

HEADQUARTERS MARINE CORPS

**US MARINE CORPS
LOGISTICS MODERNIZATION**



**LOGISTICS MODERNIZATION OPERATIONS PLAN
(SOLUTION INITIATING DIRECTIVE)
SUBMITTED: VERSION 1.0 MAY 2005**

United States Marine Corps Logistics Modernization

Headquarters, Marine Corps Installations and Logistics

Logistics Modernization Solution Initiating Directive

Submitted: Version 3.0 21 June 2005



PREPARED BY

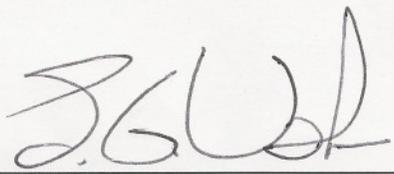


DIRECTOR
LOGISTICS MODERNIZATION TRANSITION TASK FORCE
INSTALLATIONS AND LOGISTICS (I&L)
HEADQUARTERS, UNITED STATES MARINE CORPS

31 MAY 05

DATE

CONCURRENCE

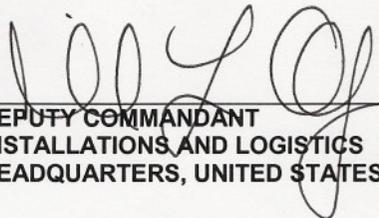


DIRECTOR
LOGISTICS PLANS, POLICIES AND STRATEGIC MOBILITY DIVISION
INSTALLATIONS AND LOGISTICS (LP)
HEADQUARTERS, UNITED STATES MARINE CORPS

1 JUN 05

DATE

APPROVAL

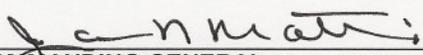


DEPUTY COMMANDANT
INSTALLATIONS AND LOGISTICS
HEADQUARTERS, UNITED STATES MARINE CORPS

6.16.05

DATE

ACCEPTED



COMMANDING GENERAL,
MARINE CORPS COMBAT DEVELOPMENT COMMAND/

23 JUN 05

DATE

DEPUTY COMMANDANT
FOR COMBAT DEVELOPMENT



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
2 NAVY ANNEX
WASHINGTON, DC 20380-1775

IN REPLY REFER TO:
3140
LP TTF
10 Jun 05

From: Deputy Commandant, Installations and Logistics
To: Commanding General, Marine Corps Combat Development
Command/Deputy Commandant, Combat Development

Subj: SOLUTION INITIATING DIRECTIVE (SID) FOR LOGISTICS
MODERNIZATION (CDTS#(s); 04062UA; 01113UA; 05049UC;
05080UA; 05049UA; 05049UB)

1. I approve of the contents of the attached SID for Logistics Modernization and request the CG, MCCDC use it as a basis for the Logistics Modernization Solution Planning Directive (SPD). The development and release of the SPD will fully advance Marine Corps Logistics Modernization into the execution phase.
2. This document represents a significant transition point and milestone in the Marine Corps-wide Logistics Modernization effort. With it, we move full stride into an implementation and institutionalization phase, armed with decisions, actionable information, purpose, and with clarity of the desired end state. Firmly rooted in the concepts and processes contained in the Logistics Operational Architecture, the SID provides the CG, MCCDC with a comprehensive document developed in close collaboration between the I&L Transition Task Force (TTF), DOTMLPF Working Group (DWG), a DOTMLPF Assessment Group (DAG), and assessment of the courses of action (COA) provided in the Universal Need Statements.
3. In conjunction with the submission of the SID and the production and release of the SPD, I strongly believe that DC, I&L's role transitions to that of "supported unit". As the owner of the combat development process and most of the DOTMLPF pillars, CG, MCCDC assumes the role and responsibilities of primary "supporting unit", along with DC P&R, CG MCSC, CG TECOM, and Director C4 in regards to SPD taskings and execution.
 - a. I recommend CG MCCDC, as the DOTMLPF process owner, establish and take the lead of a three star level Executive Steering Group (ESG) to drive the modernization POA&M and ensure compliance with CMC's strategic vision. Further, ensure resolution of cross-advocacy issues to provide a complete MAGTF perspective across DOTMLPF owners and full integration. We, of course will be a full participant.
 - b. I further recommend CG MCCDC, with ESG participation, provide periodic updates to CMC on the progress of Logistics Modernization and, in conjunction with MCSC, the ACAT I IT enabler GCSS-MC.

Subj: SOLUTION INITIATING DIRECTIVE (SID) FOR LOG

c. DC I&L will establish a Logistics Policy Council to provide guidance and oversight for developing and maintaining logistics policies and business process standards for Log Mod.

d. The I&L Log Mod TTF will continue its role as the Advocate's execution cell, directly engaged on a daily basis to reinforce MCCDC actions throughout the execution phase.

4. Logistics Modernization is an undertaking focused solely on enhanced lethality and operational reach of the MAGTF and greatly improved and more effective logistics chain in support of the warfighter. It is an integrated initiative that focuses on Marine Corps logistics people, processes, and technology.

a. Modernized, integrated and streamlined logistics processes conforming to the new Marine Corps Logistics Operational Architecture (Log OA) and the MAGTF enterprise architecture.

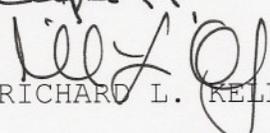
b. Modernized and integrated Information Technology (IT) delivered through the acquisition and fielding of the Global Combat Support System - Marine Corps (GCSS-MC)

c. Modernized human capabilities provided by new occupational specialties and skill sets, deployable organizational structure, and logistics chain education and training.

5. In addition to GCSS-MC, an Acquisition Category (ACAT) I IT program managed by Marine Corps Systems Command (MCSC), the Log Mod effort includes six specific coordinated initiative pillars:

- a. Log OA
- b. Realignment of Maintenance (ROM)
- c. Realignment of Supply (ROS)
- d. Marine Air-Ground Task Force (MAGTF) Distribution
- e. CSSE Realignment and Renaming
- f. Logistics Command and Control (Log C2)

6. I strongly seek your support in this critical warfighting modernization imperative.

Saga Fi

RICHARD L. KELLY

Copy to:
CMC/ACMC
DC's PP&O, AVN, P&R
Dir C4
CG MARCORSSCOM

This is the most important warfighting support initiative of our generation. Let's make it a reality!



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

DOCUMENT IDENTIFIER: ***Logistics Modernization Solution Initiating Directive***

DOCUMENT STATUS: ***Final***

Document Version #	Release and/or Approval Date	Created or Modified By	Section(s), Page(s) and Text Topic Revised
1.0	15 May 2005	[LM TTF]	Initial release at the Conclusion of the Doctrine, Organization, Training, Materiel, Leadership, Personnel, and Facilities (DOTMLPF) IPT
2.0	7 June 2005	[LM TTF]	Staffed to Advocate
3.0	21 June 2005	[DC I&L]	Updated version upon completion of SID



TABLE OF CONTENTS

1.0	OVERVIEW	1
1.1	Purpose of this Document.....	3
1.2	Approach	3
1.3	Assumptions and Limitations	3
1.4	Log Mod History	4
1.5	Log Mod Initiative Overview	7
1.5.1	Log OA	7
1.5.2	Log C2.....	7
1.5.3	CSS R/R.....	8
1.5.4	MAGTF Distribution.....	8
1.5.5	ROM.....	8
1.5.6	ROS	9
1.6	Road Map/Timeline	9
2.0	MARINE CORPS EXPEDITIONARY FORCE DEVELOPMENT SYSTEM.....	11
2.1	EFDS Summary	11
2.2	Log Mod Requirements.....	12
3.0	DOTMLPF DETAILED ANALYSIS.....	13
3.1	Log OA	19
3.1.1	Log OA End State	21
3.1.2	Log OA Expected Outcomes	21
3.1.3	Log OA DOTMLPF Implications.....	22
3.1.3.1	Doctrine	22
3.1.3.2	Organization.....	22
3.1.3.3	Training	23
3.1.3.4	Materiel	23
3.1.3.5	Leadership	23
3.1.3.6	Personnel	24
3.1.3.7	Facilities	24
3.1.4	Specified Tasks.....	24
3.1.5	Future Enablers.....	26
3.1.6	Near-Term POA&M.....	27
3.1.7	Mid-Term POA&M.....	28
3.1.8	Far-Term POA&M	30
3.2	Log C2.....	30
3.2.1	Log C2 End State.....	31
3.2.2	Log C2 Expected Outcomes.....	31
3.2.3	Log C2 DOTMLPF Implications	31
3.2.3.1	Doctrine	31
3.2.3.2	Organization.....	31
3.2.3.3	Training	32
3.2.3.4	Materiel	33
3.2.3.5	Leadership	33
3.2.3.6	Personnel	33
3.2.3.7	Facilities	33



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

3.2.4	Specified Tasks.....	33
3.2.5	Future Enablers.....	34
3.2.6	Near-Term POA&M.....	34
3.2.7	Mid-Term POA&M.....	35
3.2.8	Far-Term POA&M.....	37
3.3	CSS R/R.....	37
3.3.1	CSS R/R End State.....	38
3.3.2	CSS R/R Expected Outcomes.....	38
3.3.3	CSS R/R DOTMLPF Implications.....	39
3.3.3.1	Doctrine.....	39
3.3.3.2	Organization.....	39
3.3.3.3	Training.....	39
3.3.3.4	Materiel.....	39
3.3.3.5	Leadership.....	40
3.3.3.6	Personnel.....	40
3.3.3.7	Facilities.....	40
3.3.4	Specified Tasks.....	40
3.3.5	Future Enablers.....	44
3.3.6	Near-Term POA&M.....	44
3.3.7	Mid-Term POA&M.....	46
3.3.8	Far-Term POA&M.....	47
3.4	MAGTF Distribution.....	49
3.4.1	MAGTF Distribution End State.....	49
3.4.2	MAGTF Distribution Expected Outcomes.....	49
3.4.3	MAGTF Distribution DOTMLPF Implications.....	51
3.4.3.1	Doctrine.....	51
3.4.3.2	Organization.....	51
3.4.3.3	Training.....	51
3.4.3.4	Materiel.....	51
3.4.3.5	Leadership.....	52
3.4.3.6	Personnel.....	52
3.4.3.7	Facilities.....	52
3.4.4	Specified Tasks.....	52
3.4.5	Future Enablers.....	56
3.4.6	Near-Term POA&M.....	56
3.4.7	Mid-Term POA&M.....	57
3.4.8	Far-Term POA&M.....	60
3.5	ROM.....	61
3.5.1	ROM End State.....	61
3.5.2	ROM Expected Outcomes.....	62
3.5.3	ROM DOTMLPF Implications.....	62
3.5.3.1	Doctrine.....	62
3.5.3.2	Organization.....	63
3.5.3.3	Training.....	63
3.5.3.4	Materiel.....	63
3.5.3.5	Leadership.....	64
3.5.3.6	Personnel.....	64
3.5.3.7	Facilities.....	64
3.5.4	Specified Tasks.....	64
3.5.5	Future Enablers.....	67
3.5.6	Near-Term POA&M.....	67
3.5.7	Mid-Term POA&M.....	68
3.5.8	Far-Term POA&M.....	69



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

3.6	ROS	71
3.6.1	ROS End State.....	72
3.6.2	ROS Expected Outcomes	73
3.6.3	ROS DOTMLPF Implications	74
3.6.3.1	Doctrine	74
3.6.3.2	Organization.....	74
3.6.3.3	Training	74
3.6.3.4	Materiel	75
3.6.3.5	Leadership	75
3.6.3.6	Personnel	75
3.6.3.7	Facilities	75
3.6.4	Specified Tasks.....	75
3.6.5	Future Enablers.....	79
3.6.6	Near-Term POA&M.....	83
3.6.7	Mid-Term POA&M.....	84
3.6.8	Far-Term POA&M	86
4.0	ADVOCATE/PILLAR EFDS TASKING/INPUT SUMMARY	88
4.1	Advocate	88
4.1.1	DC Aviation	88
4.1.2	DC CD	88
4.1.3	DC PP&O	89
4.1.4	DC I&L.....	89
4.1.5	DC Manpower and Reserve Affairs (DC M&RA)	91
4.2	HQMC Agencies	92
4.2.1	DC Programs and Resources (DC P&R).....	92
4.2.2	Director, Command, Control, Communications and Computers/Chief Information Officer (C4/CIO).....	92
4.2.3	Director Intelligence	92
4.3	EFDS Pillar Owners	93
5.0	LOG MOD MANAGEMENT AND CONTROL PROCESS	97
5.1	Methodology.....	98
5.1.1	Log Mod Executive Governance.....	101
5.1.2	Log Mod Integration	102
5.2	Log Mod Management	104
5.3	Project Scope Control	106
5.4	Risk Management	106
5.5	Issue Management.....	107
6.0	LOG MOD ORGANIZATION	108
7.0	LOGISTICS PERFORMANCE PLAN.....	110
8.0	ORGANIZATION CHANGE MANAGEMENT	112
9.0	COMMUNICATIONS PLAN	113



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

1.0 OVERVIEW

Logistics Modernization (Log Mod) is the largest coordinated and cross-organizational transformation effort ever undertaken to transform United States Marine Corps (Marine Corps) logistics. Through Log Mod, we are addressing existing logistics shortfalls, incorporating lessons from Operation Iraqi Freedom (OIF), and preparing for Expeditionary Maneuver Warfare (EMW) of the future. Log Mod represents the most comprehensive effort ever implemented by the Marine Corps to improve tactical and operational logistics.

Log Mod is a three-pronged improvement and integration initiative that focuses on Marine Corps people, processes and technology dimensions. This will produce a for more effective and efficient Logistics Chain Management (LCM) process, including the following:

- Modernized, integrated and streamlined supply, maintenance and distribution processes that conform to the new Marine Corps Logistics Operational Architecture (Log OA)
- Modernized and integrated Information Technology (IT) delivered through the acquisition and fielding of the Global Combat Support System – Marine Corps (GCSS-MC)
- Modernized human capabilities provided by new occupational specialties, more uniform deployable organizational components, and logistics chain education aided by effective change management/communications

In addition to GCSS-MC, an Acquisition Category (ACAT) I IT program managed by Marine Corps Systems Command (MCSC), the Log Mod effort includes six coordinated initiatives:

1. Log OA
2. Logistics Command and Control (Log C2)
3. Combat Services Support (CSS) Reorganization/Renaming (CSS R/R)
4. Marine Air-Ground Task Force (MAGTF) Distribution
5. Realignment of Maintenance (ROM)
6. Realignment of Supply (ROS)

Log Mod initiatives address OIF lessons through their focus on the deployed environment and the last tactical mile. The Log OA, a Department of Defense (DoD) and Service logistics first that was completed in 2002, lays out the future logistics processes that will integrate the logistics chain from the Forward Edge of the Battle Area (FEBA) back and serves as the capability requirements baseline for all the other initiatives.

A considerable teaming effort is underway within the Marine Corps to ensure the success of Log Mod. This effort includes the following cross-organizational teaming:

- Deputy Commandant, Installations and Logistics (DC I&L), and Marine Corps Combat Development Command (MCCDC) – implementing Log OA in the Expeditionary Force Development System (EFDS)
- DC I&L and MCSC – acquiring and fielding GCSS-MC
- DC I&L, MCCDC, MCSC, Marine Corps Logistics Command (MCLC) and academic institutions (e.g., Pennsylvania State University (PSU) and University of North Carolina (UNC)) – enhancing logistics education



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

- MCLC and the Operating Forces (OPFORS) – implementing key initiatives at the operational and tactical levels

II Marine Expeditionary Force (MEF) and III MEF, driven by I MEF lessons learned in OIF, have formed change management organizations (e.g., Product Working Group, Oversight Committee, and Operational Advisory Group (OAG)) to identify and implement needed changes. Headquarters Marine Corps (HQMC) DC I&L has formed a MAGTF Logistics OAG to review recommended changes and vet them institutionally. DC I&L has also designated the Marine Corps Logistics Chain Assessment Teams (MCLCATs / formerly known as Field Supply and Maintenance Analysis Office (FSMAO) Teams) as Logistics Modernization Teams (LMTs) to provide subject matter expertise and facilitation for Log Mod efforts within the MEFs.

Log Mod is critical to the Marine Corps for two reasons. First, the OIF experience thus far has highlighted the fact that the Marine Corps continues to suffer from systemic logistics problems that reduce combat effectiveness. The lack of progress in addressing these challenges argues for the new and innovative logistics processes and systems that are being proposed by Log Mod. Second, future operating concepts such as Sea Basing and Operational Maneuver From The Sea (OMFTS) can't be implemented without the process and system changes enabled by Log Mod.

The limited peacetime implementations of Log Mod concepts to date (e.g., ROM and ROS) have shown promise by reducing maintenance repair cycle and supply response times.

Our future Marines must deploy quicker, travel farther, and be better prepared to engage the enemy once in the objective area. Our current processes and stovepiped systems do not provide the support to achieve the necessary agility and flexibility. Thirty-year-old mainframe-based supply and maintenance systems, old processes, significant communications shortfalls, lack of Total Asset Visibility (TAV) and In-Transit Visibility (ITV), and a distribution system challenged to support expeditionary maneuvers all highlight a critical need to modernize Marine Corps logistics. Meeting these needs requires an integrated MAGTF approach that focuses on modernization of logistics technology, human capabilities and processes. This modernization strengthens and supports our core competencies including core values, expeditionary culture, and maneuver warfare philosophy.

Log Mod attacks problems of the past in three dimensions: people, processes, and technology. It improves logistics responsiveness and readiness by simplifying and integrating logistics functions (supply, maintenance and distribution). The new Log OA defines these future processes in detail.

Log Mod will acquire new technology through the GCSS-MC, a tightly integrated, advanced portfolio of IT systems that will operate wherever Marines deploy. GCSS-MC is designed from the ground up to be deployable, simple to use, and provide accurate and current information. It will substantially improve logistics education and training so the Marines can implement transformational logistics. Additionally, Log Mod includes a change management structure and communications plan.

In summary, Log Mod is moving Marine Corps logistics in the right direction. Log Mod represents the most comprehensive approach the Marine Corps has ever taken to improve tactical and operational level logistics. Most importantly, it is laser focused on providing better support to the last tactical mile and is tailor made to support EMW and future Joint operating concepts.





LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

Commandant of the Marine Corps (CMC) recently stated, "We cannot improve the combat effectiveness of the MAGTF without Log Mod." Achievement of the taskings that result from the Log Mod effort will improve the combat effectiveness of the MAGTF.

1.1 Purpose of this Document

The purpose of this document is to provide guidance and taskings to Commanding General (CG), MCCDC to implement solutions necessary to achieve the end states envisioned by the six Log Mod initiatives (i.e., Log OA, Log C2, CSS R/R, MAGTF Distribution, ROM, and ROS). These six initiatives have been vetted through the EFDS, throughout the Marine Corps. Per the EFDS, this Solution Initiating Directive (SID) will

- a. designate a course of action for Log Mod;
- b. authorize development and release of the Solution Planning Directive (SPD) by CG, MCCDC; and
- c. provide a proposed time phasing of Log Mod.

The overall goal of this document is to commence the implementation and institutionalization of the six Log Mod initiatives and establish processes necessary to realize Log Mod, through changes in the people, processes and technology. Log Mod will be implemented throughout the Marine Corps to enable emerging transformational concepts to include the 2015 MAGTF, Sea Basing, and Distributive Operations.

1.2 Approach

The approach to implementing and institutionalizing Log Mod throughout the Marine Corps will be the aggressive utilization of the EFDS, augmented with a professional project management process. The EFDS will ensure that Log Mod complements Joint efforts in transformation and maintains focus on implementing capabilities-based solutions, materiel and nonmateriel. Through assessment and analysis of impact on Marine Corps Doctrine, Organization, Training, Materiel, Leadership, Personnel, and Facilities (DOTMLPF), Log Mod will institutionalize change to Marine Corps people, processes and technology. The project management process will ensure that tasks can be traced back to the supported initiatives; that tasks have clear cost, schedule, and performance measures; and that there is an effective control process for Log Mod implementation.

DC I&L, HQMC, has championed Log Mod, established a Log Mod Transition Task Force (TTF), re-designated the MCLCATs as LMT, and supported the GCSS-MC program with a team of logistics Subject Matter Experts (SMEs) to facilitate the change of people, processes and technology. These teams and organizations will take the lead in implementing Log Mod.

1.3 Assumptions and Limitations

Log Mod will be realized over the near-, mid-, and far-term. Therefore, it is important to emphasize the assumptions and limitations associated with its effective institutionalization and implementation.

Assumptions include the following:

- a. Log Mod will remain transformational. Implementation of the six initiatives will result in continual improvement and change.
- b. The stakeholders of Log Mod will remain constant. The primary stakeholders of Log Mod will remain the OPFORS.
- c. GCSS-MC will successfully enable many of the processes envisioned by the Log Mod initiatives.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

- d. Log Mod will enable current and emerging Marine Corps capstone concepts to include EMW, Sea Basing and Distributed Operations.

Limitations that may affect Log Mod include the following:

- a. Less than adequate resource levels to achieve near-, mid- and far-term Log Mod objectives
- b. An increase in tempo of operations for the OPFORS
- c. Change in the level of commitment by Marine Corps leadership
- d. Ineffective execution of change management
- e. Scope creep in the materiel solution

1.4 Log Mod History

The Marine Corps Logistics Information Resource (Log IR) Strategic Plans of 1996 and 1998 revealed an aging portfolio of functional and stovepiped/non-interoperable legacy systems supporting logistics processes that were not keeping up with commercial best practices. Consequently, in 1998, the Marine Corps initiated actions to modernize logistics processes and IT through the Integrated Logistics Capability (ILC) initiative. The result was nine recommendations that were approved by the Assistant Commandant of the Marine Corps in 2000, and have been fully or partially implemented over the last three years. As the ILC effort matured, its scope expanded to include naval integration and new operational imperatives based on lessons learned from Operation Enduring Freedom (OEF) and OIF.

One of the outcomes of ILC was the definition of a requirement to rationalize and consolidate the legacy logistics systems, a project that was named System Realignment and Consolidation (SRAC) (see Figure 1-1).

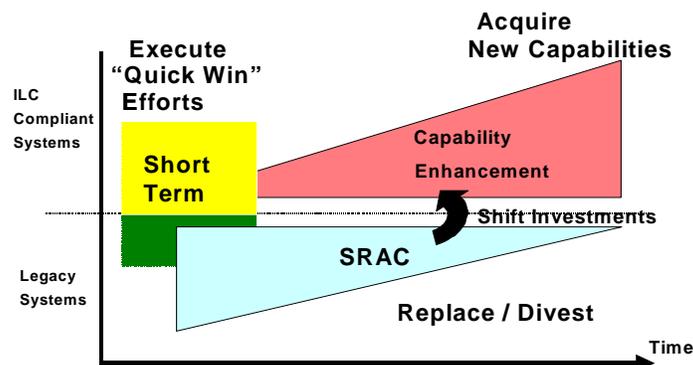


Figure 1-1. System Realignment Approach

The purpose of SRAC was to identify redundant and ineffective IT investments and make recommendations for the migration and retirement of legacy systems. The objective was to free up investments to be shifted from legacy systems to the new ILC-compliant technology in GCSS-MC. In 2003, SRAC recommendations were published that included a reduction of the logistics systems used by the Marine Corps from 195 to 68.

The ILC and SRAC initiatives laid the groundwork for the follow-on creation of the Log Mod initiatives.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

It was decided in December 2000 that one of the first things the Marine Corps needed to do was to develop, guide and document a Log OA for its logistics functions. This task focused on redesigning the logistics chain that supports the Marine Corps. The intent of the Log OA was to document a plan for providing optimal logistics and CSS to the deployed MAGTF. Log OA became the “sand table” plan for future logistics. During the analysis, the Marine Corps found the following:

- The existing Marine Corps logistics chain is designed primarily for garrison operations, requiring Marines to learn new processes to support deployed operations, often when bullets are flying (see Figure 1-2).

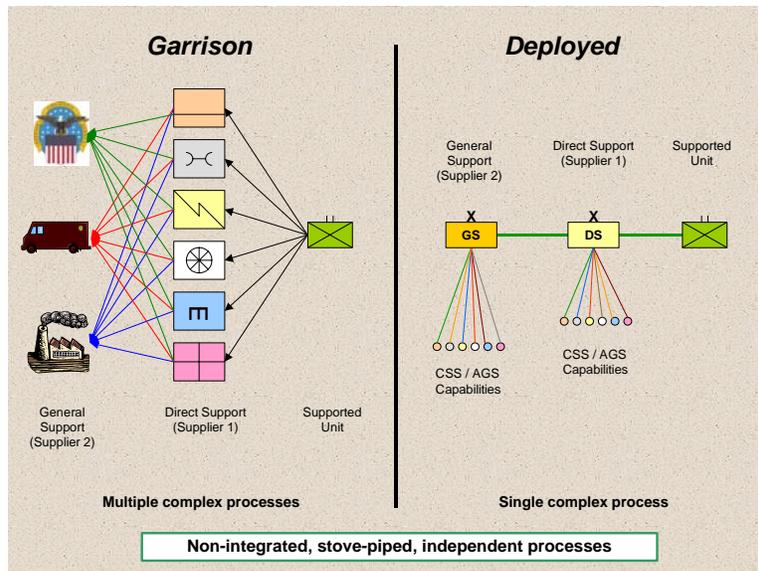


Figure 1-2. Current Logistics Chain in Garrison and Deployed

- Multiple complex processes exist that must be managed at the supported unit level. Numerous specialized systems and skills are required, placing the burden on the warfighters to fulfill their own logistics needs and detracting from their fundamental core competency—to execute combat or combat support operations.
- Inadequate information visibility exists along the Marine Corps logistics chain to support informed logistics planning and execution decisions. Today, supported units do not have visibility regarding
 - status of their requests for products and/or services,
 - service capacity (e.g., people, equipment) available to fulfill their requests, and
 - inventory available within and outside the Marine Corps (e.g., Defense Logistics Agency (DLA) and vendor inventory) to fulfill their requests.
- This lack of near real-time information sharing is leading to demand uncertainty and mountains of excess inventory (i.e., safety stock).
- Inventory is managed and positioned by class of supply and according to doctrine and policy, with very little understanding of the importance of the individual end item to mission accomplishment and the ability of the global supply environment to support the demand. This results in large amounts of redundant and layered inventory (the “Iron Mountain”) being maintained along the logistics chain.
- Numerous and conflicting metrics exist, with most not aligned to Marine Corps strategic goals.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

The future Marine Corps logistics chain modeled in the Log OA will include a single, simplified process for ordering products and services, including a single Point of Contact (POC) for managing and ensuring the fulfillment of a supported unit's logistics needs. This process will be optimized for deployed operations but can also be used in garrison (see Figure 1-3).

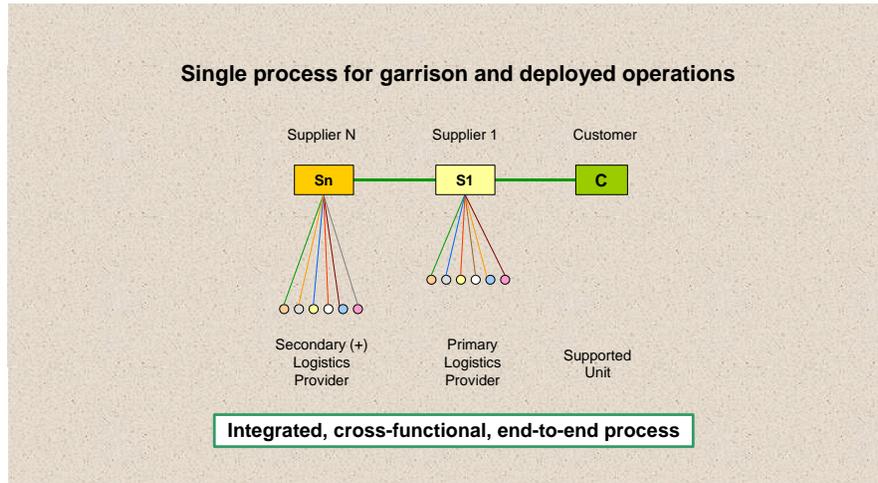


Figure 1-3. Future Logistics Chain in Garrison and Deployed

“We believe Logistics Modernization is moving the USMC towards proven practices that will overcome these challenges and deliver goods and services efficiently and effectively.” (Logistics Enterprise Integration: Executive Assessment: Final Report. CNA report D0009364.A1 November 2003).

The effort was renamed Log Mod in late 2003 and now includes the key initiatives necessary to field and employ the GCSS-MC and supports transformational operational concepts for EMW, Sea Basing, and Distributed Operations.

In February 2004 DC I&L addressed seven initiatives that were to be matured and vetted through the EFDS:

- Log OA
- ROM
- MAGTF Distribution/Realignment of Supply Functions (RSF)
- Combat Service Support Element (CSSE) Operational Bandwidth
- Force Service Support Group (FSSG) Naming Convention
- Supply Battalion (BN) Processes/Organization: National Inventory Management Strategy-Marine Corps (NIMS-MC)
- Maintenance BN Processes/Organization

In July 2004, DC I&L stood up the Log Mod TTF. The TTF matured the seven initiatives into the following six universal needs statements and inducted them into the EFDS:

- Log OA
- Log C2



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

- FSSG Reorganization (now CSS R/R)
- MAGTF Distribution
- ROM
- ROS

In March 2005, the six initiatives were briefed to the EFDS DOTMLPF Working Group. In April 2005, a Log Mod DOTMLPF Assessment Group (LMDAG) was convened to assess the impact of the initiatives across DOTMLPF. The LMDAG generated the nucleus of the taskings that form this recommended course of action for the implementation of Log Mod.

1.5 Log Mod Initiative Overview

Log Mod includes the phased engagement of the six Log Mod initiatives through the EFDS. As the three initiatives ROS, MAGTF Distribution and ROM matured, they were grouped together as the Materiel Readiness Process Improvement Initiative. This section provides an overview of the needs that generated the requirement for each initiative and the initiative response to the need.

1.5.1 Log OA

This ILC initiative uncovered several shortfalls with the existing Marine Corps supply chain processes. The experts concluded that the supply chain management innovations of the 1980s and 1990s had bypassed the Marine Corps, which had failed to implement best practices for end-to-end management of products and services. As a result, the supply chain was fragmented by classes of supply and provided no consideration for criticality of items or their relative ease of supply in managing inventory and distribution. Processes were originally optimized for operation in garrison and did not provide for efficient and effective support of deployed forces. The lack of ITV for orders and TAV to support readiness decisions had created a basic distrust among warfighters of the logistics chain's ability to deliver the right item to the right person at the right location and time. This led to an inflation of safety stocks and an over-involvement of the deployed warfighter in obtaining the right information, materiel and services, which distracted from the primary mission.

Log OA provides a seamless, end-to-end process for LCM based on the latest best practices and the Supply Chain Operational Reference (SCOR) model from the Supply Chain Council consortia of commercial and public organizations. It contains a Quadrant Model that encourages the consideration of the criticality and availability of items in the choice of processes. Log OA establishes one supply function that is responsible for fulfilling orders across all classes and sources of supply. It also institutes capacity management for products, services and transportation assets that enable ITV and TAV.

A detailed discussion of the Log OA is contained in Section 3.1 of this document.

1.5.2 Log C2

The logistics community continues to suffer from the lack of a common voice and vision as it has attempted to harness C2. This results in inability to transition smoothly from garrison to deployed operations, to articulate requirements for communications within the CSSE and develop decision support tools in support of the PDE&A process, and to differentiate between Commanders C2 and Functional SME capacity responsibilities.

The Log C2 initiative develops an advanced CSS C2 capability for the Marine Corps that will also support expeditionary and Joint capabilities of the MAGTF. It will enable the MAGTF to act as an initial force provider in Joint/Combined operations and to operate from naval platforms, Marine Corps tactical ground switches, or over commercial telecommunications networks.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

The Log C2 initiative is explained in further detail in Section 3.2.

1.5.3 CSS R/R

Currently, the three active duty FSSGs are uniquely titled, organized and aligned, requiring constant task organization to conduct operations. This hinders planning, fails to fully capitalize on all available resources, and fails to provide the most effective logistics support to the MAGTF. Further, it does not position the FSSG to fully utilize the Log OA and near-term modernization initiatives such as GCSS-MC. Unit designators are not consistent with Joint and Marine Corps doctrine regarding size and associated command structure.

The CSS R/R initiative will transform the FSSG to a more responsive, adaptable, and capable organization that is better prepared for the demands of the Global War On Terror (GWOT) today and better positioned as a bridge to the 2015 MAGTF force. It will be firmly rooted in Log OA, keenly focused on the supported unit, and a product of the rich body of lessons learned and relearned from Desert Shield/Storm, Restore Hope, and OEF/OIF.

The CSS R/R initiative is described in more detail in Section 3.3 of this document.

1.5.4 MAGTF Distribution

The current mass-based "Iron Mountain" logistics system associated with symmetric warfare is no longer valid. Currently, the Marine Corps distribution process is segmented at numerous points, unable to bridge the gaps in TAV and ITV, unable to provide critical logistics information to the MAGTF Commander that may influence the battlefield, and unable to provide the distribution capacity required to maintain the operational tempo of the supported unit.

The MAGTF Distribution initiative is designed to provide seamless end-to-end distribution processes as defined by Log OA and organizational support from the "factory to the foxhole," integrated with the operational capabilities provided by GCSS-MC. This will include ITV capability and more efficient inter-modal transfer of materiel. Within each MAGTF, a distribution integrator will be designated that has greater control and capacity management authority over the end-to-end distribution process. The distribution integrator will be responsible for the integration and coordination of the distribution process, to include tasking available assets within the MAGTF and ensuring interoperability with external DoD and commercial materiel distribution organizations.

More details on the MAGTF Distribution initiative are contained in Section 3.4.

1.5.5 ROM

Currently, the Marine Corps performs five Echelons Of Maintenance (EOMs) on ground equipment. The five-EOM approach was originally intended to best identify and limit a unit's maintenance capabilities. Today, the approach limits the integration and flexibility of MAGTF maintenance resources. This results in reduced maintenance effectiveness/operational availability of equipment, which is caused by the fragmented maintenance processes, redundant MAGTF layering, and lack of a single process owner for maintenance.

The ROM initiative involves the transformation of all Marine Corps maintenance of ground equipment from five EOMs to three Levels of Maintenance (LOMs). The three LOMs are designated as Operator/Crew, Field, and Sustainment to better group the associated maintenance tasks. ROM intends to improve MAGTF maintenance effectiveness and equipment operational availability.

The ROM initiative is described in more detail in Section 3.5.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

1.5.6 ROS

Today, the Marine Corps employs an antiquated and reactive inventory and stocking management methodology that has resulted in excessive inventory investments (“Iron Mountains”), materiel management by classes of supply without regard to end item application, layered and functionally oriented MAGTF support elements, and stovepiped supply chain activities. The inventories have grown in an attempt to reduce customer wait time and increase materiel readiness through the employment of multiple and overlapping methods of procurement.

Supported unit procurement decisions are made with no visibility of total command asset posture. Procurement processes often lack appropriate controls, resulting in ineffective use of limited funds and incomplete asset usage information.

The end result of the current inventory and procurement methodology is a logistics chain that is unresponsive to the supported unit, both while deployed and in garrison.

The ROS initiative consolidates the responsibility for requisitions and procurement for all classes of supply to one POC per supported unit and standardizes supply processes so that they are the same in garrison and deployed.

ROS establishes a centralized procurement function within the MAGTF whose responsibility it is to develop and maintain agreements with all sources of supply and to maintain relationships with inventory and distribution capacity managers throughout the logistics chain.

The ROS initiative is described in more detail in Section 3.6 of this document.

1.6 Road Map/Timeline

Log Mod is a transformational, multi-year, complex effort focused on reengineering logistics based on best practices, and the evolving lessons learned for OEF and OIF. Log Mod will lead the MAGTF to greater combat effectiveness. This effort will impact people, processes and technology across the Marine Corps. Due to the magnitude of the effort, we have grouped the actions that need to occur to realize the end state of each initiative into three periods of time:

- Near-term: Actions or issues that need to be completed or resolved no later than June 2006 in order to influence Program Objective Memorandum (POM) 08 and support the implementation of GCSS-MC Block I
- Mid-term: Actions or issues that need to be completed or resolved in the period July 2006 through June 2008 in order to influence POM 10 and support the implementation of GCSS-MC Blocks II and III
- Far-term: Actions or issues that need to be completed or resolved in the period July 2008 through June 2010 in order to influence POM 12 and support the capabilities anticipated by the 2015 MAGTF

The actions or issues that need to be accomplished or resolved are designated as taskings. These taskings are the result of vetting the six Log Mod initiatives through the EFDS. The MCCDC DOTMLPF Working Group recommended an LMDAG be convened in April 2005 to provide initial review and assessment for the Log Mod initiatives and desired timelines. The results of the LMDAG included 199 taskings that are represented in red in Figure 1-4.

Although the road map for Log Mod extends out to the 2015 MAGTF, Log Mod taskings will be completed and managed in 90-day increments. This incremental management approach will allow the TTF to



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

support ongoing efforts, milestones and decisions within the EFDS and GCSS-MC acquisition program framework.

The Log Mod timeline will ensure that all actions or issues relative to DOTMLPF are completed or resolved in order to effect the transformation. This approach calls for the taskings to be accomplished in overlapping periods of time as illustrated in Figure 1-4.

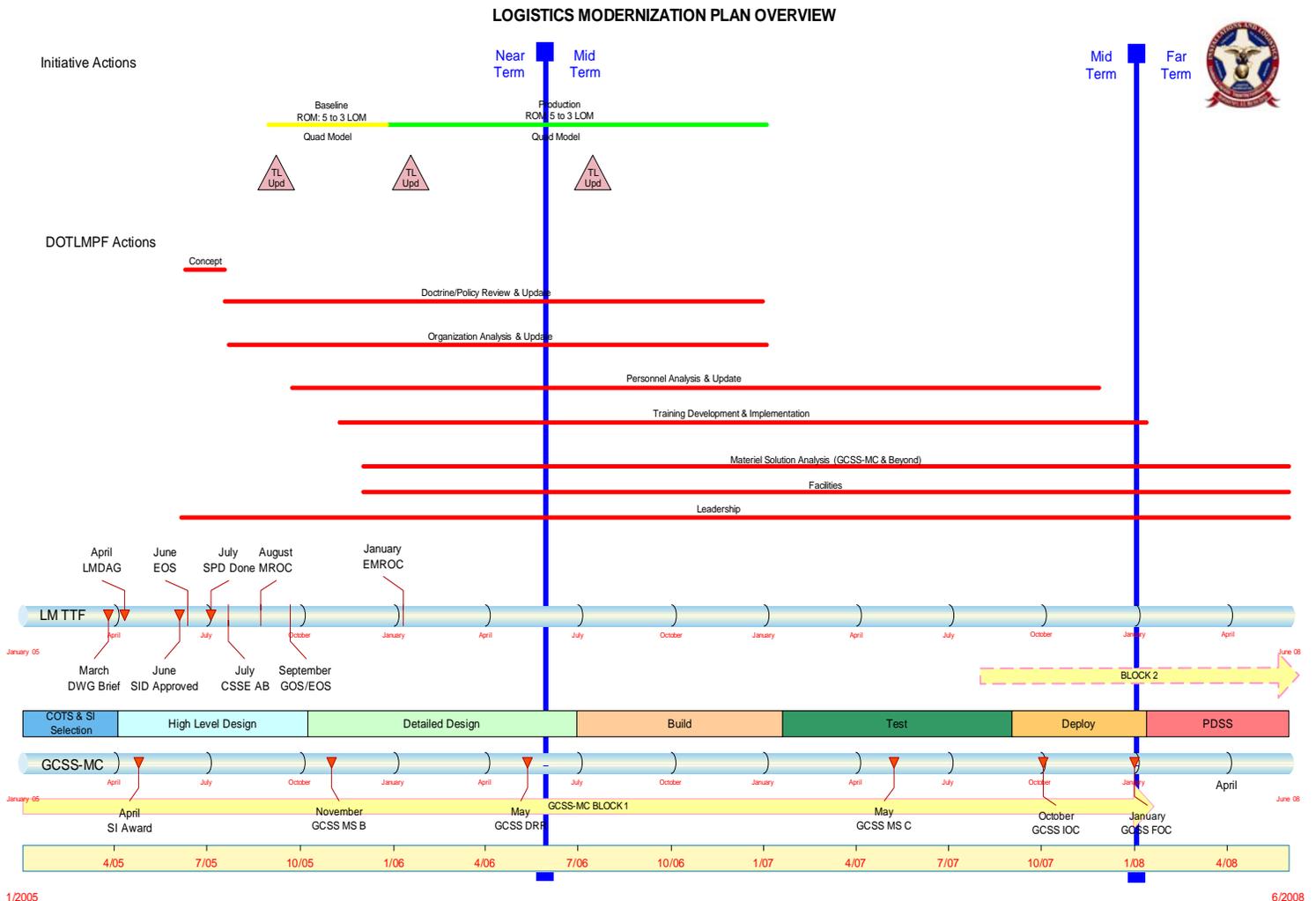


Figure 1-4. Log Mod Plan Overview

To ensure that the required taskings are completed or resolved within the respective near-, mid- and far-term time periods, a Log Mod Integrated Process Team (IPT) and project management methodology will be merged with existing EFDS and GCSS-MC acquisition framework management methodologies. This approach will allow for coordinated completion of the taskings at the lowest level, yet require appropriate leadership involvement to resolve issues that are generated as Log Mod impacts the people, processes and technology of the Marine Corps.



2.0 MARINE CORPS EXPEDITIONARY FORCE DEVELOPMENT SYSTEM

2.1 EFDS Summary

The DC I&L is committed to institutionalizing and implementing Log Mod throughout the Marine Corps via the Marine Corps EFDS. The EFDS is a standardized methodology used to translate future needs into fielded integrated capabilities. EFDS identifies capability gaps, produces integrated materiel and non-materiel solution sets, and is supported by interdependent processes for development of DOTMLPF taskings to support the implementation of integrated solution sets. EFDS is specifically designed to ensure that solutions remain integrated with future naval and Joint concepts.

The EFDS process proceeds through four phases:

- Phase 1: Force Capability Development. This phase develops concepts and identifies needed capabilities. Advocates, with support from CG, MCCDC, assess Marine Corps Strategy 21, EMW and other related concepts to identify and develop the EMW Capability List (ECL). The ECL forms the basis for the Advocates implementation plan and accompanying Universal Needs Statements (UNSS).
- Phase 2: Requirements Development. This phase develops and selects a course of action utilizing the pillars of DOTMLPF. A nonmateriel solution may result in changes to DOTMLPF. An identified materiel solution normally results in a Mission Needs Statement (MNS) that is approved by the Marine Requirements Oversight Council (MROC).
- Phase 3: Prioritization and Resourcing. This phase prioritizes and prepares the requirements for the Marine Corps resource allocation process, which ultimately funds the initiatives that provide the Marine Corps the most benefit for its available resources.
- Phase 4: Capability Fielding and Transition. This phase ensures that materiel and nonmateriel solutions and supporting actions are executed. The end state of this phase is a fielded capability.

The EFDS process follows the same capabilities-based methodology as established by the Joint Capabilities Integration and Development System (JCIDS) and is illustrated in Figure 2-1.

Per All Marine Corps Activities (ALMAR) 06/04, improving logistics effectiveness is an essential element of maximizing the lethality of the MAGTF and enabling both EMW and the Sea Basing capabilities of persistence, sustainment, and reconstitution at sea. Thirty-year-old mainframe-based supply and maintenance systems, old processes, significant communication shortfalls, lack of TAV and ITV, and a distribution system challenged to support maneuvers all highlight a critical need to modernize Marine Corps logistics. Meeting these needs requires an integrated MAGTF approach that focuses on modernization of logistics technology, processes and human capability. The Log Mod effort is aimed at providing the solution set to modernize Marine Corps logistics. EFDS is the tool to provide this solution set.

Vetting Log Mod and the Log Mod Initiatives through the EFDS will allow the Marine Corps to better organize, train, and equip Marine Forces to meet national security objectives. EFDS remains relevant and flexible to support expeditious handling of requirements dictated by contingency situations, and remains responsive to changes in the National Security Strategy, National Military Strategy, and the Joint Vision.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

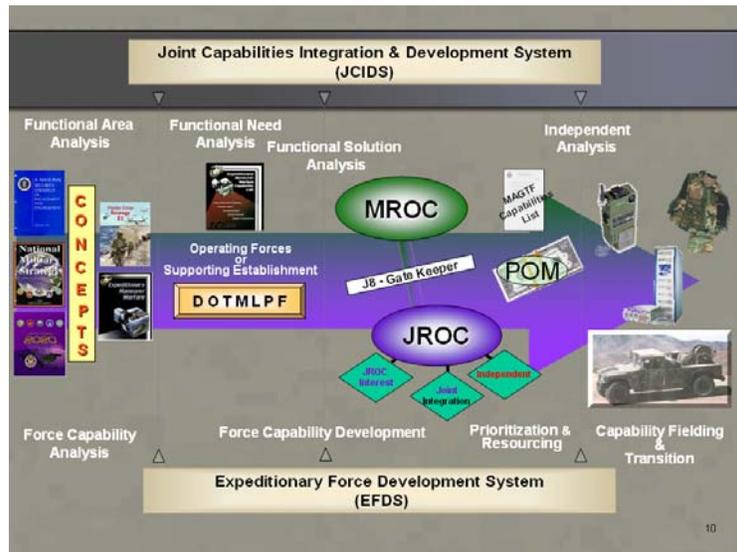


Figure 2-1. Expeditionary Force Development System

2.2 Log Mod Requirements

Log Mod is currently engaged in the EFDS. During Phase I, the Log Mod TTF was established by the DC I&L to facilitate the journey of the Log Mod initiatives through the EFDS and out to successful implementation and institutionalization in the Marine Corps. The TTF refined required logistics capabilities into six UNSs. The UNSs were entered into the Combat Development Tracking System and were further explained to and matured by the EFDS DOTMLPF Working Group (DWG) through a series of briefs and capabilities exchanges. The additional interaction between the DWG and the TTF paved the way for better-defined end states and Plans of Action and Milestones (POA&Ms) for each of the initiatives.

After successful navigation through Phase I of EFDS, several initiatives, to include Log C2 and ROM, required additional refinement. Working IPTs (WIPTs) were established to further develop the requirements. All six UNSs were now ready for DOTMLPF assessment and analysis. Due to the complexity of Log Mod, the DWG recommended that DC I&L, through the TTF, and CG, Combat Development (CD), team to form an LMDAG. Utilizing the DOTMLPF Pillars, the LMDAG supported the Log Mod Initiative DOTMLPF analysis. Toward this end, the LMDAG met 11-15 April 2005 to produce a capabilities-based assessment of taskings required to realize the desired end state of Log Mod and respective Log Mod initiative. The results of this assessment are discussed in Section 3 of this document. These taskings form the bulk of the SID and the basis for a subsequent SPD.

Approval of the SPD by CG CD is anticipated in July 2005. At that time Log Mod will move into Phase III of the EFDS to identify funding requirements for Log Mod transition and to facilitate the fielding of GCSS-MC Block 1.

Following the completion of all prioritization and resourcing requirements, Phase IV of EFDS will establish and maintain a TTF plan and Log Mod sustainment plan that executes and manages the taskings established by the SPD.

Log Mod will be institutionalized throughout the Marine Corps via the EFDS through the goal-oriented teaming of DC I&L (via the TTF) and CG DC via the DWG and DOTMLPF pillar leads.



3.0 DOTMLPF DETAILED ANALYSIS

The impact of Marine Corps implementation of five of the six Log Mod initiatives was assessed by an LMDAG consisting of Expeditionary Force Development Center (EFDC) DOTMLPF pillar leads, GCSS-MC SMEs, HQMC I&L representatives and the Log Mod TTF. Log C2 was not assessed by the LMDAG and continues through the EFDS with the establishment of a Log C2 WIPT and detailed integration with the MAGTF C2 Initiative and Harmonization effort. One of the results of the LMDAG assessment included a listing of DOTMLPF pillar-specific taskings that were recommended to be completed for any nonmateriel solution. Taskings are also recommended for the Log C2 initiative despite the more detailed integration required to accomplish the Log C2 end state. A high-level description of the LMDAG assessment follows. A detailed list of 199 tasks that are required to implement the changes in these seven pillar areas has also been generated and is presented in Appendix A.

SEVEN PILLAR LEVELS

Doctrine

Log Mod will impact Marine Corps concepts and doctrine. The changes in concepts and doctrine will reflect the way commanders, staff personnel and functional managers view logistics today, in the context of the 2015 MAGTF and in concert with emerging concepts, such as Sea Basing and OMFTS. Doctrinally, each of the six new Log Mod initiatives contain three distinct concept features: Description, Concept of Operations (COO) and Concept of Employment (COE).

The concept description provides a general summary of the Log Mod initiative process after implementation of the initiative. It reflects how the Advocate's overall end state for Log Mod will be fulfilled. The COO describes how the Log Mod initiative will be implemented across all the combat development pillars. The COE describes how the Log Mod initiative will be executed within the MAGTF across the three levels of warfare: strategic, operational, and tactical. The six initiative concepts areas follows:

1. Log OA. The Log OA provides a description of the tasks and activities and information exchange requirements between warfighting nodes that provide end-to-end LCM. It is based on commercial best practices, university research and the combined experience of the Supply Chain Consortia as captured in the SCOR model.
2. Log C2. This concept describes how the CSSE within the MAGTF will deploy around the world with the communications infrastructure and decision support capability, both for the commander and functional logisticians, to perform tasks that support the flexibility and reach required for EMW.
3. CSS R/R. This concept describes how the FSSG will change from purely functional units to a warfighting support organization that includes standing functional and multifunctional units. The new organization will be oriented toward the deployed environment and specified general and direct support missions. This will establish habitual relationships and improve training, operational planning, unit cohesion, performance, and rapid movement to a combat footing. It will assist greatly in the future materiel requirements process and facilitate the integration of Marine Forces Reserve (MARFORRES) units. The concept includes a consistent logistics unit-naming convention that reflects comparable unit size designations and associated leadership structure in Marine Corps and Joint doctrines used throughout the MAGTF.
4. MAGTF Distribution. This concept describes an end-to-end distribution capability that "synchronizes all elements of the logistics system to deliver the "right things" (materiel, services, and personnel) to the "right place" at the "right time" while providing for the "arrangement of troops for any purpose, such as battle, march, or maneuver" in support of the deployed MAGTF commander. To accomplish this initiative, the concept addresses the capability of



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

- a single MAGTF distribution integrator with capacity management authority;
 - TAV that allows all stakeholders to see the status of orders in a near real-time, Web services enabled environment; and
 - TAV and ITV capability enabled by IT to include Radio Frequency Identification (RFID) tags, interrogators, and satellite tracking devices.
5. **ROM.** This concept describes a ground maintenance system/capability that operates in three levels of maintenance and improves MAGTF maintenance effectiveness and equipment operational availability. The three levels of maintenance are designated operator/crew level, field level, and sustainment level.
6. **ROS.** This concept describes how the Marine Corps will provide a responsive end-to-end logistics chain that reduces the investment in inventory, provides the supported unit with the logistics confidence required to influence the battlefield, and increases equipment operational readiness through inventory that is best positioned to support the MAGTF with an effective sourcing capability.

