Marine Corps Operating Forces.

Sustainment: The provision of logistics and personnel services required to maintain and prolong operations until successful mission accomplishment.

Total Life Cycle Management (TLCM): TLCM is the formal process to identify, analyze, and implement synergistic "cradle to grave" solutions that optimize the acquisition/logistics chain across the Marine Corps in support of the Operating Forces.

Total Asset Visibility (TAV): TAV provides users with timely and accurate information on the location, movement, status, and identity of units, personnel, equipment, materiel, and supplies. It also includes the capability to act upon that information to improve overall performance of Department of Defense's logistic practices. The ability to access on demand the status and location of any required materiel.

War Game: A simulation, by whatever means, of a military operation involving two or more opposing forces, using rules, data, and procedures designed to depict an actual or assumed real life situation.

Wholesale: The highest level of organized DoD supply that procures, repairs, and maintains stocks to resupply the retail levels of supply. Synonymous with wholesale supply, wholesale level of supply, wholesale echelon, and national inventory.

Strategy I: Customer Alignment and Value

Goal #	Goal Title	Objective #	Timeline	Objective Title	OPR
I.1.	MARFOR Supporting/ Supported Alignment	I.1.1.	Near	MARFOR and MEF Support Policy	OPSDIR
		I.1.2.	Near	Supply Management Readiness Review (SMRR)	OPSDIR
		I.1.3.	Near	MCWP 4-12 Proponency	OPSDIR
		I.1.4.	Near	MEF Support Teams (MST)	OPSDIR
		I.1.5.	Mid	MARFOR Support Cell	OPSDIR
		I.1.6.	Long	Operational-Level Logistics OAG Leadership	OPSDIR
		I.1.7.	Long	Operational-Level Logistics Training and Education	OPSDIR
I.2.	MCSC and PEO-LS Supporting/Supported Alignment	I.2.1.	Near	Quarterly Logistics Forum	WSMC
		I.2.2.	Near	Acquisition LNOs	WSMC
		I.2.3.	Mid	Communications	WSMC
		I.2.4.	Mid	Cataloging and Configure Management Support	WSMC
		I.2.5.	Long	Product Support Integration	WSMC
I.3.	HQMC Alignment	I.3.1.	Near	Concepts, Doctrine, and Policies	OPSDIR
		I.3.2.	Near	Life Cycle Logistics Requirements	OPSDIR
		I.3.3.	Mid	Future Logistics Concepts	OPSDIR
		I.3.4.	Long	Publish and Promote Future Concepts	OPSDIR
I.4.	Exercise Support and War Planning	I.4.1.	Near	War Planning	OPSDIR
		I.4.2.	Near	MARFOR Exercise Support	OPSDIR
		I.4.3.	Near	WRMR Planning	OPSDIR
		I.4.4	Near	War Reserve Internal Processes	OPSDIR
		I.4.5.	Long	War Reserve Policies, Processes, and Procedures	OPSDIR
		I.4.6.	Long	War Reserve System	OPSDIR
I.5.	Institutionalizing MARCORLOGCOM Forward	I.5.1.	Near	ERSP Advocacy	OPSDIR
		I.5.2.	Mid	ERSP Support	OPSDIR
		I.5.3.	Long	ERSP Capabilities	OPSDIR