Organization

Organizational changes must be made throughout the Marine Corps structure to ensure the success of Log Mod. These organizational changes will occur predominately in the CSSE but will impact the Ground Combat Element, Aviation Combat Element (ACE) and Command Element (CE) of the MAGTF as well. The Marine Corps will determine requirements with focus on wartime capabilities based on doctrine, the Log OA, the Log Mod initiatives, the 2015 MAGTF concept, and other emerging concepts. Requirements will be identified as either unit level, line level, or administrative. Mission Statements (MSs) and Tables of Organization and Equipment (T/O&E) will be developed. New requirements will be assessed to current billet requirements and equipment allowances. T/O&E change requests will be submitted to the MCCDC Total Force Structure Division (TFSD).

A Cost-Benefit Analysis (CBA) on force structure change may be required. This CBA is imperative for significant changes to force structure and will provide justification to the Force Structure Review Group (FSRG) and MROC. The FSRG will validate new requirements, which will be approved by MROC. The TFSD will publish the Marine Corps Bulletin 5400 and changes will occur throughout the Marine Corps.

Training

Training is a team effort. HQMC, MEF, Training and Education Command (TECOM), as well as individual units, the combat training centers, each individual Marine, and the civilian work force must all work together to contribute to force readiness. Impact on Individual Training Standards/Training and Readiness (ITS/T&R) must be completed. This will require analysis of change in policy/doctrine to determine which Occupational Fields (OCCFLDs)/Military Occupational Specialty (MOSs) are impacted. It must then be determined whether specific tasks or the entire OCCFLD/MOS order must be changed.

Core and core plus tasks to be trained (who, what, when, where, and how) must be determined. Analysis of the specific changes at the task level must be completed to develop conditions and performance standards. A determination must be made regarding what constitutes professional military education and what constitutes training requirements. New ITS/T&Rs will be published. Requirements for the training pipeline must be determined.

Proof-of-Concept Course Description Data (CDD) will be developed. Training offsets must be identified. Finally, programs of instruction must be developed and the changes implemented throughout the Marine Corps.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

Materiel

Impact of materiel solutions resulting from Log Mod will be substantial across the Marine Corps. This impact will be assessed as follows:

- Materiel solution capabilities provided by GCSS-MC
- Materiel solution capabilities beyond that provided by GCSS-MC
- Materiel solution requirements that support the C2 capability necessary for the 2015 MAGTF

The materiel solutions must be validated and reviewed for effectiveness relative to the Log Mod effort.

Leadership

Leader development will be guided by deliberate, continuous, sequential, and progressive processes. It will be grounded in Marine Corps core values, which help develop Marines and civilians into competent and confident leaders capable of decisive action in a 2015 MAGTF environment. Leader development will be the lifelong synthesis of the knowledge, skills, and experiences gained from institutional and organizational training, operational experience, and self-development as discussed in the doctrinal training paragraph above. The implication will be that leaders will require training to meet the complexities of Sea Basing and Distributed Operations concepts and must develop exceptional skills in situational analysis gained through an increased familiarity with Marine Corps and Joint assignments.

Logistics leaders must develop a set of logistics core competencies beyond their MOS. Joint training must be available for both logistics officers and enlisted personnel. This will broaden their understanding of strategic and operational environments required to accomplish the mission. Leaders will be trained to use sophisticated tools that display real-time information to make rapid and accurate decisions on routing requirements. The new competencies, supported by real-time information, will enable delivery to the right place, at the right time, and in the right quantities.

Personnel

The personnel skill sets to support Log Mod may be impacted significantly. Initial entry personnel requirements and qualifications, personnel skill sets that support the transition to a MOS that result from Log Mod, and sustainment of personnel skill sets may all be impacted. Personnel skill sets will be reviewed, assessed and modified to support both Log Mod and the 2015 MAGTF to include the 2015 Marine Expeditionary Brigade (MEB).

Facilities

Activity commanders are normally responsible for providing the minimum facilities support essential to the missions, operations, and ancillary functions of assigned units and personnel in accordance with the Marine Corps Facilities Planning and Programming System (MCFPPS). Log Mod will result in significant changes in processes, organization, and realignment of various functions. A coordinated, Marine Corps-wide analysis and assessment may result in the following:

- Updated Facilities Support Requirements (FSR) planning documents
- An updated facilities assets database for each location/activity
- Updated Facility Planning Documents (FPD) to include all facilities requirements, deficiencies, excesses, and planned courses of action
- Developed facilities plans required for mobilization support as appropriate



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

Key facilities documents that will require review and possible update include the following:

- Marine Corps Mid-Range Objective Plan (MMROP). The MMROP is a classified source document used at HQMC for policy and decision-making. It contains an appraisal of Marine Corps roles and missions; Marine Corps Concept of Operations (COO) in cold, limited, and general warfare; and the force structure and organizational objectives and concepts of the Marine Corps.
- Marine Corps Capabilities Plan (MCP). The MCP is the basic short-range plan of available Marine Corps resources, plans to employ these resources, and a delineation of responsibilities to support mobilization plans. This is a classified source document used at both HQMC and the activities in formulating support requirements and plans.
- FSRs. The FSR document provides the basis for a Marine Corps activity to conduct its facility planning and programming. This document is prepared and provided annually to each Marine Corps activity owning Class I real property (land). This document is prepared as a coordinated effort by all staff elements within HQMC having cognizance over areas that could affect facility requirements. The information in the FSR document is a projection designed to coincide with the DoD Five-Year Defense Plan (FYDP) and provide validity to the required facilities portion of an activity's five-year Military Construction (MILCON) program.

LOG MOD DOTMLPF ASSESSMENT SUMMARY

The Log Mod initiatives were assessed and analyzed by the LMDAG. The LMDAG consisted of personnel from the TTF, HQMC I&L, initiative stakeholders, and personnel representing the DOTMLPF pillars from the EFDC, MCCDC. The LMDAG was first provided an overview of the Log Mod initiative and then reviewed the initiative by DOTMLPF pillar. Three criteria were used by LMDAG during the assessment:

Capability Requirement

G	Y
O	R

Red	Marine Corps needs this capability and the capability does not exist within the Marine Corps, DoD, or commercial industry.
Orange	Marine Corps needs this capability and the capability does not exist within the Marine Corps. The capability does exist within the DoD or commercial industry.
Yellow	Capability exists within the Marine Corps, however, it is not being used properly with the correct organization.
Green	Capability exists within the Marine Corps and is being used properly within the correct organization.

Level of Risk

The following levels of risk are associated with the attainment of the required capability:

- Low: Tasks can be accomplished at the Log Mod initiative level
- Medium: Tasks can be accomplished at the Director, Log Mod TTF level
- High: Tasks can be accomplished at the Logistics Policy Council (LPC) level



Expected Time Frame

The following expected time frames are required to implement the capability:

- Near-term: 0-12 months/current fiscal year
- Mid-term: 12-24 months/next fiscal year
- Far-term: Greater than 24 months/two or more fiscal years

The assessment of the requirement for the capability, the level of difficulty to implement the capability, and the expected time frame to implement the required capability is summarized in Table 3-1. This summary is supported by Appendix A, which assesses the impact of the tasks required to implement the Log Mod initiative by DOTMLPF pillar.

Table 3-1. DOTMLPF vs Initiative Risk and Time Frame Assessment

	D	O	T	M	L	P	F
Log OA	Medium / Near	Medium / Mid	Medium / Mid	Medium / Mid	Medium / Near	Medium / Mid	Not assessed
Log C2	Medium / Mid	Medium / Mid	Medium / Near	Medium / Near	Medium / Mid	Medium / Near	Not assessed
CSS R/R	Medium / Mid	High / Near	Medium / Mid	Medium / Far	Medium / Near	Medium / Far	Medium / Far
MAGTF Distribution	Medium / Mid	High / Far	Medium / Far	Medium / Mid	Medium / Mid	Medium / Far	Medium / Far
ROM	Medium / Mid	Medium / Mid	Medium / Far	Medium / Far	Medium / Near	Medium / Mid	Medium / Far
ROS	Medium / Mid	Medium / Mid	Medium / Mid	Medium / Mid	Medium / Near	Medium / Mid	Medium / Far

Table 3-1 shows that the capabilities to implement Log Mod exist either in another organization within the Marine Corps, the DoD, or commercial industry. All capabilities, taken separately, can be achieved with an effort that overcomes a medium level of difficulty. A substantial portion of the Log Mod is attainable within the next 12 to 24 months.

IMPACTS

DOTMLPF Impact

Log Mod will directly impact approximately one third of the Marine Corps and will indirectly impact the entire Marine Corps. Impact can be further delineated by analyzing the DOTMLPF tasks for each initiative and determining whether those tasks fit into one of three categories: global, common or individual.

Many of the tasks will have a truly global impact on a specific DOTMLPF pillar and/or across many pillars for a specific initiative. These global impacts reflect substantial changes and modifications to business processes that support a vast majority of Marine Corps missions and core competencies. Global impacts comprise the most important of the changes to be made by Log Mod, but they will also be the most difficult to manage and execute successfully. However, if the global impacts cannot or will not be implemented, the Log Mod will be substantially incomplete and the benefits that have been forecasted will not occur.



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Other tasks will impact different pillars in one or more initiatives, but these common impacts are less prevalent than the global impacts defined above. In general, common impact includes all actions, changes and modifications to Marine Corps DOTMLPF resulting from the implementation of at least two Log Mod initiatives. Most of the taskings resulting from the LMDAG fall into the common impact category. Because these impacts are indeed common to multiple pillars and initiatives, the implementation of the tasks can benefit from recognizing the commonality and using similar solutions and approaches during the implementation phase. Once executed successfully, a blueprint or template will have been created that can be reused to accelerate subsequent implementations.

Individual impact includes all actions, changes and modifications to Marine Corps DOTMLPF resulting from the implementation of only one Log Mod initiative. These unique tasks are still critical to the success of that initiative, although they create no lessons learned for other pillars and initiatives. Not surprisingly, there are few individual impact pillars/initiative tasks.

Table 3-2 depicts the global, common and individual impact of the Log Mod initiatives across the Marine Corps in the context of Marine Corps DOTMLPF.

Table 3-2. DOTMLPF Impact Versus Log Mod Initiatives

	Doctrine Taskings	Organization Taskings	Training Taskings	Materiel Taskings	Leadership Taskings	Personnel Taskings	Facilities Taskings
Log OA	G	G	G	G	G	G	G
Log C2	C	C	C	C	C	C	I
CSS R/R	G	C	C	I	C	C	I
MAGTF Distribution	G	C	C	I	C	C	C
ROM	G	C	C	C	C	C	C
ROS	G	C	C	C	C	C	C

Global Impact

This section highlights the global impact tasks based on the DOTMLPF assessment of the six initiatives.

The one initiative that is the cornerstone for all other initiatives is the Log OA. It defines the baseline logistics business processes that must be supported by all other initiatives. The logistics doctrine, policy, and procedures impacted by the OA will form the foundation for all other initiative doctrine changes. Similarly, the organization, training, materiel, leadership, personnel, and facility taskings will have a more profound global impact on Marine Corps operations because they create the template necessary to make the other initiatives successful.

Common Impact

This section highlights the common impact tasks based on the DOTMLPF assessment of the six initiatives.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

As shown in Table 3-2, most of the initiative pillar taskings are in the common category. The result is that similar methods and techniques can be used to assess and implement the taskings in one pillar. For instance, organizational impact will depend on the common mapping of the Log OA business practices to organizational entities and whether those organizations are properly structured. The same is true for personnel, training, materiel solutions, leadership, and facilities tasks for most of the initiatives. In fact, not only are the impacts common, but to separate them would create stovepiped solutions that have caused many of the inefficiencies that Log Mod seeks to eliminate.

One difference relative to the doctrine pillar should be noted. The Log C2 initiative deals with operational mission doctrine and policy that is distinct from the more global impact of the combat support logistics area from the other initiatives. However, integration of the Log C2 and logistics support functions is a key success criterion for Log Mod.

Individual Impact

This section highlights the individual impact tasks based on the DOTMLPF assessment of the six initiatives.

As shown in Table 3-2, only a few of the pillars for specific initiatives have truly unique or individual taskings. Log C2 and the reorganization initiative will have potentially very unique impacts on facilities by either defining the need for new structures to house a substantially restructured FSSG or to house new, more comprehensive communication capabilities. The materiel solutions necessary to support the reorganization and the MAGTF Distribution initiatives are also more unique than common to other initiatives. Very focused organizational support materiel solutions may be needed to assure a successful reorganization of the FSSG and MAGTF Distribution will likely demand new technology materiel solutions to support the required increased ITV and TAV capabilities being demanded.

3.1 Log OA

The Marine Corps Log OA is the blueprint for modernizing Marine Corps logistics processes and technologies in accordance with strategic objectives and future operating concepts. The purpose of the Log OA is to support the implementation of enterprise-wide processes for logistics, and the configuration and fielding of the GCSS-MC and related IT enablers. The architecture enables the Marine Corps to implement a set of measurable, cross-functional processes that integrate and optimize the six CSS functions to provide seamless logistical support across the enterprise and the warfare spectrum. The Log OA incorporates end-to-end processes based on the principles of supply chain management and applies them to the MAGTF and expeditionary logistics. Log OA provides the logistics business process foundation for all the other Log Mod initiatives, particularly ROS, ROM and MAGTF Distribution.

The term end-to-end is used to indicate the workflow performed by the logistics chain to fulfill demand. End-to-end is defined as all the actions necessary to fulfill a supported unit request from the time a need is identified for a product or service to the time it is fulfilled (and all the actions in between). Previously, the Marine Corps separated (or stovepiped) the functions required to fulfill an order; i.e., transportation and supply. Log OA integrates these functions by focusing on the customer (the supported unit) and by applying horizontal processes for planning, managing, and executing logistics in a MAGTF and across the logistics chain.

The logistics chain is defined as a network of facilities, organizations and distribution options that provide products and services to customers. The logistics chain starts from the origin of the raw materiel and ends once the product has been discarded, consumed or recycled. For purposes of the Log OA, the logistics chain spans the fulfillment cycle from end-to-end, and includes logistics planning and life-cycle management. The purpose of the logistics chain is to get the right products and services, to the right place, in the right quantity, with the right quality, at the right cost.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

LCM is defined as the function of maintaining and sustaining combat forces by planning and coordinating the flow of products and services as they move in a process from provider(s) to operating force consumers. LCM involves coordinating and integrating these flows within and among the military services, DoD agencies, and the industrial base at the strategic, operational, and tactical levels. Log OA defines LCM functions to plan, manage, and execute combat logistics, and aligns those functions to nodes with specific roles in the logistics chain.

Log OA defines four main nodes in the logistics chain: the supported unit, supporting unit, supplier "n," and the enterprise. These nodes span the entire logistics chain, and play specific roles in terms of providing combat logistics to the MAGTF. LCM roles are shown in Figure 3-1.

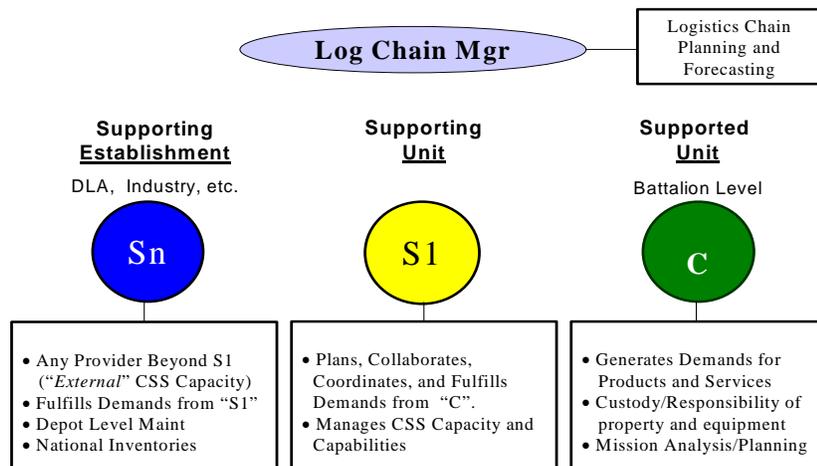


Figure 3-1. LCM Roles

There are six major LCM functions identified in the Log OA. These represent the major plan, manage, and execute functions for combat logistics, and can be decomposed to specific processes and activities. Log OA also describes major information exchange requirements within and among each LCM function. The LCM functions are shown below:

- **Request Management (RM).** RM is the supported unit's process of generating, validating, and submitting its demands for logistics support. The RM function consists of two roles: requestors and request managers. Requestors are the consumers typically below the BN level who identify the need for products and/or services. They generate logistics requests and submit them to be validated and approved. Request managers are typically at the BN level and receive requirements from within the supported unit. RM validates, approves, and prioritizes requirements. They either source the request internally or submit the request to the supporting unit's Order Management (OM) function.
- **OM.** OM is the function of routing, coordinating, tasking, and tracking customer orders through fulfillment. OM enables the supporting unit to serve as the customer's primary Advocate. The primary responsibilities of OM are to manage customer orders from start to finish, receive requests from the supported unit, validate requirements, transform the request into an order (i.e., perform order entry), communicate order status to customers and initially assign and then coordinate requirements among various capacity managers to facilitate fulfillment of the order.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

The OM function oversees the order and acts on behalf of the customers. If some element of the order and fulfillment process fails, the OM assumes responsibility and manages by exception.

- **Capacity Management (CM).** CM plans, allocates, and optimizes capacity within a particular domain (inventory, transportation, maintenance, etc.). The primary responsibilities of this function are to anticipate demand, reserve and allocate capacity to meet requirements (through a sourcing plan), maintain visibility and report the status of capabilities. CM is inherent in command and is primarily a MAGTF CE responsibility. The function of CM is normally delegated by the CE to major subordinate commanders and their primary staffs. Functional CMs typically reside in the CSSE either on the primary staff or at the functional BN level, if the preponderance of the MAGTF's capability is resident in that BN.
- **Production/Operations Management (PM).** PM plans, manages and controls execution within its particular domain activity. The primary responsibilities of this role are to apply specific resources to orders, manage the actual fulfillment of orders, and report the status (of resources and orders). The PM function is the level at which orders are tasked, resources are scheduled and assigned, and fulfillment is coordinated. PM typically occurs at the company, platoon, or section level depending on the nature and complexity of the function. As a general rule, PM and Execution/Fulfillment functions co-exist (i.e., you normally don't have one function without the other).
- **Execution (E).** The E function performs logistics fulfillment tasks based on direction from the PM function. Execution receives the Child Order directly from the PM. The E function represents the specific resources (personnel, equipment, systems) that perform the fulfillment duties within its particular domain.
- **Logistics Chain Planning (LCP).** LCP performs all enterprise-wide planning and forecasting activities. The purpose of LCP is to configure the logistics chain to achieve goals in accordance with the enterprise's priorities and objectives. Toward this end, the LCP function forecasts demand, analyzes capabilities, establishes logistics chain network(s), sets priorities, and allocates capacity across the enterprise to meet anticipated requirements. Enterprise-wide planning activities include demand planning, distribution resource planning, inventory planning, procurement planning, life-cycle management, maintenance planning, supplier-facing planning, customer-facing planning, and Network Design (ND). The LCP function is typically performed at the MAGTF CE and Logistics Command Element (LCE) level, the primary staffs at higher headquarters (i.e., G-4s at MEF and Marine Forces (MARFOR) level), Logistics Command (LOGCOM), and HQMC.

Figure 3-2 shows the high-level Log OA functions to roles.

3.1.1 Log OA End State

In the end state for the Log OA, LCM functions are institutionalized in doctrine and policy, LCM processes are implemented Marine Corps-wide, logistics performance is measured based on realistic and meaningful performance metrics, and GCSS-MC and related supporting IT enablers are fielded.

3.1.2 Log OA Expected Outcomes

Log OA expected outcomes include improved materiel readiness and logistics support provided to the MAGTF by providing increased accuracy, reliability, and responsiveness of logistics information to Marines deployed on the battlefield; smaller logistics footprints; and reduced logistics chain expenses.

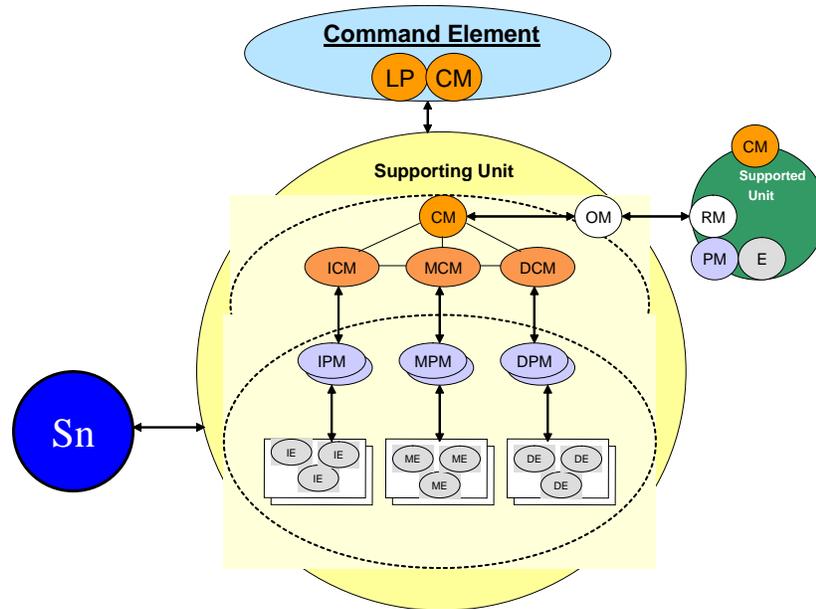


Figure 3-2. Log OA Functions Aligned to the MAGTF

3.1.3 Log OA DOTMLPF Implications

3.1.3.1 Doctrine

As the logistics policy framework in the Marine Corps, the Log OA aligns the core competency of logistics support to the FSSG. Therefore, implementation of the architecture will have a significant impact on policy in the Marine Corps. Processes and systems that support the logistical requirements for the Marine Corps today are based on outdated, disjointed policy and practices. This architecture is designed with measures and processes that apply in all situations and with the objective of streamlining the Marine Corps logistics chain so that it can support any unit, in any situation, anywhere. Thus, the Log OA will significantly affect logistics policy at all levels and will require a comprehensive review, rewrite, and/or establishment of policy in order to fully institutionalize LCM and to optimize the roles and functions of the Log OA.

3.1.3.2 Organization

The Log OA and supporting DoD Architecture Framework (DoDAF) Operational Views (OVs), specifically the Organizational Relationship Chart – Operational View-4 (OV-4) and supporting diagrams, are intended as a framework for developing the future Marine Corps organizational structure to support implementation of the Marine Corps Logistics Enterprise Architecture (Log EA). It depicts the organizations and associated roles and functions, and indicates the organizational relationships necessary to support the future Marine Corps logistics enterprise. The Log OA will govern organization and personnel changes that impact the enterprise architecture.

Today, the responsibility for coordinating and executing logistics support is spread throughout the MAGTF. The Log OA changes this by assigning the responsibility of demand fulfillment solely to FSSG. Consequently, FSSG must control the capability and capacity to perform its assigned logistics chain functions. By allocating functions to roles and aligning those roles across the MAGTF, recommendations can be made on how logistics support functions can be organized within the MAGTF. The major finding is



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

that control of the logistics support functions should be centralized at the FSSG. This facilitates control of logistics support throughout the MAGTF and creates economies of scale in the CSSE. This also facilitates control of the resources necessary to fulfill the demands of the supported unit by the organization responsible for coordinating and executing fulfillment. It also establishes an environment where the Division Ground Combat Element (GCE) and Wing ACE can focus on their core competencies of combat training and combat operations, while the CSSE performs its core competency of logistics support. Equipping and organizing the CSSE to provide consolidated logistics support to the MAGTF creates economies of scale and enables the MAGTF commander to focus logistics support where it best supports the mission.

3.1.3.3 Training

Training and education is the key to combat effectiveness. An effective logistics capability is developed through continuous, progressive, and challenging training. Log OA is the cornerstone of Log Mod in the Marine Corps and the framework for defining logistics tactics, techniques, and procedures. Thus, the Log OA will have a significant impact on training.

The architecture enables the Marine Corps to implement a set of measurable cross-functional processes that integrate and optimize the six CSS functions to provide seamless logistical support across the enterprise and the warfare spectrum. These processes and technology will require us to review and assess current training and develop new training standards for both individual and unit-level training. Marines in logistics specialties must master these new processes and technology. Unit commanders must integrate training with the supported unit to ensure tactics, techniques, and principles are tested in a realistic manner. With these new processes and supporting systems, the Marine Corps will exploit proven practices and current technology, providing world-class support to fight and win battles.

We must continue to develop, deliver, and evaluate professional military education through resident and distant education programs that facilitate the development of our leaders. Our leaders must be skilled in the art and science of the Marine Corps Planning Process (MCP), logistics, LCP, and LCM. Training and education must be accessible, timely, and relevant in order to develop leaders that are capable of critical and creative thinking, sound judgment, and reasoned decision-making.

3.1.3.4 Materiel

Log OA will drive materiel solutions that support the functions and processes defined by the Log OA, i.e., GCCS-MC. Furthermore, the Marine Corps must explore technology opportunities to design, acquire, and field systems that support Log OA and optimize the roles and functions outlined within the Log OA. Therefore, each Log Mod initiative (ROM, ROS, distribution, etc.) must ensure the intent of the Log OA is met. The intent of Log OA is to define the Marine Corps logistics chain to a level of detail sufficient to evaluate and select appropriate technological solutions and to develop and manage a portfolio of logistics systems by identifying required capabilities and rationalizing IT investments. Log OA is the overarching initiative that synchronizes Log Mod in the Marine Corps.

3.1.3.5 Leadership

Leadership is critical to Log Mod and to the effective, timely implementation of the Log OA. Because Log OA provides the backbone needed to support both requirements development and acquisition decision-making, commanders at all levels must have a clear understanding of Log OA and lead its implementation, including support for the required major changes to business processes and organizational roles and responsibilities. This will significantly change the way we think about logistics support across the spectrum of warfare. Thus, we must pursue every opportunity to train and educate our leadership on Log OA and its effective use to define requirements.

Log OA will drive significant change within and outside the logistics community and possibly the Marine Corps. More importantly, Log OA provides the framework for which we can manage the change and



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

implementation of enterprise-wide processes for logistics, and the configuration and fielding of the GCSS-MC and related IT enablers. This change must be managed day-to-day in order to meet the goals of Log Mod. Effective leadership is the key to effective change management and effective logistics.

3.1.3.6 Personnel

No tasks were identified.

3.1.3.7 Facilities

Log OA will not have a direct impact on facilities. However, second and third order effects of implementing the Log OA may drive a need for new facilities and/or the consolidation of existing facilities.

3.1.4 Specified Tasks

Doctrine

Task Description	Lead
Write draft concept paper for EFDC. As per EFDC's guidance, the concept paper will be seven to nine pages in length and have three distinct sections: concept description, COO, and COE.	Concepts Division EFDC
Review, rewrite, and/or establish doctrine, policies, directives and publications in support of the Log OA.	Doctrine Division, EFDC
Review and assess Joint/Office of the Secretary of Defense (OSD) doctrine and policy on the Log OA to ensure compliance and interoperability.	Doctrine Division, EFDC

Organization

Task Description	Lead
Determine requirements with focus on wartime capabilities based on doctrine, Log Mod initiatives, the 2015 MEB Studies and Analysis Section (S&A) results, EFDC, MCCDC results, and other concepts (Ref: MCO 5311.1C w/Ch1).	LP
Develop MS and T/O&E (Ref: MCO 5311.1C w/Ch1 Encl 2 App A).	TTF
Staff missions statement and T/O&E changes to the chain of command, like commands, and the Advocate for comment and concurrence. The chain of command must try to balance new requirements with current billets and equipment allowances.	TTF
Submit MSs and T/O&E change requests to MCCDC TFSD (Total Force Structure Division) (Ref: MCO 5311.1C w/Ch1 Encl 2 App B).	TTF
Conduct CBA on force structure changes. This is imperative for significant changes to force structure and will provide justification to the FSRG. The CBA must capture impact on Supporting Establishment (SE), the FSSG, and other Advocates.	TFSD, EFDC
Conduct FSRG validation of new requirements.	TFSD, EFDC
Publish Marine Corps 5400 Bulletin.	TFSD, EFDC
Input T/O&E changes into Total Force Structure (TFS) Management System (TFSMS).	TFSD, EFDC
Publish troop list.	TFSD, EFDC



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Training

Task Description	Lead
Develop POA&M for ITS/T&R. This will require analysis of changes in policy and doctrine to determine which OCCFLDs/MOSs are impacted and to focus on the specific tasks impacted.	TECOM
Determine tasks to be trained (Core - Core+) (who, what, when, where, how). This will involve analysis of the specified changes at the task level to develop conditions and performance standards.	TECOM (military) M&RA (civilian)
Assess/identify/determine core+ hand-off and management requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should complete concurrently with "determine tasks to be trained (Core - Core+)."	TECOM and I&L
Determine Professional Military Education (PME) vice training requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM
Publish ITS/T&R (or change). This step entails the actual writing/editing/staffing/process.	TECOM
Determine throughput (how many Marines/civilians). TECOM will not do this; the OCCFLD sponsor, working with Manpower and Reserve Affairs (M&RA) will determine the throughput requirements and provide them to TECOM. This course must be developed.	TECOM (military) M&RA (civilian)
Develop initial Course Description Data. Curriculum designers at the school will use the published ITS/T&R and the throughput requirements to build the new course. Terminal learning objectives will be analyzed to determine the most efficient instructional methods. Enabling learning objectives will be identified, developed and similarly analyzed. Tasks will be sequenced and instructional support requirements will be identified. The initial Course Description Data will be forwarded to TECOM for staffing and approval.	TECOM
Identify offsets. This should be completed concurrently with "develop initial Course Description Data." Offsets from existing curriculum should be identified and noted in forwarding documentation with the Course Description Data (i.e., if the new course replaces an existing course that is already budgeted and executing, resources associated with the old course could offset requirements for resources to support the new course).	TECOM
Approve Course Description Data. Course Description Data is staffed internally to verify that the new course satisfies training requirements, to determine resource impacts, and to develop solutions.	TECOM
Develop Program of Instruction (POI). This is done at the school and includes the development of courseware and instructional media.	TECOM
Approve POI. POI is staffed to OCCFLD sponsor and TECOM to ensure that the developed course satisfies training requirements.	TECOM
Implement changes.	TECOM

Materiel

Task Description	Lead
Assess Materiel Solution (GCSS-MC) relative to Log OA LCM functions.	MCSC
Review effectiveness of materiel solutions as they are tested/implemented relative to Log OA. LMT input will be crucial, as the teams are best positioned to receive Fleet Marine Force (FMF) feedback. Also, Supply and Maintenance Analysis Team (SMAT) should be used. Validation of GCSS-MC impact is a long-term (continuous) process.	Materiel Capabilities Division (MCD), EFDC
Appraise use of emerging/existing technology and equipment relative to Log OA. Additionally, assess requirement for new technology and equipment in support of Log OA not yet identified. Leverage any ongoing efforts inside or outside DoD (e.g., PSU, II MEF, SYSCOM, LMT).	MCD, EFDC



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Leadership

Task Description	Lead
Determine and/or validate policy changes that are required to implement global, common and individual Log Mod initiative efforts. Publish policy changes.	LP
Provide required resources to include personnel assets and funding to implement Log Mod initiatives and cross-initiative Log Mods.	LP
Establish and publish Change Management Plan (CMP) with communication, collaboration and education elements.	LP
Develop metrics, targets, and scoring for initiative and overall supply chain performance. Develop, establish, publish and maintain Performance Measurement Plan (PMP) for global, common and individual Log Mod efforts. Publish quarterly performance results on Log Mod Web site. Recommend using a common Marine Corps Balanced Scorecard (BSC) methodology and supporting tools with following metric categories: cost, reliability, asset capacity, product and service capacity, responsiveness, and flexibility.	LP
Establish senior, leader-level Log Mod stakeholder group to support Advocate in maturation of Log Mod process and to ensure the efficient and effective implementation of the Log Mod CMP in resolving any conflicting solutions to include emerging universal needs that impact Log Mod.	LP
Establish and publish prioritized listing of funding requirements necessary to implement global, common and individual Log Mod initiative efforts.	LP
Establish 30/90/360-day feedback cycle of Log Mod initiative implementation within each LMT region. LPC will aggregate and review LMT implementation feedback for recommended course changes to the Log Mod transition effort. Establish purpose, membership and charter for WIPTs to support HQMC-level Log Mod initiative implementation. Log Mod initiative WIPTs will be sponsored by the Log Mod TTF.	LP

Personnel

Task	Lead
Review, assess, and modify personnel skill sets based on the Log OA segmented by MOS. Represents near- and mid-term requirements for Log Mod.	LP
Determine, assess, and modify personnel skill sets based on the Log OA segmented by MOS in support of Marine Corps 2015 MEB requirements. Represents far-term requirements for Log Mod.	LP

Facilities

Task	Lead
No tasks identified	

3.1.5 Future Enablers

Log OA defines the framework for future-state logistics. It is based on processes optimized for deployed operations and defines LCM functions, information exchange requirements, and performance metrics. It was developed independent of organization, systems, and technology. However, certain principles are fundamental to the architecture and will drive how the Log OA is applied to organizations, what systems we acquire, and what technologies enable LCM capabilities.

- Organization. Log OA was built with the assumption that the Marine Corps will continue to deploy and fight as MAGTFs. Additionally, the assumption was made that the four elements of the



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

MAGTF (or five including the SE) will remain constant. In this respect, Log OA assigns roles to elements of the MAGTF, and allocates LCM functions to those roles. Log OA does not prescribe a specific organizational concept or philosophy. The Log OA was designed to be flexible, scalable, and applicable to any size MAGTF.

- **Information Systems and Technologies.** Log OA takes into consideration fundamental IT enablers such as Web-based architectures, e-Commerce, shared data, asset visibility, and autonomies. GCSS-MC is the primary enabler for LCM, providing an integrated suite of software to plan, manage, and execute logistics operations. GCSS-MC will be supported by other enabling technologies such as automated IT (e.g., RFID), a shared data environment, and sensors to provide near real-time TAV, status, and condition; provide decision-makers with the information they need to plan and manage the logistics chain; and to give commanders the ability to synchronize logistics support with combat operations on the battlefield.
- **Performance Metrics.** Log OA defines realistic metrics that will be used to measure the performance of the logistics chain, and which metrics are based on the attributes of readiness, responsiveness, reliability, flexibility, asset utilization, and expenses. The metrics will allow logistics chain planners and managers to configure the logistics network to achieve a desired level of performance, and to reconfigure it when performance objectives are not met.

3.1.6 Near-Term POA&M

Pillar	Task Description	Lead	Resource Time Required (RTR)
Doctrine	Complete all OVs for Log OA.	LP	60 days
Doctrine	Write draft concept paper for EFDC. As per EFDC's guidance, the concept paper will be seven to nine pages in length and will have three distinct features: concept description, COO and COE. The concept description should provide a general description of Log OA after implementation of the initiative. It should also reflect how it will fulfill I&L's overall end state for Log Mod. The COO should be an overall description of how the Log OA will be implemented across all the combat development pillars. The COE will describe Log OA's process within the MAGTF and across the Marine Corps.	TTF	30 days
Organization	Determine requirements with focus on wartime capabilities based on doctrine, Log Mod initiatives, the 2015 MEB S&A results, and other concepts.	LP	30 days
Organization	Conduct CBA on force structure changes. This is imperative for significant changes to force structure and will provide justification to the FSRG. The CBA must capture impact on SE, the FSSG, and other Advocates.	TFSD, EFDC	180 days
Organization	Conduct FSRG validation of new requirements.	TFSD, EFDC	Per schedule
Organization	Publish Marine Corps 5400 Bulletin.	TFSD, EFDC	As required
Organization	Input T/O&E changes into TFSMS.	TFSD, EFDC	60 days
Organization	Publish troop list.	TFSD, EFDC	As required
Leadership	Determine and/or validate policy changes that are required to implement global, common and individual Log Mod initiative efforts. Publish policy changes.	LP	Continuous Action (CA)
Leadership	Provide required resources to include personnel assets and funding to implement Log Mod initiatives and cross-initiative Log Mods.	LP	CA



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Pillar	Task Description	Lead	Resource Time Required (RTR)
Leadership	Establish and publish CMP with communication, collaboration and education elements.	LP	CA
Leadership	Develop metrics, targets, and scoring for initiative and overall supply chain performance. Develop, establish, publish and maintain PMP for global, common and individual Log Mod efforts. Publish quarterly performance results on Log Mod Web site. Recommend using a common Marine Corps BSC methodology and supporting tools with following metrics categories: cost, reliability, asset capacity, product and service capacity, responsiveness, and flexibility.	LP	CA
Leadership	Establish senior, leader-level Log Mod stakeholder group to support Advocate in maturation of Log Mod process and to ensure the efficient and effective implementation of the Log Mod CMP in resolving any conflicting solutions, to include emerging universal needs that impact Log Mod.	LP	CA
Leadership	Establish and publish prioritized listing of funding requirements necessary to implement global, common and individual Log Mod initiative efforts.	LP	CA
Leadership	Establish 30/90/360-day feedback cycle of Log Mod initiative implementation within each LMT region. LMC will aggregate and review LMT implementation feedback for recommended course changes to the Log Mod transition effort. Establish purpose, membership and charter for WIPTs to support HQMC-level Log Mod initiative implementation. Log Mod initiative WIPTs will be sponsored by the Log Mod TTF.	LP	CA

3.1.7 Mid-Term POA&M

Pillar	Task Description	Lead	RTR
Doctrine	Review and rewrite, if necessary, all Marine Corps doctrine, policies, directives and publications for Log OA. This will be accomplished by identifying the pertinent doctrine, policies, directives and publications through the responsible sections within I&L and MCCDC.	Doctrine Division, EFDC	180 days
Doctrine	Establish policy and doctrine when necessary to implement new concepts introduced through implementation of Log OA. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to write the new concepts into policy and doctrine.	Doctrine Division, EFDC	18 months
Doctrine	Review and assess Joint/OSD doctrine and policy on Log OA.	Doctrine Division, EFDC	18 months
Training	Develop POA&M for ITS/T&R. This will require analysis of change in policy and doctrine to determine which OCCFLDs/MOSs are impacted and focus on the specific tasks impacted.	TECOM	18 months
Training	Determine task to be trained (Core - Core+) (who, what, when, where, how). This will involve analysis of the specified changes at the task level to develop conditions and performance standards.	TECOM	18 months



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Pillar	Task Description	Lead	RTR
Training	Assess/identify/determine core+ hand-off and management requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM	18 months
Training	Determine PME vice training requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM	18 months
Training	Publish ITS/T&R (or change). This step entails the actual writing/editing/staffing/process.	TECOM	18 months
Training	Determine throughput (how many Marines/civilians). TECOM will not do this; the OCCFLD sponsor, working with M&RA, will determine the throughput requirements and provide them to TECOM. This course must be developed.	TECOM	18 months
Training	Develop initial Course Description Data. Curriculum designers at the school will use the published ITS/T&R and the throughput requirements to build the new course. Terminal learning objectives will be analyzed to determine most efficient instructional methods. Enabling learning objectives will be identified, developed and similarly analyzed. Tasks will be sequenced and instructional support requirements will be identified. The initial Course Description Data will be forwarded to TECOM for staffing and approval.	TECOM	18 months
Training	Identify offsets. This should be completed concurrently with "develop initial Course Description Data." Offsets from existing curriculum should be identified and noted in forwarding documentation with the Course Description Data. (i.e., if the new course replaces an existing course that is already budgeted and executing, resources associated with the old course could offset requirements for resources to support the new course).	TECOM	18 months
Training	Approve Course Description Data. The Course Description Data is staffed internally to verify that the new course satisfies training requirements, to determine resource impacts, and to develop solutions.	TECOM	18 months
Training	Develop POI. This is done at the school and includes the development of courseware and instructional media.	TECOM	18 months
Training	Approve POI. POI is staffed to OCCFLD sponsor and TECOM to ensure that the developed course satisfies training requirements.	TECOM	18 months
Training	Implement changes.	TECOM	18 months
Materiel	Assess materiel solution (GCSS-MC) relative to Log OA LCM functions.	MCSC	180 days
Materiel	Review effectiveness of materiel solution(s) as they are tested/implemented relative to Log OA. LMT input will be crucial, as the teams are best positioned to receive FMF feedback. Also, SMATs should be used. Validation of GCSS-MC impact is a long-term (continuous) process.	MCSC	90 days
Personnel	Review, assess, and modify personnel skill sets based on Log OA segmented by MOS. Represents near- and mid-term requirements for Log Mod.	LP	18 months



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

3.1.8 Far-Term POA&M

Pillar	Task Description	Lead	RTR
Personnel	Conduct 2015 MEB personnel study (apply some rigor to this shaping the transition of skills so that by 2010 plan is in place, applies across all initiatives).	LP	180 days

3.2 Log C2

Today there is a need for enhanced C2 for the CSSE of the MAGTF. This need has implications for every element of the MAGTF and manifests itself in the MAGTF's ability to maintain operational tempo and its ability to extend its reach. Thus, the CSSE acts as a force multiplier toward the MAGTF operations.

- Log C2 capability is enabled by the communications infrastructure of the CSSE. Today there is a gap in this capability. Beyond Line-of-Sight (BLOS) and Line-of-Sight (LOS) connectivity is critical to the overall effectiveness of MAGTF operations. Robust bandwidth to transmit voice, data, and video teleconferencing within and external to the battlefield is required and that capability is not currently deployed.
- The CSS community processes two main types of information. The first being Mission Planning and Execution typically referred to within the Plan, Decide, Execute, and Assess (PDE&A) process, also referred to as Logistics C2 (LC2) information. This information enables the CSS Commander to posture his forces to achieve success toward the MAGTF mission. The other information that the CSSE processes is functionally based which is known as Logistics Chain Management (LCM). From a tactical perspective this information supports the six functions of logistics which are; Supply, Maintenance, Transportation, Engineer, Health Services, and Other Services. The Log C2 effort will clearly identify the differences between LC2 and LCM, and more importantly articulate the inputs from LC2 → LCM and inputs from LCM → LC2. This effort will assist in developing requirements and interface which will be manifested in a Log C2 system / application and the functional system GCSS-MC.
- Success in warfare in the 21st century is reliant on information and how commanders and their staffs process that information. The capability for the CSS community to Plan, Decide, Execute, and Assess (PDE&A) commanders information requirements is an essential capability needed to assure success of the MAGTF missions. Therefore, the need for decision support tools to enable the PDE&A process for logistics is a critical requirement.
- Enhancing the communications and decision support capability are not the only changes required to enable more efficient and effective Log C2. Today logisticians are trained to perform functional tasks and no follow-on training or education is provided. The goal is to change education to develop Marines who have an initial understanding of a specific functional capability but then continue with education and development toward an operational MAGTF logistician. To achieve Log C2 transformation, the Marine Corps must develop Marine officers and staff Non-Commissioned Officers (NCOs) to operate as MAGTF logisticians. They must be prepared to handle both the science of logistics and the art of war. MAGTF logisticians must be provided with the resources to train as they support the warfighter.
- Currently, there is no satisfactory method that describes and provides training for the tactics, techniques, and procedures required to achieve Log C2. A war game to develop and exercise a Log C2 COO is required. The war game will build a COO in support of Log Mod, then test and refine the concepts of Log C2 and supporting initiatives through MCPP-like approach. The results will provide a foundation for a detailed POA&M that will articulate the implementation of new capabilities based on the gaps identified during the war game.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

3.2.1 Log C2 End State

As the Marine Corps deploys MAGTFs in support of operations around the world, the CSSE will have the communications infrastructure and decision support capability, both for the commander and functional logistician, to perform Log C2 tasks. This will successfully support the flexibility and operational reach required for the entire range of EMW and distributed operations in the 21st century.

To accomplish this, we must provide our logisticians the requisite communications assets that are required to operate on a digital information-enhanced battlefield. We must provide our logisticians the proper training to achieve Log C2, and our leadership must foster an environment that provides clear policy and procedures for our personnel to follow to achieve Log C2.

3.2.2 Log C2 Expected Outcomes

The expected outcome is a CSSE that can collaboratively assist the MAGTF commander in planning, deciding, and assessing logistics requirements and efforts in support of the assigned mission, while utilizing its organic communications assets.

3.2.3 Log C2 DOTMLPF Implications

3.2.3.1 Doctrine

Log C2 will require changes in doctrine and policy within the CSSE and the MAGTF due to the Log C2 relationship to MAGTF C2. Currently there is no doctrine or policy on how Logistics C2 is performed and what roles and responsibilities for Log C2 are required by the CSSE. Extending beyond the Marine Corps, Log C2 must address current and emerging Joint, Interagency, and Multinational (JIM) logistics doctrine and policy to include the Joint Theater Logistics (JTL) concept. Specifically, we will have to articulate the impact toward the MLC and the CSSE, which perform tactical level logistics. Required actions are as follows:

- Define what Log C2 is and what it is not
 - Identify functional responsibilities
 - Identify C2 responsibilities
- Establish tactics, techniques and procedures for the deployment and execution of CSS
 - Integrate CSSE within the Combat Operations Center (COC), similar to synchronizing fires and air support
- Incorporate/articulate Marine Log C2 doctrine and policy into the JIM environment
 - Incorporate tactical-level logistics policies and processes
 - Incorporate operational-level logistics policies and processes
 - Incorporate strategic-level logistics policies and processes
 - Link the three levels of logistics from the C2 nodes to depict interaction (roles and responsibilities for Marine forces and supporting forces/agencies) (Denotes Title X responsibilities: Logistics is a national/service responsibility)
- Coordinate HQMC I&L and MCCDC efforts to produce new doctrine and policy
- Provide link from doctrine to MCCDC architecture to institutionalize logistics requirements

3.2.3.2 Organization

Log C2 will have its biggest impact toward the establishment of a communications BN-like organization by fulfilling the communication responsibilities for the CSSE. A properly resourced plan will be required to operate and maintain communications equipment. The personnel implication will extend to how the



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

Marine Corps will recruit and retain the skill set to attain this capability. Potential increases in resources within the CSSE, implies that the current communications company structure will need to expand toward a BN-like organization across the active and reserve components of the Marine Corps. Within this pillar, the following actions should be considered:

- Create communications and supporting personnel to enable Log C2
 - Identify changes/creation of MOS with quantities by organization
 - Identify creation of new MOS with quantities by organization
 - Identify changes/insertion of new equipment by organization
 - Work with TFS to realize above capability
- Identify personnel required for cross-training within specific logistics MOSs and require training and education toward Log C2 within the Marine Logistic Operations Center and the CSS Operations Center
- Identify and source personnel in support of Marine logistics schoolhouses that provide instruction to logistics personnel (i.e., initial MOS training and follow-on MOS training and education)
- Identify impacts to Marine assessment plan and ability/timing required to attain threshold personnel window for Log C2 impacted personnel, while maintaining grade structure and other requirements

3.2.3.3 Training

The increase in communications capability within the CSSE will require an increase in the sustainment of communicators MOS training and Marines to maintain the equipment. Training is essential to build and attain the force structure to carry out the complex but valuable mission of CSS. Additionally, the training and education of logistics personnel who must operate within and around the CSS Operations Center is required. Therefore, incorporating a training center within the MCCSSS is critical for the success of Log C2, Log Mod efforts, and the MAGTF. Within this pillar, the following actions should be considered:

- Establish Log C2 training and education curriculum
- Establish facility/laboratory to conduct training (i.e., Tactical Decision Center)
- Coordinate I&L efforts with TECOM (i.e., schoolhouse) to formally establish road ahead for Log C2 efforts
- Coordinate efforts with other services and agencies to identify touch points between organizations while deployed and in garrison
- Train and educate to strengthen those relationships and exploit strengths while mitigating weaknesses
- Establish a road ahead from Log C2 today toward the future of Log C2
- Identify changes required to support schoolhouse and changes required for other service schools
- Establish linkage with LMTs within each MEF
- Establish process to communicate and adjudicate issues within the Marine Corps
- Identify impact to career paths for officers and NCOs
- Provide information impacts to manpower for assessment toward promotion boards and retainment efforts



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

3.2.3.4 Materiel

Increasing the communications capability will result in the establishment or increase of authorized allowances and acquisition objectives for assets that the CSSE requires to achieve Log C2. Log C2 will also affect the MAGTF C2, which will extend to every element of the MAGTF. These capabilities will manifest themselves through increased equipment and applications that support MAGTF C2. Within this pillar, the following actions should be considered:

- Identify communication assets needed to meet MCCDC requirements to HQMC Command, Control, Communications, and Computer (C4)/SYSCOM program managers for resource allocation
- Identify specific communication requirements that will allow SYSCOM to develop materiel solutions
- Identify IT decision support capabilities that will allow SYSCOM to field a solution
- Enable HQMC I&L to develop a road map from today's technology, to bridge technology, and finally to the required future-state technology
- Stand up a governance body to facilitate transition to bridge technologies utilizing materiel capability sets
- Identify and source training and educational assets to attain Log C2

3.2.3.5 Leadership

- Create and provide leadership briefs to Marine Corps leadership to champion the effort that Log C2 is key to combat effectiveness

3.2.3.6 Personnel

No tasks were identified.