Strategy I-A: Equipment Sourcing

Goal #	Goal Title	Objective #	Timeline	Objective Title	OPR
I-A.1.	Enterprise Ground Equipment Principal End Item Inventory Management (EGEIM)	I-A.1.1	Near	EGEIM Business Rules	WSMC
		I-A.1.2.a.	Near	Visibility of Planned Acquisition	WSMC
		I-A.1.2.b.	Mid	Fielding	WSMC
		I-A.1.3	Mid	Order and Returns Management	WSMC
		I-A.1.4	Mid	Records and File Management	WSMC
		I-A.1.5	Long	Marine Corps Enterprise Information Technology Services (MCEITS) Hosting	WSMC
		I-A.1.6	Long	Inventory Management Advocacy	WSMC
		I-A.1.7	Long	SPMAGTF Sustainment Policy	WSMC
		I-A.1.8	Long	Total Force Structure Management System (TFSMS)	WSMC
I-A.2.	Principal End Item Stratification (PEI Strat) Process	I-A.2.1.	Near	Prototype	WSMC
		I-A.2.2.	Near	IT Requirements	WSMC
		I-A.2.3.	Near	Prototype Initial Operating Capability	WSMC
		I-A.2.4.	Mid	User's Manual and Training	WSMC
		I-A.2.5.	Long	IT Solution	WSMC
I-A.3.	Wholesale Secondary Items Inventory Management	I-A.3.1.	Near	SMAG Audit Readiness	WSMC
		I-A.3.2.	Near	CIMIP Phase II	WSMC
		I-A.3.3.	Mid	Wholesale-Stratification	WSMC
		I-A.3.4.	Mid	Multi-Echelon Sparing Module	WSMC
I-A.4.	Wholesale Storage Operations	I-A.4.1.	Near	Improve Asset Visibility and Accountability	DMC
		I-A.4.2.	Near	FSD Quarterly ISO 9001:2008 Audits	DMC
		I-A.4.3.	Near	FSD Semi-Annual Third Party 9001:2008 Audits	DMC
		I-A.4.4.	Mid	Expand Technical Capability	DMC
		I-A.4.5.	Long	Global Storage Capability	DMC

Goal #	Goal Title	Objective #	Timeline	Objective Title	OPR
I-A.5.	Marine Corps Enterprise Distribution	I-A.5.1.	Near	Enhance physical distribution velocity	DMC
		I-A.5.2.	Near	Distribution Training and Planning	DMC
		I-A.5.3.	Near	Deployed MAGTF Support	DMC
		I-A.5.4.	Near	Distribution Process Advocate Network	DMC
		I-A.5.5.	Near	DMC Quarterly 9001:2008 Audits	DMC
		I-A.5.6.	Near	DMC Semi-Annual Third Party 9001:2008 Audits	DMC
		I-A.5.7.	Long	Actionable Business Intelligence Exceptions Management	DMC
		I-A.5.8.	Long	Asset Visibility	DMC
		I-A.5.9.	Long	Expand Metrics for Process Improvement	DMC
I-A.6.	Depot Maintenance Operation and Execution	I-A.6.1.	Near	Quarterly ISO 9001:2008 Audits	MDMC
		I-A.6.2.	Near	Annual ISO 17025:2005 Audits	MDMC
		I-A.6.3.	Mid	Production Standardization	MDMC
		I-A.6.4.	Mid	Workforce Revitalization	MDMC
		I-A.6.5.	Long	Capital Investments	MDMC
		I-A.6.6.	Long	Conserve the Depot	MDMC
I-A.7.	Depot Maintenance Solutions and Support	I-A.7.1.a.	Near	Shape Maintenance Policy, Regulations, and Statutes - Regulatory Impacts	MMC
		I-A.7.1.b.	Near	Shape Maintenance Policy, Regulations, and Statutes - Roles/Responsibilities	MMC
		I-A.7.1.c.	Mid	Shape Maintenance Policy, Regulations, and Statutes - Advocacy	MMC
		I-A.7.2.a.	Near	Acquisition Support - Maintenance Subject Matter Expertise	MMC
		I-A.7.2.b.	Mid	Acquisition Support - Maintenance Planning	MMC
		I-A.7.3.a.	Near	ELMP Support - Sourcing, Planning, and Scheduling	MMC
		I-A.7.3.b.	Near	ELMP Support - Equipment Accountability	MMC
		I-A.7.3.c.	Near	ELMP Support - Quality	MMC
		I-A.7.3.d.	Near	ELMP Support - Core Logistics Requirements	MMC
		I-A.7.3.e.	Near	ELMP Support - Repair Sources	MMC
		I-A.7.3.f.	Mid	ELMP Support - Support Agreements	MMC
		I-A.7.3.g.	Mid	ELMP Support - Technical Assistance	MMC