3.2.3.7 Facilities

With the increase in capability of the communications organization within the CSSE, an accompanying resource increase is most likely to occur. The Communications Company may become the Communications BN. This impacts housing and workspace requirements that may impact facilities. Within this pillar, the following actions should be considered:

- Identify and resource facility requirements to support changes to organizations
- Resource schoolhouse requirements to support Log C2

3.2.4 Specified Tasks

- Acquire Log C2 capability
 - Identify requirements
 - ♦ Communications infrastructure
 - ♦ Commanders Decision Support capability
 - Identify capabilities required for CSSE
 - Deconflict logistics issues and concerns within the Marine Corps and without
 - Resource requirements in support of Log C2 capability
 - Monitor procurement plan (POM actions)



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

- Link and express functional logistics capability sets (supply, maintenance, transportation, engineering, health services, and other services) in an operational context of a Common Operating Picture (COP)
- Institutionalize Log C2 capability
 - Utilize EFDS process
 - Utilize MCCDC C2 integration effort
 - Insert Log C2 via Log OA into Marine Corps OA
 - Articulate Log C2 efforts with LMT, for socialization into operating forces
 - Provide information/demonstrations of Log C2 capability at educational forums (i.e., Tactical Logistics Operations Course (TLOC), Advanced Logistics Operations Course (ALOC), Command and Staff College, etc.)
 - Provide updates and receive concurrence from CMC

3.2.5 Future Enablers

- SYSCOM efforts to attain logistics capability set
- Seaway
- FSSG bandwidth communications study
- Joint high-speed vessel C2
- MAGTF C2 program office
- MAGTF view of C2
- Common Aviation Command and Control System (CAC2S) and Command and Control Personnel Computer (C2PC)-based systems
- Injection of Log C2 capability into MAGTF C2 construct
- Common Logistics Command and Control System (CLC2S) program to provide the current Marine Corps capability for Log C2
- Bridge technology solutions
 - Battlefield Command Sustainment, Support, System (BCS3)
 - TAV
 - RFID
- Transportation management tracking tool
- MCCSSS Log C2 effort to train and educate the Tactical Decision Center
- Second FSSG effort to stand up the C2 Center of Excellence for training personnel in preparation for deployed operations

3.2.6 Near-Term POA&M

Pillar	Task Description	Lead	RTR
Doctrine	Prepare list of Commanders Mission Planning and Execution Decision Support capabilities required by the CSSE to support deployed operations	TTF	6 months
Doctrine	Determine process by which EFDC and MAGTF C2 integration can work to establish and frame C2 requirements for the Marine Corps	TTF	60 days



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Pillar	Task Description	Lead	RTR
Doctrine	Deliver prioritized requirements to MCCDC (requirements/MAGTF C2 integration)	TTF	90 days
Doctrine	Define Blue Force Tracker (BFT) capability sets and differentiate from TAV/distribution initiative	TTF	12 months
Doctrine	Incorporate Log C2 nodal architecture updates to Log OA DoDAF products resident at MCCDC	TTF	12 months
Doctrine	Implement Joint concepts, policies, and procedures in the Log C2 (command relationships) as they modify/add definition to Log OA processes	Concepts Division, EFDC	18 months
Doctrine	Coordinate exchange of requirements for inputs to LCM with inputs to Log C2	TTF	6 months
Materiel	Identify and prioritize communications assets required by the FSSGs to support deployed operations	TTF	6 months
Materiel	Adjust/create acquisition objectives in support of Log C2 capabilities	Marine Corps Systems Command (SYSCOM)	60 days
Materiel	Coordinate above LCM and C2 interactions with PM GCSS-MC	SYSCOM	6 months
Leadership	Through the Log C2 IPT, provide overall guidance and direction to the Log C2 effort in concert with the other Log Mod initiatives	LP	CA
Leadership	Insert Log C2 requirements in the next several fiscal year supplements	LP	90 days
Leadership	Assist in injecting Log C2 requirements toward POM-08	LP	6 months
Leadership	Sponsor Log Mod war game to refine roles and responsibilities from an operational perspective	Marine Corps Warfighting Laboratory (MCWL)	12 months
Leadership	Coordinate impacts on logistics functions within DC I&L	LP	CA
Personnel	Identify personnel requirements to support both communication backbone and the operations center of the CSSE	TTF	12 months

3.2.7 Mid-Term POA&M

Pillar	Task Description	Lead	RTR
Doctrine	Assure that Log C2 plans and actions support the doctrine and policy developed for the Marine Corps vision of 2015 MAGTF.	LP	CA
Training	Develop POA&M for ITS/T&R. This will require analysis of change in policy and doctrine to determine which OCCFLDs/ MOSs are impacted and focus on the specific tasks impacted.	TECOM	18 months
Training	Determine task to be trained (Core-Core+) (who, what, when, where, how). This will involve analysis of the specified changes at the task level to develop conditions and performance standards.	TECOM	18 months
Training	Assess/identify/determine core+ hand-off and management requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM	18 months



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Pillar	Task Description	Lead	RTR
Training	Determine PME vice training requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM	18 months
Training	Publish ITS/T&R (or change). This step entails the actual writing/editing/staffing/process.	TECOM	18 months
Training	Determine throughput (how many Marines/civilians). TECOM will not do this; the OCCFLD sponsor, working with M&RA will determine the throughput requirements and provide them to TECOM. This course must be developed.	TECOM	18 months
Training	Develop initial Course Description Data. Curriculum designers at the school will use the published ITS/T&R and the throughput requirements to build the new course. Terminal learning objectives will be analyzed to determine most efficient instructional methods. Enabling learning objectives will be identified, developed and similarly analyzed. Tasks will be sequenced and instructional support requirements will be identified. The initial Course Description Data will be forwarded to TECOM for staffing and approval.	TECOM	18 months
Training	Identify Offsets. This should be completed concurrently with "develop initial Course Description Data." Offsets from existing curriculum should be identified and noted in forwarding documentation with the Course Description Data. (i.e., if the new course replaces an existing course that is already budgeted and executing, resources associated with the old course could offset requirements for resources to support the new course).	TECOM	18 months
Training	Approve Course Description Data. Course Description Data is staffed internally to verify that the new course satisfies training requirements, to determine resource impacts, and to develop solutions.	TECOM	18 months
Training	Develop POI. This is done at the school and includes the development of courseware and instructional media.	TECOM	18 months
Training	Approve POI. POI is staffed to OCCFLD sponsor and TECOM to ensure that the developed course satisfies training requirements.	TECOM	18 months
Training	Implement changes.	TECOM	18 months
Materiel	Analyze requirements for beyond Block 1 of GCSS-MC and support fielding of those new capabilities.	SYSCOM	18 months
Leadership	Establish and publish prioritized listing of funding requirements for POM 10 necessary to implement global, common and individual Log C2 initiative effort.	LP	CA
Leadership	Continue to define logistics relationships with other services and agencies.	LP	CA
Leadership	Participate in Marine, Joint and combined exercises to assess Log C2 requirements.	LP	18 months



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

3.2.8 Far-Term POA&M

Pillar	Task Description	Lead	RTR
Materiel	Analyze and specify materiel solutions to support Log C2 vision for 2020 and beyond.	SYSCOM	18 months

3.3 CSS R/R

Currently, the three active duty FSSGs are horizontal organizations consisting of six functionally aligned BNs. Though this is efficient in garrison, it is not effective during wartime operations and does not facilitate future warfighting concepts such as EMW. Marine Corps doctrine states that the FSSGs will task organize in order to support mission requirements. As seen during OIF I, 1st FSSG was forced to completely task organize to deploy CSS units capable of directly supporting the maneuvering GCE. This administrative burden detracted from MAGTF and external-focused mission planning. Subsequently, task-organized CSS units, created from functionally aligned garrison organizations for contingency operations, lack unit cohesion and practiced Standard Operating Procedures (SOPs). The necessity to task organize for a multitude of missions will never be completely eliminated. However, a common CSSE organizational structure can be established that facilitates rapid and seamless task organization and subsequent deployment, promotes habitual relationships between supported and supporting units, creates a single process owner for MAGTF logistics and adheres to the proposed Log OA processes. Current lack of standardization, both in unit names and organization, impacts deliberate and crisis action planning and execution, exercise planning and participation, and the acquisition of capabilities for the CSSE.

As the strategic atmosphere evolves to requiring more Joint and multinational forces to support operations, strategic planners must have the ability to recognize the size and capability of units based merely on the name. Currently, one must be extremely familiar with the Marine Corps in order to decipher a unit's nature and capability based on the name. It is not uncommon to have a Combat Service Support Detachment (CSSD) that is commanded by a Lieutenant Colonel with 300 Marines and simultaneously have another CSSD commanded by a Captain with 30 Marines. In order to support DoD requirements and planning in the future, the logistics community must standardize unit names, organizational structure and missions across the Marine Corps.

To best illustrate where we are and where we are going in respect to CSS R/R, Figure 3-3 should be compared to Figure 3-4. The proposed organizational template/construct continues to be matured.

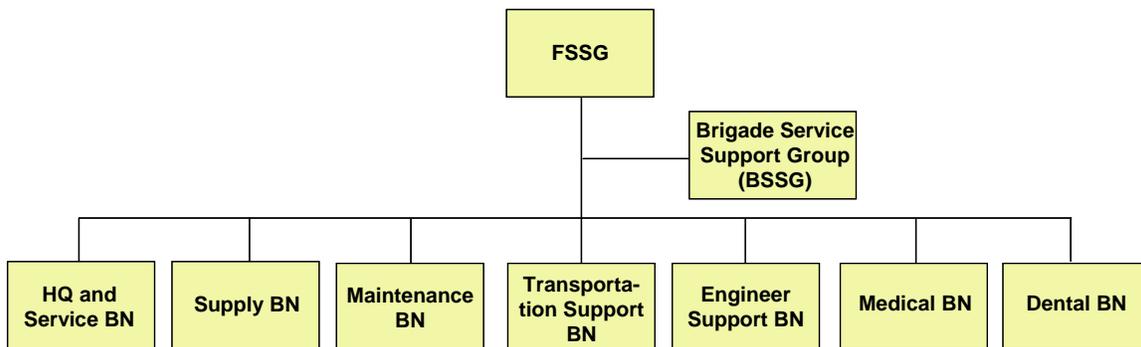


Figure 3-3. Current FSSG Organization



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

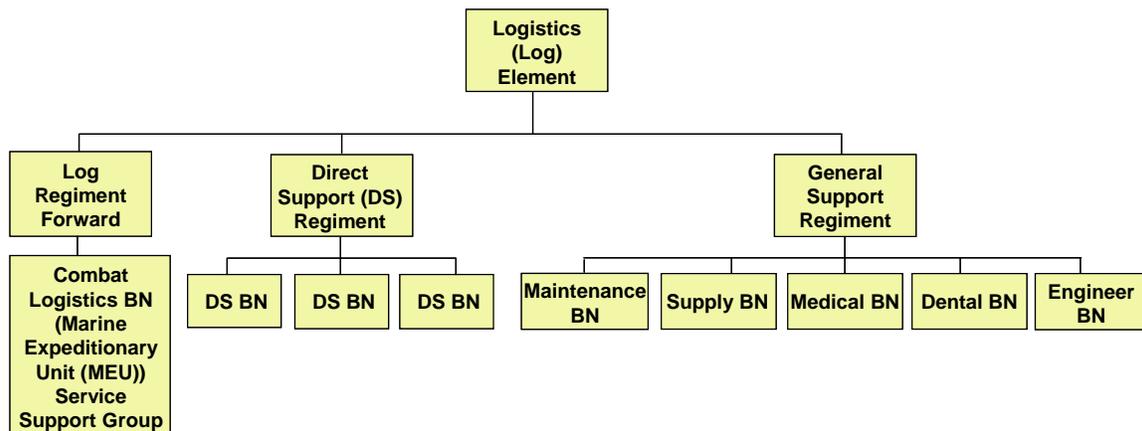


Figure 3-4. Proposed FSSG Template/Construct

3.3.1 CSS R/R End State

The future logistics element of the MAGTF must represent a warfighting structure that includes standing functional and multifunctional units oriented to provide both general and direct support to the MAGTF. A possible organizational construct is shown in Figure 3-4. The future FSSG construct will be responsive to the supported unit through streamlined Log OA processes, flexible in its ability to contract and expand based on mission requirements, and identifiable to planners at all levels. As previously stated, mission requirements will dictate the capability required of a task-organized CSS unit. Consequently, we must maintain flexibility to facilitate rapid task organization. In order to enable rapid task organization and maintain habitual relationships, the CSS organizations will operate from a common organizational platform that is identical in I, II and III MEFs. From this platform, capability can be expanded or contracted, as required. The envisioned future state should resemble direct support multifunctional units capable of rapid and seamless transition from a garrison to a deployed environment. All efforts will be made to maintain a lean structure within the direct support units. The processes outlined in the Log OA, coupled with the enabling capabilities of GCSS-MC, will lead the CSS construct to an organization that promotes habitual relationships, performs most effectively while deployed, and relieves the remaining MAGTF units of many of the logistics burdens. Finally, CSS unit names should be consistent in each FSSG with comparable size unit designations as used elsewhere in the MAGTF, and in accordance with both Joint and Marine Corps unit naming conventions.

3.3.2 CSS R/R Expected Outcomes

Under a reorganized and renamed FSSG, an employed MAGTF will possess increased effectiveness and lethality through streamlined Log OA processes and responsive logistics. By implementing the processes proposed by the Log OA, CSS units will be the single process owner for logistics of a supported unit. This will provide the supported unit the ability to concentrate solely on core competencies and similarly the supporting unit to concentrate solely on its logistics core competency. The new construct will provide flexible and tailorable units capable of rapid and seamless deployment, allowing the CSS units to spend the abundance of planning time focused externally rather than internally. Through the habitual relationships created, logistics support will be responsive and reliable.

Under the current FSSG organization, it is extremely difficult for the FSSGs to thoroughly and accurately identify capability requirements, both in personnel and equipment, needed to execute the wartime mission. Primarily, this is because in garrison, the organization is completely different from the wartime organization. Our goal in garrison is less equipment and personnel that are required to execute routine support roles. Therefore, it is efficient to consolidate capabilities within functional BNs. This hinders the



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

ability to thoroughly understand and identify wartime mission requirements, as they are not practiced while in garrison. In the future, the FSSGs will operate in garrison similar to the way they operate during contingencies.

3.3.3 CSS R/R DOTMLPF Implications

3.3.3.1 Doctrine

The FSSG reorganization concept will affect CSS doctrine at all levels. All CSS doctrine will have to be examined for necessary changes. Emerging concepts will require doctrine writers to update and modernize doctrinal publications to reflect the vision of CSS planners. CSS doctrine must provide common, unifying terminology and establish procedures that will facilitate task organization and the tailoring of CSS forces to support the full range of military operations and missions.

3.3.3.2 Organization

The future Marine Corps will have expanded and diverse missions in an unpredictable, rapidly changing world environment. These factors mandate changes to the way the FSSG is organized. CSS organizations need to be tailorable and flexible to support future MAGTF operations. Organizational design must facilitate future concepts such as Sea Basing and Distributed Operations.

The ability to tailor CSS forces with the necessary capabilities is essential. The CSS force structure must be totally responsive to the Joint/multinational force commander. The support will grow from a nucleus of established CSS functional capabilities to meet the requirements of the supported force. As the deployed force grows, the CSS structure will gain required functional capabilities and expand. CSS units will be designed around a common operating platform, providing them with more agility, more capability, and the required operational reach to be more responsive to the supported commander's mission needs.

Unlike the present where the registered T/O&Es for the FSSGs are constructed based on garrison operations, the future T/O&Es must be designed and manned based on warfighting operations. This will enable the FSSGs to fully understand the warfighting requirements for both personnel and equipment.

3.3.3.3 Training

There should be little impact on entry-level schools for both officers and NCOs. Entry-level schools should only be impacted in defining the CSS COO, COE, organization, MSs and roles.

Unit training will be impacted at a subconscious level. Currently, the FSSG does not train as it fights, the FSSG trains in garrison under functionally aligned BNs in the most efficient means possible. Under the new organizational construct, unit training will consist of the same evolutions; however, the unit that is training will be the same one that goes into the fight with same personnel and equipment to support the same units.

Implementing the new FSSG construct may require CSS officers to become more flexible in their skills. CSS officers may require the ability to command units that perform roles outside of their core area of expertise. CSS officers may be required to become more efficient in all areas of CSS operations in order to lead multifunctional DS CSS units.

As a by-product of organizational growth or reductions within future FSSG organizations, the training pipeline could be impacted by increases in particular MOSs such as communications.

3.3.3.4 Materiel

Future LSE units may require increases to current fielding levels of existing equipment. One of the efficiencies gained through the current functionally aligned organizational construct is the ability to



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

centralize low-density equipment and personnel. Under the future construct, low-density items may need to be spread across the organization based on the concept of support required for a mission.

3.3.3.5 Leadership

Leadership is critical to implementation of the CSS R/R and other Log Mod initiatives. The CSS R/R and Log OA will drastically change the way the CSS element operates. Commanders at all levels must be familiar with and have a clear understanding of the intentions behind the CSS R/R. In order for the CSS R/R to be successful and reach the established goals, all three MEFs must be fully engaged, supportive and willing to provide resources required during development and implementation.

Implementing the CSS R/R may result in increased responsibilities for existing leaders, to include warrant officers and enlisted personnel, and may result in a requirement for additional leaders. This requirement stems from the need to provide C2 for independently operating increments/elements and to provide the required technical expertise and experience. To implement positive C2, leaders may be needed for increments/elements deploying early, as well as for those increments/elements staying behind permanently and/or for those deploying later.

3.3.3.6 Personnel

Reorganization will require redundancy of functions/capabilities and, therefore, may require an increase in personnel strength for selected organizations. It may also result in increases in grade structure to meet requirements for technical expertise and experience. Appendix D reflects a matrix of MARFOR/MEF input into the proposed naming conventions and what has been agreed upon.

3.3.3.7 Facilities

There may be a moderate impact to facilities infrastructure at Marine Corps bases and stations. Additional regimental structure added to the FSSG may require new or realigned facilities.

3.3.4 Specified Tasks

Doctrine

Task Description	Lead
Write draft concept paper. The concept paper will include the following three distinct sections: concept description, COO, and COE.	Concepts Division, EFDC
Review, rewrite and/or establish doctrine, policies, directives and publications in support of the CSS R/R.	Doctrine Division, EFDC
Establish policy and doctrine when necessary to implement new concepts introduced by CSS R/R. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to write the new concepts into policy and doctrine.	Doctrine Division, EFDC
Review and assess Joint/OSD doctrine and policy on CSS R/R to ensure compliance and interoperability.	Doctrine Division, EFDC
Establish final policy on new naming convention for CSSE.	I&L

Organization

Task Description	Lead
Determine requirements with focus on wartime capabilities based on doctrine, Log Mod initiatives, the 2015 MEB S&A results, and other concepts (Ref: MCO 5311.1C w/Ch1).	LP
Develop MS and T/O&E (Ref: MCO 5311.1C w/Ch1 Encl 2 App A).	TTF



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Task Description	Lead
Staff MS and T/O&E changes to the chain of command, like commands, and the Advocate for comment and concurrence. The chain of command must try to balance new requirements with current billets and equipment allowances.	TTF
Submit MSs and T/O&E change requests to MCCDC TFSD (Ref: MCO 5311.1C w/Ch1 Encl 2 App B).	TTF
Conduct CBA on force structure changes. This is imperative for significant changes to force structure and will provide justification to the FSRG and MROC. The CBA must capture impact on SE, the FSSG, and other Advocates.	TFSD, EFDC
Conduct FSRG validation of new requirements.	TFSD, EFDC
Publish Marine Corps 5400 Bulletin.	TFSD, EFDC
Input T/O&E changes into TFSMS.	TFSD, EFDC
Publish troop list.	TFSD, EFDC

Training

Task Description	Lead
Develop POA&M for ITS/T&R. This will require analysis of change in policy and doctrine to determine which OCCFLDs/MOSs are impacted and to focus on the specific tasks impacted.	TECOM
Determine tasks to be trained (Core - Core+) (who, what, when, where, how). This will involve analysis of the specified changes at the task level to develop conditions and performance standards.	TECOM (military) and M&RA (civilian)
Assess/identify/determine core+ hand-off and management requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM
Determine PME vice training requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM
Publish ITS/T&R (or change). This step entails the actual writing/editing/staffing/process.	TECOM
Determine throughput (how many Marines/civilians). TECOM will not do this; the OCCFLD sponsor, working with M&RA, will determine the throughput requirements and provide them to TECOM. This course must be developed.	TECOM (military) and M&RA (civilian)
Develop initial Course Description Data. Curriculum designers at the school will use the published ITS/T&R and the throughput requirements to build the new course. Terminal learning objectives will be analyzed to determine most efficient instructional methods. Enabling learning objectives will be identified, developed and similarly analyzed. Tasks will be sequenced and instructional support requirements will be identified. The initial Course Description Data will be forwarded to TECOM for staffing and approval.	TECOM
Identify Offsets. This should be completed concurrently with "initial Course Description Data." Offsets from existing curriculum should be identified and noted in forwarding documentation with the Course Description Data (i.e., if the new course replaces an existing course that is already budgeted and executing, resources associated with the old course could offset requirements for resources to support the new course).	TECOM
Approve Course Description Data. The Course Description Data is staffed internally to verify that the new course satisfies training requirements, to determine resource impacts, and to develop solutions.	TECOM



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Task Description	Lead
Develop POI. This is done at the school and includes the development of courseware and instructional media.	TECOM
Approve POI. POI is staffed to OCCFLD sponsor and TECOM to ensure that the developed course satisfies training requirements.	TECOM
Implement changes.	TECOM

Materiel

Task Description	Lead
Use a collaborative effort involving TTF, GCSS-MC portfolio manager, SMEs, and Systems Integrator (SI). Depending upon the ease with which the SI can support stated Block I requirements, additional TBD functionality may be added to Block I (possible lights-out for more legacy systems). During this effort, requirements not captured that can/cannot be supported by GCSS-MC should be identified. Detailed assessments of Block II-III capabilities are not feasible at this time.	SYSCOM
Appraise use of emerging/existing technology and equipment relative to Log Mod. Additionally, assess requirement for new technology and equipment in support of Log Mod not yet identified. Leverage any ongoing efforts inside or outside DoD (e.g., UNC, PSU, LogTech, II MEF, SYSCOM, LMT).	MCD, EFDC
Ensure future Log C2 assets conform to MAGTF and Joint requirements (e.g., interoperability). Review needs (e.g., servers, Satellite Communication (SATCOM) assets) in light of this constraint. Leverage ongoing efforts (e.g., Log C2 IPT, 2nd FSSG Logistics Command Center, LMT situation reports), assessing viability of enhancing current C2 assets (e.g., BCS3) against future enablers.	LP and C2 Integration (C2I)

Leadership

Task Description	Lead
Determine impact of cross-Advocate issues on global, common and individual Log Mod initiatives. Establish an issue synchronization/integration effort that provides progress reporting to involved Advocates and I&L, if required.	Advocate
Determine and/or validate policy changes that are required to implement global, common and individual Log Mod initiative efforts. Publish policy changes.	LP
Provide required resources to include personnel assets and funding to implement Log Mod initiatives and cross-initiative Log Mods.	LP
Establish and publish CMP with communications, collaboration and education elements.	LP
Develop metrics, targets, and scoring for initiative and overall supply chain performance. Develop, establish, publish and maintain PMP for global, common and individual Log Mod efforts. Publish quarterly performance results on Log Mod Web site. Recommend using a common Marine Corps BSC methodology and supporting tools with following metric categories: cost, reliability, asset capacity, product and service capacity, responsiveness, and flexibility.	LP
Establish senior, leader-level Log Mod stakeholder group to support Advocate in maturation of Log Mod process and to ensure the efficient and effective implementation of the Log Mod CMP in resolving any conflicting solutions, to include emerging universal needs that impact Log Mod.	LP
Establish 30/90/360-day feedback cycle of Log Mod initiative implementation within each LMT region. LPC will aggregate and review LMT implementation feedback for recommended course changes to the Log Mod transition effort. Establish purpose, membership and charter for WIPTs to support HQMC-level Log Mod initiative implementation. Log Mod initiative WIPTs will be sponsored by the Log Mod TTF.	LP
Designate a POC responsible for all Log Mod PME in the Marine Corps. Log Mod PME POC will coordinate PME effort for each component of the MAGTF.	TECOM
Address cross-commodity issues within functional areas of logistics.	LP



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Personnel

Task Description	Lead
<p>Review, assess, and modify personnel skill sets based on the CSS R/R segmented by MOS. Represents near- and mid-term requirements for Log Mod. CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The Total Force Structure Officer (TFSO) is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of CSS R/R upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying the Table of Manpower Requirements (T/MR) and Logistics Management Information System (LMIS) databases based on review results.</p>	<p>TFSD, EFDC</p>
<p>Determine, assess, and modify personnel skill sets based on CSS R/R segmented by MOS in support of Marine Corps 2015 requirements. Represents far-term requirements for Log Mod. CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSO is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of CSS R/R upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying the T/MR and LMIS databases based on review results.</p>	<p>TFSD, EFDC</p>

Facilities

Task Description	Lead
<p>Assess infrastructure to facilitate ROS in the context of 2015 MAGTF, outlining near-, mid-, and far-term requirements. Activity commanders are normally responsible for providing the minimum facilities support essential to the missions, operations, and ancillary functions of assigned units and personnel in accordance with the MCFPPS. Log Mod will result in significant changes in processes, organization, and realignment of various functions. This assessment will be a coordinated Marine Corps-wide analysis and assessment. This includes:</p> <ul style="list-style-type: none"> - Updated FSR planning documents - Updated facilities assets database for each location/activity - Updated FPD to include all facilities requirements, deficiencies, excesses, and planned courses of action - Appropriate facilities plans required for mobilization support <p>Update key documents, including:</p> <ol style="list-style-type: none"> 1) MMROP. The MMROP is a classified source document used at HQMC for policy and decision-making. It contains an appraisal of Marine Corps roles and missions; concepts of Marine Corps operations in cold, limited, and general warfare; and the force structure and organizational objectives and concepts of the Marine Corps. 2) MCP. The MCP provides the basic short-range plan of available Marine Corps resources, plans to employ these resources, and a delineation of responsibilities to support mobilization plans. This is a classified source document used at both HQMC and the activities in formulating support requirements and plans. 3) FSR. The FSR document is the basis on which a Marine Corps activity will conduct its pre-M-day facility planning and programming. This document is prepared and provided to each Marine Corps activity owning Class I real property (land) annually. This document is prepared as a coordinated effort by all staff elements within HQMC having cognizance over areas which could affect facility requirements. The information in the FSR document is a projection designed to coincide with the DoD FYDP and provide validity to the required facilities of an activity's five-year MILCON program. 	<p>I&L Facilities and Services (LF)</p>



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

3.3.5 Future Enablers

The TFSMS is scheduled to be implemented late spring to early summer of 2005. TFSMS will replace LMIS as the Marine Corps structure management tool. TFSMS will enable planners to easily identify and task organize units for any mission based on needed capability sets. Enablers include:

- GCSS-MC
- Ability to identify capability needs
- TFSMS
- C2
- Well defined concepts of operations

3.3.6 Near-Term POA&M

Pillar	Task Description	Lead	RTR
Doctrine	Write draft concept paper for EFDC. As per EFDC's guidance, the concept paper will be seven to nine pages in length and will have three distinct features: concept description, COO and COE. The concept description should provide a general description of the organization of the CSSE in the 2015 MEB. It should also reflect how it will fulfill I&L's overall end state for Log Mod. The COO should be an overall description of how the reorganization of the CSSE will be implemented across all the combat development pillars. The COE will describe how the reorganized CSSE will support the MAGTF. Within the same paper there will also be a short description, COO and COE of the bridge organization.	TTF	30 days
Doctrine	Establish final policy on new naming convention for CSSE.	I&L	60 days
Organization	Determine requirements with focus on wartime capabilities based on doctrine, Log OA, Log Mod initiatives, the 2015 MEB S&A results, and other concepts. Requirements will be identified as either unit-level, line-level, or administrative (refer to MCO 5311.1C w/Ch1 for specific guidance).	LP	30 days
Organization	Develop MS and T/O&E. Ideally, like units should be mirror imaged (refer to MCO 5311.1C w/Ch1 Encl 2 App A).	TTF	120 days
Organization	Send staff missions statements and T/O&E changes to the chain of command, like commands, and the Advocate for comment and concurrence. The chain of command must try to balance new requirements with current billet requirements and equipment allowances.	TTF	90 days
Organization	Submit T/O&E change request to MCCDC TFS (refer to MCO 5311.1C w/Ch1 Encl 2 App B).	TTF	30 days
Organization	Conduct CBA on force structure changes. This is imperative for significant changes to force structure and will provide justification to the FSRG. The CBA should capture impact on SE, the FSSG, and other Advocates.	TFSD, EFDC	180 days
Organization	Conduct FSRG validation of new requirements.	TFSD, EFDC	Per schedule
Organization	Publish Marine Corps 5400 Bulletin.	TFSD, EFDC	As required
Organization	Input T/O&E changes into TFSMS.	TFSD, EFDC	60 days
Organization	Publish troop list.	TFSD, EFDC	As required



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Pillar	Task Description	Lead	RTR
Materiel	Use a collaborative effort involving TTF, GCSS-MC portfolio manager, SMEs, and SI. Dependent upon the ease with which the SI can support stated Block I requirements, additional TBD functionality may be added to Block I (possible lights-out for more legacy systems). During this effort, requirements not captured that can/cannot be supported by GCSS-MC should be identified. Detailed assessments of Block II-III capabilities are not feasible at this time.	SYSCOM	180 days
Leadership	Determine impact of cross-Advocate issues on global, common and individual Log Mod initiatives. Establish an issue synchronization/integration effort that provides progress reporting to involved Advocates and I&L, if required.	I&L	18 months
Leadership	Determine and/or validate policy changes that are required to implement global, common and individual Log Mod initiative efforts. Publish policy changes.	LP	18 months
Leadership	Provide required resources to include personnel assets and funding to implement Log Mod initiatives and cross-initiative Log Mod.	LP	18 months
Leadership	Establish and publish CMP with communication, collaboration and education elements.	LP	18 months
Leadership	Develop metrics, targets, and scoring for initiative and overall supply chain performance. Develop, establish, publish and maintain PMP for global, common and individual Log Mod efforts. Publish quarterly performance results on Log Mod Web site. Recommend using a common Marine Corps BSC methodology and supporting tools with following metrics categories: cost, reliability, asset capacity, product and service capacity, responsiveness, and flexibility.	LP	18 months
Leadership	Establish senior, leader-level Log Mod stakeholder group to support Advocate in maturation of Log Mod process and to ensure the efficient and effective implementation of the Log Mod CMP in resolving any conflicting solutions, to include emerging universal needs that impact Log Mod.	LP	18 months
Leadership	Establish 30/90/360-day feedback cycle of Log Mod initiative implementation within each LMT region. LPC will aggregate and review LMT implementation feedback for recommended course changes to the Log Mod transition effort. Establish purpose, membership and charter for WIPTs to support HQMC-level Log Mod initiative implementation. Log Mod initiative WIPTs will be sponsored by the Log Mod TTF.	LP	18 months
Leadership	Designate a POC responsible for all Log Mod PME in the Marine Corps. Log Mod PME POC will coordinate PME effort for each component of the MAGTF.	LP	18 months
Leadership	Address cross-commodity issues within functional areas of logistics.	TECOM	18 months



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

3.3.7 Mid-Term POA&M

Pillar	Task Description	Lead	RTR
Doctrine	Review and rewrite, if necessary, all Marine Corps doctrine policies, directives and publications on organization of the CSSE. This will be accomplished by identifying the pertinent doctrine, policies, directives and publications through the responsible sections within I&L and MCCDC.	Doctrine Division, EFDC	18 months
Doctrine	Establish policy and doctrine when necessary to implement new concepts introduced by reorganization of the CSSE. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to write the new concepts into policy and doctrine.	Doctrine Division, EFDC	18 months
Doctrine	Review and assess Joint/OSD doctrine and policy on the CSSE reorganization to ensure compliance and interoperability.	Doctrine Division, EFDC	18 months
Training	Develop POA&M for ITS/T&R. This will require analysis of change in policy and doctrine to determine which OCCFLDs/MOSs are impacted and to focus on the specific tasks impacted (or whether the entire OCCFLD/MOS order must be changed). Based on the amount of change required, decisions will be made on whether a total revision should be done or a change. Normally SMEs would be brought in to develop the new order, since we are implementing new policy/procedures here there are no real SMEs in the sense that we have known them in the past so we may have to rely heavily on the TTF. Funding for Temporary Additional Duty (TAD) could be an issue, but if the issue is in a priority status, this would not be expected.	TECOM	90 days
Training	Develop POI. This is done at the school and includes the development of courseware and instructional media.	TECOM	60 days
Training	Approve POI. POI is staffed to OCCFLD sponsor and TECOM to ensure that the developed course satisfies training requirements.	TECOM	60 days
Training	Publish ITS/T&R (or change). This step entails the actual writing/editing/staffing/process.	TECOM	12 months
Training	Determine PME vice training requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM	60 days
Training	Determine tasks to be trained (Core - Core+) (who, what, when, where, how). This will involve analysis of the specific changes at the task level to develop conditions and performance standards.	TECOM (military) and M&RA (civilian)	90 days
Training	Assess/identify/determine core+ hand-off and management requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM	90 days
Training	Determine throughput (how many Marines/civilians). TECOM will not do this; the OCCFLD sponsor, working with M&RA, will determine the throughput requirements and provide them to TECOM. This course must be developed.	TECOM (military) and M&RA (civilians)	30 days



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Pillar	Task Description	Lead	RTR
Training	Develop initial Course Description Data. Curriculum designers at the school will use the published ITS/T&R and the throughput requirements to build the new course. Terminal learning objectives will be analyzed to determine most efficient instructional methods, enabling learning objectives to be identified, developed and similarly analyzed. Tasks will be sequenced and instructional support requirements will be identified. The initial Course Data Description Data will be forwarded to TECOM for staffing and approval.	TECOM	90 days
Training	Identify Offsets. This should be completed concurrently with "develop initial Course Description Data." Offsets from existing curriculum should be identified and noted in forwarding documentation with the Course Description Data (i.e., if the new course replaces an existing course that is already budgeted and executing, resources associated with the old course could offset requirements for resources to support the new course).	TECOM	30 days
Training	Approve Course Description Data. The Course Description Data is staffed internally to verify that the new course satisfies training requirements, to determine resourcing impacts and to develop solutions.	TECOM	90 days
Materiel	Appraise use of emerging/existing technology and equipment relative to Log Mod effort. Additionally, assess requirement for new technology and equipment in support of Log Mod effort not yet identified. Leverage any ongoing efforts inside or outside DoD (e.g., PSU, II MEF, SYSCOM, LMT).	MCD, EFDC	180 days
Materiel	Configure future Log C2 assets to MAGTF and Joint requirements (e.g., interoperability). Review needs (e.g., servers, SATCOM assets) in light of this constraint. Leverage ongoing efforts (e.g., Log C2 IPT, 2nd FSSG Logistics Command Center, LMT situation reports), assessing viability of enhancing current C2 assets (e.g., BCS3) against future enablers.	LP and C2I	180 days
Personnel	Review, assess, and modify personnel skill sets based on the CSS R/R segmented by MOS. Represents near- and mid-term requirements for Log Mod. CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSD is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSD will publish updated requirements and authorized manning levels in the troop list in support of the CSS R/R upon final analysis and required executive level decisions. Implied tasks include but not limited to the TFSD modifying T/MR and LMIS databases based on review results.	TFSD, EFDC and M&RA	12 months

3.3.8 Far-Term POA&M

Pillar	Task Description	Lead	RTR
Organization	Assess impact of T/O&E and MS in the context of 2015 MAGTF.	I&L with TFS in support	180 days
Training	Implement changes.	TECOM	TBD



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Pillar	Task Description	Lead	RTR
Personnel	Review, assess, and modify personnel skill sets based on ROS segmented by MOS in support of 2015 MEB Marine Corps requirements. Represents far-term requirements for Log Mod. CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSO is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of ROS upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying the T/MR and LMIS databases based on review results.	LP	Not Later Than (NLT) 2010 with 180-day In-Progress Reviews (IPRs), proposal NLT 30 days after Solution Planning Directive (SPD) approval
Facilities	Assess infrastructure to facilitate the MAGTF distribution in the context of 2015 MAGTF, outlining near-, mid-, and far-term requirements. Activity commanders are normally responsible for providing the minimum facilities support essential to the missions, operations, and ancillary functions of assigned units and personnel in accordance with the MCFPPS. Log Mod will result in significant changes in processes, organization, and realignment of various functions. This assessment will be a coordinated Marine Corps-wide analysis and assessment. Includes: <ul style="list-style-type: none"> - Updated FSR planning documents - Updated facilities assets database for each location/activity - Updated FPD to include all facilities requirements, deficiencies, excesses, and planned courses of action - Appropriate facilities plans required for mobilization support 	I&L (LF)	MILCON
Facilities	Update key documents, including: <ol style="list-style-type: none"> 1) MMROP. The MMROP is a classified source document used at HQMC for policy and decision-making. It contains an appraisal of Marine Corps roles and missions; concepts of Marine Corps operations in cold, limited, and general warfare; and the force structure and organizational objectives and concepts of the Marine Corps. 2) MCP. The MCP provides the basic short-range plan of available Marine Corps resources, plans to employ these resources, and a delineation of responsibilities to support mobilization plans. This is a classified source document used at both HQMC and the activities in formulating support requirements and plans. 3) FSR. The FSR document is the basis on which a Marine Corps activity will conduct its pre-M-day facility planning and programming. This document is prepared and provided to each Marine Corps activity owning Class I real property (land) annually. This document is prepared as a coordinated effort by all staff elements within HQMC having cognizance over areas which could affect facility requirements. The information in the FSR document is a projection designed to coincide with the DoD FYDP and provide validity to the required facilities of an activity's five-year MILCON program. 	I&L (LF)	MILCON



3.4 MAGTF Distribution

The shift in defense planning from symmetric warfare to the asymmetric threat posed by the GWOT requires the support of a rapid, flexible and precise distribution system. However, our current distribution system still lacks the necessary capabilities required to fully support warfighters. The distribution process is still hindered by multiple stakeholders; lack of integrated ITV, TAV and a shared data environment; no common intermodal packaging; and most importantly, no single MAGTF organization that conducts and ensures integrated End-to-End (E2E) distribution on behalf of the MAGTF commander. This has resulted in a segmented process from the strategic to tactical levels of war that is inefficient and still lacking in supported unit confidence.

To change this, the Marine Corps requires an E2E distribution process that is integrated from the “factory to the foxhole” through modernization of logistics processes, technology, and equipment synchronized with the logistics Log OA and integrated with the operational capabilities provided by GCSS-MC. Technology includes enablers such as an ITV and TAV capability that allows all stakeholders in the distribution chain to see the location and status of orders in a near real-time, Web-services-enabled environment. For process modernization and integration, the Marine Corps must designate within each MAGTF CE a distribution integrator responsible for every facet of the distribution process, to include the capacity management authority to task any available assets within the MAGTF to fulfill distribution requirements. The technology required to execute capacity management of a single distribution process must enable virtual integration and TAV of all orders and assets available to fulfill distribution requirements.

3.4.1 MAGTF Distribution End State

An E2E distribution capability will align Marine Corps processes to meet the DoD requirements for distribution defined in Joint Pub 1-02 as “synchronizing all elements of the logistics system to deliver the “right things” (materiel, services, and personnel) to the “right place” at the “right time” and providing for the “arrangement of troops for any purpose, such as battle, march, or maneuver (i.e., force closure)” in support of the deployed MAGTF commander. A capability to manage E2E distribution will also provide the MAGTF commander a method to execute inbound and outbound movements for everything in the distribution pipeline in support of that MAGTF while maintaining total visibility.

3.4.2 MAGTF Distribution Expected Outcomes

The MAGTF distribution capability requires real-time global visibility of distribution requirements and assets, sets the framework for MAGTF logistics integration of all MAGTF requirements and provides the foundation for applications used for future inventory management. The MAGTF Distribution capability relies on information technologies and real-time decision support tools. The availability of real-time information will make systems designed to operate in batch mode obsolete.

Stock-point replenishments and trans-shipments will be triggered in a pull mode based on instantaneous inventory position and changing readiness requirements. The MAGTF Distribution capability will make use of real-time data on actual distribution requirements, minimizing the role of forecasts in execution systems. The decision support system will have the capability to adjust dynamically based on real-time profiles of OPFORS requirements, inventory levels, back orders, locations, and repair capacities. Agent-based technology will be integrated throughout the logistics chain as enablers facilitating a more effective and efficient use of our limited resources...“Marines and Civilian Marines.” Figure 3-5 presents the role of agent-based technologies within a MAGTF Distribution network.

The MAGTF Distribution capability will also fully utilize decision support systems that will aid in optimizing the stock levels and locations based on readiness requirement (operational availability) criteria set by materiel planners, program managers, and MEF planners.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

Point-of-use delivery and storage techniques will closely link inventory and maintenance operations by pull signals in response to operational requirements. Logistics chain integration systems will manage multiple resources within the MAGTF, including internal processes, OPFORS inventory levels, and third-party service providers. Materiel-sourcing systems will determine optimal levels of inventory based on repair capabilities and capacity, transportation cycle times/cost, and operational requirements. Priority setting systems will order tasks into different levels of importance based on tailored logistics criteria such as Marine Corps readiness levels, operational availability, and MAGTF commander requirements and priorities. Adaptive systems will also allow analysis of current processes and replanning of actions based on near real-time data. Assets will be electronically tagged and tracked by serial number to provide each successive process with information about what actions are required and where the asset is to be routed.

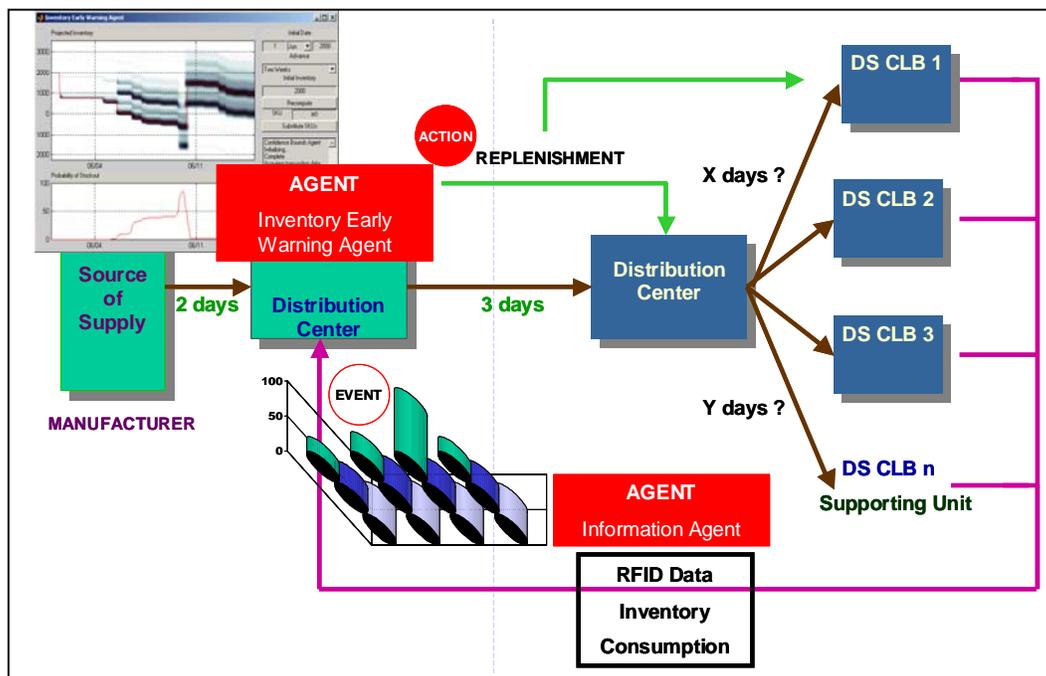


Figure 3-5. Role of Agent-Based Technologies

The MAGTF Distribution capability will emphasize distribution over transportation utilizing intermodal vehicle routing systems to optimally select transportation modes and route assets through the distribution network. This will be done while considering multiple objectives to achieve targeted MAGTF commander service levels such as cost of the asset (inventory cost), transportation cost, and cycle times. Postponement transportation logic will reduce delivery cycle times of supported units. In this mode, inventory is moving before orders are placed. Agent-based technology will be the key enabler.

A single MAGTF Distribution integrator will provide unity of command, resulting in greater control of the process in theater. This will ensure that all potential sources of inventory and transportation are optimized, resulting in faster and more complete order fulfillment.

A virtual environment of shared information will increase communication between supporting and supported units, enable more precise demand planning between logistics providers, facilitate better coordination for delivery and receipt of orders, and increase overall confidence in the logistics chain.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

The virtual pooling of all assets available to execute order fulfillment should significantly increase the reliability, maintainability and operational availability for those assets required to support the distribution process. The same metrics will be used to track improvements across the MAGTFs as parts and services needed for maintenance are delivered with greater velocity.

3.4.3 MAGTF Distribution DOTMLPF Implications

3.4.3.1 Doctrine

The MAGTF Distribution concept will have several doctrinal impacts. Most significantly, the concept emphasizes that MAGTF Distribution is shared responsibility across all elements of the MAGTF with the CE ultimately responsible for integrating the entire distribution process across all three levels of warfare (strategic, operational and tactical) and the MAGTF. Also significant is the role of air. The ACE must become more integrated with the distribution process via the MAGTF Distribution integrator. As the Marine Corps moves towards Sea Basing, the 2015 MAGTF ACE must take on a greater role in support of the distribution process.

3.4.3.2 Organization

The Marine Corps must look hard at all units with a role in the distribution process to determine how they can best be structured. The CE, units such as the Force Movement Control Center (FMCC), Logistics and Movement Control Center (LMCC), and Strategic Mobility Office (SMO) should be reorganized under the MAGTF Distribution integrator. By pooling the resources and personnel of these units, additional structure may not be required to form a MAGTF Distribution integration cell. MSs for the MAGTF Distribution integration cell should be rewritten to clearly define its responsibility as the single distribution process owner within the MAGTF. Within the CSSE, units with a role in the distribution process should be reorganized to facilitate cross-docking. ROS calls should occur to obtain an overall reduction in on-hand inventory. Cross-docking emphasis on increased turnaround of the shipping and receiving function is a critical enabler to inventory reduction. II MEF has already restructured for cross-docking with its MAGTF Distribution Company (MDC). Lessons learned from the MDC's employment in OIF III would provide the basis for how to realign organizations to execute cross-docking.

3.4.3.3 Training

The MAGTF Distribution concept will introduce many new tasks to be trained. Specifically, training for the enabling technology for RFID, TAV, and ITV will have to be introduced into the POIs. Although not slated until Block II, the distribution function of GCSS-MC will require training at the schoolhouses, as well. There must be close linkage between the training and materiel pillars to ensure training for other materiel solutions are incorporated, as well.

Course materiel for E2E distribution of materiel, services and personnel must be developed to enable NCOs and officers to execute the MAGTF Distribution concept. Specifically, the Marine Corps should develop a training Combat Service Support Operation Center (CSSOC) that incorporates and simulates distribution planning and execution in a deployed MAGTF environment. The system should simulate collaborative mission planning and execution between every element of the MAGTF; train Marines to optimize potential distribution assets and to mitigate competition between units and elements of the MAGTF for both ground and air assets; and to teach Marines about MAGTF C2 and how to integrate and understand systems that create the MAGTF's COP.

3.4.3.4 Materiel

Materiel solutions to enable ITV, TAV, RFID, communications infrastructure, and Joint intermodal and internodal containers must be developed. The MAGTF Distribution function of Block II GCSS-MC also



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

represents a substantial materiel solution. However, close coordination with Marine Corps SYSCOM will be required to identify additional materiel solutions to realize the MAGTF Distribution concept.

3.4.3.5 Leadership

The CE Advocate must understand and embrace the roles and responsibilities of the MAGTF Distribution Integrator. The solutions implemented across the pillars will only succeed if the CE takes the lead in integrating the MAGTF Distribution concept across the three levels of war and all elements of the MAGTF, based on solutions developed by the CSSE Advocate.

3.4.3.6 Personnel

New materiel solutions will require new skill sets to be identified for certain MOSs. Also, reorganization may require that certain skill sets of certain MOSs be reassessed. Specifically, we should assess the different MOSs required to successfully run an MDC and determine which skill sets unique to a particular MOS should also be incorporated into the skill sets of other MOSs.

3.4.3.7 Facilities

As inventories are reduced, the Marine Corps must assess how well inventory storage points are suited for cross-docking and to what extent they must be modified for that purpose. Additionally, the Marine Corps must map all global cross-docking and distribution nodes and ensure interoperability.