Strategy I-B: Weapon System Life Cycle Support

Goal #	Goal Title	Objective #	Timeline	Objective Title	OPR
I-B.1.	Life Cycle Sustainment Planning and Execution	I-B.1.1.	Near	WSMT Roles and Responsibilities	WSMC
		I-B.1.2.	Near	Planning and execution participation	WSMC
		I-B.1.3.	Near	WSMT processes and procedures	WSMC
		I-B.1.4.	Long	Competency Lead	WSMC
I-B.2.	Marine Corps Enterprise Life Cycle Maintenance Planning (ELMP) Program	I-B.2.1.	Mid	Price and Performance Model (PPM)	WSMC
		I-B.2.2.	Long	Principal End Item Stratification (PEI Strat)	WSMC
I-B.3.	Warranty Administration	I-B.3.1.	Near	Roles and Responsibilities	WSMC
		I-B.3.2.	Mid	Warranty Standardization	WSMC
		I-B.3.3.	Mid	Warranty Management Information System	WSMC
		I-B.3.4.	Long	Warranty Management Support	WSMC
I-B.4.	Technical Data Management (TDM)	I-B.4.1.	Near	SN Integrated Product Team (IPT)	WSMC
		I-B.4.2.	Mid	WSSP Management Application	WSMC

Strategy I-C: Logistics Services

Goal #	Goal Title	Objective #	Timeline	Objective Title	OPR
I-C.1.	Marine Corps Logistics Support Services (MCLOGSS)	I-C.1.1.	Near	Award Times	OPSDIR
		I-C.1.2.	Mid	Communication Portal	OPSDIR
		I-C.1.3.	Mid	Public-Private Partnerships	OPSDIR
		I-C.1.4.	Long	Integrated Acquisition Team	OPSDIR
I-C.2.	Consolidated Storage Program (CSP)	I-C.2.1.	Near	Defense Property Accountability System-Warehouse Module (DPAS-WM)	LSMC
		I-C.2.2.	Near	FIAR Compliance	LSMC
		I-C.2.3.	Near	Single 3rd Party Logistics (3PL) Contract	LSMC
		I-C.2.4.	Mid	MARSOC CSP Support	LSMC
		I-C.2.5.	Mid	CSP and Navy Expeditionary Combat Command (NECC) Warehouse Network Integration	LSMC
I-C.3.	Equipment Receiving Distribution Team (ERDT)	I-C.3.1.	Near	ERDT Expansion	LSMC
		I-C.3.2.	Long	Institutionalize ERDT	LSMC
I-C.4.	Coordinated SecRep Management (CSM)	I-C.4.1.	Near	SecRep Total Allowance Re-computation Tool (START)	LSMC
		I-C.4.2.	Near	Data Visibility and Reporting	LSMC
		I-C.4.3.	Long	Coordinated Retail Management	LSMC
I-C.5.	Small Arms Executive Agent (SAEA)	I-C.5.1.	Near	CRANE Web-Portal Enhancements	LSMC
		I-C.5.2.	Near	Total Life Cycle Management-Operational Support Tool (TLCM-OST)	LSMC
I-C.6.	Radiological Control (RADCON)	I-C.6.1.	Near	Distribution Permits	LSMC
I-C.7.	Supplier Relationship Management (SRM)	I-C.7.1.	Near	Institutionalize SRM	LSMC
		I-C.7.2.	Near	Formalize Industrial Consensus Group (ICG)	LSMC
		I-C.7.3.	Near	SMRR Business Rules	LSMC
		I-C.7.4.	Near	Process Improvements	LSMC
I-C.8.	MARFOR Maintenance Solutions and Support	I-C.8.1.	Near	Field Maintenance Contingency Packages	MMC
		I-C.8.2.	Near	Supporting Relationships and Agreements	MDMC
		I-C.8.3.	Mid	Expand Depot Maintenance Services	MDMC
		I-C.8.4.	Long	Institutionalize Deployable Overflow Field Maintenance	MMC
I-C.9.	Logistics Data Center Support Services	I-C.9.1.	Near	Data Center Security	C4
		I-C.9.2.	Near	Storage Management Services	C4
		I-C.9.3.	Near	Web Hosting Services	C4
		I-C.9.4.	Near	Application Support & Development Hosting Services	C4
		I-C.9.5.	Near	Application Portal Services	C4
		I-C.9.6.	Near	Database Management Service Support	C4
		I-C.9.7.	Near	Mainframe Support Services	C4