3.4.4 Specified Tasks

Doctrine

Task Description	Lead
Write concept paper for EFDC. As per EFDC's guidance, the concept paper will be seven to nine pages in length and will have three distinct features: concept description, COO and COE. The concept description should provide a general description of the distribution process after implementation of the initiative. It should also reflect how it will fulfill I&L's overall end state for Log Mod. The COO should be an overall description of how the distribution initiative will be implemented across all the combat development pillars. The COE will describe how distribution will be executed within the MAGTF across the three levels of warfare: strategic, operational and tactical.	Concepts Division, EFDC
Review, rewrite, and/or establish doctrine, policies, directives and publications in support of distribution. This will be accomplished by identifying the pertinent doctrine, policies, directives and publications through the responsible sections within I&L and MCCDC. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to conduct the review and rewrite.	Doctrine Division, EFDC
Establish policy and doctrine when necessary to implement new concepts introduced through modernization of distribution. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to write the new concepts into policy and doctrine.	Doctrine Division, EFDC
Review and assess Joint/OSD doctrine and policy on distribution to ensure compliance and interoperability.	Doctrine Division, EFDC

Organization

Task Description	Lead
Determine requirements with focus on wartime capabilities based on doctrine, Log OA, Log Mod initiatives, the 2015 MEB S&A results, and other concepts. Requirements will be identified as either unit-level, line-level, or administrative (refer to MCO 5311.1C w/Ch1 for specific guidance). The intent is to consolidate units in the CE and CSSE that have a role in the distribution process.	LP
Develop MS and T/O&E. Ideally, like units should be mirror imaged (refer to MCO 5311.1C w/Ch1 Encl 2 App A).	TTF



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Task Description	Lead
Staff MS and T/O&E changes to the chain of command, like commands, and the Advocate for comment and concurrence. The chain of command must try to balance new requirements with current billet requirements and equipment allowances.	TTF
Submit MS and T/O&E change requests to MCCDC TFSD (refer to MCO 5311.1C w/Ch1 Encl 2 App B).	TTF
Conduct CBA on force structure changes. This is imperative for significant changes to force structure and will provide justification to the FSRG. The CBA should capture impact on SE, the FSSG, and other Advocates.	TFSD, EFDC
Conduct FSRG validation of new requirements.	TFSD, EFDC
Publish Marine Corps 5400 Bulletin.	TFSD, EFDC
Input T/O&E changes into TFSMS.	TFSD, EFDC
Publish troop list.	TFSD, EFDC

Training

Task Description	Lead
Develop POA&M for ITS/T&R. This will require analysis of change in policy and doctrine to determine which OCCFLDs/MOSs are impacted and to focus on the specific tasks impacted (or whether the entire OCCFLD/MOS order must be changed). Based on the amount of change required, decisions will be made on whether a total revision should be done or a change. Normally SMEs would be brought in to develop the new order; however, since we are implementing new policy/procedures, there are no real SMEs in the sense that we have known them in the past. We may have to rely heavily on the TTF. Funding for TAD could be an issue, but if the issue is in a priority status, this would not be expected.	TECOM
Determine tasks to be trained (Core - Core+) (who, what, when, where, how). This will involve analysis of the specific changes at the task level to develop conditions and performance standards.	TECOM (military) and M&RA (civilian)
Assess/identify/determine core+ hand-off and management requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM
Determine PME vice training requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM
Publish ITS/T&R (or change). This step entails the actual writing/editing/staffing/process.	TECOM
Determine throughput (how many Marines/civilians). TECOM will not do this; the OCCFLD sponsor, working with M&RA, will determine the throughput requirements and provide them to TECOM. This course must be developed.	TECOM (military) and M&RA (civilian)
Develop initial Course Description Data. Curriculum designers at the school will use the published ITS/T&R and the throughput requirements to build the new course. Terminal learning objectives will be analyzed to determine the most efficient instructional methods. Enabling learning objectives will be identified, developed and similarly analyzed. Tasks will be sequenced and instructional support requirements will be identified. The initial Course Description Data will be forwarded to TECOM for staffing and approval.	TECOM
Identify Offsets. This should be completed concurrently with "develop initial Course Description Data" Offsets from existing curriculum should be identified and noted in forwarding documentation with the Course Description Data. (i.e., if the new course replaces an existing course that is already budgeted and executing, resources associated with the old course could offset requirements for resources to support the new course).	TECOM
Approve Course Description Data. The Course Description Data is staffed internally to verify that the new course satisfies training requirements and determine resourcing impacts and develop solutions.	TECOM



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Task Description	Lead
Develop POI. This is done at the school and includes the development of courseware and instructional media.	TECOM
Approve POI. POI is staffed to OCCFLD sponsor and TECOM to ensure that the developed course satisfies training requirements.	TECOM
Implement changes.	TECOM

Materiel

Task Description	Lead
Use a collaborative effort involving TTF, GCSS-MC portfolio manager, SMEs, and SI. Depending upon the ease with which the SI can support stated Block I requirements, additional TBD functionality may be added to Block I (possible lights-out for more legacy systems). During this effort, requirements not captured that can/cannot be supported by GCSS-MC should be identified. Detailed assessments of Block II-III capabilities are not feasible at this time.	SYSCOM
Appraise use of emerging/existing technology and equipment relative to distribution. Additionally, assess requirement for new technology and equipment in support of distribution not yet identified. Leverage any ongoing efforts inside or outside DoD (e.g., PSU, II MEF, SYSCOM, LMT).	LPV

Leadership

Task Description	Lead
Determine the impact of a segmented distribution process that is not integrated across the three levels of warfare or the MAGTF.	LP
Determine impact of cross-Advocate issues on global, common and individual Log Mod initiatives. Establish an issue synchronization/integration effort that provides progress reporting to involved Advocates and I&L, if required.	LP
Determine and/or validate policy changes that are required to implement global, common and individual Log Mod initiative efforts. Publish policy changes.	LP
Provide required resources to include personnel assets and funding to implement a distribution process integrated across the three levels of war and the MAGTF.	LP
Establish and publish a CMP with communications, collaboration and education elements.	LP
Develop metrics, targets, and scoring for initiative and overall supply chain performance. Develop, establish, publish and maintain PMP for global, common and individual Log Mod effort. Publish quarterly performance results on Log Mod Web site. Recommend using a common Marine Corps BSC methodology and supporting tools with following metrics categories: cost, reliability, asset capacity, product and service capacity, responsiveness, and flexibility.	LP
Establish senior, leader-level distribution stakeholder group to support Advocate in maturation of distribution initiative and to ensure the efficient and effective implementation of the Log Mod CMP in resolving any conflicting solutions, to include emerging universal needs that impact the distribution initiative.	LP
Establish 30/90/360-day feedback cycle of distribution initiative implementation within each LMT region. LPC will aggregate and review distribution implementation feedback for recommended course changes to the transition effort. Establish purpose, membership and charter for WIPTs to support HQMC-level distribution initiative implementation. Distribution initiative WIPTs will be sponsored by the Log Mod TTF.	LP
Designate a POC responsible for all distribution PME in the Marine Corps. Distribution PME POC will coordinate PME effort for each component of the MAGTF.	TECOM
Establish and publish prioritized listing of funding requirements necessary to implement global, common and individual distribution initiative effort.	LP



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Task Description	Lead
Develop a training CSSOC that simulates distribution planning and execution in a deployed MAGTF environment. The system should simulate collaborative mission planning and execution between operators and logisticians, train Marines to optimize potential distribution assets to mitigate competition between operations and logistics for both ground and air assets, and teach Marines about MAGTF C2 and how to integrate and understand systems that create the MAGTF's COP.	TECOM

Personnel

Task Description	Lead
Obtain CG MCCDC-generated requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSO is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of MAGTF Distribution upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying T/MR and LMIS databases based on review results.	TFSD, EFDC

Facilities

Task Description	Lead
<p>Assess activity commander responsibility for providing the minimum facility support essential to the missions, operations, and ancillary functions of assigned units and personnel in accordance with the MCFPPS. Log Mod will result in significant changes in processes, organization, and realignment of various functions. This assessment will be a coordinated Marine Corps-wide analysis and assessment. This includes the following:</p> <ul style="list-style-type: none"> - Updated FSR planning documents - Updated facilities assets database for each location/activity - Updated FPD to include all facilities requirements, deficiencies, excesses, and planned courses of action - Appropriate facilities plans required for mobilization support <p>Update key documents, including:</p> <ol style="list-style-type: none"> 1) MMROP. The MMROP is a classified source document used at HQMC for policy and decision-making. It contains an appraisal of Marine Corps roles and missions; concepts of Marine Corps operations in cold, limited, and general warfare; and the force structure and organizational objectives and concepts of the Marine Corps. 2) MCP. The MCP provides the basic short-range plan of available Marine Corps resources, plans to employ these resources, and a delineation of responsibilities to support mobilization plans. This is a classified source document used at both HQMC and the activities in formulating support requirements and plans. 3) FSR. The FSR document is the basis on which a Marine Corps activity will conduct its pre-M-day facility planning and programming. This document is prepared and provided to each Marine Corps activity owning Class I real property (land) annually. This document is prepared as a coordinated effort by all staff elements within HQMC having cognizance over areas that could affect facility requirements. The information in the FSR document is a projection designed to coincide with the DoD FYDP and provide validity to the required facilities of an activity's five-year MILCON program. 	I&L Facilities and Services (LF)
Map the global distribution network. This consists of all known distribution nodes that the Marine Corps could potentially use. The Marine Corps must ensure its distribution system is interoperable with these nodes.	LP



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Other

Task Description	Lead
Identify C2 requirements necessary to execute distribution across the MAGTF through collaborative mission planning and execution between operators and logisticians. The system must be able to optimize potential distribution assets to mitigate competition between operations and logistics for both ground and air assets. The system must also integrate with the rest of the MAGTF's COP. Once a C2 system solution is identified, assess DOTMLPF impacts.	TTF
Identify the capabilities of all current and future (programs of record) distribution assets (other than IT and C2 solutions). This information must be incorporated into all distribution decision support systems/IT solutions/C2 systems and identified across the pillars.	LP
Identify force protection requirements necessary to increase the survivability of the MAGTF Distribution chain in a deployed environment. Once identified, assess DOTMLPF impacts.	LP
Identify requirements to integrate GCSS-MC with the Global Transportation Network (GTN).	GCSS PM/MAGTF C2 harmonization effort

3.4.5 Future Enablers

Ongoing efforts with Naval Logistics Integration (NLI) will improve throughput and velocity of the Marine Corps Distribution chain, providing greater access to better-positioned inventory nodes.

The U.S. Transportation Command's efforts to integrate the strategic-level distribution chain will help Marines Corps efforts to integrate the supply chain across the three levels of war and the MAGTF.

The Concurrent Technologies Corporation (CTC) analysis of the Marine Corps Distribution chain will validate ongoing efforts and provide a road map for future efforts.

The MCCDC C2 harmonization effort will support the Log C2 initiative requirements necessary to support MAGTF Distribution.

3.4.6 Near-Term POA&M

Pillar	Task Description	Lead	RTR
Doctrine	Write draft concept paper. As per EFDC's guidance, the concept paper will be seven to nine pages in length and will have three distinct features: concept description, COO and COE. The concept description should provide a general description of the distribution process after implementation of the initiative. It should also reflect how it will fulfill I&L's overall end state for Log Mod. The COO should be an overall description of how the distribution initiative will be implemented across all the combat development pillars. The COE will describe how distribution will be executed within the MAGTF across the three levels of warfare: strategic, operational and tactical.	Concepts Division, EFDC	14 days
Organization	Determine requirements with focus on wartime capabilities based on doctrine, Log OA, Log Mod initiatives, the 2015 MEB S&A results, and other concepts. Requirements will be identified as either unit-level, line-level, or administrative (refer to MCO 5311.1C w/Ch1 for specific guidance). The intent is to consolidate units in the CE and CSSE that have a role in the distribution process.	LP	30 days



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Pillar	Task Description	Lead	RTR
Leadership	Determine the impact of a segmented distribution process that is not integrated across the three levels of warfare or the MAGTF.	LP	Continuous

3.4.7 Mid-Term POA&M

Pillar	Task Description	Lead	RTR
Doctrine	Establish policy and doctrine when necessary to implement new concepts introduced through the distribution initiative. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to write the new concepts into policy and doctrine.	I&L	180 days
Doctrine	Review and rewrite if necessary all Marine Corps doctrine policies, directives and publications on distribution. This will be accomplished by identifying the pertinent doctrine, policies, directives and publications through the responsible sections within I&L and MCCDC.	EFDC	18 months
Doctrine	Review and assess Joint/OSD doctrine and policy on distribution to ensure compliance and interoperability.	EFDC	18 months
Training	Develop POA&M for ITS/T&R. This will require analysis of change in policy and doctrine to determine which OCCFLDs/MOSs are impacted and to focus on the specific tasks impacted (or whether the entire OCCFLD/MOS order must be changed). Based on the amount of change required, decisions will be made on whether a total revision should be done or a change. Normally SMEs would be brought in to develop the new order, but since new policy/procedures are being implemented there are no real SMEs in the sense that we have known them in the past. We may have to rely heavily on the TTF. Funding for TAD could be an issue, but if the issue is in a priority status, this would not be expected.	TECOM	90 days
Training	Develop POI. This is done at the school and includes the development of courseware and instructional media.	TECOM	60 days
Training	Approve POI. POI is staffed to OCCFLD sponsor and TECOM to ensure that the developed course satisfies training requirements.	TECOM	60 days
Training	Publish ITS/T&R (or change). This step entails the actual writing/editing/staffing/process.	TECOM	12 months
Training	Determine PME vice training requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM	60 days
Training	Determine tasks to be trained (Core - Core+) (who, what, when, where, how). This will involve analysis of the specific changes at the task level to develop conditions and performance standards.	TECOM (military) and M&RA (civilian)	90 days
Training	Assess/identify/determine core+ hand-off and management requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM	90 days
Training	Determine throughput (how many Marines/civilians). TECOM will not do this; the OCCFLD sponsor, working with M&RA, will determine the throughput requirements and provide them to TECOM. This course must be developed.	TECOM (military) and M&RA (civilian)	30 days



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Pillar	Task Description	Lead	RTR
Training	Develop initial Course Description Data. Curriculum designers at the school will use the published ITS/T&R and the throughput requirements to build the new course. Terminal learning objectives will be analyzed to determine most efficient instructional methods. Enabling learning objectives will be identified, developed and similarly analyzed. Tasks will be sequenced and instructional support requirements will be identified. The initial Course Description Data will be forwarded to TECOM for staffing and approval.	TECOM	90 days
Training	Identify offsets. This should be completed concurrently with "develop initial Course Description Data." Offsets from existing curriculum should be identified and noted in forwarding documentation with the Course Description Data (i.e., if the new course replaces an existing course that is already budgeted and executing, resources associated with the old course could offset requirements for resources to support the new course).	TECOM	30 days
Training	Approve Course Description Data. The Course Description Data is staffed internally to verify that the new course satisfies training requirements, to determine resource impacts, and to develop solutions.	TECOM	90 days
Materiel	Appraise use of emerging/existing technology and equipment relative to distribution. Additionally, assess requirement for new technology and equipment in support of distribution not yet identified. Leverage any ongoing efforts inside or outside DoD (e.g., PSU, II MEF, SYSCOM, LMT)	LPV	180 days
Materiel	Use a collaborative effort involving TTF, GCSS-MC portfolio manager, SMEs, and SI. Depending upon the ease with which the SI can support stated Block I requirements, additional TBD functionality may be added to Block I (possible lights-out for more legacy systems). During this effort, requirements not captured that can/cannot be supported by GCSS-MC should be identified. Detailed assessments of Block II-III capabilities are not feasible at this time.	SYSCOM	180 days
Leadership	Determine and/or validate policy changes that are required to implement global, common and individual distribution initiative efforts. Publish policy changes.	LP	18 months
Leadership	Provide required resources to include personnel assets and funding to implement distribution initiative and cross-initiative Log Mod.	LP	18 months
Leadership	Establish and publish CMP with communications, collaboration and education elements.	LP	18 months
Leadership	Develop metrics, targets, and scoring for initiative and overall supply chain performance. Develop, establish, publish and maintain PMP for global, common and individual Log Mod efforts. Publish quarterly performance results on Log Mod Web site. Recommend using a common Marine Corps BSC methodology and supporting tools with following metric categories: cost, reliability, asset capacity, product and service capacity, responsiveness, and flexibility.	LP	18 months
Leadership	Establish senior, leader-level distribution stakeholder group to support Advocate in maturation of distribution initiative and to ensure the efficient and effective implementation of the Log Mod CMP in resolving any conflicting solutions, to include emerging universal needs that impact the distribution initiative.	LP	18 months
Leadership	Establish and publish prioritized listing of funding requirements necessary to implement global, common and individual distribution initiative effort.	LP	18 months



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Pillar	Task Description	Lead	RTR
Leadership	Establish 30/90/360-day feedback cycle of Log Mod initiative implementation within each LMT region. LPC will aggregate and review LMT implementation feedback for recommended course changes to the Log Mod transition effort. Establish purpose, membership and charter for WIPTs to support HQMC-level Log Mod initiative implementation. The Log Mod TTF will sponsor Log Mod initiative WIPTs.	LP	18 months
Leadership	Address cross-commodity issues within supply.	TECOM	18 months
Leadership	Develop a training CSSOC that simulates distribution planning and execution in a deployed MAGTF environment. The system should simulate collaborative mission planning and execution between operators and logisticians; train Marines to optimize potential distribution assets to mitigate competition between operations and logistics for both ground and air assets; and teach Marines about MAGTF C2 and how to integrate and understand systems that create the MAGTF's COP.	TECOM	18 months
Personnel	Review, assess, and modify personnel skill sets based on ROS segmented by MOS. Represents near- and mid-term requirements for Log Mod. CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSO is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of ROS upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying the T/MR and LMIS databases based on review results.	TFSD, EFDC and M&RA	18 months
Facilities	Map the global distribution network. This consists of all known distribution nodes that the Marine Corps could potentially use. The Marine Corps must ensure its distribution system is interoperable with these nodes.	LF	18 months
Other	Identify C2 requirements necessary to execute the distribution across the MAGTF through collaborative mission planning and execution between operators and logisticians. The system must be able to optimize potential distribution assets to mitigate competition between operations and logistics for both ground and air assets. The system must also integrate with the rest of the MAGTF's COP. Once a C2 system solution is identified, assess DOTMLPF impacts.	MAGTF C2 harmonization effort	18 months
Other	Identify the capabilities of all current and future (programs of record) distribution assets (other than IT and C2 solutions). This information must be incorporated into all distribution decision support systems/IT solutions/C2 systems and identified across the pillars.	LPV	18 months
Other	Identify force protection requirements necessary to increase the survivability of the MAGTF Distribution chain in a deployed environment. Once identified, assess DOTMLPF impacts.	LP	18 months
Other	Identify requirements to integrate GCSS-MC with the GTN.	GCSS PM/MAGTF C2 harmonization effort	18 months
Other	Assess results of CTC distribution analysis.	LPCD	18 months



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

3.4.8 Far-Term POA&M

Pillar	Task Description	Lead	RTR
Organization	Assess impact of TO/TE and MS in the context of 2015 MEB.	TTF and TFSD, EFDC	180 days
Training	Implement changes.	TECOM	TBD
Personnel	Determine, assess, and modify personnel skill sets based on ROS segmented by MOS in support of 2015 MEB Marine Corps requirements. Represents far-term requirements for Log Mod. CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSD is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSD will publish updated requirements and authorized manning levels in the troop list in support of ROS upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSD modifying the T/MR and LMIS databases based on review results.	LP	NLT 2010 with 180 day IPRs, proposal NLT 30 days after SPD approval
Facilities	<p>Assess infrastructure to facilitate MAGTF Distribution in the context of 2015 MAGTF, outlining near-, mid-, and far-term requirements. Activity commanders are normally responsible for providing the minimum facilities support essential to the missions, operations, and ancillary functions of assigned units and personnel in accordance with the MCFPPS. Log Mod will result in significant changes in processes, organization, and realignment of various functions. This assessment will be a coordinated Marine Corps-wide analysis and assessment. This includes the following:</p> <ul style="list-style-type: none"> - Updated FSR planning documents - Updated facilities assets database for each location/activity - Updated FPD to include all facilities requirements, deficiencies, excesses, and planned courses of action - Appropriate facilities plans required for mobilization support <p>Update key documents, including:</p> <ol style="list-style-type: none"> 1) MMROP. The MMROP is a classified source document used at HQMC for policy and decision-making. It contains an appraisal of Marine Corps roles and missions; concepts of Marine Corps operations in cold, limited, and general warfare; and the force structure and organizational objectives and concepts of the Marine Corps. 2) MCP. The MCP provides the basic short-range plan of available Marine Corps resources, plans to employ these resources, and a delineation of responsibilities to support mobilization plans. This is a classified source document used at both HQMC and the activities in formulating support requirements and plans. 3) FSR. The FSR document is the basis on which a Marine Corps activity will conduct its pre-M-day facility planning and programming. This document is prepared and provided to each Marine Corps activity owning Class I real property (land) annually. This document is prepared as a coordinated effort by all staff elements within HQMC having cognizance over areas that could affect facility requirements. The information in the FSR document is a projection designed to coincide with the DoD FYDP and provide validity to the required facilities of an activity's five-year MILCON program. 	I&L (LF)	MILCON



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

3.5 ROM

Historically, the Marine Corps has performed five EOMs on ground equipment and defined those EOMs according to tooling, Test Measurement Diagnostic Equipment (TMDE), facilities, capabilities, and personnel training. Although originally intended to more accurately identify a unit's maintenance capabilities, today the EOM approach reduces maintenance effectiveness and operational availability. Ground maintenance production is also hindered by fragmented maintenance processes, which result from redundant MAGTF layering and lack of a single process owner for maintenance. After extensive analysis and the approval by the Assistant Commandant of the Marine Corps (ACMC) of the Log Mod initiatives, the Marine Corps has determined that three Levels of Maintenance (3LOMs) vice five EOMs, moving the fourth EOM and Secondary Repairables (SECREP) management to LOGCOM, is the most effective approach to ground equipment maintenance in support of the MAGTF.

Ineffective and/or obsolete logistics processes (to include ground maintenance) that are optimized for a garrison environment are driving the Marine Corps to modernize its entire logistics enterprise. The Marine Corps must modernize its logistics enterprise and undertake the changes necessary to ensure that it continues to be the premier fighting force in the world. Ultimately, the Marine Corps needs to leverage the best logistics processes to more effectively support EMW.

A critical step for modernizing logistics was completing the Log OA. Log OA defines new logistics processes, roles, responsibilities and work flows that will be implemented by all the other Log Mod initiatives including ROM. It provides a functional road map for GCSS-MC and a basis for new doctrine, policy, education, training, and organizational alignment within the logistics community. Current Marine Corps ground equipment maintenance DOTMLPF, as well as policy and procedures, must be aligned to the validated Log OA.

The transitional passage to 21st century Log Mod is a phased approach. The overarching concept ROM will address this approach within the concept document.

3.5.1 ROM End State

The end state of ROM is a ground maintenance system/capability that operates in three levels or fewer, resulting in improved MAGTF maintenance effectiveness and increased equipment operational availability. A modernized maintenance process will be constructed that is managed by a single process owner, alleviating a need for redundant MAGTF maintenance layering. There will be an alignment of Marine Corps ground equipment maintenance DOTMLPF, as well as policy and procedures, to the validated Log OA. Three or fewer LOM will be common across legacy equipment and new acquisitions. MCCDC will direct three or fewer LOM in all new equipment acquisition requirements sent to SYSCOM and SYSCOM will take actions to affect existing programs of record to reflect three or fewer LOM on legacy equipment. The key system to enable ROM will be GCSS-MC. Figure 3-6 is a depiction of the 3LOM concept.

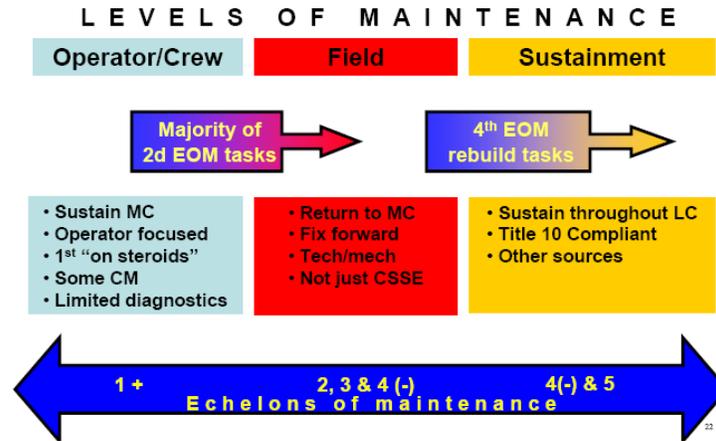


Figure 3-6. The 3LOM Concept

3.5.2 ROM Expected Outcomes

It is anticipated that a ROM that results in 3LOM will produce the following outcomes:

1. SECREP management and rebuild
 - Major rebuild maintenance activities consolidated at the sustainment level
 - Complete visibility of maintenance activities between levels
 - Timely maintenance response to supported units
 - Increased maintenance performed by third party providers
 - More diagnostic equipment at field-level maintenance to determine onboard problems
 - SECREPs managed by Marine Corps LOGCOM
2. Five echelons to three levels
 - Consolidated second and third EOM to field level
 - A robust customer support function in the CSSE
 - Increased tooth/tail ratio
 - Single process owner for materiel readiness
 - Simplified processes at all levels of maintenance

3.5.3 ROM DOTMLPF Implications

3.5.3.1 Doctrine

The ROM initiative will affect CSS doctrine and policy at all levels (strategic, operational and tactical). All Marine Corps CSS doctrine and policy will have to be examined for necessary changes. ROM initiatives will require CSS doctrine to reflect the vision of 21st century Marine Corps. CSS doctrine must provide common, unifying terminology and establish procedures that will facilitate task organization and the tailoring of CSSEs to support the full range of Joint and Marine Corps-specific operations. CSS doctrine will emphasize the multinational nature of CSS operations and be consistent with emerging Joint doctrine.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

3.5.3.2 Organization

The 21st Century Marine Corps will have expanded and diverse missions in an unpredictable, rapidly changing deployed environment. These factors mandate changes to the way the Marine Corps provides maintenance support to the MAGTF. CSSEs will be adaptable, scalable, and flexible to support future MAGTF operations.

CSS maintenance must be able to task organize to support operations in a split-based configuration. The ability to tailor CSSEs with the necessary maintenance support capabilities is essential. Maintenance support must be totally responsive to the supported unit. The CSS maintenance element must be capable of integrating support with other providers and receivers of CSS in accordance with support agreements, contractual arrangements, and Commander-in-Chief (CINC) directions and command policy. MOSs must be revised and published in order to support the maintenance action.

People, processes, and technology must remain the core focus of the Marine Corps in order to maintain battlefield success through the 21st century. CSS Marines in the 21st century will be faced with a wide variety of challenges in preparing for and executing support missions in a multidimensional deployed environment. Prompt, responsive maintenance support will allow the MAGTF Commander more accurate planning as he prepares for operations.

3.5.3.3 Training

Maintainers must be skillfully trained and educated in their respective MOSs and educated in maintenance planning in order to effectively execute maintenance functions. Formal schools and maintenance sustainment training must keep pace with the ever-changing stride to the 21st century and beyond.

Maintainers must continually train to operate in coordination with elements of other services, agencies, and nations. Joint and multinational training will ensure adequate knowledge of Tactics, Techniques, and Procedures (TTPs) of other services.

3.5.3.4 Materiel

Future Marine Corps warfighting equipment will report its operational status through Embedded Diagnostics/Embedded Prognostics (ED/EP) technologies. Equipment monitoring capabilities will both transmit and respond to inquiries sending maintenance codes reporting the equipment's status.

The Marine Corps will continue to exploit these technological opportunities to design, acquire, and field more capable, reliable, and maintainable weapons systems and transportation vehicles. Current and future systems must incorporate embedded sensors and system software that enables onboard diagnostics and prognostics. Automating Marine Corps equipment will enable system monitoring to assist in timely maintenance and improved equipment availability and readiness.

The Marine Corps is improving its global automation and communications capabilities in order to provide maintenance production managers and executors with the ability to be more responsive to using unit's maintenance requirements and decision support tools in order to execute maintenance more effectively.

Proper design of tools, sets, chest, kits and diagnostic equipment is critical to equipment maintenance, but alone will not satisfy the entire need for the 21st century Marine Corps. We must acquire new equipment within the three levels of maintenance concept and design new equipment in modular form. This will allow the operator and maintainer, aided by maintenance enablers such as Autonomic Logistics (AL), Equipment Maintenance Support System (EMSS), Total Life-Cycle Management (TLCM), Reliability Centered Maintenance (RCM) and others, to expeditiously return Marine Corps equipment to an operational ready posture.



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

3.5.3.5 Leadership

Leadership is pivotal to success on the battlefield. Leaders must ensure that Marines are equipped with all necessary tools, such as follow-on MOS schools, PME, policy, performance measurements and core-competency sustainment training. This will allow the Marine to maintain proficiency and maintain personal development for carrier progression.

3.5.3.6 Personnel

The impact of ROM on personnel requirements within Maintenance Battalion and other organizations that possess maintenance personnel will be assessed in concert with all other Logistics Modernization initiatives.

3.6.3.7 Facilities

The transition to 3LOM, with the fourth EOM tasks being moved to LOGCOM, may have a significant impact on facilities. In general, moving all fourth EOM rebuild tasks and SECREP management to LOGCOM reduces the required maintenance assets and maintenance space. To the contrary, more space may be required in order for LOGCOM to support the rebuild and maintenance of SECREP tasks at the field-level maintenance location. This requirement will be determined by LOGCOM in collaboration with MARFOR.

3.5.4 Specified Tasks

Doctrine

Task Description	Lead
Write concept paper . As per EFDC's guidance, the concept paper will be seven to nine pages in length and will have three distinct features: concept description, COO and COE. The concept description should provide a general description of the 3LOMs after implementation of the initiative. It should also reflect how it will fulfill I&L's overall end state for Log Mod. The COO should be an overall description of how the distribution initiative will be implemented across all the combat development pillars. The COE will describe how maintenance will be executed within the MAGTF and across the Marine Corps.	Concept Division, EFDC
Review, rewrite and/or establish doctrine policies, directives and publications in support of maintenance. This will be accomplished by identifying the pertinent doctrine, policies, directives and publications through the responsible sections within I&L and MCCDC. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to conduct the review and rewrite.	Doctrine Division, EFDC
Establish policy and doctrine when necessary to implement new concepts introduced by the ROM. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to write the new concepts into policy and doctrine.	Doctrine Division, EFDC
Review and assess Joint/OSD doctrine and policy on maintenance to ensure compliance and interoperability.	Doctrine Division, EFDC

Organization

Task Description	Lead
Develop MS and T/O&E. Ideally, like units should be mirror imaged (refer to MCO 5311.1C w/Ch1 Encl 2 App A).	TTF
Conduct CBA on force structure changes. This is imperative for significant changes to force structure and will provide justification to the FSRG. The CBA should capture impact on SE, the FSSG, and other Advocates.	TFSD, EFDC



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Training

Task Description	Lead
Develop POA&M for ITS/T&R. This will require analysis of change in policy and doctrine to determine which OCCFLDs/MOSs are impacted and to focus on the specific tasks impacted (or whether the entire OCCFLD/MOS order must be changed). Based on the amount of change required, decision will be made on whether a total revision should be done or a change. Normally SMEs would be brought in to develop the new order, but since we are implementing new policy/procedures, there are no real SMEs in the sense that we have known them in the past. We may have to rely heavily on the TTF. Funding TAD could be an issue, but if the issue is in a priority status, this would not be expected.	TECOM
Determine tasks to be trained (Core - Core+) (who, what, when, where, how (includes civilians). This will involve analysis of the specific changes at the task level to develop conditions and performance standards.	TECOM (military) and M&RA (civilian)
Assess/identify/determine core+ hand-off and management requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM (military) and M&RA (civilian)
Determine PME vice training requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM
Publish ITS/T&R (or change). This step entails the actual writing/editing/staffing/process.	TECOM
Determine throughput (how many Marines/civilians). TECOM will not do this; the OCCFLD sponsor, working with M&RA, will determine the throughput requirements and provide them to TECOM. This course must be developed.	TECOM (military) and M&RA (civilian)
Develop initial Course Description Data. Curriculum designers at the school will use the published ITS/T&R and the throughput requirements to build the new course. Terminal learning objectives will be analyzed to determine most efficient instructional methods. Enabling learning objectives will be identified, developed and similarly analyzed. Tasks will be sequenced and instructional support requirements will be identified. The initial Course Description Data will be forwarded to TECOM for staffing and approval.	TECOM
Identify offsets. This should be completed concurrently with "develop initial Course Description Data." Offsets from existing curriculum should be identified and noted in forwarding documentation with the Course Description Data. (i.e., if the new course replaces an existing course that is already budgeted and executing, resources associated with the old course could offset requirements for resources to support the new course).	TECOM
Approve Course Description Data. The Course Description Data is staffed internally to verify that the new course satisfies training requirements and to determine resourcing impacts and develop solutions.	TECOM
Develop POI. This is done at the school and includes the development of courseware and instructional media.	TECOM
Approve POI. POI is staffed to OCCFLD sponsor and TECOM to ensure that the developed course satisfies training requirements.	TECOM
Implement changes.	TECOM

Materiel

Task Description	Lead
Assess materiel solution (GCSS-MC).	MCD, EFDC
Assess other requirements beyond GCSS-MC (i.e., AL/ RCM/Condition-Based Maintenance (CBM), and TLCM).	MCD, EFDC



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Leadership

Task Description	Lead
Determine impact of cross-Advocate issues on global, common and individual Log Mod initiatives. Establish an issue synchronization/integration effort that provides progress reporting to involved Advocates and I&L, if required.	LP
Determine and/or validate policy changes that are required to implement global, common and individual Log Mod initiative efforts. Publish policy changes.	LP
Provide required resources to include personnel assets and funding to implement Log Mod initiatives and cross-initiative Log Mods.	LP
Establish and publish CMP with communications, collaboration and education elements.	LP
Develop metrics, targets, and scoring for initiative and overall supply chain performance. Develop, establish, publish and maintain PMP for global, common and individual Log Mod efforts. Publish quarterly performance results on Log Mod Web site. Recommend using a common Marine Corps BSC methodology and supporting tools with following metrics categories: cost, reliability, asset capacity, product and service capacity, responsiveness, and flexibility.	LP
Publish Log Mod Corporate Governance Plan.	LP
Establish 30/90/360-day feedback cycle of Log Mod initiative implementation within each LMT region. LPC will aggregate and review LMT implementation feedback for recommended course changes to the Log Mod transition effort. Establish purpose, membership and charter for WIPTs to support HQMC-level Log Mod initiative implementation. Log Mod initiative WIPTs will be sponsored by the Log Mod TTF.	LP
Designate a POC responsible for all Log Mod PME in the Marine Corps. Log Mod PME POC will coordinate PME effort for each component of the MAGTF.	TECOM
Address cross-commodity issues within functional areas of logistics.	LP
Assess infrastructure to facilitate ROM in the context of 2015 MEB, outlining near-, mid-, and far-term requirements.	LF

Personnel

Task Description	Lead
Review, assess, and modify personnel skill sets based on ROM segmented by MOS. Represents near- and mid-term requirements for Log Mod.	TFSD, EFDC and M&RA
Determine, assess, and modify personnel skill sets based on ROM segmented by MOS in support of Marine Corps 2015 MEB requirements. Represents far-term requirements for Log Mod.	LP



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Facilities

Task Description	Lead
<p>Assess infrastructure to facilitate ROM in the context of 2015 MEB, outlining near-, mid-, and far-term requirements.</p> <p>Update key documents, including:</p> <ol style="list-style-type: none"> 1) MMROP. The MMROP is a classified source document used at HQMC for policy and decision making. It contains an appraisal of Marine Corps roles and missions; concepts of Marine Corps operations in cold, limited, and general warfare; and the force structure and organizational objectives and concepts of the Marine Corps. 2) MCP. The MCP provides the basic short-range plan of available Marine Corps resources, plans to employ these resources, and a delineation of responsibilities to support mobilization plans. This is a classified source document used at both HQMC and the activities in formulating support requirements and plans. 3) FSR. The FSR document is the basis on which a Marine Corps activity will conduct its pre-M-day facility planning and programming. This document is prepared and provided to each Marine Corps activity owning Class I real property (land) annually. This document is prepared as a coordinated effort by all staff elements within HQMC having cognizance over areas that could affect facility requirements. The information in the FSR document is a projection designed to coincide with the DoD FYDP and provide validity to the required facilities of an activity's five-year MILCON program. 	I&L (LF)

3.5.5 Future Enablers

The following critical future technology and process enablers are being investigated to achieve improved maintenance capability for Marine Corps equipment. The sponsor or lead organization is identified in parenthesis.

- **RCM**: RCM utilizes a systematic approach to understand how equipment fails, and what maintenance tasks can be done to minimize failures and maximize reliability. RCM also provides the foundation for understanding why certain maintenance tasks are performed and the justification for eliminating unnecessary Preventive Maintenance (PM) activities. (SYSCOM)
- **AL**: AL deals with evolving concepts in maintenance such as equipment health monitoring and sensing. (SYSCOM)
- **CBM**: CBM deals with maintenance actions taken as a result of investigated condition of parts or components. The condition is measured or evaluated during programmed inspections of parts and components. (SYSCOM)
- **TLCM**: TLCM establishes a single point of oversight and accountability for weapon system acquisition and sustainment. It emphasizes early and continuing emphasis on translating performance objectives into operationally available and affordable increments of capability over the life cycle. The result of this sustainment planning is encompassed in the program manager-developed product support strategy describing post-fielding support of the operational system. (SYSCOM)

3.5.6 Near-Term POA&M

Pillar	Task Description	Lead	RTR
Training	Develop POI. This is done at the school and includes the development of courseware and instructional media.	TECOM	60 days
Training	Approve POI. POI is staffed to OCCFLD sponsor and TECOM to ensure that the developed course satisfies training requirements.	TECOM	60 days



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Training	Implement changes.	TECOM	TBD
----------	--------------------	-------	-----

3.5.7 Mid-Term POA&M

Pillar	Task Description	Lead	RTR
Doctrine	Write draft concept paper for EFDC. As per EFDC's guidance, the concept paper will be seven to nine pages in length and will have three distinct features: concept description, COO and COE. The concept description should provide a general description of the organization of the CSSE in the 2015 MEB. It should also reflect how it will fulfill I&L's overall end state for Log Mod. The COO should be an overall description of how the reorganization of the CSSE will be implemented across all the combat development pillars. The COE will describe how the reorganized CSSE will support the MAGTF. Within the same paper there will also be a short description, COO and COE of the bridge organization.	Concepts Division, EFDC	30 days
Doctrine	Develop maintenance capabilities (based on 2015 MEB).	Doctrine Division, EFDC	30 days
Doctrine	Develop COE.	Doctrine Division, EFDC	30 days
Doctrine	Develop, review, and publish policy.	Doctrine Division, EFDC	90 days
Materiel	Use a collaborative effort involving TTF, GCSS-MC portfolio manager, SMEs, and SI. Dependent upon the ease with which the SI can support stated Block I requirements, additional TBD functionality may be added to Block I (possible lights-out for more legacy systems). During this effort, requirements not captured that can/cannot be supported by GCSS-MC should be identified. Detailed assessment of Block II-III capabilities are not feasible at this time.	SYSCOM	180 days
Materiel	Assess other requirements beyond GCSS-MC (i.e., AL/RCM/CBM/TLCM)	MCD, EFDC	180 days
Leadership	Determine impact of cross-Advocate issues on global, common and individual Log Mod initiatives. Establish an issue synchronization/integration effort that provides progress reporting to involved Advocates and I&L, if required.	LP	18 months
Leadership	Determine and/or validate policy changes that are required to implement global, common and individual Log Mod initiative efforts. Publish policy changes.	LP	18 months
Leadership	Provide required resources to include personnel assets and funding to implement a distribution process integrated across the three levels of warfare and the MAGTF.	LP	18 months
Leadership	Establish and publish CMP with communications, collaboration and education elements.	LP	18 months
Leadership	Develop metrics, targets, and scoring for initiative and overall supply chain performance. Develop, establish, publish and maintain PMP for global, common and individual Log Mod efforts. Publish quarterly performance results on Log Mod Web site. Recommend using a common Marine Corps BSC methodology and supporting tools with following metrics categories: cost, reliability, asset capacity, product and service capacity, responsiveness, and flexibility.	LP	18 months
Leadership	Publish Log Mod Corporate Governance Plan.	LP	18 months



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Pillar	Task Description	Lead	RTR
Leadership	Establish 30/90/360-day feedback cycle of Log Mod initiative implementation within each LMT region. LPC will aggregate and review LMT implementation feedback for recommended course changes to the Log Mod transition effort. Establish purpose, membership and charter for WIPTs to support HQMC-level Log Mod initiative implementation. Log Mod initiative WIPTs will be sponsored by the Log Mod TTF.	LP	18 months
Leadership	Designate a POC responsible for all Log Mod PME in the Marine Corps. Log Mod PME POC will coordinate PME effort for each component of the MAGTF.	TECOM	18 months
Leadership	Address cross-commodity issues within functional areas of logistics.	LP	18 months
Facilities	Assess infrastructure to facilitate ROM in context of today.	I&L (LF)	MILCON
Facilities	Assess infrastructure to facilitate ROM of context of 2015 MEB. Update key documents, including: 1) MMROP. The MMROP is a classified source document used at HQMC for policy and decision-making. It contains an appraisal of Marine Corps roles and missions; concepts of Marine Corps operations in cold, limited, and general warfare; and the force structure and organizational objectives and concepts of the Marine Corps. 2) MCP. The MCP provides the basic short-range plan of available Marine Corps resources, plans to employ these resources, and a delineation of responsibilities to support mobilization plans. This is a classified source document used at both HQMC and the activities in formulating support requirements and plans. 3) FSR. The FSR document is the basis on which a Marine Corps activity will conduct its pre-M-day facility planning and programming. This document is prepared and provided to each Marine Corps activity owning Class I real property (land) annually. This document is prepared as a coordinated effort by all staff elements within HQMC having cognizance over areas that could affect facility requirements. The information in the FSR document is a projection designed to coincide with the DoD FYDP and provide validity to the required facilities of an activity's five-year MILCON program.	I&L (LF)	MILCON
Other	Use results of Task to Table of Authorized Materiel Control Number (TAMCN) Analysis (T2T) to enable PM to conduct/ determine impact of task to TAMCN requirement for all TAMCN (600+).	SYSCOM	90 days
Other	Build Transportation Plan.	LP	60 days

3.5.8 Far-Term POA&M

Pillar	Task Description	Lead	RTR
Doctrine	Task 2 feeds task to SYSCOM to change (TMs, etc.).	TBD	TBD (goal 18 months)
Doctrine	Review, assess, and revise doctrinal publications, as necessary.	Doctrine Division, EFDC	18 months
Doctrine	Review/update MAGTF management publications (Marine Corps Doctrinal Publications (MCDPs), Marine Corps Warfighting Publications (MCWPs), Marine Corps Reference Publications (MCRPs), MAGTF Staff Training Program Publications (MSTPPs), and Marine Corps Order (MCO)).	Doctrine Division, EFDC	18 months
Doctrine	Review and assess Joint/OSD doctrine and policy on the CSSE reorganization to ensure compliance and interoperability.	Doctrine Division, EFDC	18 months



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Pillar	Task Description	Lead	RTR
Organization	Determine functional requirements and tasks below OV-4 level.	LP	90 days
Organization	Determine importance of SE (LOGCOM, SYSCOM, other departments).	LP with SYSCOM and LOGCOM in support	180 days
Organization	Assess impact of T/O&E and MS in the context of 2015 MEB.	LP	180 days
Training	Develop POA&M for ITS/T&R. This will require analysis of change in policy and doctrine to determine which OCCFLDs/MOSs are impacted and to focus on the specific tasks impacted (or whether the entire OCCFLD/ MOS order must be changed). Based on the amount of change required, decisions will be made on whether a total revision should be done or a change. Normally, SMEs would be brought in to develop the new order; however, since we are implementing new policy/procedures here, there are no real SMEs in the sense that we have known them in the past so we may have to rely heavily on the TTF. Funding for TAD could be an issue, but if the issue is in a priority status, this would not be expected.	TECOM	60 days
Training	Publish ITS/T&R (or change). This step entails the actual writing/editing/staffing/ process.	TECOM	12 months
Training	Determine PME vice training requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM	60 days
Training	Determine tasks to be trained (Core - Core+) (who, what, when, where, how). This will involve analysis of the specific changes at the task level to develop conditions and performance standards.	TECOM (military) and M&RA (civilian)	90 days
Training	Assess/identify/determine core+ hand-off and management requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM	90 days
Training	Determine throughput (how many Marines/civilians). TECOM will not do this; the OCCFLD sponsor, working with M&RA, will determine the throughput requirements and provide them to TECOM. This course must be developed.	TECOM (military) and M&RA (civilian)	30 days
Training	Develop initial Course Description Data. Curriculum designers at the school will use the published ITS/T&R and the throughput requirements to build the new course. Terminal learning objectives will be analyzed to determine most efficient instructional methods. Enabling learning objectives will be identified, developed and similarly analyzed. Tasks will be sequenced and instructional support requirements will be identified. The initial Course Description Data will be forwarded to TECOM for staffing and approval.	TECOM	60 days
Training	Identify offsets. This should be completed concurrently with "develop initial Course Description Data." Offsets from existing curriculum should be identified and noted in forwarding documentation with the Course Description Data. (i.e., if the new course replaces an existing course that is already budgeted and executing, resources associated with the old course could offset requirements for resources to support the new course).	TECOM	30 days



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Pillar	Task Description	Lead	RTR
Training	Approve Course Description Data. The Course Description Data is staffed internally to verify that the new course satisfies training requirements, to determine resourcing impacts and to develop solutions.	TECOM	60 days
Personnel	Review, assess, and modify personnel skill sets based on the CSS R/R segmented by MOS. Represents near- and mid-term requirements for Log Mod. CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSD is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSD will publish updated requirements and authorized manning levels in the troop list in support of the CSS R/R upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSD modifying T/MR and LMIS databases based on review results.	TFSD, EFDC and M&RA	18 months
Personnel	Conduct personnel study of 2015 MEB (apply some rigor to this by shaping the transition of skills so that when the 2010 plan is in place, it applies across all initiatives).	LPV	NLT 2010 w/180 day IPR

3.6 ROS

Currently, the Marine Corps employs an antiquated and reactive inventory and stocking management methodology. The result of this supply concept has yielded excessive inventory investments in garrison and deployed, materiel management by class of supply without regard to end item application, layered and functionally oriented MAGTF support elements, and ineffective stovepiped supply chain activities. In concert with the Log OA and other Log Mod initiatives, ROS will enhance the effectiveness of the E2E logistics chain and increase MAGTF equipment operational availability by streamlining processes, increasing supported unit confidence in materiel provisioning, and reducing the overall investment in inventory.

The ROS initiative was previously known as the initiative to consolidate supply functions, and is stated as such in the list approved by the ACMC. The scope and name of this initiative was changed by DC I&L because the underlying intent is to reengineer supply functions and processes, not just to consolidate them.

The design of the ROS initiative is to be accomplished in two phases. Phase I focuses on the supported unit and includes eliminating, automating, or migrating supply functions from the Organizational level (O-level) to the Intermediate level (I-level). In the context of the Log OA, this means that the supporting unit will do supply functions normally performed by the supported unit. Phase II focuses on gaining CSSE and SE efficiencies and includes realigning I-level supply functions to eliminate redundancies and outsource certain activities.

A key part of ROS is the implementation of more effective inventory positioning through adaptation of the Quadrant (or Quad) Model, as shown in Figure 3-7. The Quad Model classifies supplies based on supply chain factors such as availability and criticality rather than by a static class of supply model. The implementation of the Quad Model has met little organizational resistance but the technical adaptation still presents a challenge. Formal institutionalization of the tenets of the Quad Model, with regard to inventory positioning, will be worked through the DOTMLPF process, applying a simple baseline of the current algorithms. There are nearly 500,000 items unique to the Marine Corps inventory that will require codification.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

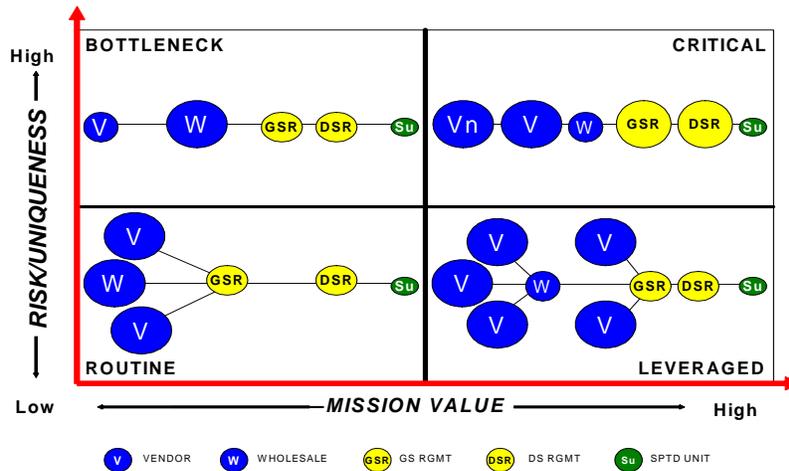


Figure 3-7. Quadrant Model of Materiel Management

Migration of O-level functions to I-level supply is highly dependent on the fielding of GCSS-MC. Work will begin with the SI during the summer of 2005, enabling several organizational tasks to migrate to the I-level. DOTMLPF analysis is underway to set the stage for required changes along each respective pillar.

Efforts within MCCDC/EFDC and at LOGCOM by I&L continue to realign supply functions. ROS was vetted through the DOTMLPF Assessment Group in April 2005 and the Marine Corps ROS WIPT met in January 2005.

Analysis continues on the existing MAGTF supply functions to determine how the proposed realignment will improve the MAGTF E2E logistics chain process in both forward deployed and garrison environments.

3.6.1 ROS End State

The end state of the ROS initiative (in consonance with MAGTF Distribution) will represent a truly integrated supply chain that balances inventory, procurement, and distribution to allow for effective sourcing of requirements rather than the traditional stockpiling of inventory to meet contingencies. Full implementation of the inventory, procurement, and distribution capacity functions of the Log OA will provide a more responsive end-to-end distribution process that reduces investments in inventories through established vendor relationships and distribution strategic-level partnerships.

At the heart of this capability is a centralized procurement organization within the MAGTF that will own the MAGTF inventory management strategy, including the requisitioning and procurement functions of the MAGTF based on the Log OA that will eventually utilize GCSS-MC to effectively manage that inventory. This centralized procurement organization will do the following:

- Implement the new inventory management strategy using commercial state-of-the art supply chain management methods and techniques such as Supplier Relationship Management (SRM), as well as Performance Based Agreements (PBAs) and Service Level Agreements (SLAs) with various SEs (i.e., commercial vendors, DLA, etc.)
- Be the focal point for ITV information on materiel and services from vendors back to the MAGTF
- Be a one-stop entity that is scalable and deployable, and can procure either materiel or services from the commercial sector and outside agencies both in garrison as well as deployed



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

- Be instrumental in integrating commercial procurement with system requisitioning and the coordination with MAGTF inventory and transportation management on behalf of the supported unit using one single procurement process

The future of system requisitioning and commercial procurement functions, and the intent of the Log OA's Order Management/Request Management (OM/RM) process, is to provide one seamless application that will create a virtual inventory that alleviates the need for manual intervention. Based on the Log OA's logistics chain management philosophy, all classes of inventory—regardless of location or whether Government or commercially owned—will have a single process for order fulfillment by the Procurement Capacity Manager (PCM) for the supported unit's request.

Through effective sourcing and application of Quad Model methodology of inventory management, the Marine Corps logistics chain will experience a reduction in inventory levels so that only those items that have high mission value, are hard to acquire, are peculiar to the military, and are difficult to support from the civilian sector are stocked rather than basing inventory requirements on peacetime demand. These items will be stocked at the I-level, at the wholesale level or as vendor-managed, protected war-reserve stocks. Inventory that is used regularly in the civilian sector will not be stocked, but will be purchased directly from commercial industry as needed.

3.6.2 ROS Expected Outcomes

Implementation of the Inventory Capacity Management (ICM) methodology will increase/sustain a high level of readiness, responsiveness, and reliability in the Marine Corps logistics chain by creating partnerships and/or consolidating management of supply chains, thus providing efficiencies of scale. The result will be a leaner and more business-like logistics chain support network that will provide improved materiel readiness. Additional benefits will include the following:

- Simplified and lightened burden on the warfighter
- Increased MAGTF equipment operational readiness
- Improved supported unit confidence in logistics required to influence the battlefield
- Reduced investment in inventory
 - Stocked high-mission value items and sourced routine items
 - Most effective investment in inventory
 - Best inventory, best positioned to support the MAGTF
 - Minimized inventory layering
 - Elimination of Marine Corps need to own/store most of its inventories to ensure availability
 - Maximized vendor-owned inventory
- Improved procurement and distribution efficiency and effectiveness
- Single process for SRM
- Single process for order fulfillment
- Effective sourcing to achieve total order fulfillment
- Improved responsiveness/support
- Ownership of materiel requirement by provider
- Optimization of the logistics chain
- Focus on mission core competencies whether in the supported or supporting unit



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

- Reduced administrative burden

The logistics chain will provide a single point of entry for the supported unit via the CSSE that has been assigned to provide requirements fulfillment to that deployed MAGTF. The supported unit will not have to manage the order; rather, it will act only as a requestor. The CSSE will process that request and perform all the order management and fulfillment functions necessary to satisfy that request. This allows both the supported unit and the CSSE to better focus on their mission core competencies. This is the future Marine Corps logistics chain under the Log OA.

3.6.3 ROS DOTMLPF Implications

3.6.3.1 Doctrine

Implementing ROS and GCSS-MC will have many impacts across the doctrine pillar, to include policy and various applicable manuals. Some of these are Marine Corps publications, while many affect higher and adjacent agency publications.

Future logistics doctrine will be increasingly influenced by a number of factors, such as changing strategy and information technologies. IT will have a profound impact on both the doctrinal process and the doctrine itself.

The ROS as part of the Log OA concept will affect logistics doctrine at all levels. All Marine Corps logistics doctrine will have to be examined for necessary changes. Emerging concepts will require doctrine writers to update and modernize doctrinal publications to reflect the effect of GCSS-MC. Logistics doctrine must provide common, unifying terminology and establish procedures that will facilitate task organization and the tailoring of logistics forces to support the full capabilities of GCSS-MC. Finally, it must cover logistics at all levels of warfare from tactical-level activities to the base-level sustainment.

3.6.3.2 Organization

The impact of ROS and the implementation of GCSS-MC will drastically impact the manner in which the Marine Corps organizes its supply activities. Organizations that comprise the overall logistics chain of the Marine Corps will be based on the functional flows of the Log OA. This is a substantial change from the stovepiped and inefficient garrison-based supply processes and a step toward more effective deployed logistics support to the warfighter. The Marines required to execute this capability will require different skill sets in keeping with end-to-end supply chain management rather than what they possess today.

The future Marine Corps will need to be versatile to execute new, expanded, and diverse missions in an unpredictable, rapidly changing world environment. These factors mandate changes to the way the Marine Corps organizes. Logistics organizations will be modular, tailorable, and flexible to support future Marine Corps operations. Organizational design must facilitate operations in a split-based configuration and employ information age technologies to produce the optimal seamless Marine and weapon support system.

3.6.3.3 Training

Logistics forces require GCSS-MC training programs to develop effective rapid deployment and sustainability capabilities at all levels. Logistics units must continually train to operate in coordination with elements of other services, agencies, and nations. Joint and multinational training will ensure adequate knowledge of doctrine and TTPs of other services or countries. Common training in many logistics skills, especially for support to Joint operations, must be a routine part of the logistics force training. The use of simulations, models, and other training exercises should be maximized. Simulations should use the same automation and communications systems used by logistics personnel whenever possible.



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Marine logisticians will be educated at all levels to adapt to the changing global situation. Logisticians will be trained and developed under conditions that approximate projected operational environments and will encounter conditions that frequently change and become progressively more difficult. Logistics leaders will aggressively train in the Joint environment and assess requirements for multinational training on a routine basis. A heavier reliance on the industrial base mandates that the Marine Corps invest more in the education of its logisticians to equip them with the necessary supply chain management tools to make effective decisions in a rapidly changing operational environment.

3.6.3.4 Materiel

Split-based operations, telemetry to allow anticipation of requirements, containerization, and improved automation and communications will provide flexible, prompt, and efficient support. Increases in system reliability and modular packaging of support resources will be based on Mission, Enemy, Terrain, Troops and Time (METT-T). The development of a capability for remotely operated, teleoperated, and autonomous robotic ground vehicles to perform a variety of missions will enhance Marine logistics ability to support the force. Enhancements may include improvements in acquisition, refueling, rearming, distribution, materiel handling, environmental sensing, and route planning. The Marine Corps must design equipment to operate more efficiently. Reducing ammunition, fuel, and maintenance requirements will assist in decreasing logistics requirements for combat forces.

3.6.3.5 Leadership

Quality Marines and confident, competent leaders will remain the Marine Corps' most valuable, yet perishable asset. Premium leader development will ensure the U.S. Marine Corps remains the world's dominant military power and a viable component of the nation's strategic force.

3.6.3.6 Personnel

The impact of ROS on personnel requirements within Supply Battalion and other organizations that possess supply personnel will be assessed in concert with all other Logistics Modernization initiatives.

3.6.3.7 Facilities

ROS will shift facilities requirements as well as potentially impact warehouse requirements.

3.6.4 Specified Tasks

Doctrine

Task Description	Lead
Write draft concept paper for EFDC. As per EFDC's guidance, the concept paper will be seven to nine pages in length and will have three distinct features: concept description, COO and COE. The concept description should provide a general description of the supply system after implementation of the initiative. It should also reflect how it will fulfill I&L's overall end state for Log Mod. The COO should be an overall description of how the distribution initiative will be implemented across all the combat development pillars. The COE will describe how supply support will be executed within the MAGTF across the Marine Corps.	Concepts Division, EFDC
Review and rewrite if necessary all Marine Corps doctrine policies, directives and publications on supply. This will be accomplished by identifying the pertinent doctrine, policies, directives and publications through the responsible sections within I&L and MCCDC. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to conduct the review and rewrite.	Doctrine Division, EFDC
Establish policy and doctrine when necessary to implement new concepts introduced through ROS. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to write the new concepts into policy and doctrine.	Doctrine Division, EFDC



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Organization

Task Description	Lead
Determine requirements with focus on wartime capabilities based on doctrine, the Log OA, Log Mod initiatives, the 2015 MEB S&A results, and other concepts. Requirements will be identified as either unit level, line level, or administrative (refer to MCO 5311.1C w/Ch1 for specific guidance).	LP
Develop MS and T/O&E. Ideally, like units should be mirror imaged (refer to MCO 5311.1C w/Ch1 Encl 2 App A).	TTF
Staff MS and T/O&E changes to the chain of command, like commands, and the Advocate for comment and concurrence. The chain of command must try to balance new requirements with current billet requirements and equipment allowances.	TTF
Submit T/O&E change request to MCCDC TFS (refer to MCO 5311.1C w/Ch1 Encl 2 App B).	TTF
Conduct CBA on force structure changes. This is imperative for significant changes to force structure and will provide justification to the FSRG. The CBA should capture impact on SE, the FSSG, and other Advocates.	TFSD, EFDC
Conduct FSRG validation of new requirements.	TFSD, EFDC
Publish Marine Corps 5400 Bulletin.	TFSD, EFDC
Input T/O&E changes into TFSMS.	TFSD, EFDC
Publish troop list.	TFSD, EFDC

Training

Task Description	Lead
Develop POA&M for ITS/T&R. This will require analysis of change in policy/doctrine to determine which OCCFLDs/MOSs are impacted and to focus on the specific tasks impacted (or whether the entire OCCFLD/MOS order must be changed). Based on the amount of change required, decisions will be made on whether a total revision should be done or a change. Normally SMEs would be brought in to develop the new order, but since we are implementing new policy/procedures, there are no real SMEs in the sense that we have known them in the past. We may have to rely heavily on the TTF. Funding for TAD could be an issue, but if the issue is in a priority status, this is not expected.	TECOM
Determine tasks to be trained (Core - Core+) (who, what, when, where, how (includes civilians). This will involve analysis of the specific changes at the task level to develop conditions and performance standards.	TECOM (military) and M&RA (civilian)
Assess/identify/determine core+ hand-off and management requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM
Determine PME vice training requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM
Publish ITS/T&R (or change). This step entails the actual writing/editing/staffing/process.	TECOM
Determine throughput (how many Marines/civilians). TECOM will not do this. The OCCFLD sponsor, working with M&RA, will determine the throughput requirements and feed them to TECOM. The course(s) need to be developed.	TECOM (military) and M&RA (civilian)
Develop initial Course Description Data. Curriculum designers at the school will use the published ITS/T&R and the throughput requirements to build the new course. Terminal learning objectives will be analyzed to determine most efficient instructional methods. Enabling learning objectives will be identified, developed and similarly analyzed. Tasks will be sequenced and instructional support requirements will be identified. The initial Course Description Data will be forwarded to TECOM for staffing and approval.	TECOM



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Task Description	Lead
Identify offsets. This should be completed concurrently with “develop initial Course Description Data.” Offsets from existing curriculum should be identified and noted in forwarding documentation with the Course Description Data (i.e., if the new course replaces an existing course that is already budgeted and executing, resources associated with the old course could offset requirements for resources to support the new course).	TECOM
Approve Course Description Data. The Course Description Data is staffed internally to verify that the new course satisfies training requirements and to determine resourcing impacts and develop solutions.	TECOM
Develop POI. This is done at the school and includes the development of courseware and instructional media.	TECOM
Approve POI. POI is staffed to OCCFLD sponsor and TECOM to ensure that the developed course satisfies training requirements.	TECOM
Implement changes.	TECOM

Material

Task Description	Lead
Use a collaborative effort involving TTF, GCSS-MC portfolio manager, SMEs, and SI. Depending upon the ease with which the SI can support stated Block I requirements, additional TBD functionality may be added to Block I (possible lights-out for more legacy systems). During this effort, requirements not captured that can/cannot be supported by GCSS-MC should be identified. Detailed assessments of Block II-III capabilities are not feasible at this time.	SYSCOM
Appraise use of emerging/existing technology and equipment relative to Log Mod effort. Additionally, assess requirement for new technology and equipment in support of Log Mod effort not yet identified. Leverage any ongoing efforts inside or outside DoD (e.g., PSU, II MEF, SYSCOM, LMT)	LPV

Leadership

Task Description	Lead
Determine the impact of issues related to the stovepiped management of different classes of supply. Define the participation of supply classes in the Log OA Quad Model and implement the model. Coordinate and integrate with other inventory management initiatives.	LP
Determine impact of cross-Advocate issues on global, common and individual Log Mod initiatives. Establish an issue synchronization/integration effort that provides progress reporting to involved Advocates and I&L, if required.	LP
Determine and/or validate policy changes that are required to implement global, common and individual Log Mod initiative efforts. Publish policy changes.	LP
Provide required resources to include personnel assets and funding to implement Log Mod initiatives and cross-initiative Log Mods.	LP
Establish and publish CMP with communications, collaboration and education elements.	LP
Develop metrics, targets, and scoring for initiative and overall supply chain performance. Develop, establish, publish and maintain a PMP for global, common and individual Log Mod effort. Publish quarterly performance results on Log Mod Web site. Recommend using a common Marine Corps BSC methodology and supporting tools with following metrics categories: cost, reliability, asset capacity, product and service capacity, responsiveness, and flexibility.	LP
Establish senior leader level Log Mod stakeholder group to support Advocate in maturation of Log Mod process and to ensure the efficient and effective implementation of the Log Mod CMP in resolving any conflicting solutions, to include emerging universal needs that impact Log Mod.	LP



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Task Description	Lead
Establish 30/90/360-day feedback cycle of Log Mod initiative implementation within each LMT region. LPC will aggregate and review LMT implementation feedback for recommended course changes to the Log Mod transition effort. Establish purpose, membership and charter for WIPTs to support HQMC level Log Mod initiative implementation. Log Mod Initiative WIPTs will be sponsored by the Log Mod TTF.	LP
Designate a POC responsible for all Log Mod PME in the Marine Corps. Log Mod PME POC will coordinate PME effort for each component of the MAGTF.	TECOM
Establish and publish prioritized listing of funding requirements necessary to implement global, common and individual Log Mod initiative effort.	LP

Personnel

Task Description	Lead
Review, assess, and modify personnel skill sets based on ROS segmented by MOS. Represents near- and mid-term requirements for Log Mod. CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSO is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of ROS upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying the T/MR and LMIS databases based on review results.	TFSD, EFDC and M&RA
Determine, assess, and modify personnel skill sets based on ROS segmented by MOS in support of 2015 MEB. Represents far-term requirements for Log Mod. CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSO is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of ROS upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying the T/MR and LMIS databases based on review results.	TFSD, EFDC and MR&A



Facilities

Task Description	Lead
<p>Assess infrastructure to facilitate ROS in the context of 2015 MEB, outlining near-, mid-, and far-term requirements. Activity commanders are normally responsible for providing the minimum facilities support essential to the missions, operations, and ancillary functions of assigned units and personnel in accordance with the Marine Corps MCFPPS. Log Mod will result in significant changes in processes, organization, and realignment of various functions. This assessment will be a coordinated Marine Corps-wide analysis and assessment. This includes</p> <ul style="list-style-type: none"> - Updated FSR planning documents - Updated facilities assets database for each location/activity - Updated FPD to include all facilities requirements, deficiencies, excesses, and planned courses of action - Appropriate facilities plans required for mobilization support <p>Update key documents, including:</p> <ol style="list-style-type: none"> 1) MMROP. The MMROP is a classified source document used at HQMC for policy and decision-making. It contains an appraisal of Marine Corps roles and missions; concepts of Marine Corps operations in cold, limited, and general warfare; and the force structure and organizational objectives and concepts of the Marine Corps. 2) MCP. The MCP provides the basic short-range plan of available Marine Corps resources, plans to employ these resources, and a delineation of responsibilities to support mobilization plans. This is a classified source document used at both HQMC and the activities in formulating support requirements and plans. 3) FSR. The FSR document is the basis on which a Marine Corps activity will conduct its pre-M-day facility planning and programming. This document is prepared and provided to each Marine Corps activity owning Class I real property (land) annually. This document is prepared as a coordinated effort by all staff elements within HQMC having cognizance over areas which could affect facility requirements. The information in the FSR document is a projection designed to coincide with the DoD FYDP and provide validity to the required facilities of an activity's five-year MILCON program. 	<p>I&L (LF)</p>

3.6.5 Future Enablers

GCSS-MC LCM

- GCSS-MC, as shown in Figure 3-8, is a portfolio of systems that support the logistics elements of C2, Joint logistics interoperability, and secure access to and visibility of logistics data. The GCSS-MC portfolio includes Logistics Data Warehouse (LDW), Log C2, modern Enterprise Resource Planning (ERP) application modules and several legacy systems. GCSS-MC portfolio requirements are contained in the GCSS-MC Operational Requirements Document (ORD).
- GCSS-MC/LCM is a program within GCSS-MC. GCSS-MC/LCM is the implementation of the entire Log OA. GCSS-MC/LCM is comprised of Blocks 1, 2, and 3.
- GCSS-MC/LCM Block 1 is a program within GCSS-MC/LCM. It is the focus of the current effort. Block 1 is the first increment of GCSS-MC/LCM, and provides initial capabilities of GCSS-MC/LCM. Block 1 has a separate Acquisition Program Baseline (APB), is totally independent, and has its own milestone events. Block 1 program requirements are contained in the GCSS-MC/LCM Block 1 Capabilities Development Document.
- GCSS-MC/LCM Blocks 2 and 3 will each be separate programs within GCSS-MC/LCM. They will provide additional capabilities of GCSS-MC/LCM. Blocks 2 and 3 will have separate APBs, be totally independent, and each will have its own milestone events and documentation requirements.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

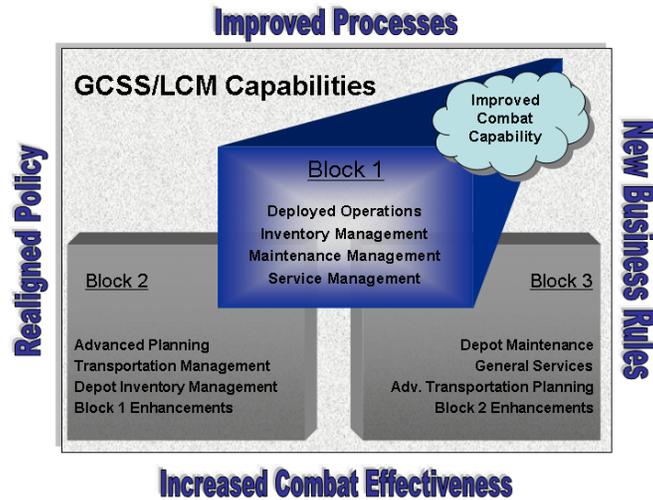


Figure 3-8. GCSS-MC Capabilities

NIMS-MC

DLA has traditionally been a wholesale distributor. NIMS extends DLA's supply chain management functions to the Service-managed retail inventory level. NIMS will replace distinct wholesale and retail inventories with a nationally integrated inventory.

Much of this integration has already been accomplished for the energy, medical, and subsistence supply chains. The current NIMS focus is on the remaining spare parts commodities.

NIMS benefits are expected to include the following:

- Inventory efficiencies. A single inventory management process allows reduced overall inventories while support is maintained or improved.
- Demand visibility. Point of use demand visibility improves forecasting, reduces backorders, and enhances investment decisions.
- Integration of commercial capabilities. NIMS has a broader application than just stock levels or stock positioning. Management of the entire supply chain allows efficient use of commercial capabilities where they provide the best value.
- Increased asset visibility. Materiel is managed under a synchronized inventory management system.

Assumption of Service-managed inventories is the most unique aspect of NIMS and represents the biggest challenge.

Upon full implementation and maturity, NIMS would allow visibility of inventory levels and consumption at the Service intermediate retail stockage points. DLA would be able to direct redistribution, or at a minimum, identify where stocks were available.

This concept still relies on the ability of the Service retail systems to communicate with higher levels of support. NIMS will have little impact on resolving current ITV issues in regards to distribution if Service-managed systems are not able to consistently maintain a communications link.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

Many of the issues encountered during OIF (lost visibility en route, port bottlenecks, and loss of visibility once off-loaded in theater) would remain unresolved under the NIMS concept, as it does not control the distribution nodes.

NIMS pilot programs with the Services are currently underway or planned and include variations of retail integration to include:

- Elimination of duplicate stockage of like inventories at collocated sites (Air Force (ongoing), Army and Navy (planned)).
- DLA assumption/replacement of Service-owned retail stockage (Navy (ongoing), Marine Corps (planned for II MEF with follow-on to III MEF)).
- Hazardous Materiel (HM) supply chain integration (Joint Environmental Materiel Management Service – JEMMS) (Marine Corps, Army, Navy (ongoing – Okinawa); Navy, Army, and Marine Corps (planned)).

All Services continue an active partnership with DLA looking for targets of opportunity to streamline inventory management and investment. Incorporating NIMS requirements into DLA and Service ERPs is a DLA priority.

STATUS: NIMS implementation has been postponed until GCSS-MC capability portfolio assessment is completed.

Naval Logistics Integration (NLI)

- On 30 July 2003, the Logistics Chiefs of the Naval Services signed a Terms of Reference (TOR). With this, DC I&L and the Director, Naval Logistics (N4) have embarked on establishing a coordinated program to ensure naval logistics capabilities are utilized to their full potential in support of the naval and Joint forces under assignment to the Combatant Commanders.
 - The Navy and Marine Corps have moved beyond logistics interoperability by seeking an integration of their Service Logistics processes to optimize support to daily operations with the Executive Steering Groups (ESGs) today. This integration is preparing for future Sea Basing and the arrival of the Maritime Prepositioning Force-Future (MPF-F).
- Under the NLI process, issues are approved by an 0-6 Board that assigns the task to Service champions to analyze and coordinate its resolution. An ESG composed of admirals and generals receive progress updates and review all efforts and implications prior to forwarding to the N4 and DC I&L for Service implementation.
- The following activities are underway that will provide positive improvements to the Service elements aboard present and future ESGs:
 - Automated Information Technology (AIT). With the mandate issued by DoD to utilize RFID tags for use in materiel resupply coupled with improved bar code standards for shipping labels, the naval services are ensuring that RFID tags can be used in a shipboard environment as part of the sea base. A Secretary of the Navy Instruction (SECNAVINST) is in final review to define integration roles and responsibilities for management of AIT.
 - Retrograde of Marine Corps ground materiel. To integrate naval distribution, the Naval services are testing moving the Marine Corps ground retrograde using the Navy's Advance Traceability and Control (ATAC) program. The integration effort may lead to increased ATAC readiness/materiel availability and savings in spares.
 - Afloat MEU support. Focus is on integrating afloat MEU support for consumables and repairables into current Navy afloat supply support. The effort explores L and A Class ships



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

- stocking materiel to support embarked Marine Corps ground units. Issuance from afloat stocks will improve deployed ground Marine Corps readiness and reduce Marine Corps customer wait time while deployed. The metric on this initiative was provided by LtGen Kelly, USMC (DC, I&L) - *"I'll declare initial victory when a CLF Ship delivers a repair part to a deployed MEU...FOC when we sustain this type of support."*
- In addition to the above, work is underway on achieving Common Expediting Cells (CECs) for forces afloat, as well as improving Operational Logistics Support Agencies (OLSAs). Analysis has also begun on training/assigning Marine officers and Staff NCOs to the various CTFs for logistics as staff personnel—not as liaisons.

Joint Regional Inventory and Materiel Management (JRIMM)

Joint Regional Inventory and Materiel Management (JRIMM) has evolved from the Regional Inventory and Materiel Management (RIMM) effort, which has demonstrated the opportunity to leverage centralized materiel management and streamline materiel flow within a geographic region. JRIMM allows end users to maintain availability and responsiveness, while avoiding more than 60% of physical touches and eliminating duplicative inventory levels.

RIMM is being implemented in San Diego with a regional hub serving a selected Navy maintenance command. Expansion of RIMM to all Services (JRIMM) has been directed by Under Secretary of Defense (Acquisition, Technology and Logistics) per Deputy Under Secretary of Defense, Logistics and Materiel Readiness (DUSD L&MR) Memorandum to Joint Logistics Board Members dated 14 February 2005. Oahu has been selected as the first location to test the Joint concept. JRIMM will validate savings, effectiveness and the associated efficiencies of inventory consolidation and distribution processes at the San Diego RIMM and Oahu JRIMM operations.

Combatant Commands (COCOMs) must develop inventories and a distribution infrastructure in support of their Operational Plans in order for JRIMM to succeed within their region. The intent of JRIMM is to support centralized inventory and distribution operations and facilitate measurable economies in infrastructure and personnel resources supporting Marine Corps requirements in a fixed, garrison environment, and to determine effectiveness of these processes in deployed environments, with minimal communications capability, extended operating distances (long Lines of Communication (LOCs)), minimal theater inventory and limited distribution infrastructure.

Strategic Purchasing Initiative (SPI)

The Marine Corps Business Enterprise (MCBE) Office at HQMC I&L initiated the first-ever end-to-end review of strategic purchasing. The overall goal is to develop techniques and best practices that improve the purchasing support to customers and reduce transaction costs. This is a significant endeavor since the Marine Corps spends approximately \$4 billion a year to purchase goods and services (not including weapons systems and military construction). Once implemented, SPI is expected to achieve cumulative savings of \$10 million annually, beginning in FY07, that will be used to build our 2015 MAGTF.

Ground Equipment Staging Program (GESP)

LOGCOM has started an initiative to deal with issues involved with the long-term storage of Marine Corps equipment. GESP has proposed that equipment that cannot be properly utilized by a supported unit can be handled in one of two ways:

- Ready to Roll (R/R) will allow a commander to induct equipment into a deferred maintenance category that can be maintained by contractor provided services. Equipment will not have to be in Condition Code A, but will have to be in serviceable condition before the preservatives are applied. However, a commander may choose to have improvements made during the induction phase but will purchase these services from the contractor on a cost-per-unit basis.



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

- Long Term Storage (LTS) allows commanders to induct equipment into the R/R program and then with further preservation services place his assets into LTS. Equipment in LTS must be Condition Code B or better prior to induction into LTS.

GESP has developed a four-phase COO that is depicted in Figure 3-9.

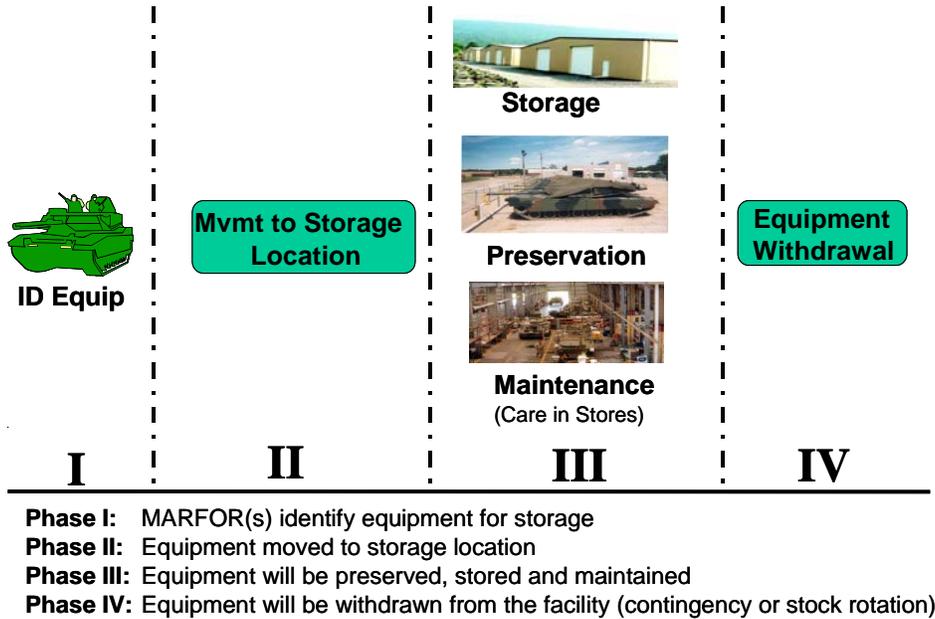


Figure 3-9. GESP-Developed COO

STATUS: GESP is in a strategic pause due to ongoing OIF commitments.

3.6.6 Near-Term POA&M

Pillar	Task Description	Lead	RTR
Doctrine	Write draft concept paper for EFDC. As per EFDC's guidance, the concept paper will be seven to nine pages in length and will have three distinct features: concept description, COO and COE. The concept description should provide a general description of the supply system after implementation of the initiative. It should also reflect how it will fulfill I&L's overall end state for Log Mod. The COO should be an overall description of how the distribution initiative will be implemented across all the combat development pillars. The COE will describe how supply support will be executed within the MAGTF across the Marine Corps.	Concept Division, EFDC	14 days
Organization	Determine requirements with focus on wartime capabilities based on doctrine, the Log OA, Log Mod initiatives, the 2015 MEB S&A results, and other concepts. Requirements will be identified as either unit level, line level, or administrative (refer to MCO 5311.1C w/Ch1 for specific guidance).	LP	30 days



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Pillar	Task Description	Lead	RTR
Leadership	Determine the impact of issues related to the stovepiped management of different classes of supply. Define the participation of supply classes in the Log OA Quad Model and implement the model. Coordinate and integrate with other inventory management initiatives.	LP	Continuous

3.6.7 Mid-Term POA&M

Pillar	Task Description	Lead	RTR
Doctrine	Establish policy and doctrine when necessary to implement new concepts introduced through the ROS. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to write the new concepts into policy and doctrine.	Doctrine Division, EFDC	180 days
Doctrine	Review and rewrite if necessary all Marine Corps doctrine policies, directives and publications on supply. This will be accomplished by identifying the pertinent doctrine, policies, directives and publications through the responsible sections within I&L and MCCDC. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to conduct the review and rewrite.	Doctrine Division, EFDC	18 months
Training	Develop POA&M for ITS/T&R. This will require analysis of change in policy/doctrine to determine which OCCFLDs/MOSs are impacted and to focus on the specific tasks impacted (or whether the entire OCCFLD/MOS order must be changed). Based on the amount of change required, decision will be made on whether a total revision should be done or a change. Normally SMEs would be brought in to develop the new order, but since we are implementing new policy/procedures, there are no real SMEs in the sense that we have known them in the past. We may have to rely heavily on the TTF. Funding for TAD could be an issue, but if the issue is in a priority status, this would not be expected.	TECOM	90 days
Training	Develop POI. This is done at the school and includes the development of courseware and instructional media.	TECOM	60 days
Training	Approve POI. POI is staffed to OCCFLD sponsor and TECOM to ensure that the developed course satisfies training requirements.	TECOM	60 days
Training	Publish ITS/T&R (or change). This step entails the actual writing/editing/staffing/process.	TECOM	12 months
Training	Determine PME vice training requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM	60 days
Training	Determine tasks to be trained (Core - Core+) (who, what, when, where, how (includes civilian). This will involve analysis of the specific changes at the task level to develop conditions and performance standards.	TECOM (military) and M&RA (civilian)	90 days
Training	Assess/identify/determine core+ hand-off and management requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards and should be completed concurrently with "determine tasks to be trained (Core - Core+)."	TECOM	90 days



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Pillar	Task Description	Lead	RTR
Training	Determine throughput (how many Marines/civilians). TECOM will not do this. The OCCFLD sponsor, working with M&RA, will determine the throughput requirements and feed them to TECOM. The course(s) need to be developed.	TECOM (military) and M&RA (civilian)	30 days
Training	Develop initial Course Description Data. Curriculum designers at the school will use the published ITS/T&R and the throughput requirements to build the new course. Terminal learning objectives will be analyzed to determine most efficient instructional methods. Enabling learning objectives will be identified, developed and similarly analyzed. Tasks will be sequenced and instructional support requirements will be identified. The initial Course Description Data will be forwarded to TECOM for staffing and approval.	TECOM	90 days
Training	Identify offsets. This should be completed concurrently with “develop initial Course Description Data.” Offsets from existing curriculum should be identified and noted in forwarding documentation with the Course Description Data (i.e., if the new course replaces an existing course that is already budgeted and executing, resources associated with the old course could offset requirements for resources to support the new course).	TECOM	30 days
Training	Approve Course Description Data. The Course Description Data is staffed internally to verify that the new course satisfies training requirements and determine resourcing impacts and develop solutions.	TECOM	90 days
Materiel	Use a collaborative effort involving TTF, GCSS-MC portfolio manager, SMEs, and SI. Depending upon the ease with which the SI can support stated Block I requirements, additional TBD functionality may be added to Block I (possible lights-out for more legacy systems). During this effort, requirements not captured that can/cannot be supported by GCSS-MC should be identified. Detailed assessments of Block II-III capabilities are not feasible at this time.	SYSCOM	180 days
Materiel	Appraise use of emerging/existing technology and equipment relative to Log Mod effort. Additionally, assess requirement for new technology and equipment in support of Log Mod effort not yet identified. Leverage any ongoing efforts inside or outside DoD (e.g., PSU, II MEF, SYSCOM, LMT)	LPV	180 days
Leadership	Determine and/or validate policy changes that are required to implement global, common and individual Log Mod initiative efforts. Publish policy changes.	LP	18 months
Leadership	Provide required resources to include personnel assets and funding to implement Log Mod initiatives and cross-initiative Log Mods.	LP	18 months
Leadership	Establish and publish CMP with communications, collaboration and education elements.	LP	18 months
Leadership	Develop metrics, targets, and scoring for initiative and overall supply chain performance. Develop, establish, publish and maintain PMP for global, common and individual Log Mod effort. Publish quarterly performance results on Log Mod Web site. Recommend using a common Marine Corps BSC methodology and supporting tools with following metrics categories: cost, reliability, asset capacity, product and service capacity, responsiveness, and flexibility.	LP	18 months



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Pillar	Task Description	Lead	RTR
Leadership	Establish senior leader level Log Mod stakeholder group to support Advocate in maturation of Log Mod process and to ensure the efficient and effective implementation of the Log Mod CMP in resolving any conflicting solutions, to include emerging universal needs that impact Log Mod.	LP	18 months
Leadership	Establish and publish prioritized listing of funding requirements necessary to implement global, common and individual Log Mod initiative effort.	LP	18 months
Leadership	Establish 30/90/360-day feedback cycle of Log Mod initiative implementation within each LMT region. LPC will aggregate and review LMT implementation feedback for recommended course changes to the Log Mod transition effort. Establish purpose, membership and charter for WIPTs to support HQMC level Log Mod initiative implementation. Log Mod initiative WIPTs will be sponsored by the Log Mod TTF.	LP	18 months
Leadership	Address cross-commodity issues within supply.	TECOM	18 months
Personnel	Review, assess, and modify personnel skill sets based on ROS segmented by MOS. Represents near- and mid-term requirements for Log Mod. CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSO is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of ROS upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying the T/MR and LMIS databases based on review results.	TFSD, EFDC and M&RA	18 months

3.6.8 Far-Term POA&M

Pillar	Task Description	Lead	RTR
Organization	Assess impact of T/O&E and MS in the context of 2015 MEB.	LP	180 days
Training	Implement changes.	TECOM	TBD
Personnel	Determine, assess, and modify personnel skill sets based on ROS segmented by MOS in support of 2015 MEB. Represents far-term requirements for Log Mod. CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSO is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of ROS upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying the T/MR and LMIS databases based on review results.	LP	NLT 2010 with 180-day IPRs, proposal NLT 30 days after SPD approval



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Pillar	Task Description	Lead	RTR
Facilities	<p>Assess infrastructure to facilitate MAGTF Distribution in the context of 2015 MEB, outlining near-, mid-, and far-term requirements. Activity commanders are normally responsible for providing the minimum facilities support essential to the missions, operations, and ancillary functions of assigned units and personnel in accordance with the MCFPPS. Log Mod will result in significant changes in processes, organization, and realignment of various functions. This assessment will be a coordinated Marine Corps-wide analysis and assessment. This includes the following:</p> <ul style="list-style-type: none"> - Updated FSR planning documents - Updated facilities assets database for each location/activity - Updated FPD to include all facilities requirements, deficiencies, excesses, and planned COAs - Appropriate facilities plans required for mobilization support <p>Update key documents, including:</p> <ol style="list-style-type: none"> 1) MMROP. The MMROP is a classified source document used at HQMC for policy and decision-making. It contains an appraisal of Marine Corps roles and missions; concepts of Marine Corps operations in cold, limited, and general warfare; and the force structure and organizational objectives and concepts of the Marine Corps. 2) MCP. The MCP provides the basic short-range plan of available Marine Corps resources, plans to employ these resources, and a delineation of responsibilities to support mobilization plans. This is a classified source document used at both HQMC and the activities in formulating support requirements and plans. 3) FSR. The FSR document is the basis on which a Marine Corps activity will conduct its pre-M-day facility planning and programming. This document is prepared and provided to each Marine Corps activity owning Class I real property (land) annually. This document is prepared as a coordinated effort by all staff elements within HQMC having cognizance over areas that could affect facility requirements. The information in the FSR document is a projection designed to coincide with the DoD FYDP and provide validity to the required facilities of an activity's five-year MILCON program. 	I&L (LF)	MILCON



4.0 ADVOCATE/PILLAR EFDS TASKING/INPUT SUMMARY

Log Mod cannot be successfully implemented without collaboration among a number of entities. At the HQMC level, Advocates are assigned to the MROC, the body that advises the Commandant on policy matters related to concepts, force structure, and requirements validation. The focused and organized employment of Advocate resources and influence is vital. HQMC agencies refer to those organizations that impact or are impacted by the Log Mod effort but are not designated as Advocates. Pillar owners are those entities identified by the EFDC as responsible for integrating warfighting capabilities across the spectrum of DOTMLPF. This section provides a summary of required Advocate, HQMC agency, and DOTMLPF pillar owner action.

4.1 Advocate

4.1.1 DC Aviation

Momentum towards full integration of the MAGTF is increasing. Consequently, increased dialog between Aviation Logistics and the CSS community is a sound course of action. Decisions affecting future logistics should be made holistically, with an eye towards impacts on both sides of the current logistics divide. The very nature of Sea Basing operations points to coordination/integration regarding the employment of air and ground assets. Activity requirements for DC Aviation are as follows:

- Review resource requirements in support of SPD tasking(s), and provide formal feedback not later than 14 days after receipt of the SPD. Feedback should include acknowledgment of tasking as well as any resource shortfalls (personnel, funding, etc.).
- Assess potential areas of functional integration (common touch-points).
- Ensure your business process and underlying information technology system(s) changes are compliant with BMMP Business Enterprise Architecture standards, the Marine Corps Business Modernization Transformation Plan and the Marine Corps Financial Improvement Initiative.
- Provide POC to serve as source of information and expedited decision-making, and who should be able to, at a minimum, do the following: (1) communicate the Advocate's position on issues, (2) participate in formal/informal working groups, (3) provide feedback to the Advocate on decisions reached, and (4) provide recommended COAs. (This list is not comprehensive, and other tasks may surface as the process evolves.)

4.1.2 DC CD

From an operational perspective, implementation across the MAGTF cannot be accomplished without the CE. Within the Log Mod construct, the MAGTF CE assumes a larger role in controlling the ebb and flow of support and equipment. The MCWL provides a unique environment in which materiel and nonmateriel solutions can be analyzed and tested for soundness and compatibility with current and emerging concepts. Action requirements for the CE and MCWL are as follows:

CE

- Review resource requirements in support of SPD tasking(s), and provide formal feedback not later than 14 days after receipt of the SPD. Feedback should include acknowledgment of tasking as well as any resource shortfalls (personnel, funding, etc.).
- Assess impact of MAGTF CE assuming a larger role in controlling support and equipment.
- Ensure your business process and underlying information technology system(s) changes are compliant with BMMP Business Enterprise Architecture standards, the Marine Corps Business Modernization Transformation Plan and the Marine Corps Financial Improvement Initiative.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

- Provide a POC to serve as a source of information and expedited decision-making, and to be able to, at a minimum, do the following: (1) communicate the Advocate's position on issues, (2) participate in formal/informal working groups, (3) provide feedback to the Advocate on decisions reached, and (4) provide recommended COAs. (This list is not comprehensive, and other tasks may surface as the process evolves.)

MCWL

- Review resource requirements in support of SPD tasking(s), and provide formal feedback not later than 14 days after receipt of the SPD. Feedback should include acknowledgment of tasking as well as any resource shortfalls (personnel, funding, etc.).
- Assist with development of new capability sets.
- Assess impact of capability sets generated in support of Log Mod.
- Validate Log Mod efforts against emerging/future warfighting concepts in order to ensure alignment.
- Ensure your business process and underlying information technology system(s) changes are compliant with BMMP Business Enterprise Architecture standards, the Marine Corps Business Modernization Transformation Plan and the Marine Corps Financial Improvement Initiative.
- Provide a POC to serve as a source of information and expedited decision-making, and to be able to, at a minimum, do the following: (1) communicate the Advocate's position on issues, (2) participate in formal/informal working groups, (3) provide feedback to the Advocate on decisions reached, and (4) provide recommended COAs. (This list is not comprehensive, and other tasks may surface as the process evolves.)

4.1.3 DC PP&O

As the one of the major customer's of logistics support within the MAGTF, input from the GCE plays a major role in shaping the Log Mod strategy. Increased operational availability directly impacts the GCE's ability to effectively accomplish its mission. PP&O serves as the conduit to the GCE. The following activities are required of DC PP&O on behalf of the GCE:

- Review resource requirements in support of SPD tasking(s), and provide formal feedback not later than 14 days after receipt of the SPD. Feedback should include acknowledgment of tasking as well as any resource shortfalls (personnel, funding, etc.).
- Gather GCE feedback on potential direct/indirect impact of Log Mod efforts.
- Ensure your business process and underlying information technology system(s) changes are compliant with BMMP Business Enterprise Architecture standards, the Marine Corps Business Modernization Transformation Plan and the Marine Corps Financial Improvement Initiative.
- Provide a POC to serve as a source of information and expedited decision-making, and who should be able to, at a minimum, do the following: (1) communicate the Advocate's position on issues, (2) participate in formal/informal working groups, (3) provide feedback to the Advocate on decisions reached, and (4) provide recommended COAs. (This list is not comprehensive, and other tasks may surface as the process evolves.)

4.1.4 DC I&L

Comprising the driving force behind Log Mod, respective divisions within I&L play central roles in ensuring that the Log Mod effort does not falter. Their mutually supporting actions must be completed in order to effectively implement change across the enterprise. The below actions are required from the various DC I&L divisions listed to ensure the successful implementation of Log Mod. It is imperative that business



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

process and underlying information technology system(s) changes are compliant with BMMP Business Enterprise Architecture standards, the Marine Corps Business Modernization Transformation Plan and the Marine Corps Financial Improvement Initiative.

Contracts Division (LB)

- Review resource requirements in support of SPD tasking(s), and provide formal feedback not later than 14 days after receipt of the SPD. Feedback should include acknowledgment of tasking as well as any resource shortfalls (personnel, funding, etc.).
- Assess impact of centralized MAGTF procurement entity.
- Provide a POC to serve as a source of information and expedited decision-making, and to be able to, at a minimum, do the following: (1) communicate the Assistant Deputy Commandant's position on issues, (2) participate in formal/informal working groups, (3) provide feedback to the Assistant Deputy Commandant on decisions reached, and (4) provide recommended COAs. (This list is not comprehensive, and other tasks may surface as the process evolves.)

Facilities and Services Division (LF)

- Review resource requirements in support of SPD tasking(s), and provide formal feedback not later than 14 days after receipt of the SPD. Feedback should include acknowledgment of tasking as well as any resource shortfalls (personnel, funding, etc.).
- Review /assess infrastructure requirements.
- Provide a POC to serve as a source of information and expedited decision-making, and to be able to, at a minimum, do the following: (1) communicate the Assistant Deputy Commandant's position on issues, (2) participate in formal/informal working groups, (3) provide feedback to the Assistant Deputy Commandant on decisions reached, and (4) provide recommended COAs. (This list is not comprehensive, and other tasks may surface as the process evolves.)

Logistics Plans, Policies, and Strategic Mobility Division (LP)

- Review resource requirements in support of SPD tasking(s), and provide formal feedback not later than 14 days after receipt of the SPD. Feedback should include acknowledgment of tasking as well as any resource shortfalls (personnel, funding, etc.).
- Initiate implementation of required policy changes.
- Resolve any cross-advocacy issues.
- Facilitate on-site change management (via LMTs).
- Provide a POC to serve as a source of information and expedited decision-making, and to be able to, at a minimum, do the following: (1) communicate the Director's position on issues, (2) participate in formal/informal working groups, (3) provide feedback to the Director on decisions reached, and (4) provide recommended courses of action. (This list is not comprehensive, and other tasks may surface as the process evolves.)
- Establish and publish Change Management Plan (CMP) with communication, collaboration and education elements.
- In concert with Marine Corps Systems Command, assess the Logistics Modernization material solution (GCSS-MC).



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

Marine Corps Business Enterprise (LR)

- Review resource requirements in support of SPD tasking(s), and provide formal feedback not later than 14 days after receipt of the SPD. Feedback should include acknowledgment of tasking as well as any resource shortfalls (personnel, funding, etc.).
- Ensure compliance with Business Management Modernization Program (BMMP).
- Determine SE (i.e., base and station) impact.
- Provide a POC to serve as a source of information and expedited decision-making, and to be able to, at a minimum, do the following: (1) communicate the Director's position on issues, (2) participate in formal/informal working groups, (3) provide feedback to the Director on decisions reached, and (4) provide recommended COAs. (This list is not comprehensive, and other tasks may surface as the process evolves.)

Logistics Studies and Analysis (LX)

- Review resource requirements in support of SPD tasking(s), and provide formal feedback not later than 14 days after receipt of the SPD. Feedback should include acknowledgment of tasking as well as any resource shortfalls (personnel, funding, etc.).
- Conduct studies as required.
- Provide a POC to serve as a source of information and expedited decision-making, and to be able to, at a minimum, do the following: (1) participate in formal/informal working groups, (2) provide feedback to the Advocate on results of analyses, and (3) provide recommended COAs. (This list is not comprehensive, and other tasks may surface as the process evolves.)

4.1.5 DC Manpower and Reserve Affairs (DC M&RA)

Personnel are at the heart of any effort to implement enterprise-wide change. Individual Marines in a number of occupational fields will be directly or indirectly impacted by the new processes, roles, and responsibilities introduced via Log Mod. The new support environment will require enhancement of their skills. Additionally, there will be a need to assess the initial entry qualifications and requirements for certain military occupational specialties that are impacted by Log Mod. Changes to initial entry qualifications may impact eventual assignment within an occupational field. The following activities are necessary by DC M&RA to support Log Mod:

- Review personnel allocation model.
- Source structure requirements as needed.
- Ensure your business process and underlying information technology system(s) changes are compliant with BMMP Business Enterprise Architecture standards, the Marine Corps Business Modernization Transformation Plan and the Marine Corps Financial Improvement Initiative.
- Provide a POC to serve as a source of information and expedited decision-making, and to be able to, at a minimum, do the following: (1) communicate the Deputy Commandant's position on issues, (2) participate in formal/informal working groups, (3) provide feedback to the Deputy Commandant on decisions reached, and (4) provide recommended courses of action. (This list is not comprehensive, and other tasks may surface as the process evolves.)



4.2 HQMC Agencies

4.2.1 DC Programs and Resources (DC P&R)

Within an increasingly constrained fiscal environment, compliance with financial management rules and regulations has become a primary measure of effectiveness for both processes and systems. Resource management considerations often share center stage during the decision-making process. The following activities are necessary by DC P&R to support Log Mod:

- Review resource requirements in support of SPD tasking(s), and provide formal feedback not later than 14 days after receipt of the SPD. Feedback should include acknowledgment of tasking as well as any resource shortfalls (personnel, funding, etc.).
- Confirm GCSS-MC compliance with Joint Financial Management Improvement Program (JFMIP) and Marine Corps Financial Improvement Plan (MCFIP) requirements. All organizations involved in the Logistics Modernization process must ensure that the results of their respective efforts conform to the requirements set forth in these documents.
- Manage implementation of GCSS-MC/SABRS interface.
- Assess financial impact of reorganization.
- Provide a POC to serve as a source of information and expedited decision-making, and to be able to, at a minimum, do the following: (1) communicate the Deputy Commandant's position on issues, (2) participate in formal/informal working groups, (3) provide feedback to the Deputy Commandant on decisions reached, and (4) provide recommended courses of action. (This list is not comprehensive, and other tasks may surface as the process evolves.)

4.2.2 Director, Command, Control, Communications and Computers/Chief Information Officer (C4/CIO)

Improved C2 capability is essential to providing commanders with a complete picture of events throughout the battlespace, as well as ensuring that crucial information is received by all who require it to complete assigned missions. C4 and Intelligence (C4I) serves as a critical enabler in the process of providing assessments and recommendations of the appropriate C2 tools required to further empower the MAGTF. The following Director C4/CIO activities are necessary to support Log Mod:

- Review resource requirements in support of SPD tasking(s), and provide formal feedback not later than 14 days after receipt of the SPD. Feedback should include acknowledgment of tasking as well as any resource shortfalls (personnel, funding, etc.).
- Assess Log C2 requirements/shortfalls (e.g., bandwidth).
- Assess employment of current/future MAGTF/Joint C2 enablers (e.g., CLC2S, C2PC, BCS3).
- Ensure your business process and underlying information technology system(s) changes are compliant with BMMP Business Enterprise Architecture standards, the Marine Corps Business Modernization Transformation Plan and the Marine Corps Financial Improvement Initiative.
- Provide a POC to serve as a source of information and expedited decision-making, and to be able to, at a minimum, do the following: (1) communicate the Director's position on issues, (2) participate in formal/informal working groups, (3) provide feedback to the Director on decisions reached, and (4) provide recommended COAs. (This list is not comprehensive, and other tasks may surface as the process evolves.)

4.2.3 Director Intelligence

Meeting logistics intelligence requirements would finally bring the CSSE on par with the other elements of the MAGTF. Failure to address this area could negatively affect the overall ability of the MAGTF to



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

effectively reach its objectives. The following Director Intelligence activities are necessary to support Log Mod:

- Review resource requirements in support of SPD tasking(s), and provide formal feedback not later than 14 days after receipt of the SPD. Feedback should include acknowledgment of tasking as well as any resource shortfalls (personnel, funding, etc.).
- Review/validate logistics intelligence requirements (CSSE, MAGTF).
- Ensure your business process and underlying information technology system(s) changes are compliant with BMMP Business Enterprise Architecture standards, the Marine Corps Business Modernization Transformation Plan and the Marine Corps Financial Improvement Initiative.
- Provide a POC to serve as a source of information and expedited decision-making, and to be able to, at a minimum, do the following: (1) communicate the Director’s position on issues, (2) participate in formal/informal working groups, (3) provide feedback to the Director on decisions reached, and (4) provide recommended COAs. (This list is not comprehensive, and other tasks may surface as the process evolves.)

4.3 EFDS Pillar Owners

Respective “owners” of the DOTMLPF pillars are the key components to institutionalizing the processes and principles of Logistics Modernization across the Marine Corps. The below task listing is shown in an effort to effectively capture the actions required to accomplish this broad undertaking. These tasks are grouped by the responsible lead agency, and numbered in accordance with the overall tasking schema shown in Appendix A.

Doctrine

Task #	Task Description	Lead	RTR
DIS-D-2 OA-D-2 REO-D-10 ROM-D-5 ROS-D-2	Review and rewrite if necessary all Marine Corps doctrine, policies, directives and publications. This will be accomplished by identifying the pertinent doctrine, policies, directives and publications through the responsible sections within I&L and MCCDC. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to conduct the review and rewrite.	Doctrine Division, EFDC	80 days
DIS-D-3 OA-D-4 REO-D-11 ROM-D-8 ROS-D-3	Establish policy and doctrine when necessary to implement new concepts introduced through modernization. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to write the new concepts into policy and doctrine.	Doctrine Division, EFDC	360 days
DIS-D-4 OA-D-5 REO-D-12 ROM-D-9	Review and assess Joint/OSD doctrine and policy to ensure compliance and interoperability.	Doctrine Division, EFDC	360 days

Total Force Structure

Task #	Task Description	Lead	RTR
ORG-1	In conjunction with I&L, Determine requirements with focus on wartime capabilities based on doctrine, the OA, Log Mod initiatives, the 2015 MEB S&A results, and other concepts. Requirements will be identified as either unit level, line level, or administrative. Refer to MCO 5311.1C w/CH1 for specific guidance.	TFSD, EFDC	30 days
ORG-5	Collaborate with I&L to conduct CBA of force structure changes. This is imperative for significant changes to force structure and will provide justification to the FSRG and MROC. The CBA should capture impact on SE, the FSSG, and other Advocates.	TFSD, EFDC	180 days



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Task #	Task Description	Lead	RTR
ORG-6	Assist with the conduct FSRG of validation of new requirements.	TFSD, EFDC	per schedule
ORG-8	TFS publishes Marine Corps 5400 Bulletin.	TFSD, EFDC	As required
ORG-9	TTF inputs T/O&E changes into TFSMS.	TTF	60 days
ORG-10	Publish Troop List.	TFSD, EFDC	As required
ALL-P-1	In conjunction with I&L and M&RA, review, assess, and modify personnel skill sets based on MAGTF Distribution segmented by MOS. Represents near- and mid-term requirements for Log Mod. CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSO is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of MAGTF Distribution upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying the T/MR and LMIS databases based on review results.	TFSD, EFDC	18 months
ALL-P-2	In conjunction with I&L, determine, assess, and modify personnel skill sets based on MAGTF Distribution segmented by MOS in support of 2015 Marine Corps requirements (2015 MEB). Represents far-term requirements for Log Mod. CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSO is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of MAGTF Distribution upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying the T/MR and LMIS databases based on review results.	TFSD, EFDC	NLT 2010 w/180-day IPRs, proposal NLT 30 days SPD

Training and Education Command

Task #	Task Description	Lead	RTR
TRNG-1	Develop POA&M for ITS/T&R. This will require analysis of change in policy/doctrine to determine which OCCFLDs/MOSs are impacted and to focus on the specific tasks impacted (or whether the entire OCCFLD/MOS order must be changed). Based on the amount of change required, decision will be made on whether a total revision should be done or a change. Normally SMEs would be brought in to develop the new order, but, since we are implementing new policy/procedures, there are no real "SMEs" in the sense that we have known them in the past. We may have to rely heavily on the TTF. Funding for TAD could be an issue, but if the issue is in a priority status, this would not be expected.	TECOM	90 days
TRNG-2	Determine tasks to be trained (Core - Core+) (who, what, when, where, how(includes CIV). This will involve analysis of the specific changes at the task level to develop conditions and performance standards.	TECOM (Mil) M&RA (Civ)	90 days
TRNG-3	Assess/ID/Determine core+ hand-off and management requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards. Done concurrently with "determine tasks to be trained (Core - Core+)."	TECOM	90 days



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Task #	Task Description	Lead	RTR
TRNG-4	Determine education (PME) vice training requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards. Done concurrently with “determine tasks to be trained (Core - Core+).”	TECOM	60 days
TRNG-5	Publish ITS/T&R (or change). This step entails the actual writing/editing/ staffing/process.	TECOM	12 months
TRNG-6	Determine throughput (how many Marines/civilians). TECOM will not do this. The OCCFLD sponsor, working with M&RA, will determine the throughput requirements and feed them to TECOM. We need this to develop the course(s).	TECOM (Mil) M&RA (Civ)	30 days
TRNG-7	Develop initial Course Description Data. Curriculum designers at the school will use the published ITS/T&R and the throughput requirements to build the new course. Terminal learning objectives will be analyzed to determine most efficient instructional methods. Enabling learning objectives will be identified, developed and similarly analyzed. Tasks will be sequenced and instructional support requirements will be identified. The initial Course Description Data will be forwarded to TECOM for staffing and approval.	TECOM	90 days
TRNG-8	Identify offsets. Done concurrently with “develop initial Course Description Data.” Offsets from existing curriculum should be identified and noted in forwarding documentation with the Course Description Data (i.e., if the new course replaces an existing course that is already budgeted and executing, resources associated with the old course could offset requirements for resources to support the new course.)	TECOM	30 days
TRNG-9	Approve Course Description Data. The Course Description Data is staffed internally to verify that the new course satisfies training requirements, to determine resourcing impacts and to develop solutions.	TECOM	90 days
TRNG-10	Develop POI. This is done at the school and includes the development of courseware and instructional media.	TECOM	60 days
TRNG-11	Approve POI. POI is staffed to OCCFLD sponsor and TECOM to ensure that the developed course satisfies training requirements.	TECOM	60 days
TRNG-12	Implement changes.	TECOM	TBD
LEAD-9	Designate a POC responsible for all Log Mod PME in the Marine Corps. Log Mod PME POC will coordinate PME effort for each component of the MAGTF.	TECOM	18 months

Matériel Capabilities Division

Task #	Task Description	Lead	RTR
ALL-M-2	In concert with I&L, assess other requirements/capabilities beyond GCSS-MC. Appraise use of emerging/existing technology and equipment relative to Log Mod effort. Additionally, assess requirement for new technology and equipment in support of Log Mod effort not yet identified. Leverage any ongoing efforts inside or outside DoD (e.g., PSU, II MEF, Systems Commands, etc)	MCD, EFDC	60 days
OA-M-3	In concert with I&L, review effectiveness of materiel solution(s) as they are tested/implemented relative to the Log Mod effort. LMT input will be crucial, as they are best positioned to receive Fleet Marine Force (FMF) feedback. Also, SMATs should be utilized. Validation of GCSS-MC impact on logistics processes.	MCD, EFDC	30 days



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

USMC Commands

Task #	Task Description	Lead	LOE
ORG-2	Develop mission statement and T/O&E. Ideally, like units should be mirror imaged. Refer to MCO 5311.1C w/CH1 Enclosure 2 Appendix A.	TTF	120 days
ORG-3	Staff mission statement and T/O&E changes to the chain of command, like commands, and the Advocate for comment and concurrence. The chain of command must try to balance new requirements with current billet requirements and equipment allowances.	TTF	90 days
ORG-4	Submit T/O&E change request to MCCDC TFS. Refer to MCO 5311.1C w/CH1 Enclosure 2 Appendix B.	TTF	30 days



5.0 LOG MOD MANAGEMENT AND CONTROL PROCESS

Log Mod management and control processes are essentially just planning for the successful implementation and institutionalization of Log Mod. Since all Marines are familiar with the MCPP, MCPP will be used as a guide to managing and controlling the many complexities of Log Mod. Planning is the act of envisioning and determining effective ways of achieving an end state. It supports the decision-making process in a time-constrained or uncertain environment. Although Log Mod is a continuous process that impacts many people, processes and technologies, both in and in support of the Marine Corps, it is time constrained (in support of the 2015 MAGTF) and uncertain (the future threat remains asymmetric and unknown). Whether planning is performed at the strategic, operational or tactical level, its key functions, as identified in Marine Corps Doctrinal Publication 5, *Planning*, are as follows:

- Direct and coordinate actions.
- Develop a shared situational awareness.
- Generate expectations about how actions will evolve and how they will affect the desired outcome.
- Support the exercise of the initiative.
- Shape the thinking of the planners.