Strategy I-D: Prepositioning Support

Goal #	Goal Title	Objective #	Timeline	Objective Title	OPR
I-D.1.	Maritime Prepositioning Force (MPF) Program	I-D.1.1.	Near	Improved Navy Lighterage System (INLS)	BIC
		I-D.1.2.	Mid	Crisis Response Force Packages	BIC
		I-D.1.3.	Mid	Dry Cargo/Ammunition ships (T-AKE)	BIC
		I-D.1.4.	Mid	Mobile Landing Platforms	BIC
		I-D.1.5.	Mid	MPF Training and Exercises	BIC
		I-D.1.6.	Long	Sea Basing	BIC
I-D.2.	Marine Corps Prepositioning Program – Norway (MCPP-N)	I-D.2.1.	Near	Prepositioning Objective	BIC
		I-D.2.2.	Near	Infrastructure	BIC
		I-D.2.3.	Near	Electronic Key Management System (ELMS)/Weapons Storage	BIC
		I-D.2.4.	Near	Frigaard Logistics Support Team	BIC
		I-D.2.5.	Near	Maintenance Contact Teams	BIC
		I-D.2.6.	Long	Workforce	BIC
I-D.3.	MEU Augmentation Program (MAP)	I-D.3.1.	Near	MAP as a Program of Record	BIC
		I-D.3.2.	Near	Indoor Storage for EDL assets	BIC

Strategy II: Business Processes

Goal #	Goal Title	Objective #	Timeline	Objective Title	OPR
II.1.	Process Improvement	II.1.1.	Near	Business Process Portfolio	LCC
		II.1.2.	Mid	Business Process Integration	LCC
		II.1.3.	Mid	Improvement Training	LCC
		II.1.4.	Mid	Workforce Empowerment	LCC
		II.1.5.	Mid	Lean Six Sigma Process Improvement Portfolio	LCC
		II.1.6.	Long	Industry Quality Standards	LCC
		II.1.7.	Long	Best Practices Benchmarking	LCC
II.2.	Studies and Analytical Support	II.2.1.	Near	Course of Action Comparison	LCC
		II.2.2.	Near	EGEM Support	LCC
		II.2.3.	Near	Data Quality	LCC
		II.2.4.	Near	Materiel Readiness	LCC
		II.2.5.	Mid	Life Cycle Modeling Integrator (LCMI) Expanded Capabilities	LCC
		II.2.6.	Mid	Master Data Repository (MDR) Expanded Capabilities	LCC
		II.2.7.	Mid	Information Technology Development Prototyping	LCC
		II.2.8.	Long	Life Cycle Logistics Support	LCC
		II.2.9.	Long	ELMP Support	LCC
		II.2.10.	Long	Outreach	LCC
II.3.	Materiel Accountability and Auditability	II.3.1.	Near	Redesign Initiative	OPSDIR
		II.3.2.	Near	Physical Inventory Control Plan	OPSDIR
		II.3.3.	Near	Management Oversight	OPSDIR
		II.3.4.	Mid	Policy	OPSDIR
		II.3.5.	Mid	Inventory Accountability Framework	OPSDIR
		II.3.6.	Mid	Materiel Auditability Test Plan	OPSDIR
II.4.	Logistics Contract Management	II.4.1.	Near	Workforce Training	CONTRACTS
		II.4.2.	Near	Contracting Officer Representative (COR) Policy	CONTRACTS
		II.4.3.	Near	Procurement Administrative Lead Time (PALT) Policy	CONTRACTS
		II.4.4.	Long	Contract Review Board	WSMC
II.5.	Performance Based Logistics (PBL) Strategy	II.5.1.	Near	PBL Core Team	WSMC
		II.5.2.	Mid	PBL Implementation Model	WSMC
		II.5.3.	Mid	PBL Training	WSMC
		II.5.4.	Mid	Financial Enablers	WSMC
		II.5.5.	Mid	Performance Based Contracting	WSMC
		II.5.6.	Mid	Performance Metrics and Assessments	WSMC
		II.5.7.	Mid	Legislative and Statutory Compliance	WSMC
		II.5.8.	Long	Capability Maturity Model - Stage 5	WSMC
II.6.	Capital Improvement Management	II.6.1.	Near	Best Practices Benchmarking	OPSDIR
		II.6.2.	Near	MILCON Advocacy	OPSDIR
		II.6.3.	Mid	Non-MILCON Facility Advocacy	OPSDIR
II.7.	Information Technology Services Management (ITSM)	II.7.1.	Near	Software Support Services	C4
		II.7.2.	Near	IT Capital Planning and Investment Control (CPIC)	C4
		II.7.3.	Near	Command Support Services	C4
		II.7.4.	Near	Data Integration	C4
		II.7.5.	Near	MARCORLOGCOM Enterprise Architecture Services	C4
II.8.	Marine Corps Transportation Voucher Certification, Claims, and Entitlements	II.8.1.	Near	Transportation Voucher Training and Education	P&R
		II.8.2.	Near	Front-End Submission Process	P&R
		II.8.3.	Mid	Certification and Payment Automation	P&R

Strategy III: Employee Learning and Growth

Goal #	Goal Title	Objective #	Timeline	Objective Title	OPR
III.1.	Resetting the Workforce	III.1.1.	Near	Competencies Alignment	ODO
		III.1.2.	Mid	Individual Development Plans (IDP)	ODO
III.2.	Competency and Capability Portfolio Management	III.2.1.	Near	Competency Assessment Methodology	ODO
		III.2.2.	Near	Competency Assessment Tool	ODO
III.3.	Training Curriculum Standardization	III.3.1.	Near	Training Categories	ODO
		III.3.2.	Near	Training Resources	ODO
III.4.	Logistics Internship	III.4.1.	Near	Training Requirements	ODO
		III.4.2.	Near	Intern Development Plan	ODO
III.5.	Change Management	III.5.1.	Near	Policy, Process, and Procedures	ODO
		III.5.2.	Near	Prepare for Change	ODO
		III.5.3.	Near	Individual Change Management Planning	ODO
		III.5.4.	Near	Manage Change	ODO
		III.5.5.	Near	Reinforce Change	ODO
III.6.	Strategic Communications	III.6.1.	Near	Information Accessibility	ODO
		III.6.2.	Near	Customer/Stakeholder Education	ODO
		III.6.3.	Near	Strategic Communications Clearinghouse	ODO
		III.6.4.	Near	Strategic Communications Branding	ODO
III.7.	Uniformed Service Member Development	III.7.1.	Near	Performance Evaluation Training	MANPOWER
		III.7.2.	Near	Uniformed Service Member Assignment	MANPOWER
		III.7.3.	Near	Uniformed Service Member Professional Development	MANPOWER
III.8.	Safety and Health	III.8.1.	Near	Trending and Training	IE&S
		III.8.2.	Mid	Traffic	IE&S
		III.8.3.	Long	Transparency	IE&S
III.9.	Knowledge Management	III.9.1.	Near	Knowledge Management of Standard Data	LCC
		III.9.2.	Mid	Knowledge Management of Non-Standard Data	LCC
		III.9.3.	Mid	Knowledge Management IT Enablers	LCC

Strategy IV: Resource and Financial Management

Goal #	Goal Title	Objective #	Timeline	Objective Title	OPR
IV.1.	Navy Working Capital Fund (NWCF) Budget Process	IV.1.1.	Near	NWCF Budget Process	P&R
		IV.1.2.	Near	MARCORLOGCOM Budget Process Procedures	P&R
		IV.1.3.	Mid	Automation Tools	P&R
IV.2.	SMAG - Financial Management Business Process	IV.2.1.	Near	SMAG Financial Management Business Processes	P&R
		IV.2.2.	Mid	Enterprise Resource Planning	P&R
		IV.2.3.	Mid	Technology	P&R
		IV.2.4.	Mid	Billing Business Process	P&R
IV.3.	Financial Improvement & Audit Readiness/Financial Improvement Plan (FIAR/FIP)	IV.3.1.	Near	MARCORLOGCOM FIAR Guidance Strategy	P&R
		IV.3.2.	Near	Material Accountability and Auditability	P&R
		IV.3.3.	Near	HQMC Alignment	P&R
		IV.3.4.	Near	Department of the Navy (DoN) Alignment	P&R
		IV.3.5.	Mid	Command-Wide Alignment	P&R
IV.4.	Internal Controls	IV.4.1.	Near	Policy, Process and Procedures	P&R
		IV.4.2.	Near	Training	P&R
		IV.4.3.	Near	Future Value	P&R
		IV.4.4.	Near	Statement of Assurance	P&R
		IV.4.5.	Near	High-Risk Focus Areas	P&R
IV.5.	Re-establish Funding Baseline in Post-War Fiscal Environment	IV.5.1.	Near	Right-Sized Capabilities	P&R
		IV.5.2.	Near	Resource Requirements	P&R