This SID aims to provide these key functions for the successful implementation and institutionalization of Log Mod as follows:

- Direct and coordinate actions. In concert with DOTMLPF pillar leads from the EFDC, recommended taskings were developed for CG CD review and approval. These taskings and accompanying POA&M will direct and coordinate Log Mod actions and efforts throughout the Marine Corps.
- Develop a shared situational awareness. Through the establishment of the HQMC Log Mod Web site, <https://logmod.hqmc.usmc.mil>, the Log Mod Communications Plan, and interaction of the Log Mod TTF and LMTs with the OPFORS and SE, the Marine Corps is being educated on the pending impacts on people, processes and technology resulting from Log Mod.
- Generate expectations about how actions will evolve and how they will affect the desired outcome. By vetting the Log Mod initiatives through the EFDS to determine the expectations of functional area, needs and solutions were analyzed and assessed for impact on Marine Corps DOTMLPF. The EFDS helped develop the expected end state of the initiatives and Log Mod effort. The Log Mod Integration Plan will ensure that Marine Corps concepts, capabilities and initiatives beyond that of Log Mod are synchronized and integrated with Log Mod to best support the MAGTF in the construct of the 2015 MAGTF, Sea Basing and Distributed Operations. Follow-on sections of this document will further expound on the methodology, scope, risk, and issue management of the Log Mod process.
- Support the exercise of the initiative. The establishment of numerous Log Mod WIPTs and LMTs helps foster and champion initiatives directly from the OPFORS and SE of the Marine Corps that may impact the success of the Log Mod effort.
- Shape the thinking of planners. Through the establishment of the Logistics Policy Council to provide guidance and oversight on the development and maintenance of logistics policies and related business process standards for Log Mod and focus on support to the operational concepts of the 2015 MAGTF, Sea Basing and Distributed Operations, the tenets of planning per Marine Corps Doctrinal Publication (MCDP) 5, *Planning*, are prescribed:
 - Top-down planning



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

- Single battle approach
- Integration planning

The key functions of planning, the MCPP, and associated plan-decide-execute-assess methodology will enable the successful management and control of the implementation and institutionalization of Log Mod.

Once the SID moves forward to the Combat Development Command, DC, I&L becomes the supported commander for the Logistics Modernization effort with MCCDC and EFDC becoming the lead for taskings required to implement Logistics Modernization.

5.1 Methodology

Log Mod will be achieved through the successful synchronization and integration of several established program methodologies to include the EFDS, the Defense Acquisition Management Framework, project management and an IPT management structure. The methodologies that support Log Mod occur concurrently.

The EFDS is based on similar principles of the MCPP per MCDP 5, *Planning*, and as illustrated in Figure 5-1. EFDS provides the Marine Corps with a standardized methodology to translate future needs into fielded integrated capabilities.

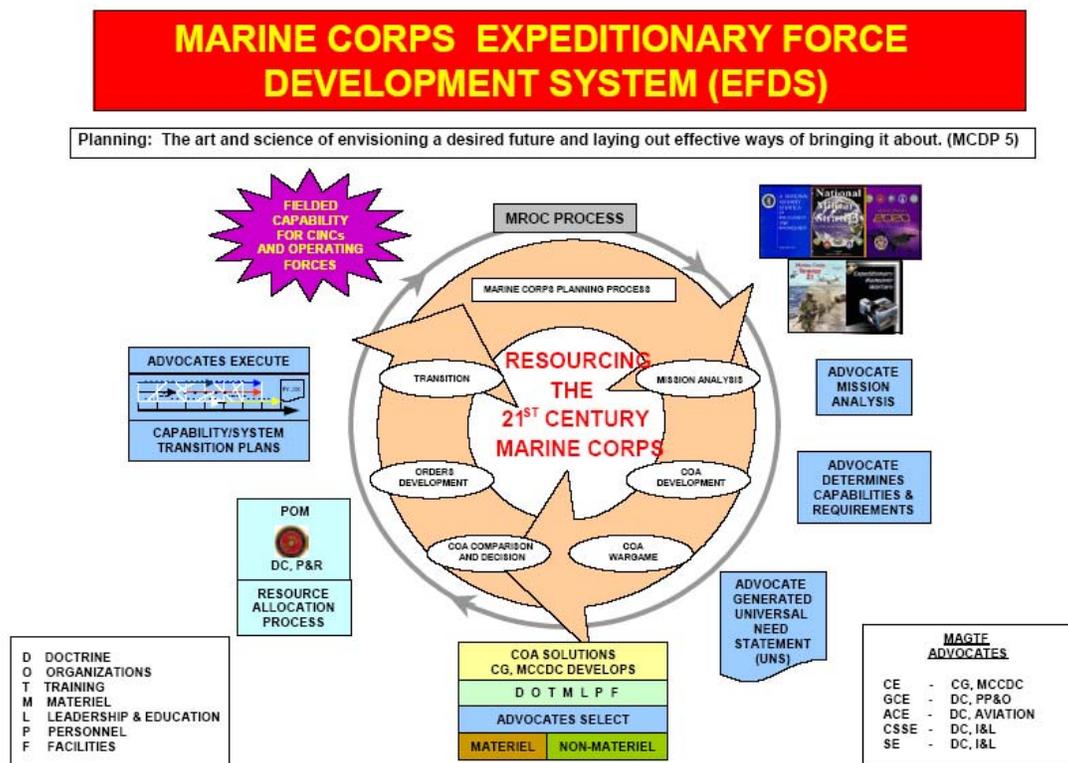


Figure 5-1. EFDS Process Flow



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

As stated in Section 2.1, EFDS maintains a four-phased approach to identify and develop future warfighting capabilities (see Figure 5-2):

- Phase I: Force Capability Development – Developing concepts and identifying needed capabilities
- Phase II: Requirements Development – Developing DOTMLPF requirements
- Phase III: Prioritization and Resourcing – Funding the Marine Corps requirements
- Phase IV: Capability Fielding and Transition – Implementing improved capabilities in the OPFORS

Currently, the Log Mod effort is in Phase II of EFDS and working towards acquiring approval of the taskings contained in this SID from CG CD.

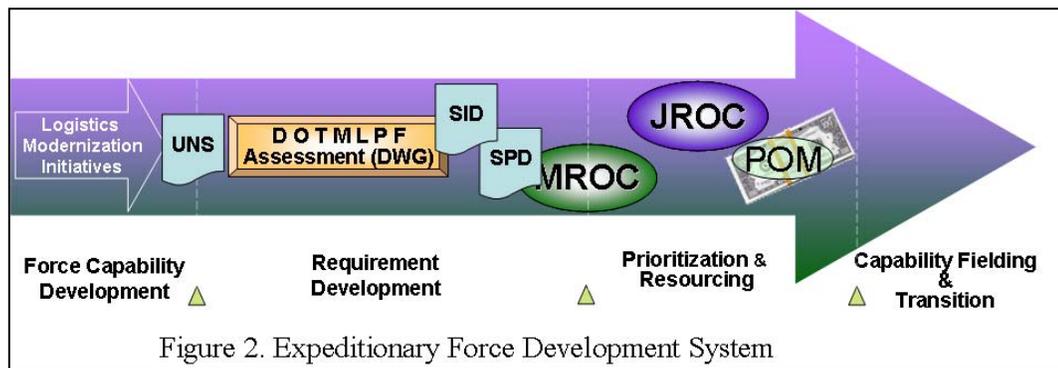


Figure 2. Expeditionary Force Development System

Figure 5-2. EFDS System

The IT that will enable the Marine Corps to achieve the end states described by the six Log Mod initiatives is the GCSS-MC. GCSS-MC is an approved acquisition program and follows the methodology described in DoD and SECNAV 5000 Series Instructions. The Defense Acquisition Management Framework establishes a simplified and flexible management framework for translating mission needs and requirements into stable, affordable, and well-managed acquisition programs. The framework is illustrated in Figure 5-3. In accordance with DoD Directive 5000.1, The “Defense Acquisition System,” the GCSS-MC plan has been tailored to ensure that it supports Marine Corps performance, evaluation, and schedule requirements.

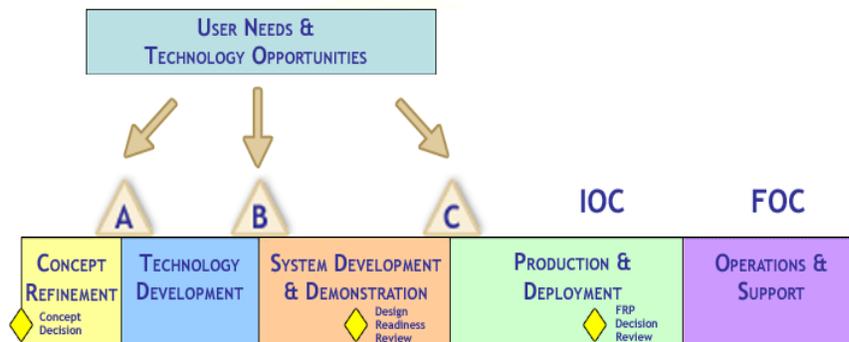


Figure 5-3. Acquisition Framework



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

The acquisition framework begins with user needs and technology opportunities. The capability needs and acquisition management systems use Joint concepts, integrated architectures, and an analysis of DOTMLPF to produce an Initial Capabilities Document (ICD). The ICD requirements document is the basis for the concept refinement phase, where a technology strategy is developed. During this phase, the MDA designates the lead DoD component(s), and establishes a date for a Milestone A review.

After Milestone A, the technology development phase begins to reduce technology risk and to determine the appropriate set of technologies to be integrated into a full system. The program is formally initiated with a Milestone B decision, which also begins the System Development and Demonstration (SDD) phase. The purpose of this phase is to develop a system or an increment of capability; reduce integration and manufacturing risk (technology risk reduction occurs during technology development); ensure operational supportability with particular attention to reducing the logistics footprint; implement Human Systems Integration (HSI); design for reducibility; ensure affordability and the protection of Critical Program Information (CPI) by implementing appropriate techniques such as anti-tamper; and demonstrate system integration, interoperability, safety, and utility.

The next phase is production and deployment. The purpose of this phase is to achieve an operational capability that satisfies mission needs. Operational test and evaluation shall determine the effectiveness and suitability of the system. The MDA authorizes production of a representative system for operational testing at Milestone C. If that test is successful, the MDA may authorize fielding of the complete system at a Full-Rate Production decision review. The program then implements a support program that meets operational support performance requirements and sustains the system in the most cost-effective manner over its total life cycle.

The GCSS-MC program is currently in the technology development phase, with a Milestone B decision expected in fourth quarter FY05.

The TTF will utilize a project management methodology to manage the taskings and integration required to achieve Log Mod. Our methodology is consistent with that prescribed by the Project Management Institute (PMI) as taught in the Defense Acquisition University (DAU). Project management will allow for realistic estimating and scheduling, guided planning and management, timely project reporting and tracking, resource assignment, and effective presentation of project progress.

The Log Mod POA&M is provided in Appendix B and a high-level snapshot is provided in Figure 5-4. The POA&M includes the taskings that are recommended by this document, IPT meetings, GCSS-MC milestones, and EFDS decision points. We intend to publish the POA&M on the HQMC Log Mod Web site.

The Log Mod management team will utilize an IPT management methodology to support program activities. Our methodology is consistent with that defined by DoDI 5000.2, SECNAVINST 5000.2C, OASD's *Rules of the Road: A Guide for Leading Successful IPTs*. The purpose of the Log Mod IPTs will be to facilitate decision-making by producing recommendations based on concurrent, timely input from the entire team. The IPT approach takes advantage of the expertise of all members to create a truly integrated solution. Charters that outline goals, structure, and specific responsibilities of each IPT will be established.

A WIPT will be established for each Log Mod initiative to manage the taskings assigned to that initiative. A Log Mod Integrating IPT (LMIPT) will be established to provide overall Log Mod management and both internal and external integration. Internal integration will coordinate the efforts of the six Log Mod initiative WIPTs. External integration will support coordination with GCSS-MC WIPTs and other established Marine Corps and DoD initiatives.



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

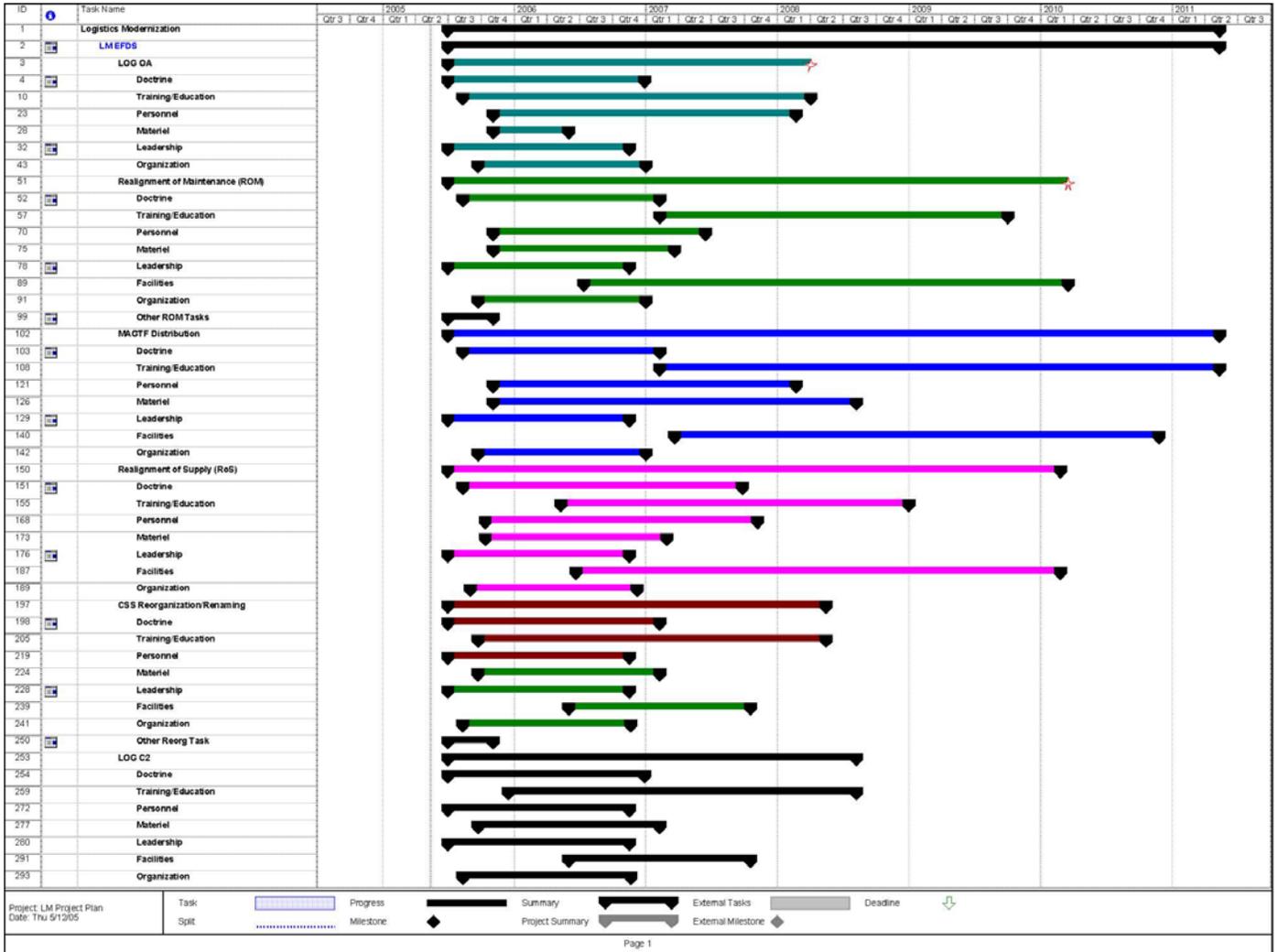


Figure 5-4. High-Level Snapshot of Log Mod POA&M

5.1.1 Log Mod Executive Governance

A Logistics Executive Steering Committee will be established by DC, I&L to provide guidance and oversight for logistics policies and related business process standards generating from Logistics Modernization that impact organizations that are beyond the scope of the CSSE Advocate.

A Marine Corps Logistics Policy Council will be established to provide guidance and oversight for developing and maintaining logistics policies and related business process standards for Log Mod.

Log Mod is an effort to dramatically improve logistics support provided to the OPFORS by implementing best practices and state-of-the-industry technologies in an expeditionary environment. Due to the extraordinary breadth of Log Mod, a Headquarters level oversight and approval body is needed to govern related logistics policies and process standards.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

Authority

The DC I&L grants authority for the Logistics Policy Council. This is a standing group that may address issues beyond that of Log Mod and will continue operating until dissolved by DC I&L. The Council has the authority to change logistics policies to include the refinement of the Log OA.

The Logistics Policy Council will

- act to ensure continuity and integrity of logistics policies and processes over time;
- act to change existing policies and processes to accommodate Log Mod;
- enforce compliance with Marine Corps Log Mod strategies, architectures, and standards; and
- act to decide COAs for all Log Mod-related matters that affect multiple functional areas and that cannot be resolved at lower levels.

Membership

Membership of the Logistics Policy Council will be established by DC I&L. The Council will have a core group of voting members, additional nonvoting members, lead action officers and established working groups.

Responsibilities

The Logistics Policy Council will be responsible for providing executive governance for all matters that arise in the implementation and institutionalization of Log Mod.

Policy Issues

The Logistics Policy Council will be responsible for resolving enterprise-level and/or Marine Corps-wide issues that arise during Log Mod transition. The Council will assign issues to the Director, Log Mod TTF. The Director, Log Mod TTF, will review the issue and appropriately assign to the LMIIPT and Log Mod Initiative WIPTs for action. The IPTs will develop COAs and make recommendations to the Director, Log Mod TTF to resolve the issue. With Director, Log Mod TTF approval, the IPT will prepare the issue findings and recommendation for the Council for decision. If policy, integration or initiative changes are required, the appropriate policy owner, Log Mod IIPT or Log Mod Initiative Lead, will have the lead in making the required change(s).

Routine Decisions

To facilitate responsive decision-making on routine matters, the Logistics Policy Council may delegate authority to policy owners, stakeholders, and IPTs. Routine matters are those that cannot be resolved at the SME/action officer level, but do not need to be elevated to the full Council. Director, Log Mod TTF will ensure that issues are thoroughly coordinated prior to a decision at the Log Mod IIPT or Log Mod WIPT. Routine decisions will be documented by the IPTs and reported to the Director, Log Mod TTF on a periodic basis.

Documentation

In all cases, Director, Log Mod TTF and lower level IPTs will maintain formal decision records.

5.1.2 Log Mod Integration

Many stakeholders are engaged in efforts, either directly or indirectly, that affect Marine Corps Log Mod. To capitalize on these efforts, we must establish an effective Log Mod Integration Plan. The DoD Dictionary of Military and Associated Terms defines integration as follows:



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

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

Log Mod will be accomplished as a “whole” organization—not just within the HQMC I&L and the CSSE, but throughout the Marine Corps. To ensure maximum effectiveness, Log Mod efforts must be integrated across the enterprise; within the CSS community, Combat Development Command, SYSCOM, I&L Department, and the OPFORS and SE.

Log Mod integration must be a coordinated approach to

- minimize and mitigate implementation and execution risk,
- maintain consistency of CSS/Log Mod message and efforts,
- synchronize and deconflict Log Mod efforts and events,
- minimize Log Mod effort gaps and overlaps,
- support and enhance an effective change process, and
- execute effective Log Mod collaboration for protocol/portfolio management.

The approach will synchronize efforts both internal and external to HQMC I&L. The TTF will conduct Log Mod Integration Days on a quarterly basis, utilize the Log Mod IIPT, establish exposure of the Log Mod Integration through the Communications Plan, and coordinate feedback of the integration via the Log Mod Teams.

Integration efforts will grow as Log Mod is implemented through the completion of the taskings identified in Section 3 of this document and as emerging concepts, issues and technology are introduced to the Marine Corps. The Log Mod IIPT will have the responsibility to integrate and synchronize these emerging concepts, issues and technology with the Log Mod effort. To begin the integration effort, the focus will be on the future enabler issues, initiatives and technology that were identified in Section 3 of this document. The enablers are categorized as Marine Corps, Joint/DoD, Navy, Army and Academia programs or efforts. Integration of these enablers and emerging concepts, issues and technology across all of the initiatives is key to the successful implementation and institutionalization of Log Mod throughout the Marine Corps (see Table 5-1).

Table 5-1. Log Mod Integration

INTEGRATION	Log OA	Log C2	CSS R&R	MAGTF Distribution	ROM	ROS
SYSCOM Log Capability Set	X	X		X	X	X
FSSG Bandwidth Study	X	X	X			
Joint High-Speed Vessel		X				
MAGTF C2	X	X	X	X		
CLC2S	X	X		X	X	X
BCS3	X	X		X	X	X
TAV		X		X		X
Radio Frequency ITV		X		X		X
Transportation Capacity Planning Tool		X		X		
MCCSSS Tactical Decision Center	X	X		X	X	X
2nd FSSG C2 Center of Excellence	X	X	X	X	X	X
TFSMS	X		X			



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

INTEGRATION	Log OA	Log C2	CSS R&R	MAGTF Distribution	ROM	ROS
Naval Logistics Integration	X	X		X	X	X
USTC Distribution Policy Owner	X	X		X		X
CTC Distribution Study	X	X		X		X
RCM	X				X	
AL	X				X	
Condition-Based Maintenance	X				X	
TLCM	X				X	
GCSS-MC	X	X		X	X	X
NIMS-MC	X			X	X	X
JEMMS	X			X		X
JRIMM	X				X	X
SLAM	X			X	X	X
Strategic Purchasing Initiative	X			X	X	X
Ground Equipment Staging Program	X			X	X	X

Enabler Integration Key	
	Marine Corps Program
	Joint/DoD Program
	Navy Program
	Army Program
	Academia Program

5.2 Log Mod Management

The Log Mod effort consists of six nonmateriel initiatives whose results need to be integrated with the deployment of GCSS-MC, the materiel solution associated with these initiatives. GCSS-MC, as an ACAT-IAM IT program, will be managed utilizing the acquisition methodology specified in DoD 5000.1. In order to ensure that the materiel solution and the Log Mod initiatives mutually support each other and are rolled out in a coordinated manner, the road map in Section 1.6 includes both the materiel and nonmateriel solutions.

The methodology for managing the Log Mod will utilize cascading teams, as illustrated in Figure 5-5.

There will be six Log Mod initiative WIPTs and one Log Mod IIPT to develop, manage and integrate the activities required for the execution of Log Mod. In addition, the Director, Log Mod TTF will supply a Log Mod Analysis Team that will track and score the performance of all Log Mod activities and prepare Log Mod reviews for the Logistics Policy Council.

The activities of the six Log Mod WIPTs will be managed as projects by the respective Log Mod Initiative Leads. The Initiative Leads are all members of the Log Mod TTF. The work performed by the WIPTs will consist of tracking and managing through completion all tasks associated with their respective Log Mod initiatives. The WIPT leaders will create work breakdown structures covering all of the initiative taskings, assign and manage the initiative project cost and schedule objectives, and continually assess and manage the mitigation of risks that may affect the delivery of the activities for the initiative.

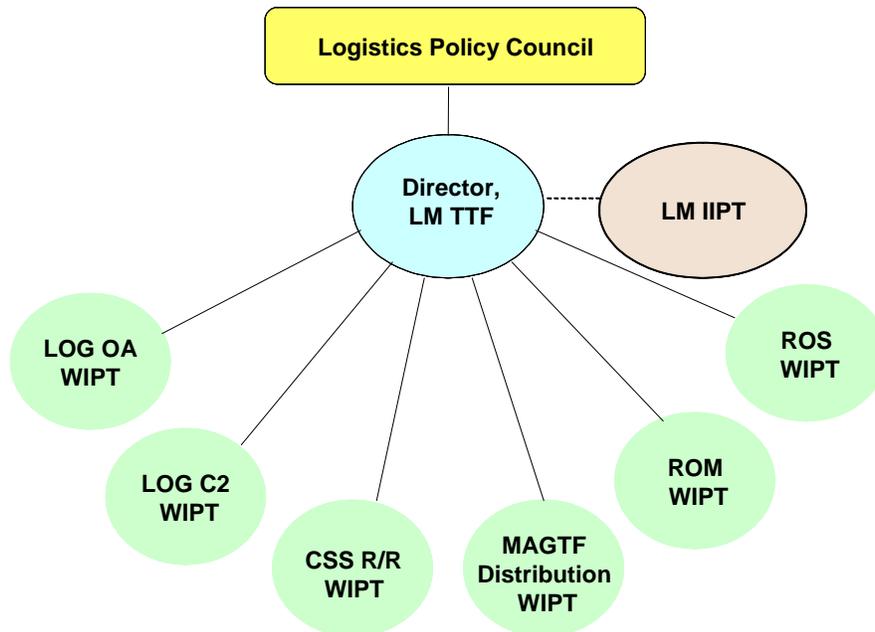


Figure 5-5. Log Mod Management Structure

The LMIIPT will be managed as a business development program that rolls up all the activities of the individual Log Mod initiative projects. The Director, Log Mod TTF will be responsible for delivery of all the activities under the umbrella of Log Mod, according to the cost and schedule objectives associated with Log Mod activities. In addition, the LMIIPT Manager will be responsible for ensuring the seamless integration of Log Mod initiative activities where required and coordination of Log Mod with GCSS-MC and the Log OA. He will continually identify risks associated with integration of the Log Mod initiatives and their coordination/integration with GCSS-MC program and will develop associated risk mitigation plans as required. The working group project managers or their designees will act as members of the overall LMIIPT to provide a unified, cascading team structure. The GCSS-MC Program Manager will provide a standing member to the LMIIPT to ensure that the GCSS-MC Block design and implementation activities are coordinated with the overall Log Mod road map execution as summarized in Section 5.1. HQMC LPV will also provide a standing member to the LMIIPT to ensure that the “to-be” business processes incorporated in the Log Mod deliverables describe seamless logistics chain management consistent with the Log OA.

Log Mod initiatives will be supported by tasks, organized by the supported DOTMLPF pillar, the execution time frame, and the responsible agency. Tasks will be further broken down into actions where appropriate. All tasks and actions will be tracked with a custom database that will support regular review of progress relative to plan.

As discussed in more detail in Section 6.0, the Log Mod team will develop objective and measurable success criteria for Log Mod initiatives, tasks and actions. These cost, schedule and performance criteria will form the baseline against which progress is measured.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

The Log Mod TTF will supply an Analysis Team responsible for developing metrics and scoring for all the Log Mod activities and analysis of the Log Mod initiative performance and results. The TTF Analysis Team will monitor the performance of Log Mod activities, flag problematic areas of Log Mod execution for review, and create agendas and read-aheads for Log Mod reviews by the Logistics Policy Council.

The Logistics Policy Council will meet on a quarterly basis to conduct a Log Mod Tasking Progress Review to review the progress and results of the Log Mod taskings, resolve issues and provide direction for any changes that are required in executing the program.

5.3 Project Scope Control

The intent of the scope of Log Mod is to implement and institutionalize the six Log Mod initiatives throughout the Marine Corps. The initiatives include Log OA, Log C2, CSS R&R, MAGTF Distribution, ROM, and ROS. The scope of the Log Mod projects includes the responsibilities, authority, and cost, schedule and performance objectives necessary to accomplish Log Mod initiatives as approved by the CG CD. Any significant change to this baseline must be approved by appropriate decision authorities.

5.4 Risk Management

This Risk Management Plan describes the strategy and processes for managing risks for Log Mod and provides direction for risk management processes and activities.

All significant projects must deal with uncertainty, and consequently, risk. The Marine Corps Log Mod program is no exception. The program will use a structured risk management process to identify and control program-specific uncertainties that have the potential to adversely affect the successful implementation and institutionalization of Log Mod. The risk management process will be coordinated with the GCSS-MC/Logistics Chain Management Block 1 (GCSS-MC/Blk 1) in order to provide total program risk assessment and mitigation.

The Log Mod TTF will take an active and constructive approach to risk identification and mitigation. TTF personnel and Log Mod stakeholders will be encouraged to identify risk, and to recommend mitigation alternatives. Risk and mitigation progress information will be available to all concerned with the program in order to support management decisions.

The Log Mod program risk management process will be consistent with that defined by the DAU and the PMI. It will be detailed in a written risk management plan, and supported by training for the Log Mod team.

Log Mod risks will be categorized by the required level of management attention:

- High risks: Visible outside the Log Mod TTF in order to gain the support of senior decision-makers. Active mitigation involvement of the TTF Director and Deputy. Formal mitigation plans.
- Medium risks: Visible to the Log Mod TTF Director. Active mitigation involvement of the IPT leads. Formal mitigation plans.
- Low risks: Visible to IPT leads. Managed by task leads. Informal mitigation plans.

Log Mod risk will be tracked using a database containing required management information. The database will be used to provide regular reports, and to support periodic risk mitigation progress reviews. This database will also be used to track and manage tasks, actions and issues.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

5.5 Issue Management

As Log Mod continues through the EFDS, issues internal and external to the six Log Mod initiatives will arise. Issues will be resolved at the lowest level.

Issues that are internal to a specific Log Mod initiative will be resolved at the Log Mod WIPT. Issues that require coordination with external Log Mod issues and initiatives will be resolved at the LMIIPT. When the issue cannot be resolved at the Log Mod WIPT or IIPT level, the issue will be resolved by the Director, TTF. In the event that the issue is beyond the scope of the Log Mod TTF, the Logistics Policy Council will resolve the issue.

The following steps will be followed to manage and resolve issues that arise during the implementation and institutionalization of the Log Mod initiatives:

- Step 1: *Identify.*** The Log Mod Initiative Lead, LMIIPT Lead or action officer identifies an obstacle outside of their control that is preventing, or has the potential to prevent, scheduled work from being accomplished as planned.
- Step 2: *Log.*** The Log Mod Initiative Lead, LMIIPT Lead or action officer escalates the issue to the Deputy Log Mod TTF. The Deputy Log Mod TTF evaluates to ensure that the item is actually an issue. If it cannot be easily resolved, the Deputy Log Mod TTF (or support staff) logs it on the Log Mod issues log resident on the Expeditionary Warfighting Logistics Template (EWLT) Web site.
- Step 3: *Track.*** The Deputy Log Mod TTF tracks the issue through contact with the Log Mod Initiative Lead, LMIIPT Lead or action officer to ensure that it is resolved on schedule.
- Step 4: *Resolve.*** The Log Mod Initiative Lead, LMIIPT Lead or action officer works the issue and obtains the decisions and resources needed to resolve the issue or forwards the issue to the Deputy Log Mod TTF for resolution by the Director, Log Mod TTF or Logistics Policy Council.
- Step 5: *Close.*** The Deputy Log Mod TTF formally closes the issue in the issue log once the issue is resolved.



6.0 LOG MOD ORGANIZATION

The Log Mod organization is depicted in Figure 6-1.

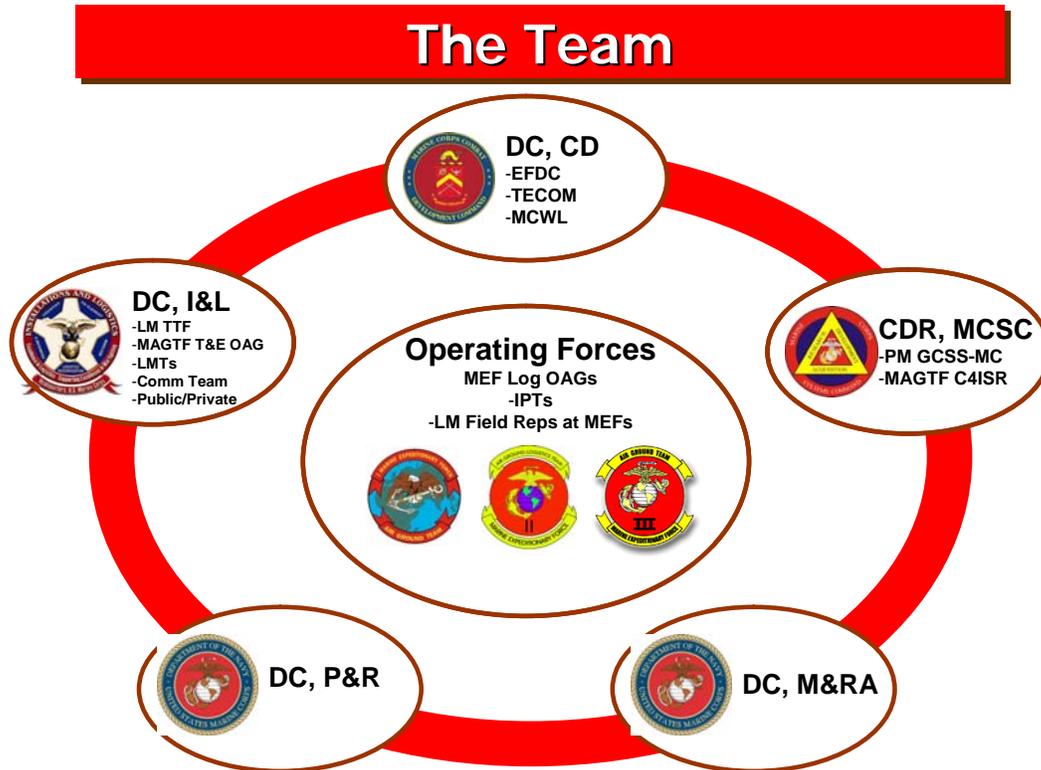


Figure 6-1. Log Mod Organization

A considerable teaming effort is underway within the Marine Corps to ensure the success of Log Mod. This effort includes the DC I&L teaming with

- MCCDC for implementing the Log OA in the EFDS. The impact of moving to logistics chain management enabled by new software will mean implementation of new logistics doctrine, education and training, and skill sets of the Marines, and will eventually impact the organizations and facilities. We have formed a full-time, squad-sized TTF to shepherd Log Mod through the EFDS, along with its key initiatives.
- MCSC for acquiring and fielding GCSS-MC. This includes selecting and assigning 10 logistics SMEs to PM GCSS-MC that represent key CSS functional areas and who will work systems integration issues.
- MCLS and the OPFORS for implementing key initiatives at the operational and tactical levels, respectively. II and III MEFs, driven by the lessons learned by I MEF in OIF, have formed change management organizations (Product Working Group, Oversight Committee, and OAG) to identify and implement needed changes.



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

In addition, HQMC (DC I&L) has formed a MAGTF Logistics OAG and a Logistics Training and Education OAG, and will be forming a Logistics Policy Council to review recommended changes and vet Log Mod initiatives institutionally.

The former Field SMATs were designated MCLCATs and have been recently designated as LMTs to provide subject matter expertise and facilitation for Log Mod efforts within the MEFs.

Log Mod is working with the Army on Log C2 and with the Navy on overall naval logistics integration to include naval aviation.

Finally, a commercial firm has been hired to do a Communications Implementation Plan to help market the right message on Log Mod. The problem in the past, as noted by the Senior Mentors, was not following through with the Communications Plan and ensuring the message was understandable and reached the target audiences.

The Log Mod roles and responsibilities are depicted in Table 6-1.

Table 6-1. Log Mod Roles and Responsibilities

Organization/Title	Roles and Responsibilities
Logistics Policy Council	Provides guidance and oversight for developing and maintaining logistics policies and related business process standards for Log Mod. Will act to ensure continuity and integrity of logistics policies and processes over time. Will act to change existing policies and processes to accommodate Log Mod. Will enforce compliance with Marine Log Mod strategies, architectures, and standards. Will review performance of Log Mod execution and act to COAs for all Log Mod matters that affect multiple functional areas and that cannot be resolved at lower levels.
Director, Log Mod TTF	Provides management, oversight and execution of the entire implementation and institutionalization of Log Mod. Will act to resolve issues that span multiple initiatives not resolved at the IIPT level. Will be a key spokesperson for Log Mod, inside and outside the Marine Corps.
Deputy, Log Mod TTF	Provides administrative, logistical and contractual support in executing the implementation and institutionalization of Log Mod. Will direct the activities of the Log Mod TTF analysis team to be chartered with the responsibility of evaluating the progress of the six initiatives, based on common Log Mod development metrics for cost, schedule and quality, and preparing reviews for the Logistics Policy Council.
Chief, Log Mod IIPT	Responsible for the integration effort, internal and external to the TTF. Internal integration will be provided among the efforts of the six Log Mod WIPTs. External integration will be provided among the GCSS-MC WIPTs and other established Marine Corps and DoD initiatives.
Lead, Log Mod Initiative WIPT	Responsible for the implementation and institutionalization of designated Log Mod initiative. Responsible for managing and recording the performance of each tasking assigned to a command or agency in support of a specific Log Mod initiative.



7.0 LOGISTICS PERFORMANCE PLAN

Now that the needs, solutions and taskings to achieve Log Mod have been identified, a method must be established to measure how Log Mod will best support the MAGTF as it is implemented and institutionalized throughout the Marine Corps. We will accomplish this with a PMP that will evaluate metric data from both the development and operational phases of the Log Mod implementation. Metric data for the development of the Log Mod initiatives involving cost, schedule and risk performance will be extracted from the body of project management information collected by each of the initiative WIPT Leads. Metrics covering the operational benefits of Log Mod implementation will be baselined with data from legacy systems. As the GCSS-MC/LCM software comes online, the data will be collected from it and the associated decision support tools running off a shared data repository.

The scorecard structure that follows discusses the operational metrics and contains the Marine Corps' first attempt to capture and track customer service. As these new processes, procedures, and systems are implemented, new metrics may have to be developed and some may not be required. Given the dynamic nature of warfare and transformation, the Marine Corps must have a dynamic way to support it, hence the necessity for a flexible and iterative approach for measuring performance. This plan provides a foundation that supports this philosophy. Metrics targets, scoring formulas and weighting will change, but the basic structure of our six operational performance attributes are robust and flexible enough to stand the test of time.

The Log Mod PMP will provide a flexible framework intended to flex, when variables change, new data becomes available, and new systems are developed. The institutionalization of many of the Log Mod initiatives and the implementation of GCSS-MC are two good examples of actions that may cause this plan to flex. However, the plan outlines what should be measured, not how, and should be treated as a *living* and *dynamic* document, not the final word.

This plan can be mapped to the MAGTF PMP and the Log OA. The MAGTF PMP will allow the MAGTF Commander to evaluate the logistics chain effectiveness while simultaneously monitoring its efficiency on supported and supporting units. The MAGTF PMP documents a methodology or plan on how the Marine Corps should collect, analyze, and disseminate the information Marine Corps-wide and offers metrics that will capture and measure logistics chain critical areas and individual functions of the MAGTF logistics chain and Log OA process.

Log OA initiative was discussed in detail in section 3.1 of this document.

In addition to the development metrics of the initiatives, involving common cost, schedule and performance, the same six operational performance measurement attributes and associated metrics that make up the MAGTF Logistics Chain Scorecard will be used to measure the benefits of implementing Log Mod. The operational attributes are reliability (persistence), responsiveness (sustainment and reconstitution), flexibility (agility), readiness (lethality and reconstitution), assets, and expense. These attributes are based on a cascading hierarchy of metrics. This approach provides visibility of logistics chain performance or top tier metrics, while at the same time providing lower tier diagnostic capability (lower tier metrics) that feed the performance metrics from the various CSS functions.

Figure 7-1 provides a graphical view of the Log Mod operational scorecard. It is similar to the scorecard that was developed and published as part of the Log OA. Individual diagnostic metrics were then mapped from the Log OA and grouped into these six attributes, which make up the Log Mod Scorecard. As with any analysis plan, data collection is of paramount concern. Initially, data collection will be taken from current legacy systems Marine Corps Materiel Management System (MIMMS), Supported Activities Supply System (SASSY), Asset Tracking Logistics and Supply System (ATLASS) variants, and manually if necessary until GCSS-MC Block I comes online.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

The data collection plan is evolutionary in that if detailed Log Mod metrics are not applicable, or do not address key Log Mod initiatives, they are either changed, or are not considered. However, with the advent of new IT system(s) and procedures, metrics and data that were unobtainable at one time have the potential to be fully supported, if they make sense to capture and measure. This plan is not about measuring for measurement's sake. Rather, it will recommend selective measuring in order to best support the MAGTF. This is a departure from the status quo or business as usual approach taken in the past, but is absolutely essential as the Marine Corps moves forward in Log Mod.

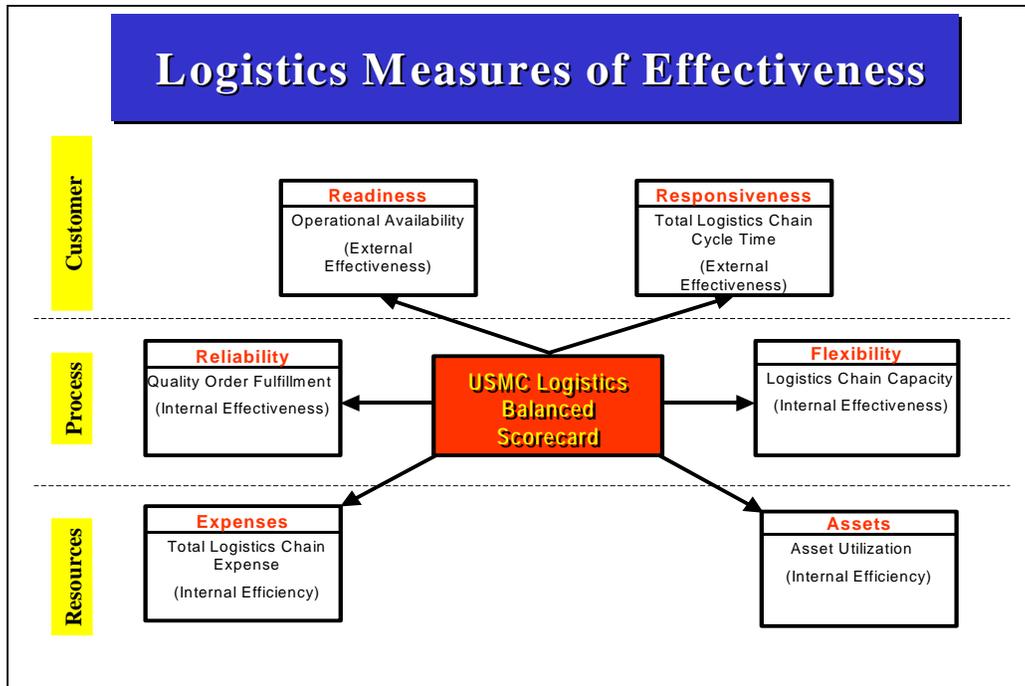


Figure 7-1. Log Mod Scorecard

Another key concept with the BSC approach is that the metrics in the future will not only focus externally on the ultimate customer or warfighter's satisfaction (i.e., perfect order fulfillment perspective), but also on the internal logistics chain perspective (i.e., efficiency of the logistics providers). In the past, logistics support has only been measured with respect to how well the supplier / provider is doing. For example, the supplier/provider is able to fill 9 of 10 orders from the warfighter, so that provider gets a "grade" of 90%, whereas the warfighter does not because he still does not have item 10, which then promotes a "lack of faith/trust" in logistics. Using the metrics approach described herein, the Marine Corps, through the Log OA and the Log Mod initiatives, can assess its support to the warfighter from an effectiveness point of view. Additionally, it allows the providers to see how they are performing so they can identify areas for improvement and ultimately impact the effectiveness of the overall logistics chain to the warfighter. The goal from the supplier/provider's point of view will be to provide the most effective support possible to the MAGTF in order to restore "faith and trust" in the logistics system.



8.0 ORGANIZATION CHANGE MANAGEMENT

Humans and organizations have an inherent resistance to change, which can be a positive aspect to ensure behavioral and social stability. On the downside, this property of human systems can produce inertia capable of seriously slowing down or halting implementation of improvement initiatives. Normally, the degree of inertia experienced is relative to the extent of change involved. The Log Mod set of initiatives represents a massive change for Marine Corps logistics because it involves extensive, simultaneous changes to business processes according to the Log OA, major ROS support via the GCSS-MC ACAT 1 Program, changes in MOSs, and reorganization. In other words, the Log Mod set of initiatives involves major simultaneous change to all three elements of the Marine Corps logistics domain: processes, technology, and people, as illustrated in Figure 8-1.

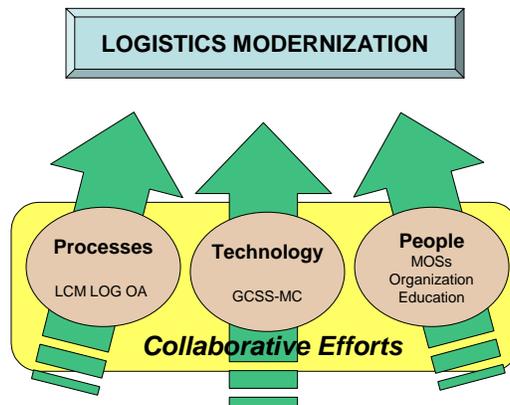


Figure 8-1. Change Elements of Log Mod

Change management involves aligning an organization's culture, as defined by its underlying assumptions, beliefs, values, attitudes and expectations shared by its members, with new ways of doing business. It is necessary to understand the current human and political dynamics as well the organization's history to anticipate potential areas of resistance to change and remove them.

Due to the enabling effort that GCSS-MC will bring to each of the Log Mod initiatives, the change management strategy that will be published by the GCSS-MC Program Office will constitute the initial strategy for Log Mod. The sense of urgency for Log Mod and the vision, strategies and expected behavior were established by the ILC, which preceded Log Mod. The change management team for Log Mod includes the Log Mod TTF and LMTs located at the three MEFs. The communication plan for Log Mod is described in Section 9.0 and in the referenced document "Log Mod, Communication Planning," May 2004. The change management team will make new things happen and keep people actively engaged in the Log Mod change process. The involvement of the Advocate and change management team will be guided by the Leadership Pillar of the DOTMLPF analysis.



9.0 COMMUNICATIONS PLAN

“Major change is usually impossible unless employees are willing to help, often to the point of making short-term sacrifices. But people will not make sacrifices, even if they are unhappy with the status quo, unless they think the potential benefits or change are attractive, and unless they really believe a transformation is possible. Without credible communication, and a lot of it, employees hearts and minds are never captured.”

John P. Kotter, *Leading Change*

The Marines have always been willing to sacrifice to achieve change. History books record individual and unit sacrifices delivered to satisfy changes in tactics and doctrine. The common denominator between sacrifice and change is that both must be beneficial and believable. The role of strong and credible communications links the two expectations and allows change to move forward at a suitable pace. “Credible communication and a lot of it” helps smooth the road to change.

One of the hallmarks of the Marine Corps as an institution is its willingness to innovate, to find new and better ways, and to lead change. The changes faced by the Marine Corps today are largely a result of waging the longest overland campaign in its history. This campaign is under way even as major doctrine changes focused on Sea Basing are set to occur. The environment for change is every bit as challenging as it was during the advent of amphibious operations and vertical envelopment.

As described earlier in this document, Log Mod has been recognized by the Commandant as a critical component for change and the necessary element to improving the combat effectiveness of MAGTF. However, for Log Mod to succeed, the Marines must believe that it will succeed. There must be a complete understanding of the impact of change and how it personally affects each Marine. Also, there must be strong motivation to move forward to institutionalize the change. Log Mod is destined to change the basic fundamentals of tactical logistics and influence the way logistics support is delivered to the warfighter during the foreseeable future. The process is challenging but the opportunities are great. In order to succeed, there must be “credible communication, and a lot of it.”

The Log Mod Communications Plan offers a consistent means to provide the required communication. It uses three parts to get the job done.

First, the plan recognizes that Log Mod requires a unity of effort. Log Mod is a three-pronged effort focused on people, processes, and technology. But these three prongs have numerous moving parts that must be synchronized. The introduction of the GCSS-MC is the most visible of the moving parts. However, the change reaches farther than new technology. Institutional credibility for a number of key initiatives using the EFDS is most critical. Buy-in at the supported and supporting unit level is also critical and must be precisely in step for Log Mod to achieve credibility. This can only be achieved through a carefully constructed collaborative effort. For communication to be effective and support the change process, it must recognize the range and depth of this collaboration and enable it throughout the process. This Communications Plan coordinates and enables collaboration among all initiatives related to Log Mod.

**Logistics
Modernization
requires a unity
of effort.**

Second, the plan provides a strategy for conducting a communications campaign. More specifically, it characterizes the opportunity for communications to the tactical level where supporters must be convinced one at a time. The GCSS-MC program and the Log Mod EFDS initiatives are worked, vetted and managed principally at the strategic level, but the effect and benefits are most strongly felt at the tactical level. For this reason, the Communications Plan drives the communications down to the tactical level and encourages two-way communications vice feedback to the strategic level.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

The strategy relates key messages, targeted audiences and tools and tactics to a highly organized communications campaign and specifies these elements for the campaign plan. It describes the procedure for conducting the campaign by establishing a focal point, segmenting the audiences and executing the process in four distinct phases. There is also a hierarchy of spokespersons and disciples that are key to successfully communicating modernization messages.

The foundation for collecting information contained in the plan was developed as a result of three separate workshops. The workshops included Marine and civilian personnel from Headquarters, II MEF, and combined I MEF-III MEF sessions. The information provided by the workshops was developed using facilitation, break-out sessions, and focused communications processes.

***Implementation is the critical link
between communications planning
and a communications campaign.***

Third, the Communications Plan includes the specifics to compel implementation, which is the critical link between communications planning and a communications campaign. This plan ensures implementation by providing information collected from many reliable sources. Implementation specifics include the following:

- Roles and responsibilities for implementation and for conducting and managing the communications campaign
- A Call Plan that defines how to conduct opportunities for information exchange. It includes an audience analysis with specific information regarding current attitudes, major concerns and desired outcomes. There is also a directory of key POCs for schedule facilitation
- A Master Activity Schedule that aligns communications opportunities with specific spokespersons and disciples
- Timelines that depict events and actions for communications related to the phases of the communications campaign; the schedule for GCSS-MC, Log Mod EFDS actions, and the POM cycle; as well as the first 12 months of the campaign
- A media strategy to use resources and outlets to deliver the messages. This information includes key POCs for print and other media outlets.
- Instructions for reaching special interest groups (Retired General Officers and Retired Officer Corps) with current information describing key program initiatives and progress with acquisition planning, implementation, and ultimately, fielding strategies.

The individual parts of the Communications Plan are building blocks. Unity of effort, strategy and implementation actions provide the mortar for a strong foundation, as depicted in Figure 9-1.

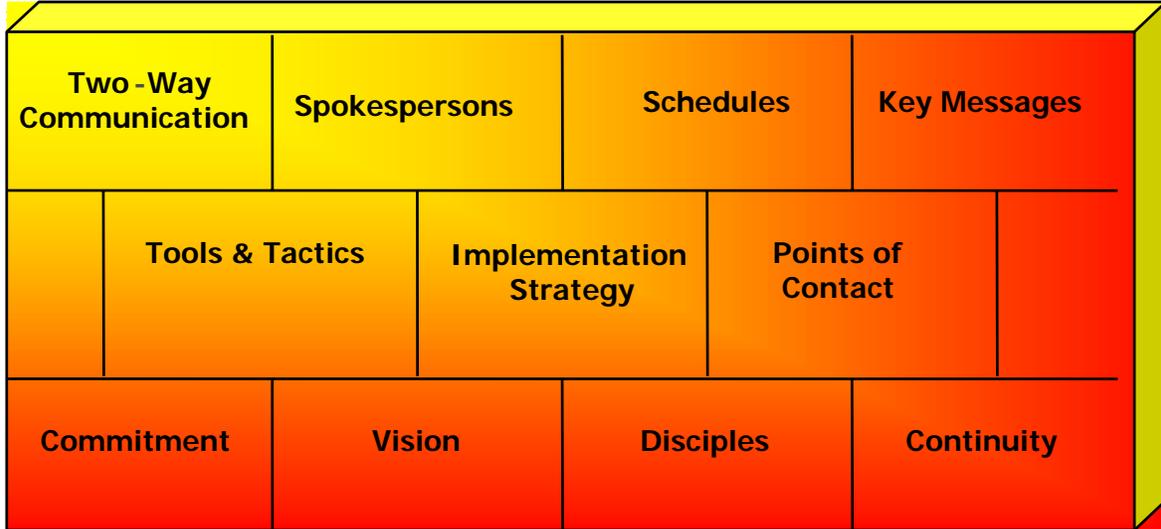


Figure 9-1. Communications Foundation Wall

The urgency for Log Mod is clearly understood by Marine Corps leadership. The core elements of the program—GCSS-MC and the people and process initiatives currently being vetted in the EFDS—are positive indications that the process is under way. In spite of this surge of activity and obvious unity of effort, success can only be achieved when Log Mod is fully institutionalized. The final outcome requires consistent, credible, clear and compelling communications that point to the road ahead. The story must be told in believable and understandable terms recognized by Marines and squarely concentrated on the future effectiveness of the warfighter.



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

**APPENDIX A
LOG MOD TASK LISTING
BY DOTMLPF PILLAR**

Log Mod Initiative	Pillar	Task #	Task Description	Lead	RTR	Time Frame
Doctrine Pillar Task Summary						
DIS	Doctrine	DIS-D-1	Write draft concept paper for EFDC. As per EFDC's guidance, the concept paper will be seven to nine pages in length and will have three distinct features: concept description, COO and COE. The concept description should provide a general description of the distribution process after implementation of the initiative. It should also reflect how it will fulfill I&L's overall end state for Log Mod. The COO should be an overall description of how the distribution initiative will be implemented across all the combat development pillars. The COE will describe how distribution will be executed within the MAGTF across the three levels of warfare: strategic, operational, and tactical.	Concepts Division, EFDC	30 days	Near
DIS	Doctrine	DIS-D-2	Review and rewrite if necessary all Marine Corps doctrine, policies, directives and publications on distribution. This will be accomplished by identifying the pertinent doctrine, policies, directives and publications through the responsible sections within I&L and MCCDC. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to conduct the review and rewrite.	Doctrine Division, EFDC	180 days	Mid
DIS	Doctrine	DIS-D-3	Establish policy and doctrine when necessary to implement new concepts introduced through modernization of distribution. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to write the new concepts into policy and doctrine.	Doctrine Division, EFDC	360 days	Mid
DIS	Doctrine	DIS-D-4	Review and assess Joint/OSD doctrine and policy on distribution to ensure compliance and interoperability.	Doctrine Division, EFDC	360 days	Mid
OA	Doctrine	OA-D-1	Write draft concept paper for EFDC. As per EFDC's guidance, the concept paper will be seven to nine pages in length and will have three distinct features: concept description, COO and COE. The concept description should provide a general description of the OA after implementation of the initiative. It should also reflect how it will fulfill I&L's overall end state for Log Mod. The COO should be an overall description of how the OA will be implemented across all the combat development pillars. The COE will describe the OA process within the MAGTF and across the Marine Corps.	Concepts Division, EFDC	30 days	Near
OA	Doctrine	OA-D-2	Review and rewrite if necessary all Marine Corps doctrine, policies, directives and publications for the OA. This will be accomplished by identifying the pertinent doctrine, policies, directives and publications through the responsible sections within I&L and MCCDC. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to conduct the review and rewrite.	Doctrine Division, EFDC	180 days	Near



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Log Mod Initiative	Pillar	Task #	Task Description	Lead	RTR	Time Frame
Doctrine Pillar Task Summary						
OA	Doctrine	OA-D-3	Establish policy and doctrine when necessary to implement new concepts introduced through implementation of the OA. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to write the new concepts into policy and doctrine.	Doctrine Division, EFDC	360 days	Near
OA	Doctrine	OA-D-4	Establish policy and doctrine when necessary to implement new concepts introduced by the OA. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to write the new concepts into policy and doctrine.	Doctrine Division, EFDC	360 days	Near
OA	Doctrine	OA-D-5	Review and assess Joint/OSD doctrine and policy on OA to ensure compliance and interoperability.	Doctrine Division, EFDC	18 months	Mid
REO	Doctrine	REO-D-1	Write draft concept paper for EFDC. As per EFDC's guidance, the concept paper will be seven to nine pages in length and will have three distinct features: concept description, COO and COE. The concept description should provide a general description of the organization of the CSSE in the 2015 MEB. It should also reflect how it will fulfill I&L's overall end state for Log Mod. The COO should be an overall description of how the reorganization of the CSSE will be implemented across all the combat development pillars. The COE will describe how the reorganized CSSE will support the MAGTF. Within the same paper there will also be a short description, COO and COE of the bridge organization.	Concepts Division, EFDC	30 days	Near
REO	Doctrine	REO-D-10	Review and rewrite if necessary all Marine Corps doctrine policies, directives and publications on organization of the CSSE. This will be accomplished by identifying the pertinent doctrine, policies, directives and publications through the responsible sections within I&L and MCCDC. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to conduct the review and rewrite.	Doctrine Division, EFDC	18 months	Mid
REO	Doctrine	REO-D-11	Establish policy and doctrine when necessary to implement new concepts introduced by reorganization of the CSSE. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to write the new concepts into policy and doctrine.	Doctrine Division, EFDC	18 months	Mid
REO	Doctrine	REO-D-12	Review and assess the impacts of Joint/OSD doctrine and policy on reorganization of the CSSE.	Doctrine Division, EFDC	18 months	Mid
REO	Doctrine	REO-D-3	Establish final policy on new naming convention for CSSE.	LP	60 days	Near
ROM	Doctrine	ROM-D-1	Write draft concept paper for EFDC. As per EFDC's guidance, the concept paper will be seven to nine pages in length and will have three distinct features: concept description, COO and COE. The concept description should provide a general description of the three levels of maintenance after implementation of the initiative. It should also reflect how it will fulfill I&L's overall end state for Log Mod. The COO should be an overall description of how the ROM initiative will be implemented across all the combat development pillars. The COE will describe how maintenance will be executed within the MAGTF and across the Marine Corps.	Concepts Division, EFDC	30 days	Near



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Log Mod Initiative	Pillar	Task #	Task Description	Lead	RTR	Time Frame
Doctrine Pillar Task Summary						
ROM	Doctrine	ROM-D-5	Review and rewrite if necessary all Marine Corps doctrine policies, directives and publications on maintenance. This will be accomplished by identifying the pertinent doctrine, policies, directives and publications through the responsible sections within I&L and MCCDC. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to conduct the review and rewrite.	Doctrine Division, EFDC	90 days	Near
ROM	Doctrine	ROM-D-8	Establish policy and doctrine when necessary to implement new concepts introduced by the ROM. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to write the new concepts into policy and doctrine.	Doctrine Division, EFDC	18 months	Mid
ROM	Doctrine	ROM-D-9	Review and assess Joint/OSD doctrine and policy on maintenance to ensure compliance and interoperability.	Doctrine Division, EFDC	18 months	Mid
ROS	Doctrine	ROS-D-1	Write draft concept paper for EFDC. As per EFDC's guidance, the concept paper will be seven to nine pages in length and will have three distinct features: concept description, COO and COE. The concept description should provide a general description of the supply system after implementation of the initiative. It should also reflect how it will fulfill I&L's overall end state for Log Mod. The COO should be an overall description of how the ROS initiative will be implemented across all the combat development pillars. The COE will describe how supply support will be executed within the MAGTF and across the Marine Corps.	Concepts Doctrine Division, EFDC	14 days	Near
ROS	Doctrine	ROS-D-2	Review and rewrite if necessary all Marine Corps doctrine policies, directives and publications on supply. This will be accomplished by identifying the pertinent doctrine, policies, directives and publications through the responsible sections within I&L and MCCDC. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to conduct the review and rewrite.	Doctrine Division, EFDC	180 days	Mid
ROS	Doctrine	ROS-D-3	Establish policy and doctrine when necessary to implement new concepts introduced through the ROS. The TTF will organize SME teams through the responsible sections in I&L and MCCDC to write the new concepts into policy and doctrine.	Doctrine Division, EFDC	18 months	Mid



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Log Mod Initiative	Pillar	Task #	Task Description	Lead	RTR	Time Frame
Organization Pillar Task Summary						
REO, OA, DIS	Organization	ORG-1	Determine requirements with focus on wartime capabilities based on doctrine, the OA, Log Mod initiatives, the 2015 MEB S&A results, and other concepts. Requirements will be identified as either unit level, line level, or administrative. Refer to MCO 5311.1C w/Ch1 for specific guidance.	LP	30 days	Near
	Organization	ORG-2	Develop MS and T/O&E. Ideally, like units should be mirror imaged. Refer to MCO 5311.1C w/Ch1 Encl 2 App A	TTF	120 days	Near
	Organization	ORG-3	Staff MS and T/O&E changes to the chain of command, like commands, and the Advocate for comment and concurrence. The chain of command must try to balance new requirements with current billet requirements and equipment allowances.	TTF	90 days	Near
	Organization	ORG-4	Submit T/O&E change request to MCCDC TFS. Refer to MCO 5311.1C w/Ch1 Encl 2 App B	TTF	30 days	Near
REO, ROM	Organization	ORG-5	Conduct CBA on force structure changes. This is imperative for significant changes to force structure and will provide justification to the FSRG. The CBA should capture impact on SE, the FSSG, and other Advocates.	TFSD, EFDC	180 days	Near
	Organization	ORG-6	FSRG validation of new requirements	TFSD, EFDC	Per schedule	Near
	Organization	ORG-8	TFS publishes Marine Corps 5400 Bulletin	TFSD, EFDC	As required	Near
	Organization	ORG-9	Input T/O&E changes into TFSMS	TFSD, EFDC	60 days	Near
	Organization	ORG-10	Publish Troop List	TFSD, EFDC	As required	Near

Log Mod Initiative	Pillar	Task #	Task Description	Lead	RTR	Time Frame
Training Pillar Task Summary						
ALL	Training	TRNG-1	Develop POA&M for ITS/T&R. This will require analysis of change in policy/doctrine to determine which OCCFLDs/MOSs are impacted and to focus in on the specific tasks impacted (or whether the entire OCCFLD/MOS order must be changed). Based on the amount of change required, decision will be made on whether a total revision should be done or a change. Normally SMEs would be brought in to develop the new order, but since we are implementing new policy/procedures, but there are no real SMEs in the sense that we have known them in the past. We may have to rely heavily on the TTF. Funding (TAD) could be an issue, but if the issue is in a priority status this should not be the case.	TECOM	90 days	Mid
ALL	Training	TRNG-2	Determine tasks to be trained (Core - Core+) (who, what, when, where, how(includes CIV). This will involve analysis of the specific changes at the task level to develop conditions and performance standards.	TECOM (Mil) and M&RA(Civ)	90 days	Mid



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Log Mod Initiative	Pillar	Task #	Task Description	Lead	RTR	Time Frame
Training Pillar Task Summary						
ALL	Training	TRNG-3	Assess/ID/Determine core+ hand-off and management requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards. Done concurrently with "determine tasks to be trained (Core - Core+)."	TECOM	90 days	Mid
ALL	Training	TRNG-4	Determine education (PME) vice training requirements. This will involve analysis of the specific changes at the task level to develop conditions and performance standards. Done concurrently with "determine tasks to be trained (Core - Core+)."	TECOM	60 days	Mid
ALL	Training	TRNG-5	Publish ITS/T&R (or change). This step entails the actual writing/editing/staffing/process.	TECOM	12 months	Mid
ALL	Training	TRNG-6	Determine throughput (how many Marines/Civ). TECOM will not do this; the OCCFLD sponsor, working with M&RA, will determine the throughput requirements and feed them to TECOM. This is necessary to develop the course(s).	TECOM (Mil) and M&RA(Civ)	30 days	Mid
ALL	Training	TRNG-7	Develop initial Course Description Data. Curriculum designers at the school will use the published ITS/T&R and the throughput requirements to build the new course. Terminal learning objectives will be analyzed to determine most efficient instructional methods; enabling learning objectives will be identified, developed and similarly analyzed. Tasks will be sequenced; instructional support requirements will be identified. The initial Course Description Data will be forwarded to TECOM for staffing and approval.	TECOM	90 days	Mid
ALL	Training	TRNG-8	Identify offsets. Done concurrently with "develop initial Course Description Data." Offsets from existing curriculum should be identified and noted in forwarding documentation with the Course Description Data (i.e., if the new course replaces an existing course that is already budgeted and executing, resources associated with the old course could offset requirements for resources to support the new course).	TECOM	30 days	Mid
ALL	Training	TRNG-9	Approve Course Description Data. The Course Description Data is staffed internally to verify that the new course satisfies training requirements and to determine resourcing impacts and develop solutions.	TECOM	90 days	Mid
ALL	Training	TRNG-10	Develop POI. This is done at the school and includes the development of courseware and instructional media.	TECOM	60 days	Mid
ALL	Training	TRNG-11	Approve POI. POI is staffed to OCCFLD Sponsor and TECOM to ensure that the developed course satisfies training requirements.	TECOM	60 days	Mid
ALL	Training	TRNG-12	Implement changes.	TECOM	TBD	Mid



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Log Mod Initiative	Pillar	Task #	Task Description	Lead	RTR	Time Frame
Materiel Solution Pillar Task Summary						
DIS	Materiel	DIS-M-1	Assess capabilities provided by GCSS-MC Blocks I-III.	LP	18 months	Mid
ROM	Materiel	ROM-M-1	Assess Materiel Solution (GCSS-MC).	SYSCOM	180 days	Near
ROS	Materiel	ROS-M-1	Assess capabilities provided by GCSS-MC Blocks I-III.	LP	180 days	Mid
REO	Materiel	REO-M-1	Assess Materiel Solution (GCSS-MC).	SYSCOM	180 days	Near
OA	Materiel	OA-M-1	Assess Materiel Solution (GCSS-MC).	SYSCOM	60 days	Near
OA	Materiel	Applies to all M-1 tasks above	Collaborative effort involving TTF, GCSS-MC Portfolio Manager, SMEs, and Systems Integrator (SI). Depending on the ease with which the SI can support stated Block I requirements, additional TBD functionality may be added to Block I (possible lights-out).	SYSCOM	180 days	Mid
DIS	Materiel	DIS-M-2	Assess capabilities beyond that provided by GCSS-MC to realize Dist (review IT, rolling stock, HE, "B" TAMCN, "D" TAMCN).	LP	18 months	Near
ROM	Materiel	ROM-M-2	Assess other requirements beyond GCSS-MC (examples: AL, RCM, CBM, TLMC)	MCD, EFDC	180 days	Mid
ROS	Materiel	ROS-M-2	Assess capabilities beyond that provided by GCSS-MC to realize ROS.	LP	180 days	Near
REO	Materiel	REO-M-2	Assess other requirements beyond GCSS-MC	MCD, EFDC	180 days	Mid
OA	Materiel	OA-M-2	Assess other requirements beyond GCSS-MC	MCD, EFDC	60 days	Mid
OA	Materiel	Applies to all M-2 tasks above	Appraise use of emerging/existing technology and equipment relative to Log Mod effort. Additionally, assess requirement for new technology and equipment in support of Log Mod effort not yet identified. Leverage any ongoing efforts inside or outside DoD (e.g., PSU, II MEF, SYSCOM, etc.).	LPV	180 days	Mid
REO	Materiel	REO-M-3	Assess C2 requirements in regards to 2015 MEB	LP and C2I	180 days	Mid
REO	Materiel	Applies to task M-3 above	Future Log C2 assets must conform to MAGTF and Joint requirements (e.g., interoperability). Review needs (e.g., servers, SATCOM assets) in light of this constraint. Leverage ongoing efforts (e.g., Log C2 IPT, 2nd FSSG Log Cmd Ctr, LMT Sit Reps), assessing future needs.	LP and C2I	180 days	Mid
OA	Materiel	OA-M-3	Validate Materiel Requirements.	MCD, EFDC	30 days	Mid
OA	Materiel	Applies to task M-3 above	Review effectiveness of materiel solution(s) as they are tested/implemented relative to the Log Mod effort. LMT input will be crucial, as the teams are best positioned to receive FMF feedback. Also, SMATs should be utilized. Validate GCSS-MC impact on logistics processes.	MCD, EFDC	180 days	Mid



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Log Mod Initiative	Pillar	Task #	Task Description	Lead	RTR	Time Frame
Leadership Pillar Task Summary						
ALL	Leadership	LEAD-1	Determine the impact of issues related to the stovepiped management of different classes of supply. Define the participation of supply classes in the OA Quadrant Model and implement the model. Coordinate and integrate with other inventory management initiatives.	LP	18 months	Near
ALL	Leadership	LEAD-2	Determine impact of cross-Advocate issues on global, common and individual Log Mod initiatives. Establish an issue synchronization/integration effort that provides progress reporting to involved Advocates and I&L, if required.	ADV	18 months	Near
ALL	Leadership	LEAD-3	Determine and/or validate policy changes that are required to implement global, common and individual Log Mod initiative efforts. Publish policy changes.	LP	18 months	Near
ALL	Leadership	LEAD-4	Provide required resources to include personnel assets and funding to implement Log Mod initiatives and cross-initiative Log Mod.	LP	18 months	Near
ALL	Leadership	LEAD-5	Establish and publish CMP with communication, collaboration and education elements.	LP	18 months	Near
ALL	Leadership	LEAD-6	Develop metrics, targets, and scoring for initiative and overall supply chain performance. Develop, establish, publish and maintain PMP for global, common and individual Log Mod effort. Publish quarterly performance results on Log Mod Web site. Recommend using a common Marine Corps BSC methodology and supporting tools with following metrics categories: Cost, Reliability, Asset Capacity, Product and Service Capacity, Responsiveness, and Flexibility.	LP	18 months	Near
ALL	Leadership	LEAD-7	Establish senior leader level Log Mod stakeholder group to support Advocate in maturation of Log Mod process and to ensure the efficient and effective implementation of the Log Mod CMP in the resolution of any conflicting solutions, to include emerging universal needs that impact Log Mod.	LP	18 months	Near
ALL	Leadership	LEAD-8	Establish 30-90-360 day feedback cycle of Log Mod initiative implementation within each LMT region. LMT implementation feedback to be aggregated and reviewed by LPC for recommended course changes to the Log Mod transition effort. Establish purpose, membership and charter for WIPTs to support HQMC-level Log Mod initiative implementation. Log Mod Initiative WIPTs will be sponsored by the Log Mod TTF.	LP	18 months	Near
ALL	Leadership	LEAD-9	Designate a POC responsible for all Log Mod PME in the Marine Corps. Log Mod PME POC will coordinate PME effort for each component of the MAGTF.	TECOM	18 months	Near
ALL	Leadership	LEAD-10	Establish and publish prioritized listing of funding requirements necessary to implement global, common and individual Log Mod Initiative effort.	LP	18 months	Near



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Log Mod Initiative	Pillar	Task #	Task Description	Lead	RTR	Time Frame
Personnel Pillar Task Summary						
DIS	Personnel	DIS-P-1	<p>Review, assess, and modify personnel skill sets based on MAGTF Distribution segmented by MOS. Represents near- and mid-term requirements for Log Mod.</p> <p>CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSO is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of MAGTF Distribution upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying T/MR and LMIS databases based on review results.</p>	TFSD, EFDC and M&RA	18 months	Mid
DIS	Personnel	DIS-P-2	<p>Determine, assess, and modify personnel skill sets based on MAGTF Distribution segmented by MOS in support of 2015 MEB Marine Corps requirements (2015 MEB). Represents far-term requirements for Log Mod.</p> <p>CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSO is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of MAGTF Distribution upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying T/MR and LMIS databases based on review results.</p>	LP	NLT 2010 w/ 180 day IPRs, proposal NLT 30 days SPD	Far
OA	Personnel	OA-P-1	<p>Review, assess, and modify personnel skill sets based on the OA segmented by MOS. Represents near- and mid-term requirements for Log Mod.</p> <p>CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSO is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of the OA upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying T/MR and LMIS data bases based on review results.</p>	TFSD, EFDC and M&RA	18 months	Mid



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Log Mod Initiative	Pillar	Task #	Task Description	Lead	RTR	Time Frame
Personnel Pillar Task Summary						
OA	Personnel	OA-P-2	Determine, assess, and modify personnel skill sets based on the OA segmented by MOS in support of 2015 MEB Marine Corps requirements. Represents far-term requirements for Log Mod. CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSO is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of the OA upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying T/MR and LMIS databases based on review results.	LP	NLT 2010 w/ 180 day IPRs, proposal NLT 30 days SPD	Far
REO	Personnel	REO-P-1	Review, assess, and modify personnel skill sets based on the REO segmented by MOS. Represents near- and mid-term requirements for Log Mod. CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSO is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of the REO upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying T/MR and LMIS databases based on review results.	TFSD, EFDC and M&RA	12 months	Mid
REO	Personnel	REO-P-2	Determine, assess, and modify personnel skill sets based on the REO segmented by MOS in support of 2015 MEB Marine Corps requirements. Represents far-term requirements for Log Mod. CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSO is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of the REO upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying T/MR and LMIS databases based on review results.	LP	NLT 2010 w/ 180 day IPRs, proposal NLT 30 days SPD	Far



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Log Mod Initiative	Pillar	Task #	Task Description	Lead	RTR	Time Frame
Personnel Pillar Task Summary						
ROM	Personnel	ROM-P-1	<p>Review, assess, and modify personnel skill sets based on ROM segmented by MOS. Represents near- and mid-term requirements for Log Mod.</p> <p>CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSO is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of ROM upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying T/MR and LMIS databases based on review results.</p>	TFS, EFDC and M&RA	18 months	Mid
ROM	Personnel	ROM-P-2	<p>Determine, assess, and modify personnel skill sets based on ROM segmented by MOS in support of 2015 MEB Marine Corps requirements. Represents far-term requirements for Log Mod.</p> <p>CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSO is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of ROM upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying T/MR and LMIS databases based on review results.</p>	LP	NLT 2010 w/ 180 day IPR	Mid
ROS	Personnel	ROS-P-1	<p>Review, assess, and modify personnel skill sets based on ROS segmented by MOS. Represents near- and mid-term requirements for Log Mod.</p> <p>CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSO is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of ROS upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying T/MR and LMIS databases based on review results.</p>	TFSD, EFDC and M&RA	18 months	Mid



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Log Mod Initiative	Pillar	Task #	Task Description	Lead	RTR	Time Frame
Personnel Pillar Task Summary						
ROS	Personnel	ROS-P-2	<p>Determine, assess, and modify personnel skill sets based on ROS segmented by MOS in support of 2015 MEB Marine Corps requirements. Represents far-term requirements for Log Mod.</p> <p>CG MCCDC generates requirements for personnel and equipment. Based on input from DOTMLPF, provides the baseline for current and future personnel requirements. The TFSO is then responsible for developing the detailed force structure subject to limitations by doctrine, support and facilities, and budgetary constraints. The TFSO will publish updated requirements and authorized manning levels in the troop list in support of ROS upon final analysis and required executive level decisions. Implied tasks include but are not limited to the TFSO modifying T/MR and LMIS databases based on review results.</p>	LP	NLT 2010 w/ 180 day IPRs, proposal NLT 30 days SPD	Far



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Log Mod Initiative	Pillar	Task #	Task Description	Lead	RTR	Time Frame
Facilities Pillar Task Summary						
DIS	Facilities	DIS-F-1	<p>Assess infrastructure to facilitate MAGTAF Distribution in the context of 2015 MEB outlining near, mid, and far term requirements.</p> <p>Activity commanders are normally responsible for providing the minimum facilities support essential to the missions, operations, and ancillary functions of assigned units and personnel in accordance with the MCFPPS. Log Mod will result in significant changes in processes, organization, and realignment of various functions. This assessment will be a coordinated Marine Corps-wide analysis and assessment.</p> <ul style="list-style-type: none"> - Updated FSR planning documents. - Updated facilities assets database for each location/activity. - Updated Facility Planning Document (FPD) to include all facilities requirements, deficiencies, excesses, and planned courses of action. - Developed appropriate facilities plans required for mobilization support. <p>Update key documents, including the following:</p> <p>1) MMROP. The MMROP is a classified source document used at HQMC for policy and decision making. It contains an appraisal of Marine Corps roles and missions; concepts of Marine Corps operations in cold, limited, and general warfare; and the force structure and organizational objectives and concepts of the Marine Corps.</p> <p>2) MCP. The MCP is the basic short-range plan of available Marine Corps resources, plans to employ these resources, and a delineation of responsibilities to support mobilization plans. This is a classified source document used at both HQMC and the activities in formulating support requirements and plans.</p> <p>3) FSRs. The FSR document is the basis on which a Marine Corps activity will conduct its pre-M-day facility planning and programming. This document is prepared and provided to each Marine Corps activity owning Class I real property (land) annually. This document is prepared as a coordinated effort by all staff elements within HQMC having cognizance over areas that could affect facility requirements. The information in the FSR document is a projection designed to coincide with the DoD FYDP and provide validity to the required facilities of an activity's five-year MILCON program.</p>	I&L (LF)	MILCON	Far



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Log Mod Initiative	Pillar	Task #	Task Description	Lead	RTR	Time Frame
Facilities Pillar Task Summary						
REO	Facilities	REO-F-1	<p>Assess infrastructure to facilitate REO in the context of 2015 MEB outlining near-, mid-, and far-term requirements.</p> <p>Activity commanders are normally responsible for providing the minimum facilities support essential to the missions, operations, and ancillary functions of assigned units and personnel in accordance with the MCFPPS. Log Mod will result in significant changes in processes, organization, and realignment of various functions. This assessment will be a coordinated Marine Corps-wide analysis and assessment.</p> <ul style="list-style-type: none"> - Updated FSR planning documents. - Updated facilities assets database for each location/activity. - Updated FPD to include all facilities requirements, deficiencies, excesses, and planned courses of action. - Developed appropriate facilities plans required for mobilization support. <p>Update key documents, including the following:</p> <p>1) MMROP. The MMROP is a classified source document used at HQMC for policy and decision making. It contains an appraisal of Marine Corps roles and missions; concepts of Marine Corps operations in cold, limited, and general warfare; and the force structure and organizational objectives and concepts of the Marine Corps.</p> <p>2) MCP. The MCP is the basic short-range plan of available Marine Corps resources, plans to employ these resources, and a delineation of responsibilities to support mobilization plans. This is a classified source document used at both HQMC and the activities in formulating support requirements and plans.</p> <p>3) FSRs. The FSR document is the basis on which a Marine Corps activity will conduct its pre-M-day facility planning and programming. This document is prepared and provided to each Marine Corps activity owning Class I real property (land) annually. This document is prepared as a coordinated effort by all staff elements within HQMC having cognizance over areas that could affect facility requirements. The information in the FSR document is a projection designed to coincide with the DoD FYDP and provide validity to the required facilities of an activity's five-year MILCON program.</p>	I&L (LF)	MILCON	Mid



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Log Mod Initiative	Pillar	Task #	Task Description	Lead	RTR	Time Frame
Facilities Pillar Task Summary						
ROM	Facilities	ROM-F-1	<p>Assess infrastructure to facilitate ROM in the context of 2015 MEB, outlining near-, mid-, and far-term requirements.</p> <p>Activity commanders are normally responsible for providing the minimum facilities support essential to the missions, operations, and ancillary functions of assigned units and personnel in accordance with the MCFPPS. Log Mod will result in significant changes in processes, organization, and realignment of various functions. This assessment will be a coordinated Marine Corps-wide analysis and assessment.</p> <ul style="list-style-type: none"> - Updated FSR planning documents. - Updated facilities assets database for each location/activity. - Updated FPD to include all facilities requirements, deficiencies, excesses, and planned courses of action. - Developed appropriate facilities plans required for mobilization support. <p>Update key documents, including the following:</p> <p>1) MMROP. The MMROP is a classified source document used at HQMC for policy and decision making. It contains an appraisal of Marine Corps roles and missions; concepts of Marine Corps operations in cold, limited, and general warfare; and the force structure and organizational objectives and concepts of the Marine Corps.</p> <p>2) MCP. The MCP is the basic short-range plan of available Marine Corps resources, plans to employ these resources, and a delineation of responsibilities to support mobilization plans. This is a classified source document used at both HQMC and the activities in formulating support requirements and plans.</p> <p>3) FSRs. The FSR document is the basis on which a Marine Corps activity will conduct its pre-M-day facility planning and programming. This document is prepared and provided to each Marine Corps activity owning Class I real property (land) annually. This document is prepared as a coordinated effort by all staff elements within HQMC having cognizance over areas that could affect facility requirements. The information in the FSR document is a projection designed to coincide with the DoD FYDP and provide validity to the required facilities of an activity's five-year MILCON program.</p>	I&L (LF)	MILCON	Mid



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Log Mod Initiative	Pillar	Task #	Task Description	Lead	RTR	Time Frame
Facilities Pillar Task Summary						
ROS	Facilities	ROS-F-1	<p>Assess infrastructure to facilitate ROS in the context of 2015 MEB, outlining near-, mid-, and far-term requirements.</p> <p>Activity commanders are normally responsible for providing the minimum facilities support essential to the missions, operations, and ancillary functions of assigned units and personnel in accordance with the MCFPPS. Log Mod will result in significant changes in processes, organization, and realignment of various functions. This assessment will be a coordinated Marine Corps-wide analysis and assessment.</p> <ul style="list-style-type: none"> - Updated FSR planning documents. - Updated facilities assets database for each location/activity. - Updated FPD to include all facilities requirements, deficiencies, excesses, and planned courses of action. - Developed appropriate facilities plans required for mobilization support. <p>Update key documents, including the following:</p> <ol style="list-style-type: none"> 1) MMROP. The MMROP is a classified source document used at HQMC for policy and decision making. It contains an appraisal of Marine Corps roles and missions; concepts of Marine Corps operations in cold, limited, and general warfare; and the force structure and organizational objectives and concepts of the Marine Corps. 2) MCP. The MCP is the basic short-range plan of available Marine Corps resources, plans to employ these resources, and a delineation of responsibilities to support mobilization plans. This is a classified source document used at both HQMC and the activities in formulating support requirements and plans. 3) FSRs. The FSR document is the basis on which a Marine Corps activity will conduct its pre-M-day facility planning and programming. This document is prepared and provided to each Marine Corps activity owning Class I real property (land) annually. This document is prepared as a coordinated effort by all staff elements within HQMC having cognizance over areas that could affect facility requirements. The information in the FSR document is a projection designed to coincide with the DoD FYDP and provide validity to the required facilities of an activity's five-year MILCON program. 	I&L (LF)	MILCON	Mid



APPENDIX B: UNIVERSAL NEED STATEMENTS

1. Universal Need Statement for Logistics Operational Architecture (Log OA) – EFDS CDTs Number 04062UA
2. CSS C2 (Combat Service Support Command & Control) – EFDS CDTs Number 01113UA
3. Logistics Modernization - FSSG Reorganization – EFDS CDTs Number 05049UC
4. Logistics Modernization - MAGTF Distribution – EFDS CDTs Number 05080UA
5. Logistics Modernization - Realignment of Maintenance – EFDS CDTs Number 05049UA
6. Logistics Modernization - Realignment of Supply – EFDS CDTs Number 05049UB



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

**1. Universal Need Statement for Logistics Operational Architecture (Log OA) –
EFDS CDTs Number 04062UA**

Status Last Updated:	12/10/2004
Status Updated By:	Capt Lowe, Troy T
Justification for the archive:	

Part 1a of 5 - Originator's Request

Originator

Name (Last, First, Initial)	LERMO, ERICK J		Rank/Grade	LtCol	
Phone	703-695-5939, DSN 225		Fax	703-695-6015, DSN 225	
Available for phone or personal follow-up?	Yes	Interested in participation on Solution Course of Action?	Yes	Request UNS status updates by e-mail?	Yes
E-mail	lermoej@hqmc.usmc.mil		RUC	54008	

Type Of Need

IMPROVE or FIX an existing capability

Description of Need

The Corps must modernize its logistics enterprise and undertake the revolutionary changes necessary to ensure that it continues to be the world's premier fighting force. Ultimately, the Corps needs to leverage the best logistics processes and systems to maximize support to the operating forces.

Currently there are in excess of 200 information technology (IT) solutions to support its logistics effort. Many of the systems were developed in the 1970s and 1980s and do not function effectively in deployed environments. Furthermore, there is no overarching blueprint for them, which means they are usually developed to support a single functional area and lack the means to interface with one another. This is what the recently completed USMC logistics operational architecture (OA) will provide ? a plan that ties our logistics systems not only to one another but to command and control (C2) systems as well. Not having an OA has left us with the inability to leverage a Shared Data Environment (SDE) ? a requirement of today's integrated IT systems. Also, a very limited number of legacy IT links to today's financial systems, which results in delayed reimbursement to creditors and the inability to track total lifecycle costs. Finally, today's legacy logistics IT systems are stove-piped, functional solutions that require redundant and costly support by IT managers and developers ? this unnecessarily costs the Marine Corps hundreds of thousands of dollars annually.



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

The logistics OA provides the software requirements for Global Combat Support System Marine Corps (GCSS-MC). The logistics OA, once vetted through EFDS in the form of separate UNS initiatives, will institutionalize integrated supply, maintenance, and distribution processes to more effectively provide Combat Service Support to MAGTFs.

When Needed

6 Months

Rationale

This UNS must be completed within six months based on the reasons provided above. The weaknesses of today's logistics processes are largely based on the Corps' use of garrison focused, stove-piped IT solutions. We must have an OA and associated IT solution that provides visibility of the MAGTF's logistics resources and the means to direct them to provide the most responsive and effective support. Operation IRAQI FREEDOM (OIF) demonstrated that our current logistics processes are not functionally integrated and are unnecessarily layered resulting in sub-optimal logistics support at the tactical level. The Operating Forces are using different supply, maintenance, and distribution IT solutions in each MEF. This has caused confusion, delays, and ultimately diminished MAGTF CSS. The logistics OA was built in 2002 to lay the requirements for GCSS-MC (a program of record on 1 Oct 2003) and reshape Corps logistics to a logistics chain model. The OA ultimately becomes the blueprint for CSS procedures SOPs, education, training, facilities, organizations and GCSS-MC.

Describe mission or task to be accomplished that is related to the need

The task of the OA is to modernize our day-to-day logistics functions. The OA links the six functional areas of logistics and enables the MAGTF to operate in the same manner whether in a garrison or deployed environment. Most importantly it provides the supported unit with a single point of contact for all logistics requirements thus simplifying the overall logistics process.

The OA functionally links logistics by integrating supply, maintenance, distribution and financial processes to one another. It also provides the Combat Service Support Element (CSSE) with the means to provide order management for all of the MAGTF's logistics requirements and dramatically simplifies request management process.

How does the need improve your ability to perform the mission or task?

If the need is not satisfied, how will it affect your ability to perform the mission or task?

If this need is not satisfied our current logistics enterprise will continue to support the future battlefield with today's legacy processes, outdated technologies, and lack of focus on the operating forces that unnecessarily delay logistics resources from reaching the supported unit. Current IT platforms (SASSY, MIMMS-AIS, ATLASS II+, etc.) are not integrated and do not interface in a manner that foster logistics planning at the tactical or operational level. Also, current legacy IT solutions do not provide in transit visibility of logistics resources - the lack of sustainment visibility was a limiting factor during OIF.



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Without an OA guiding the support processes it will limit the MAGTF Commander's ability to "mass" or "disperse" his logistics assets in conjunction with METT-T-SL. Further, the legacy systems mentioned earlier cannot be integrated in a manner that provides an enterprise level operating picture, which precludes MARFOR Commanders from shifting resources to meet Combatant Commanders requirements. In short, "attrition logistics" will almost certainly continue.

Summary. Our efforts to modernize the Logistics Enterprise of the Marine Corps are grounded in the OA, which directly contributes to the support of Expeditionary Maneuver Warfare. Our future logistics architecture must be flexible and provide the visibility of our assets so support to the warfighter remains seamless in both garrison and in combat. In short, we must get away from attrition logistics and more towards an integrated logistics chain that is managed from supplier to supported unit.

--	--	--

Approval Authority (MARFOR level or as appropriate)

Office (symbol):	Installation & Logistics (HQMC)	Mailing Address:	
Name of approval authority: (Last, First, Initial)			
Rank/Grade:		E-Mail:	
Phone:		Fax:	
Date Received:	03/03/2004	Date Fwd'd to Assessment Branch, MCCDC	

This document was received by DC I&L.

Part 1b of 5 - MCCDC Assessment Branch Review

Action Officer

Name of Action Officer:	LtCol Kachelein, Stephen P	Name of Branch Head:	LtCol Kachelein, Stephen P.
AO Phone:	DSN 278-6088/COML. (703) 784-6088	AO E-mail:	kacheleinsp@mccdc.usmc.mil
Date UNS Review Completed:	03/03/2004	Date UNS forwarded to MCD:	03/02/2004

Advocate Involvement

Lead: Installation & Logistics

Support: Command Element, Plans Policies & Operations, Aviation Combat Element, Supporting Agencies



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

UNS Review

DC I&L has placed a "Y2K" sense of urgency on logistics modernization which is being driven by two key milestones: (1) GCSS-MC Block 1 fielding during summer/fall 2006; and (2) the 2008 and 2010 Program Objective Memoranda (POM) submissions which represent the last opportunities to influence the advertised transformational force. Logistics Modernization will be substantially more complex than fielding a major weapon system. It will impact each doctrine, organization, training, materiel, leadership, personnel, and facilities (DOTMLPF) pillar. The only effective way to implement Logistics Modernization is through a condensed, fast tracked, yet thorough EFDS analysis.

DC I&L envisions a "family tree" of Universal Needs Statements (UNSs) for Logistics Modernization. THIS issue is the first UNS intended to institutionalize the Logistics Operational Architecture (LOG OA) in the EFDS. Future UNSs will be provided as new requirements are identified.

The LOG OA defines logistics chain management functions, roles, and processes. It is the basis for future logistics doctrine, education and IT, and provides detailed processes for integrated MAGTF combat service support. Key elements of the LOG OA must be implemented and institutionalized in DOTMLPF before GCSS-MC is fielded. DC I&L's initial focus is on functions that need to be implemented by fourth quarter fiscal year 2006 for GCSS-MC Block 1 fielding: request management, order management, and product/service fulfillment.

Please see the attached document, Enclosure (4) for a list of these functions and their references in the LOG OA.

[Log Mod Priority Letter 25 Feb.doc](#)

Part 1c of 5 - Materiel Capabilities Division Review					
<u>MCD POC</u>					
Name of Action Officer:		Name of Division Head:			
AO Phone:		AO E-mail:			
Date UNS Received:		Date Review Completed:		Date UNS forwarded to Advocate:	
Comments					

Part 1c of 5 - Integrator Review			
<u>Integrator POC</u>			
Name of Action Officer:		Name of Division Head:	
AO Phone:		AO E-mail:	



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Date UNS Received:		Date Integrator Review Completed:			
Comments					



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

2. CSS C2 (Combat Service Support Command & Control) – EFDS CDTS Number 01113UA

Status Last Updated:	12/3/04
Status Updated By:	GS-9 Chewning, Tracey L
Justification for the archive:	12/3/04 - The wording for COA 2 and 3 were switched. Per Ms. Amberger (I&L) - we made the correction after document was already archived. All COAs are now aligned with the DWG recommendation and SID/SPD.

Part 1a of 5 - Originator's Request

Originator

Name (Last, First, Initial)	Wagner, Christopher J.		Rank/Grade	Major	
Phone	(703) 695-6101 DSN 225-6101		Fax	(703) 695-6207 DSN 225-6207	
Available for phone or personal follow-up?	Yes	Interested in participation on Solution Course of Action?	Yes	Request UNS status updates by e-mail?	Yes
E-mail	wagnercj@hqmc.usmc.mil		RUC	54008	

Type Of Need

IMPROVE or FIX an existing capability

Description of Need

The Marine Corps' operating forces require a Combat Service Support (CSS) Command and Control (C2) capability that enables situational awareness, analysis, planning, and execution management. This capability should be the result of modifications to and the integration of logistics processes, structure, and information systems. This capability must be robust enough to tie together all functions of logistics and scaleable enough to operate at all levels of CSS within the MAGTF. It should be integrated with the Global Combat Support System - Marine Corps (GCSS-MC), the Global Command and Control System (GCCS), and with similar systems across the MAGTF and Joint environment at all levels. Additionally, it should take advantage of new and emerging automated information technology and operate throughout the full spectrum of conflict or crisis. It must be able to function in conjunction with the tenants of JV2020. Current CSS C2 capabilities, processes, and structure within the operating forces are generally ad hoc, manual, and not standardized throughout the Marine Corps. Compositing CSS units with the four FSSGs for MAGTF operations, such as was done in Desert Storm, is currently difficult because each FSSG executes CSS C2 differently. These limitations in CSS C2 have greatly reduced the capabilities of CSS units and MAGTFs. This deficiency was clearly identified during the Small Unit Logistics Advanced Concept Technology Demonstration (SUL ACTD). Resolving this is a high priority for the CSSE Advocate and is reflected in the Marine Corps Logistics Campaign Plan 2001 under objective 1.4.

When Needed

2 Years



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Rationale

This is an immediate requirement, however, it is anticipated that it will require at least two years to define the log C2 architecture, publish the Operational Requirements Document (ORD), and complete the development of a capability capitalizing on the work currently being conducted within MARFORPAC and MARFORLANT. Building a capability in a scaleable fashion will allow early introduction, providing an architecture that can be added to as the system matures into the envisioned end-state operating in the Joint community.

Describe mission or task to be accomplished that is related to the need

An advanced CSS C2 capability will dynamically improve the Marine Corps' CSS capabilities and significantly enhance the expeditionary and Joint capabilities of the MAGTF. Marine Corps logistics is a critical element within the MAGTF by providing the capabilities that make the MAGTF expeditionary in character. The system will enable the MAGTF to act as the initial CSS force provider in Joint/Combined operations by being capable of integrating into the Joint architecture and being able to operate either from a Naval Platform, USMC tactical ground switch, or over commercial telecommunication networks.

How does the need improve your ability to perform the mission or task?

Specifically an advanced CSS C2 system will enable Marine Corps CSS to be "naval" in character and act at the Joint Force Logistics enabler. This will greatly enhance the ability of the MAGTF to deploy rapidly and enter an objective area through forcible means. This system should provide the MAGTF the tools to indefinitely sustain itself by being able to see and access all available logistics resources - regionally and globally. Additionally, an advanced CSS C2 capability will enable the MAGTF to rapidly withdraw and reconstitute forces for follow-on missions.

If the need is not satisfied, how will it affect your ability to perform the mission or task?

Without an advanced CSS C2 capability Marine Corps CSS will not be able to make the quantifiable advances in capabilities required to enable the MAGTF to execute the Marine Corps' future warfighting concepts. Log C2 will continue to be the ad hoc, manual, and non-standardized capabilities and processes they are today. Specifically, the MAGTF will not be able to execute sea-based operations, because the CSS element will not be "naval" in character and will not be able to integrate with Navy logistics and CSS elements operating in MTWs and will continue to be handicapped by their limited abilities to operate in a Joint environment. The MAGTF will be hampered in being the initial force of choice as total ITV and Joint CSS support will not be available within the MAGTF, nor to the regional CINC who will be more likely to choose a force that can provide the needed support.

Approval Authority (MARFOR level or as appropriate)

Office (symbol):	Installation & Logistics (HQMC)	Mailing Address:	HQMC I&L 2 Navy Annex Washington DC 20380-1775
Name of approval authority: (Last, First, Initial)	McKissock, Gary S.		
Rank/Grade:	LtGen	E-Mail:	mckissockgs@hqmc.usmc.mil
Phone:	(703) 695-5872	Fax:	
Date Received:		Date Fwd'd to Assessment Branch, MCCDC	

Part 1b of 5 - MCCDC Assessment Branch Review

Action Officer

Name of Action	Capt Neller, Shannon J.	Name of Branch	Lt Col Kratzer, Dale L.
----------------	-------------------------	----------------	-------------------------



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Officer:		Head:	
AO Phone:	DSN 278-6088/COML. (703) 784-6088	AO E-mail:	nellersj@mccdc.usmc.mil
Date UNS Review Completed:	06/04/2001	Date UNS forwarded to MCD:	

Advocate Involvement

Lead: Installation & Logistics

Support: Command Element, Plans Policies & Operations, Aviation Combat Element, Supporting Establishment

UNS Review

A search inside CDTS shows that there is a MNS (LOG 52 - CDTS#93102DA) which most closely relates to the specified need: "Command and Control segment for interfacing all administrative and logistics systems into the deployed MAGTF C41 family of systems. (Updated June 97) (MACCC) Provide the ground component Commander secure, compatible, voice and data communications with standard displays for tactical and operational command and control in airborne and ground dismounted configurations". Major Harris (Electronics Maintenance Requirements Officer, 703-784-6186, DSN 278, harrispp@mccdc.usmc.mil) had the following related comments: This is a very broad UNS and there is lots of DOTES maneuver room. -Concerning MNS (LOG 52 - CDTS#93102DA) - this is a dead program (part of a larger CRD type document and effort) that was unfunded several POM's ago. This UNS could be used to re-kick start this program. - There is a related COC Program that will provide a "shelter" for the C2 efforts, but the integration of logistics processes, structure, and information systems will require additional effort beyond the scope of the COC program. The Autonomic Logistics Program is closely tied to this effort, but the integration part is beyond the scope of the AL program. I really don't envision this being wrapped into an existing program.

Part 1c of 5 - Materiel Capabilities Division Review					
<u>MCD POC</u>					
Name of Action Officer:		Name of Division Head:			
AO Phone:		AO E-mail:			
Date UNS Received:		Date Review Completed:		Date UNS forwarded to Advocate:	
Comments					

Part 1c of 5 - Integrator Review			
<u>Integrator POC</u>			
Name of Action Officer:		Name of Division Head:	
AO Phone:		AO E-mail:	



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Date UNS Received:		Date Integrator Review Completed:			
-----------------------	--	--	--	--	--



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

**3. Logistics Modernization - FSSG Reorganization – EFDS CDTs Number
05049UC**

Status Last Updated:	02/22/2005
Status Updated By:	Capt Lowe, Troy T
Justification for the archive:	

Part 1a of 5 - Originator's Request

Originator

Name (Last, First, Initial)	Hull, Jon	Rank/Grade	Col		
Phone	(703) 695-5986	Fax			
Available for phone or personal follow-up?	Yes	Interested in participation on Solution Course of Action?	Yes	Request UNS status updates by e-mail?	Yes
E-mail	hullj@hqmc.usmc.mil	RUC			

Type Of Need

Description of Need

Currently, the three active duty Force Service Support Groups (FSSGs) are uniquely organized and predominantly functionally aligned requiring constant task organization to conduct operations. Consequently, the remainder of MAGTF elements must access logistics support through multiple sources. Combat Service Support (CSS) unit names are inconsistent with units of comparable size elsewhere in the MAGTF, as well as how defined in both joint and Marine Corps doctrine.

Though the need for logistics modernization and reorganization has long been acknowledged, Operation Iraqi Freedom I (OIF I) illustrated the need and created a sense of urgency toward implementing modern logistical processes and technologies. The outdated processes and technologies used by the logistics community lessened the effectiveness of logistical support, adversely impacting the operational reach and lethality of the MAGTF. Countless lessons learned reports recommending organizational changes have been produced, hence, forcing the modernization of both the logistical processes and CSS organization to optimally support the future MAGTF.

An Operational Architecture (OA) for logistics processes has been developed, accepted by MCCDC into the USMC enterprise architecture, and is currently resident within the Combat Development Tracking System. In order to enable the logistics chain processes outlined by the



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

OA, a commercial off the shelf (COTS) software package under the Global Combat Support System-Marine Corps (GCSS-MC) program has been purchased and is currently under development as an ACAT I project.

Based on the processes outlined in the OA, capabilities of GCSS-MC, and the lessons learned during OIF, the three active duty Force Service Support Groups must be reorganized with the ultimate goal of increasing MAGTF lethality through streamlined logistics processes that integrate supply, maintenance and distribution and foster command and control for the MAGTF and CSSE Commanders. To accomplish the stated goal, CSS units must be organized in a manner that fosters habitual relationships between supported and supporting units utilizing direct support (DS), reinforced by general support (GS) capabilities. This organization must be capable of capitalizing upon the finite resources of the Combat Service Support Element (CSSE), producing logistical effectiveness. Furthermore, the organization must improve deployment capability, task organization into multifunctional CSS units, and be compatible with current logistics modernization initiatives. Unlike the current FSSG organization, where optimal performance is acquired in a garrison environment, the future organization must perform optimally when deployed, sacrificing efficiency in garrison for effectiveness when deployed.