Goal #	Goal Title	Objective #	Timeline	Objective Title	OPR
IV.6.	Capabilities Based Assessment and Strategic Health Assessment	IV.6.1.	Near	Champion Capabilities	OPSDIR
		IV.6.2.	Near	Maximize Priority	OPSDIR
		IV.6.3.	Near	Workforce Training	OPSDIR
		IV.6.4.	Near	Resourcing Decisions	OPSDIR
		IV.6.5.	Near	Metric Data Support	OPSDIR
IV.7.	Strategic Workforce Planning	IV.7.1.	Near	Total Force Action Plan	MANPOWER
		IV.7.2.	Near	Civilian Command-Level Strategic Workforce Planning	MANPOWER
		IV.7.3.	Near	Strategic Total Force Management Planning	MANPOWER

Strategy V: Strategic Issues and Opportunities

Goal #	Goal Title	Objective #	Timeline	Objective Title	OPR
V.1.	Materiel Management/Inventory Control	V.1.1.	Near	Reengineering Initiative	OPSDIR
		V.1.2.	Near	Policy, Processes, Procedures, and Controls	OPSDIR
		V.1.3.	Near	Management Oversight	OPSDIR
		V.1.4.	Mid	Technology, Structure and Competency	OPSDIR
		V.1.5.	Mid	Work Instructions and Training	OPSDIR
		V.1.6.	Mid	Marine Corps Policy	OPSDIR
V.2.	Marine Corps Operational-Level Logistics Integration	V.2.1.	Near	Multi-Service Equipment Life Cycle Agreements	OPSDIR
		V.2.2.	Near	Multi-Service Support Agreements	OPSDIR
		V.2.3.	Near	MOU Matrix	OPSDIR
V.3.	Logistics Advocacy Support	V.3.1.	Near	Aligned Logistics Initiatives	OPSDIR
		V.3.2.	Near	MC CBA Advocacy	OPSDIR
		V.3.3.	Near	Logistics Training and Education	OPSDIR
V.4.	Enhanced Yard Management (EYM)	V.4.1.	Near	pRFID Visibility	DMC
		V.4.2.	Near	pRFID Standards	DMC
		V.4.3.	Mid	Integrated Computerized Deployment System (ICODES) and pRFID Interface	DMC
V.5.	Coordinated Retail Management	V.5.1.	Near	SRM	LSMC
		V.5.2.	Near	ERDT	LSMC
		V.5.3.	Near	CSM	LSMC
		V.5.4.	Long	CCM	LSMC
V.6.	Ground Equipment Staging Program (GESP)	V.6.1.	Long	Store and Maintain	DMC
		V.6.2.	Long	Regionally Staged	DMC
		V.6.3.	Long	Rail Capability	DMC
V.7.	Depot Maintenance Planning and Execution Analysis	V.7.1.	Near	Initiative Integration	MDMC
		V.7.2.	Near	Forecasting Capability	MDMC
		V.7.3.	Near	Earned Value Management	MDMC
		V.7.4.	Mid	Forward Limited Technical Inspection	MDMC
		V.7.5.	Long	Acquisition Integration	MDMC
V.8.	External Strategic Maintenance Initiatives	V.8.1.	Near	Public/Private Capabilities	MMC
		V.8.2.	Near	Surge Capability	MMC
		V.8.3.	Near	Maintenance Data Analysis	MMC
		V.8.4.	Near	Depot Maintenance Strategy	MMC
		V.8.5.	Near	Process Improvement	MMC
		V.8.6.	Near	Communication	MMC
		V.8.7.	Near	Maintenance Reporting	MMC
		V.8.8.	Mid	Infrastructure	MMC
V.9.	IT Portfolio Management (PfM)	V.9.1.	Near	IT Governance	LCC
		V.9.2.	Near	IT Investment Records	LCC
		V.9.3.	Near	IT Life Cycle Support	LCC
V.10.	Global Combat Support System - Marine Corps (GCSS-MC)	V.10.1.	Near	Wholesale and Retail Operations	LCC
		V.10.2.	Long	Materiel Management/ Inventory Control Requirements	OPSDIR

More information about the
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