The envisioned future state should resemble DS multifunctional units capable of rapid and seamless transition from a garrison to a deployed environment. The processes outlined in the logistics OA, coupled with the enabling capabilities of GCSS-MC, will lead the CSS construct to an organization that promotes habitual relationships, performs most effectively while deployed, and potentially relieves the remaining MAGTF units of many of the logistic burdens. Finally, CSS unit names should be consistent in each FSSG with comparable size unit designations as used elsewhere in the MAGTF, and in accordance with both joint and Marine Corps naming conventions.

When Needed

URGENT

Rationale

GCSS-MC block 1 is scheduled to be implemented during the 1st quarter of FY07. The Operating Forces, specifically the FSSG's need to be postured to optimally capitalize upon GCSS-MC capabilities prior to fielding. Ideally, the FSSG's will be reorganized and trained prior to the fielding and implementation of GCSS-MC.

Describe mission or task to be accomplished that is related to the need

Establish a structure/organization (personnel and equipment) for the FSSG's that promotes the habitual relationship between supported and supporting units, allows for rapid deployment, becomes the single process owner in the MAGTF for logistics, and adheres to the processes identified within the logistics OA.

How does the need improve your ability to perform the mission or task?

Reorganization of the FSSG's will increase the MAGTF lethality through streamlined



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

logistics processes tat perform most effectively in deployed austere environments. Ultimately, the FSSG's will be capable of fully capitalizing upon their finite resources to produce the maximum effect.

If the need is not satisfied, how will it affect your ability to perform the mission or task?

If the need is not satisfied, the FSSG's will receive an IT system based on the Logistics OA that performs sub-optimally. The ineffectively positioned personnel and equipment support of the current hierarchical CSS organizations will negate advances in technology provided by GCSS-MC; as well as other logistics modernization initiatives. Status quo hinders the ability of Marine Logistics forces to train as we intend to fight. Combatant commanders will continue to be unable to leverage and mass, or disperse logistical capabilities in conjunction with METT-T-SL.

Approval Authority (MARFOR level or as appropriate)

Office (symbol):	Installation & Logistics (HQMC)	Mailing Address:	Assistant Deputy Commandant for Installations and Logistics (LP) Headquarters, U.S. Marine Corps 2 Navy Annex Washington, DC 20380-1775
Name of approval authority: (Last, First, Initial)	Usher III, Edward G.		
Rank/Grade:	BGen	E-Mail:	ushereg@hqmc.usmc.mil
Phone:	(703) 695-5810	Fax:	(703) 695-5896
Date Received:		Date Fwd'd to Assessment Branch, MCCDC	

This is a critical element of the Marine Corps Log Mod effort. Full Support.

Part 1b of 5 - MCCDC Assessment Branch Review

Action Officer

Name of Action Officer:	LtCol Kachelein, Stephen P.	Name of Branch Head:	LtCol Kachelein, Stephen P.
AO Phone:	DSN 278-6088/COML. (703) 784- 6088	AO E-mail:	stephen.kachelein@usmc.mil
Date UNS Review Completed:	02/22/2005	Date UNS forwarded to MCD:	02/22/2005

Advocate Involvement

Lead: Installation & Logistics

Support: Command Element, Plans Policies & Operations, Aviation Combat Element, Supporting Agencies

UNS Review



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

This UNS submitted by HQMC, I&L requests the Reorganization of the FSSGs throughout the USMC.

Part 1c of 5 - Materiel Capabilities Division Review
MCD POC

Name of Action Officer:		Name of Division Head:	
AO Phone:		AO E-mail:	
Date UNS Received:		Date Review Completed:	
		Date UNS forwarded to Advocate:	

Comments

Part 1c of 5 - Integrator Review
Integrator POC

Name of Action Officer:	Maj Dasch, Robert D	Name of Division Head:	
AO Phone:	(703)784-6214	AO E-mail:	robert.dasch@usmc.mil
Date UNS Received:		Date Integrator Review Completed:	03/03/2005

Comments

Concur; Reorganization of the FSSG is essential to Log Modernization in support of the warfighter. Finer details of the who, what, where, when and how, increases and decreases of the T/O's and T/E's will flush out with the Proof of Concept.

Other considerations, in no particular order:

- Supporting CSS units will need to be self-supportive to the maximum extent. Supported units have limited assets and personnel per their own T/O and T/E and thus will be hard pressed to extend a capability, for example Communications, to the Supporting CSS unit beyond incorporating their communications equipment into the Supported units net.
- Break the paradigm of traditional unit name – to – rank. Present FSSG Detachment Commanders are Majors but will be renamed under the Reorganization to Combat Logistics Companies. Companies are traditionally thought to be commanded by Captains not Majors.
- The Reorganization needs to consider not only establishing and maintaining Habitual Relationships with Supported Units but needs to also have Habitual Relationships with Adjacent HO and Higher HO in the form of Liaisons. Example. the Wing has a Major. 0302 Infantry



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

Officer on it's T/O to not only give input from a Ground Combat perspective to the Wing CG and Wing Planners but also acts as a Direct Liaison between the Division Headquarters and the Wing Headquarters. The FSSG has an opportunity to under the Reorganization to establish Liaison cells within the Division, Wing, MEF HQ's and as well any other services Operational and Strategic Logistics elements to build better SA for the FSSG and provide a voice on the FSSG's behalf.



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

4. Logistics Modernization - MAGTF Distribution – EFDS CDTS Number 05080UA

Status Last Updated:	03/21/2005
Status Updated By:	GS-9 Chewning, Tracey L
Justification for the archive:	

Part 1a of 5 - Originator's Request

Originator

Name (Last, First, Initial)	LM TTF	Rank/Grade	
Phone	703-695-5986, DSN 225	Fax	703-695-9142, DSN 225
Available for phone or personal follow-up?	Yes	Interested in participation on Solution Course of Action?	Yes
E-mail	LMTTF@hqmc.usmc.mil	RUC	54008

Type Of Need

IMPROVE or FIX an existing capability

Description of Need

The need is for the effective capacity management, coordination, and execution of End-to-End (E2E) distribution throughout the Marine Corps. An E2E distribution capability will align Marine Corps processes to meet the DOD requirements for distribution defined in Joint Pub 1-02 as "synchronizing all elements of the logistics system to deliver the "right things" (materiel, services, and personnel) to the "right place" at the "right time"" and providing for the "arrangement of troops for any purpose, such as battle, march, or maneuver (i.e. force closure)" in support of the deployed Marine Air Ground Task Force (MAGTF) Commander. A capability to manage E2E distribution will also provide the MAGTF Commander a method to execute inbound and outbound movements for all classes of inventory while maintaining total asset visibility throughout the distribution pipeline to that MAGTF. Today, effective E2E distribution does not exist, mainly because of multiple stakeholders, lack of integrated ITV and shared data environment, no common intermodal packaging, and most importantly no single MAGTF organization that conducts and ensures integrated E2E distribution on behalf of the MAGTF Commander. Today, segmented distribution occurs from the strategic to tactical levels. It occurs between vendors/industry and supporting establishment ; between supporting establishment and operating forces; among the MSCs within the operating force; and finally between supporting unit and supported unit. This process is inefficient and unresponsive resulting in a lack of supported unit confidence in the MAGTF's logistics chain. The shift in defense planning from the "threat based" model of symmetric warfare to "capabilities based"



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

model of asymmetric warfare, embedded in future operating concepts, requires a rapid and precise distribution based system rather than the mass-based "Iron Mountain" associated with symmetric warfare. The distribution-based system must permit distribution process ownership from "the factory to the foxhole," visibility of personnel and material and control of resources, all resulting in a more responsive distribution pipeline over the last tactical mile that will increase MAGTF combat power and effectiveness. Lessons Learned from OIF I and II, along with (HQMC) EFCAT Analyses and CNA Analysis on OIF/OEF have all validated this need.

When Needed

6 Months

Rationale

The three Material Readiness Process Improvement initiatives within Logistics Modernization (LogMod) are: Realignment of Supply (ROS), Realignment of Maintenance (ROM) and MAGTF Distribution. These initiatives are mutually supporting and inextricably linked and must be integrated and synchronized not only with each other but also with the development and transition to GCSS-MC to best provide logistics support to the MAGTF Commander. GCSS-MC software selection is complete and the integrator source selection will deliver block 1 (order, inventory, and maintenance management) of GCSS-MC during 1st quarter of FY 2007. The results/product of the MAGTF Distribution DOTMLPF assessment and solution planning, coupled with the results/product of the other Material Readiness Process Improvement DOTMLPF assessments and solution planning, are a precondition to the successful development, integration and transition to GCSS-MC software.

Describe mission or task to be accomplished that is related to the need

Seamless E2E distribution from the "factory to the foxhole" can only be accomplished through integration and modernization of logistics processes, technology, and infrastructure that is synchronized with the logistics operational architecture and integrated with the operational capabilities provided by GCSS-MC. Technology includes "enablers" like an ITV capability and intermodal packaging to move materiel. For process modernization and integration, the Marine Corps must designate within each MAGTF, a distribution integrator that has greater control and capacity management authority over the E2E materiel distribution process. The distribution integrator must be responsible for the integration and coordination of every facet of the distribution process. To execute this responsibility, the distribution integrator must have the capacity management authority to task available assets within the MAGTF to fulfill distribution requirements and ensure complete joint interoperability with external DoD



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

and commercial materiel distribution organizations. The technology required to execute capacity management of a single distribution process must enable virtual integration and total asset visibility of all orders. The level of virtual integration must allow capacity managers to see all potential distribution resources within the MAGTF available to fulfill distribution requirements and to coordinate the use of assets from external agencies and sister services through increased visibility of their capabilities through joint system interoperability.

The distribution process must incorporate total asset visibility that allows all stakeholders in the distribution chain to see the status of orders in a near real-time, web-services enabled environment.

To ensure the logistics units can keep pace with the increasingly mobile and widely disbursed maneuver forces dictated by expeditionary maneuver warfare (EMW), the Marine Corps must modernize and integrate its distribution process. Equipment modernization must include the use of an intermodal packaging capability along with total asset visibility in support of the distribution of people, materiel and equipment in an operational environment. The logistics operational architecture for GCSS-MC lays out the future distribution processes for the MAGTF.

To ensure that both process and technology are effective, there is a need to evaluate the distribution process using the attributes of the logistics operational architecture (Log OA) as outlined in the MAGTF performance measurement plan. This will allow the distribution integrator to manage how the distribution process executes its mission through its performance.. The distribution metrics will, at a minimum, include as attributes metrics that focus on supported unit readiness; order cycle time responsiveness; quality of order fulfillment reliability; flexibility of the distribution chain's capacity; costs incurred by the distribution process; and the utilization rate of assets used to fulfill orders.

How does the need improve your ability to perform the mission or task?

A single MAGTF distribution integrator provides "unity of command", resulting in greater control of the process in theater. This will ensure that all potential sources of inventory management and transportation management are optimized, resulting in faster and more complete order fulfillment.

This virtual sharing of information increases communication between supporting and supported units, enables more precise demand planning between logistics providers, facilitates better coordination for delivery and receipt of orders, and increases overall confidence in the logistics chain.



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Modernizing equipment will significantly increase the reliability, maintainability and operational availability for assets required to support the distribution process. Current assets are nearing the end of useful life. By increasing the reliability, maintainability and operational availability for support assets, logistics units can focus more on supporting the supported unit rather than supporting their own internal operations.

Performance measurements will enable the distribution integrator to quickly spot weak links or gaps in the MAGTF distribution process and implement corrective measures.

If the need is not satisfied, how will it affect your ability to perform the mission or task?

- Without these improvements, the distribution chain will:
- Continue to operate as a segmented process.
- Remain unable to bridge the gaps in total asset visibility.
- Remain unable to provide the critical logistics information to the MAGTF Commander that may influence the battlefield.

Overall, the combat service support element will not be able to provide the distribution capacity required to maintain the operational tempo of the supported unit. This deficiency will continue to increase the risk of the supported unit and will eventually impact mission accomplishment.

Approval Authority (MARFOR level or as appropriate)

Office (symbol):	Installation & Logistics (HQMC)	Mailing Address:	Assistant Deputy Commandant for Installations and Logistics (LP) Headquarters, U.S. Marine Corps 2 Navy Annex Washington, DC 20380-1775
Name of approval authority: (Last, First, Initial)	Usher III, Edward G.		
Rank/Grade:	BGen	E-Mail:	ushereg@hqmc.usmc.mil
Phone:	703-695-5810	Fax:	703-695-5896
Date Received:		Date Fwd'd to Assessment Branch, MCCDC	

Part 1b of 5 - MCCDC Assessment Branch Review

Action Officer

Name of Action Officer:	LtCol Kachelein, Stephen P.	Name of Branch Head:	LtCol Kachelein, Stephen P.
----------------------------	-----------------------------	-------------------------	-----------------------------



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

AO Phone:	DSN 278-6088/COML. (703) 784-6088	AO E-mail:	stephen.kachelein@usmc.mil
Date UNS Review Completed:	03/21/2005	Date UNS forwarded to MCD:	03/21/2005

Advocate Involvement

Lead: Installation & Logistics

Support: Command Element, Plans Policies & Operations, Aviation Combat Element, Supporting Agencies

UNS Review

Logistics Modernization initiative - submitted by the LM TTF - identifies need for the effective capacity management, coordination and execution of end-to-end distribution throughout the Marine Corps while maintaining total asset visibility.

Part 1c of 5 - Materiel Capabilities Division Review

MCD POC

Name of Action Officer:	Maj Penrose, Craig B	Name of Division Head:	Mr. Kevin McConnell (acting)
AO Phone:	703-784-4703	AO E-mail:	craig.penrose@usmc.mil
Date UNS Received:		Date Review Completed:	03/21/2005
		Date UNS forwarded to Advocate:	03/21/2005

Comments

It is difficult to provide the material pillar of DOTMLPF analysis for the subject UNS because the terminology (E2E, MAGTF Distribution coordinator) is not consistent with existing Marine Corps concepts, doctrine terminology.

In order to assess the impact of this UNS it would be helpful to understand delta between the "as is" (LMCC, Transportation Support Bn, Defense Transportation System, Transportation Control Numbers), and the "to be" (E2E, MAGTF Distribution Coordinator).

Need more information to make DOTMLPF assessment.

Part 1c of 5 - Integrator Review

Integrator POC

Name of Action Officer:	Maj Dasch, Robert D	Name of Division Head:	
AO Phone:	(703)784-6214	AO E-mail:	robert.dasch@usmc.mil



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Date UNS Received:		Date Integrator Review Completed:	03/22/2005		
--------------------	--	-----------------------------------	------------	--	--

Comments

Concur; MAGTF Distribution is essential to Log Modernization and especially as it relates to the other initiatives of Realignment of Supply and Maintenance. The finer details of the who, what, where, when and especially how need to be vetted.

MAGTF Distribution is critical to the success of the Realignment of Supply and Maintenance in regards to Seabasing, STOM and the 2015 MEB. Need more details on how it will integrate with the Aviation ATO Cycle, as Aviation will be key in a Seabasing environment.

Need to understand where the "Distribution Integrator" will reside and what authorities they will be granted. Under present Doctrine and Structure Distribution is not given the priorities that maybe necessary to ensure future success.

How will MAGTF Distribution integrate with any Strategic level entity, i.e. Transcom, and any initiatives for modernization they pursuing.



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

5. Logistics Modernization - Realignment of Maintenance – EFDS CDTs Number 05049UA

Status Last Updated:	02/18/2005
Status Updated By:	Capt Lowe, Troy T
Justification for the archive:	

Part 1a of 5 - Originator's Request

Originator

Name (Last, First, Initial)	Carter, Donald F.		Rank/Grade	Captain	
Phone	(703) 695-5986/DSN 225-5986		Fax	(703) 695-9142	
Available for phone or personal follow-up?	Yes	Interested in participation on Solution Course of Action?	Yes	Request UNS status updates by e-mail?	Yes
E-mail	carterdf@hqmc.usmc.mil		RUC	54008	

Type Of Need

IMPROVE or FIX an existing capability

Description of Need

1. Nature of Need. Historically, the Marine Corps has performed five Echelons of Maintenance (EOM) on ground equipment and defined those EOM according to tooling/TMDE, facility capabilities, and personnel training. Although originally intended to more accurately identify a unit's maintenance capabilities, today the EOM approach reduces maintenance effectiveness and by extension operational availability. Ground maintenance production is also hindered by fragmented maintenance processes, which result from redundant MAGTF layering and lack of a single process owner for maintenance. After extensive analysis and IAW the ACMC's approved Logistics Modernization Initiatives, the Marine Corps has determined that three Levels of Maintenance (LOM) vice five EOM is the most effective approach to ground equipment maintenance in support of the MAGTF. Current Marine Corps ground equipment maintenance: doctrine, organization, training, materiel (legacy equipment and future acquisitions), leadership, personnel, and facilities (DOTMLPF) as well as policy and procedures must be aligned to the validated Logistics Operational Architecture, enabled by GCSS-MC and transitioned to three LOM.

2. How Need Identified. Ineffective and obsolete logistics processes (to include ground maintenance), optimized for a garrison environment, are driving the Marine Corps to "modernize" its entire logistics enterprise. The Corps must modernize its logistics enterprise and



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

undertake the changes necessary to ensure that it continues to be the premier fighting force in the world. Ultimately, the Corps needs to leverage the best logistics processes to more effectively support Expeditionary Maneuver Warfare (EMW).

a. The Integrated Logistics Capability (ILC) was chartered in 1998 to develop recommendations for improving Marine Corps logistics. The original ILC resulted in a series of recommendations that were approved by the Assistant Commandant of the Marine Corps (ACMC) in February 2000. Additionally, during the last 12 months, operational realities in the form of concepts and lessons learned have triggered new initiatives that go beyond the original ILC. These efforts include naval integration, supporting establishment integration, and distribution initiatives. For that reason, the term "ILC" was changed to "Logistics Modernization" to capture the scope of the current course to improve MAGTF logistics.

b. A critical step for modernizing logistics was completing the Logistics Operational Architecture (Log OA). The Log OA defines new logistics functions, roles, and procedures that result from implementing Logistics Modernization initiatives. It provides a functional roadmap for the Global Combat Support System-Marine Corps (GCSS-MC) and provides a basis for new doctrine, policy, education, training, and organizational alignment within the logistics community.

c. The maintenance specific ILC recommendations approved by the ACMC have evolved beyond simply moving 2d/3d EOM to the Intermediate LOM and moving management of Secondary Repairables (SECREPs) and selected 4th EOM tasks to LOGCOM. Accordingly, as part of the coordinated effort to modernize MAGTF logistics, the separate maintenance modernization initiatives (PMCS task reductions, moving selected 2d EOM tasks to organizational level maintenance, realigning 2d/3d EOM to intermediate LOM and 4th EOM/SECREP management to LOGCOM) and transitioning from five EOM into three LOM have been integrated into one consolidated effort entitled Realignment of Maintenance (ROM). Additionally, although MARADMIN 581/03 established the new three LOM as Organizational, Intermediate, and Depot (O, I, D), the evolution of the ROM effort requires updated naming conventions. Based on lessons learned from OEF/OIF and analysis of the ROM effort to date, the 3 LOM are more accurately characterized as Operator/Crew, Field, and Sustainment (O, F, S).

When Needed

URGENT

Rationale

GCSS-MC software selection has been completed and the integrator source selection is underway. The integrator will deliver block 1 (supply & maintenance) of GCSS-MC during 1st quarter, FY07. The results/product of the ROM DOTMLPF assessment and solution planning are a precondition to successful GCSS-MC software development and integration and enabling more effective ground maintenance processes IAW the



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

logistics operational architecture.] [

Describe mission or task to be accomplished that is related to the need

The mission of ground equipment maintenance is to sustain and, when necessary, return a piece of equipment to a mission capable status – defined as operational availability. The Logistics Modernization objective of ROM is to improve equipment operational availability by increasing ground maintenance effectiveness.] [

How does the need improve your ability to perform the mission or task?

A mechanic/technician's ability to return a piece of equipment to a mission capable status is limited by proficiency, time, available tools, repair parts, and in some cases facilities. Aligning ground maintenance tasks to the appropriate level of maintenance will enhance the mechanic/technician's abilities by ensuring the most effective use of maintenance resources in the MAGTF. For example: Under the three LOM concept, equipment operators/crew will perform those common sense maintenance tasks that don't require a trained mechanic. Field level mechanics from supported and supporting units, who now have a habitual relationship enabled by the operational architecture, can share resources and leverage experience/training to improve proficiency. No longer will there be a requirement for the supported unit to perform redundant tasks prior to equipment induction at the next level of maintenance facility. Implementing the ROM initiative will improve mechanic/tech proficiency, simplify maintenance processes, provide a single maintenance process owner capable of ebbing and flowing maintenance resources to meet the MAGTF commander's priorities and ultimately increase the operational availability of equipment.

If the need is not satisfied, how will it affect your ability to perform the mission or task?

The Marine Corps will continue to ineffectively procure maintenance and supply resources to overcome the systemic obstacles to maintaining equipment operational availability. Our garrison-designed maintenance processes will force Marines to cache parts and develop non-standardized ad-hoc procedures in a deployed environment. Finally, our ground maintenance processes will not be aligned with the operational architecture enabled by GCSS-MC.] [

Approval Authority (MARFOR level or as appropriate)

Office (symbol):	Installation & Logistics (HQMC)	Mailing Address:	
Name of approval authority: (Last, First, Initial)	Usher III, Edward G.		
Rank/Grade:	BGen	E-Mail:	ushereg@hqmc.usmc.mil
Phone:	(703) 695-5810	Fax:	(703) 695-5896
Date Received:		Date Fwd'd to Assessment Branch, MCCDC	

RoM is critical to the LogMod effort.

Part 1b of 5 - MCCDC Assessment Branch Review



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

Action Officer

Name of Action Officer:	LtCol Kachelein, Stephen P.	Name of Branch Head:	LtCol Kachelein, Stephen P.
AO Phone:	DSN 278-6088/COML. (703) 784-6088	AO E-mail:	stephen.kachelein@usmc.mil
Date UNS Review Completed:	02/18/2005	Date UNS forwarded to MCD:	02/18/2005

Advocate Involvement

Lead: Installation & Logistics

Support: Command Element, Plans Policies & Operations, Aviation Combat Element, Supporting Agencies

UNS Review

This UNS submitted by HQMC, I&L requests the Realignment of Maintenance throughout the USMC.

Part 1c of 5 - Materiel Capabilities Division Review

MCD POC

Name of Action Officer:	Maj Hynes, Calvin L	Name of Division Head:	Col T. Hanifen
AO Phone:	703-784-3984	AO E-mail:	calvin.hynes@usmc.mil
Date UNS Received:		Date Review Completed:	03/07/2005
		Date UNS forwarded to Advocate:	03/07/2005

Comments

Concur. Reduction in the echelon's of maintenance to mere levels of maintenance will allow for greater efficiencies when it comes to maintenance support. Realignment of maintenance tasks up and down the various levels, based on complexity, time required, available tools, training, etc will also allow for greater efficiencies. Second and third order effects on training and equipping will have to be evaluated closely. Changing the naming convention will mirror what the U.S. Army has adopted in their maintenance transformation. These terminology changes need to be defined to everyone and instituted as rapidly as possible to help facilitate change in the desired direction.

Part 1c of 5 - Integrator Review

Integrator POC

Name of Action Officer:	Maj Dasch, Robert D	Name of Division Head:	
AO Phone:	(703)784-6214	AO E-mail:	robert.dasch@usmc.mil
Date UNS Received:		Date Integrator	03/04/2005



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

		Review Completed:			
--	--	-------------------	--	--	--

Comments

Concur; Realignment of Maintenance is essential to Log Modernization in support of the warfighter. Greater granularity on exact implementation will be gained once all the details are vetted. The following are considerations, they appear in no particular order:

- What analysis of tools and eventual tool redistribution and/or purchase will have to occur in order to implement.
- What analysis on T2P2 will occur to estimate the change required to the POI of not only mechanics but also operators. Since both will be gain new maintenance responsibilities.
- Will need to coordinate with SYSCOM and industry to rewrite TM Manuals or issue TI (Technical Instructions) to flow maintenance responsibility from five echelons to three.
- ITS review of current and emerging programs.
- Analysis will have to occur on maintenance support items, much like what will need to be done for tools. A redistribution plan and/or procurement of additional items will be necessary.



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

**6. Logistics Modernization - Realignment of Supply – EFDS CDTs Number
05049UB**

Status Last Updated:	02/18/2005
Status Updated By:	Capt Lowe, Troy T
Justification for the archive:	

Part 1a of 5 - Originator's Request

Originator

Name (Last, First, Initial)	Paige, L.G.	Rank/Grade	Maj		
Phone	(703) 695-5986/DSN 225-5986	Fax	(703) 695-9142/DSN 225-9142		
Available for phone or personal follow-up?	Yes	Interested in participation on Solution Course of Action?	Yes	Request UNS status updates by e-mail?	Yes
E-mail	LMTTF@hqmc.usmc.mil	RUC	54008		

Type Of Need

IMPROVE or FIX an existing capability

Description of Need

Today, the Marine Corps continues to invest heavily in inventories based on methodologies used during the 1960-80's period when lengthy order processing cycles, vendor leased times, and order shipment times were the norm. These methodologies for Inventory Capacity Management (ICM) and the stocking of consumable and reparable inventories are based on being reactive to supported unit demands. The management processes to support these large inventories were cumbersome, and the individual supporting activities were functionally oriented within various elements of the Marine Air Ground Task Force (MAGTF) and Supporting Establishment (SE) organizations whose stove-piped inventories often lost sight of true supported unit needs. The results were "critically managed Iron Mountains" of inventories that were "layered" in order to provide a safety blanket for these various MAGTF elements due to poor end-to-end (E2E) distribution management and inadequate inventory visibility within the logistics chain. Furthermore, to create and maintain these inventories as a means to both reduce customer wait times and increase materiel readiness, multiple and overlapping methods of procurement conducted by multiple and redundant organizations within both the Operating Forces and SE have become the mainstay of our current procurement methodology. Under the Logistics Modernization (LM) effort and its procurement capacity management (PCM) and distribution capacity management (DCM) methodologies, the Marine Corps will move away from the "Iron Mountain" philosophy of managing its own materiel and start investing in IT, develop Supplier Relationship Management (SRM) through vendor relationships and distribution strategic level



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

partnerships, conduct business process improvements, and utilize better Inventory Capacity Management (ICM) activities within the MAGTF. The result will be improved SRM through a more responsive E2E distribution process while dramatically reducing investments in inventories.

When Needed

URGENT

Rationale

Whether deployed or in garrison, the Marine Corps does not manage inventory as part of an integrated logistics chain approach. Currently, the inbound management of inventory shipments is not coordinated with the on-hand inventory, the procurement of that inventory, nor the outbound shipments of that inventory to the supported unit. This lack of coordination is further compounded by the numerous intermediate level Operating Force (CSSE) and SE organizations (i.e., SupBn and DSSC) within the MAGTF who are involved in either moving, storing, or procuring inventory and who do not coordinate their Inventory Control Management (ICM) activities as well. This lack of coordination within the MAGTF's overall ICM process has forced the Marine Corps logistics chain to remain functional in nature, reactive in nature, and overall unresponsive to the supported unit both deployed and in garrison. Adding to this lack of synchronization within the MAGTF is the myriad discrete, multiple supply chains/sources of supplies and services that the Marine Corps currently utilizes in the procurement and requisitioning of its inventory requirements. The result of the unresponsiveness of this supply chain is one reason why over \$237 million dollars was spent "off-line" across the Marine Corps using the Government Commercial Procurement Card (GCPC) during FY-04, and how many of these requirements had a sustainment/war reserve requirement is unknown due to lack visibility of these items not only within the MAGTF, but also within the DoD supply system.] [

Describe mission or task to be accomplished that is related to the need

In addition to realigning our current inventory management strategy, this UNS seeks to realign the method by which the MAGTF currently conducts requisitioning and procurement functions and move toward process alignment using the Logistics Operational Architecture (Log OA) and Global Combat Service Service-Marine Corps (GCSS-MC) Decision Support Tool (DST) sets. The requirement to have a centralized procurement organization that conducts PCM-related functions in one location within the MAGTF is required to effectively interface with the other capacity managers from an integrated perspective -- particularly the inventory and distribution capacity managers. The centralized location of PCM within the MAGTF is also important in order to establish Supplier Relationship Management (SRM) functions (e.g., Performance Based Agreements (PBA's) and Service Level Agreements (SLA's)) with various supporting establishments (i.e., commercial vendors, DLA, etc.) and the coordination required for In-Transit Visibility (ITV) of materiel and services from those vendors back to the



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

MAGTF. This centralized procurement organization must be a one-stop entity that is scalable and deployable, and which can procure either materiel or services from the commercial sector and outside agencies both in garrison as well as deployed.

With the reduction in inventory levels today, the Marine Corps needs to stock only those items that have high mission value and are hard to acquire and not just items based on peacetime demand. For instance, investments should be made to stock items peculiar to the military and difficult to support from the civilian sector. An example of high risk and high mission value parts are: howitzer tubes, parts for the amphibious assault vehicle, M240 machine gun parts, and unique military batteries. These items are not used by commercial industry, and if production lines are not in operation, they are difficult to obtain. Consequently, they are also expensive; thus, more money should be dedicated to stocking these items in case of war even though peacetime demand may not provide justification to stock them. These items should be stocked at the intermediate level, or if possible, at the wholesale level or as vendor-managed, protected war reserve stocks. Conversely, inventory that is used regularly in the civilian sector (such as A & B rations, screws, bolts, tires, pens, pencils, etc.) should not be stocked; it should be purchased directly from commercial industry as needed. In time of war, these items would be surged to the services executing surge contracts.

In a deployed MAGTF, there is generally a single point of entry for the supported unit via the CSSE that has been assigned to provide materiel and services support (or requirements fulfillment) to that deployed MAGTF. This process is relatively simple to follow; although, it is not highly automated. The supported unit does not have to manage the order; rather, the supported unit simply acts as a requestor, and the CSSE does the rest. This allows both the supported unit and the CSSE to better focus on their mission core competencies. This is the future Marine Corps logistics chain under the Log OA. Establishment of a centralized procurement management organization is instrumental to achieving and improving the overall effectiveness of the MAGTF's E2E distribution management, especially as it relates the movement (ITV) and storage (Total Asset Visibility (TAV)) of inventory in support of the supported unit. Creating a single source procurement organization within the MAGTF to handle PCM is the first step in integrating commercial procurement with system requisitioning and the coordination with MAGTF inventory and transportation management on behalf of the supported unit using one single procurement process.

How does the need improve your ability to perform the mission or task?

With regard to inventory, current processes within the Marine Corps result in excess inventory, unresponsive and unreliable supply chains, and lower equipment readiness. As a result, the cost (supply chain expense) and size (assets) of the supply chain is larger than what it should be. The most effective way to increase/sustain a high level of readiness, responsiveness, and reliability in the Marine Corps logistics chain is to perform ICM by creating partnerships and/or consolidating management of supply



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

chains thus providing efficiencies of scale. This new ICM methodology and its supporting decision support tool could be based on a "quadrant" concept with critical materiel in the top right, bottleneck materiel on the top left, leveraged materiel on the bottom right, and routine materiel on the bottom left. This quadrant model concept would target materiel that has high mission value and/or is hard to get for stocking. Other materiel that are less valuable to mission, and/or are easier to get from commercial industry, are not stocked but are procured directly from the commercial sector. At the strategic or wholesale level, the difficulty in obtaining a given item should be determined based upon the ease by which enterprise-level sourcing actions can be completed for that item. At the tactical level, the difficulty of obtaining a given item will more frequently be the result of distribution challenges that make rapidly moving some items more difficult than others, thus arguing for further forward positioning of such items when mission risk supports such an investment. Implementation of this quadrant model methodology has been demonstrated in the commercial sector where it offers a comprehensive move toward risk management, reducing logistics chain costs, streamlining inventories, and optimizing resources. The implementation of the ICM methodology and an improved inventory segmentation methodology in the Marine Corps will result in a lean and more "business-like" logistics chain support network which would provide improved materiel readiness. Side benefits would include:

- Improved responsiveness/support
- Simplified and lightened burden on the warfighter
- Optimization of the logistics chain
 - o Categorization
 - o Location
- Focus on core competencies
- Maximized vendor-owned inventory
- Minimized inventory layering
- Improved procurement and distribution efficiency and effectiveness

The ultimate benefit of utilizing an inventory segmentation DST as part of the overall E2E distribution process, the Marine Corps would be able to reduce the "Iron Mountain" footprint and replace it with a more responsive distribution process and eliminate the need for the Marine Corps to own and store most of its inventories to ensure they are readily available from numerous suppliers.

With regard to procurement, the future of system requisitioning and commercial procurement functions and the intent of the Log OA's OM/RM process is to provide one seamless application that will create a virtual inventory that alleviates the need for manual intervention. Under LM and its logistics chain management philosophy, all classes of inventory--regardless of location or whether government or commercially owned--will have a single process for order fulfillment by the PCM for the supported unit's request. This is particularly important when dealing with commercial vendors and the financial management considerations required by the Federal Acquisition



LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE

Regulations (FAR) in order to satisfy the Report of Property Received (RPR) process. Other benefits of conducting procurement from a centralized activity include:

- Reduced volume of credit cards being used across the Marine Corps (and in particular at the supported unit level) resulting in better identification of the MAGTF's inventory sustainment requirements by the ICM.
- Overall cost savings and cost avoidance via increased prompt payment/early payment discount savings and reduced interest payment on credit cards
- Improved interface (via establishment of SRM) between the Log OA's PCM, its contracting activities, and commercial vendors. This relationship is important when establishing contracts with vendors, because it allows improved control on the backend with distribution activities by the DCM associated with inbound shipments to the MAGTF. In particular, when contracts are established, correct container labeling, identification, and sending of Advance Signal Notice signals and Radio Frequency Identification (RFID) Tagging (both passive & active) can be applied to inbound shipments resulting in improved ITV of inbound shipments from commercial vendors.
- Utilization of credit cards as a "fast payment method" to commercial vendors once BPA's are established resulting in reduced interest payment penalties, reduced overall costs, and reduced paperwork associated with establishing first time contracts.
- Utilization of E-commerce B2B tool (DoD E-Mall-like portal device) resulting in increased (or improved) responsiveness to the supported unit, while providing improved ITV and overall improved TAV with commercial vendors and their Vendor Managed Inventory (VMI).
- Ability to incorporate financial management feedback back to SABRS and ultimately the supported unit commander.
- Quicker closure of RPR process and its required DD-250 documentation required by the FAR through the utilization of current IT enablers such as the Wide Area Work Flow (WAWF), and Automated Manifest System-TAC (AMS-TAC).
- Deletion of today's RA-PE relationship
- Ability to track vendor performance through the utilization of SLA's, PBA's and balanced metrics (expenses, responsiveness, flexibility) as it relates to vendor performance of commercial vendors.

Under the LM effort and its PCM and DCM methodologies, the Marine Corps will move away from the "Iron Mountain" philosophy of managing its own materiel and start investing in IT, developing SRM through vendor relationships and distribution strategic



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

level partnerships, conduct business process improvements, and utilize better ICM within the MAGTF. The result will be a more responsive E2E distribution process that dramatically reduces investments in inventories.

If the need is not satisfied, how will it affect your ability to perform the mission or task?

The mandate for change in the DoD, coupled with the imperative to provide improved operational support to the Marine Corps' emerging Expeditionary Maneuver Warfare concepts, requires the modernization of logistics chain practices, processes, and IT systems. Part of that change needs to be the way the Marine Corps manages its inventories and the way that inventory is procured. Over the next several years, under the aegis of the DoD initiatives, and driven by internal forces for change, the Marine Corps logistics chain will undergo a significant transformation under its LM effort that will challenge existing doctrine, concepts, and practices across the enterprise. These changes will allow the Marine Corps to have a leaner and more focused, integrated logistics chain -- one that replaces footprint with precision, and volume with information and speed. The MAGTF's ability in the future to centrally manage inventory capacity in conjunction with PCM and DCM will directly effect whether or not a leaner, more lethal MAGTF can be provided to the combatant commanders ashore. If not resolved, the Marine Corps will continue to have multiple procurement activities being conducted by multiple organizations resulting in not only financial mis-management issues (i.e., large interest payments, inefficient use of resources, late vendor payments, etc.), but problems with level-setting correct sustainment inventory requirements, layered inventory, as well as increased frustrated materiel within the distribution pipeline to the forward deployed MAGTF.] [

Approval Authority (MARFOR level or as appropriate)

Office (symbol):	Installation & Logistics (HQMC)	Mailing Address:	Assistant Deputy Commandant for Installations and Logistics (LP) Headquarters, U.S. Marine Corps 2 Navy Annex Washington, DC 20380-1775
Name of approval authority: (Last, First, Initial)	Usher III, Edward G.		
Rank/Grade:	BGen	E-Mail:	ushereg@hqmc.usmc.mil
Phone:	(703) 695-5810	Fax:	(703) 695-5896
Date Received:		Date Fwd'd to Assessment Branch, MCCDC	

Part 1b of 5 - MCCDC Assessment Branch Review

Action Officer

Name of Action Officer:	LtCol Kachelein, Stephen P.	Name of Branch Head:	LtCol Kachelein, Stephen P.
----------------------------	-----------------------------	-------------------------	-----------------------------



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

AO Phone:	DSN 278-6088/COML. (703) 784-6088	AO E-mail:	stephen.kachelein@usmc.mil
Date UNS Review Completed:	02/18/2005	Date UNS forwarded to MCD:	02/18/2005

Advocate Involvement

Lead: Installation & Logistics

Support: Command Element, Plans Policies & Operations, Aviation Combat Element, Supporting Agencies

UNS Review

This UNS submitted by HQMC, I&L requests the Realignment of Supply throughout the USMC.

Part 1c of 5 - Materiel Capabilities Division Review					
<u>MCD POC</u>					
Name of Action Officer:	Maj Penrose, Craig B		Name of Division Head:	Col Hanifen	
AO Phone:	703-784-4703		AO E-mail:	craig.penrose@usmc.mil	
Date UNS Received:		Date Review Completed:	03/03/2005	Date UNS forwarded to Advocate:	03/03/2005
Comments					
A thorough DOTMLPF analysis is necessary on this UNS.					
From an "M" perspective this UNS describes the need for an IT system that can support Logistics Chain Management. GCCS-MC is the USMC Program of Record that has the requirement to provide an IT Logistics Chain Management material solution for the Marine Corps. Therefore no additional material solution is required.					

Part 1c of 5 - Integrator Review					
<u>Integrator POC</u>					
Name of Action Officer:	Maj Dasch, Robert D		Name of Division Head:		
AO Phone:	(703)784-6214		AO E-mail:	robert.dasch@usmc.mil	
Date UNS Received:		Date Integrator Review Completed:	03/04/2005		
Comments					
Concur: Realignment of Supply is essential to Log Modernization in support of the warfighter.					



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

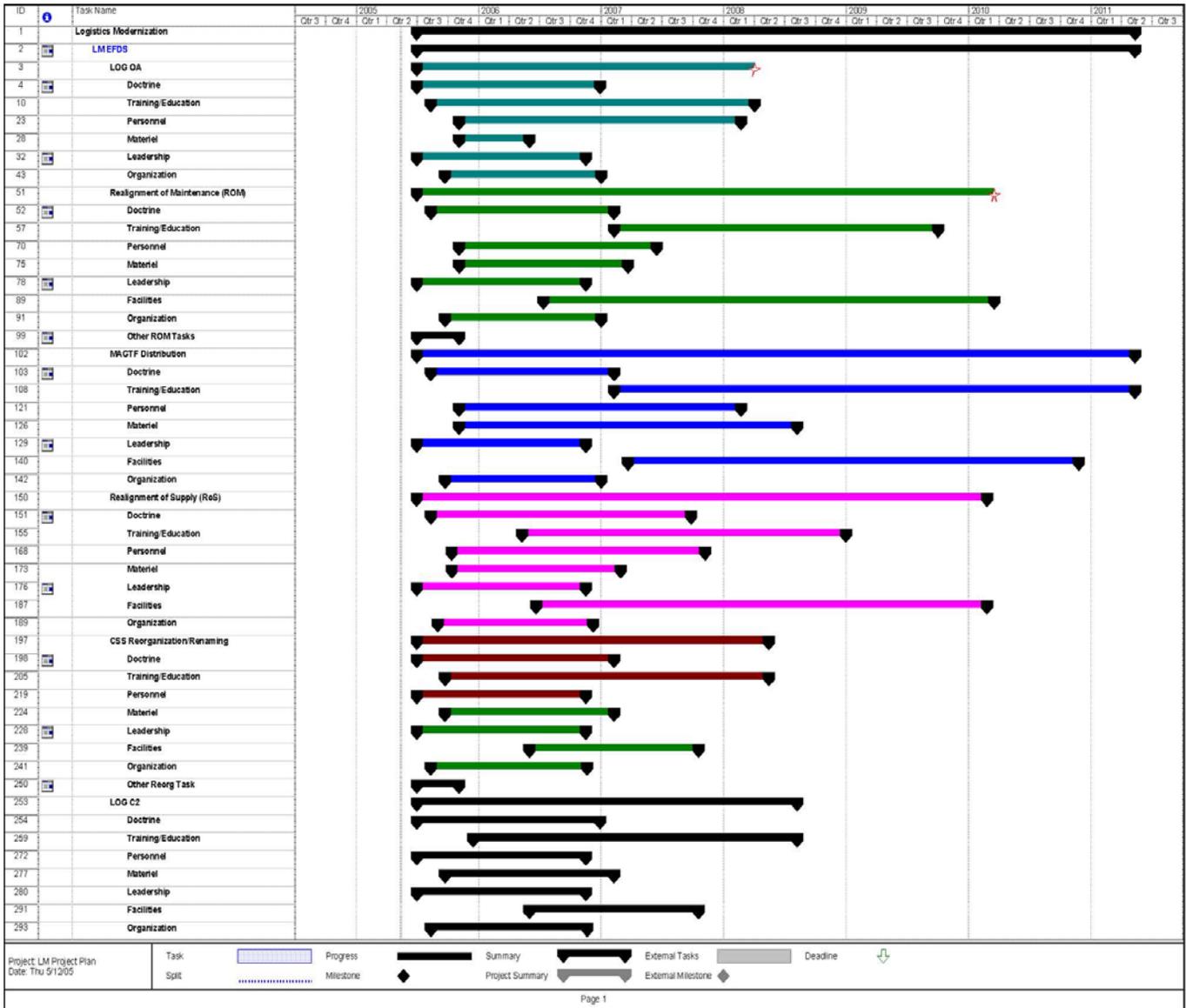
Greater granularity on exact implementation will be gained once all the details are vetted. The following are considerations, they appear in no particular order:

- Programs and Resources (P&R) need to review and have input to this change process, to include the UNS. P&R is not normally include in the DOTMLPF process but with proposals listed in the UNS with regards to "RA-PE relationship" and SABERS feedback to the supported unit commander. P&R will be able to lend valuable input as to what is possible and how best to shape the concept from a fiscal perspective.
- How will the Realignment of Supply concept affect the normal battalion level up budgeting process? Budgeting is a balance of what the Commander would like to accomplish and what is allowable under realistic fiscal constraints. How does the Unit Commander influence his budget? Schools, TAD, and other ancillary expenses outside to both maintenance and operations based needs are also paid for via Supply Fiscal section and aren't covered under the UNS.
- How will Supply interface with Maintenance to reflect equipment readiness as to repair parts availability and funding? The Supported Unit Commander is responsible for the readiness of his equipment at all times, but if most of the Supply functions are taken over by the Supporting Unit how does unit readiness get reported, managed and evaluated?



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

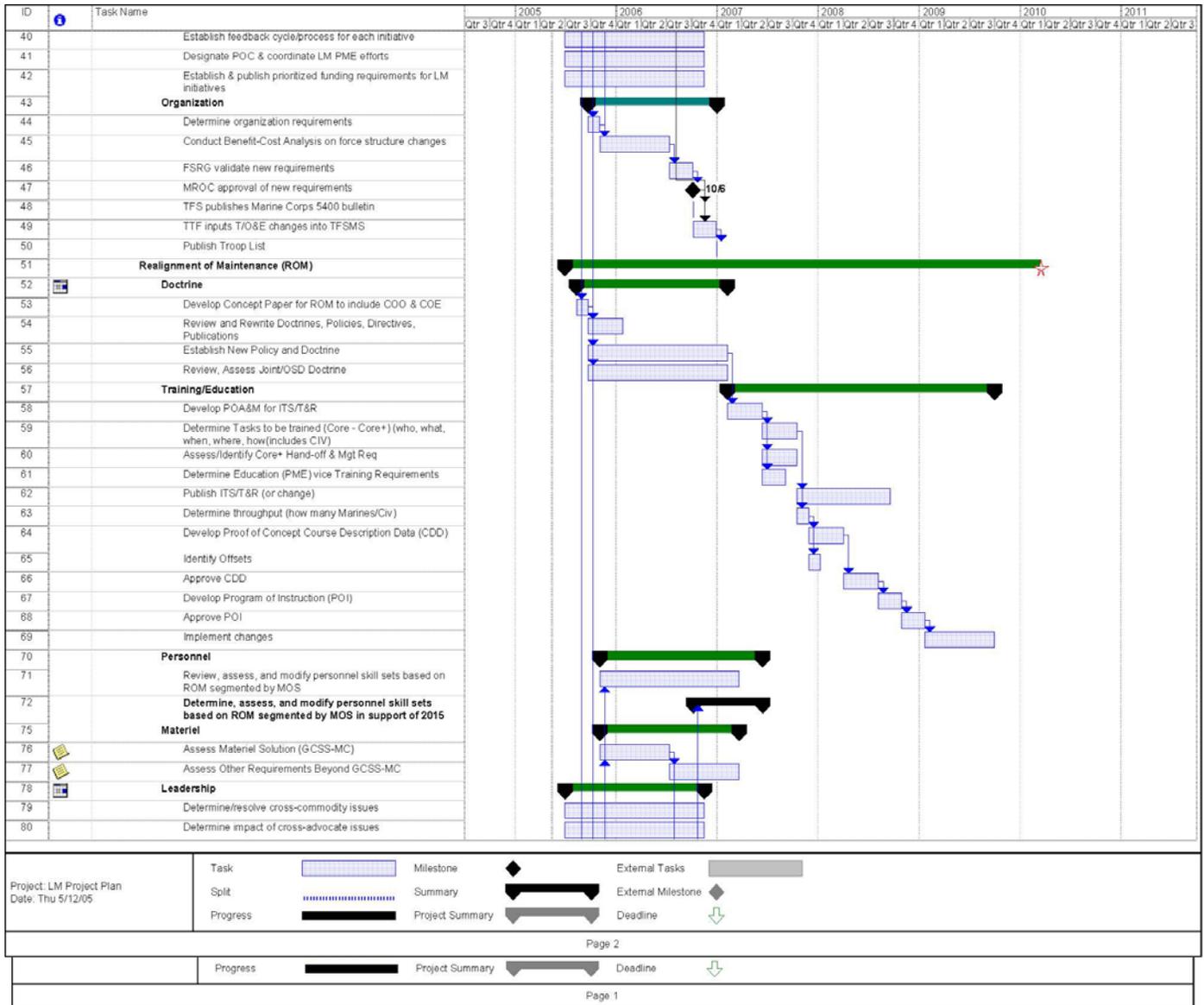
**APPENDIX C
LOG MOD INITIATIVES SUMMARY POA&M**





**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

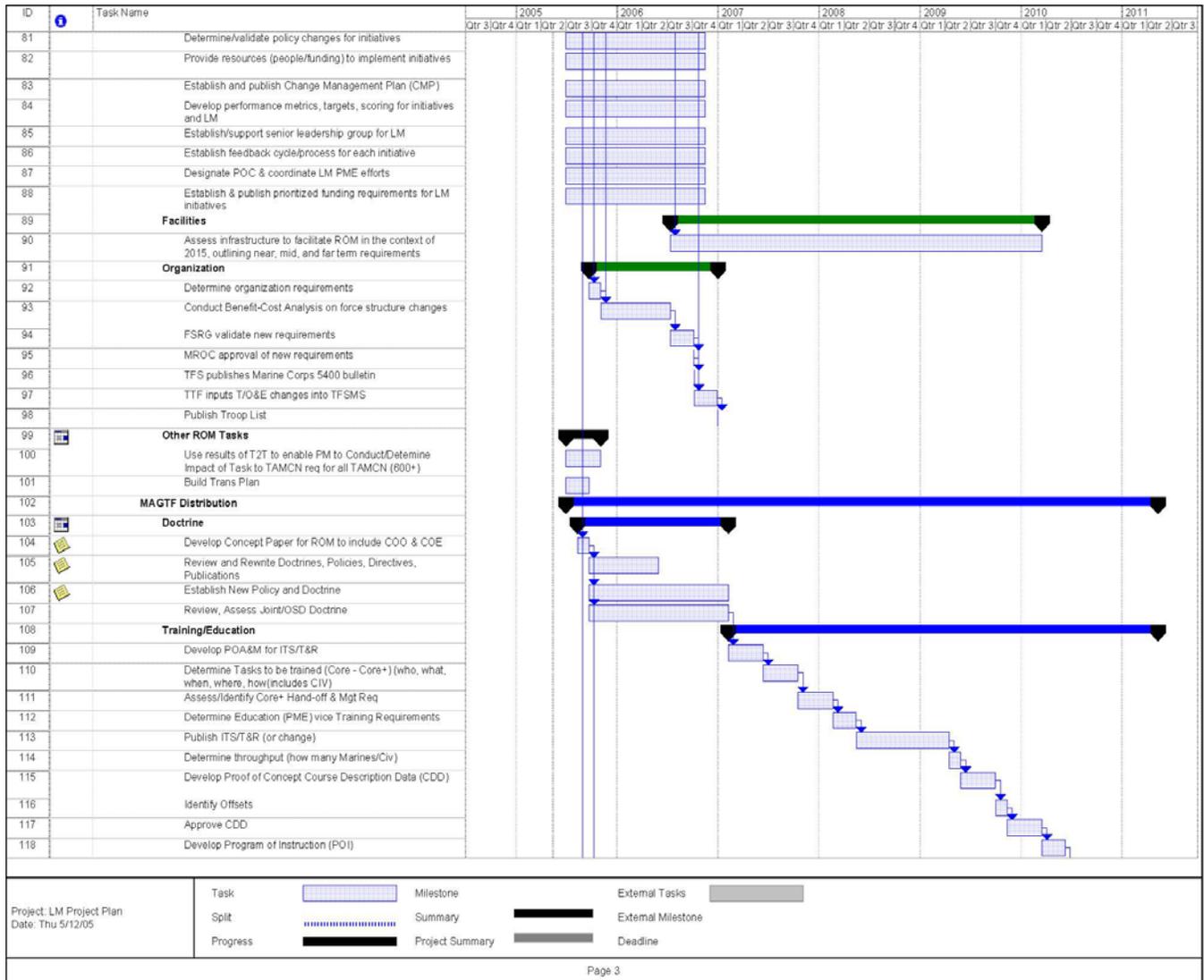
LOG MOD INITIATIVES DETAIL POA&M



The following 8 pages depict the current detail tasking schedules for all six initiatives.

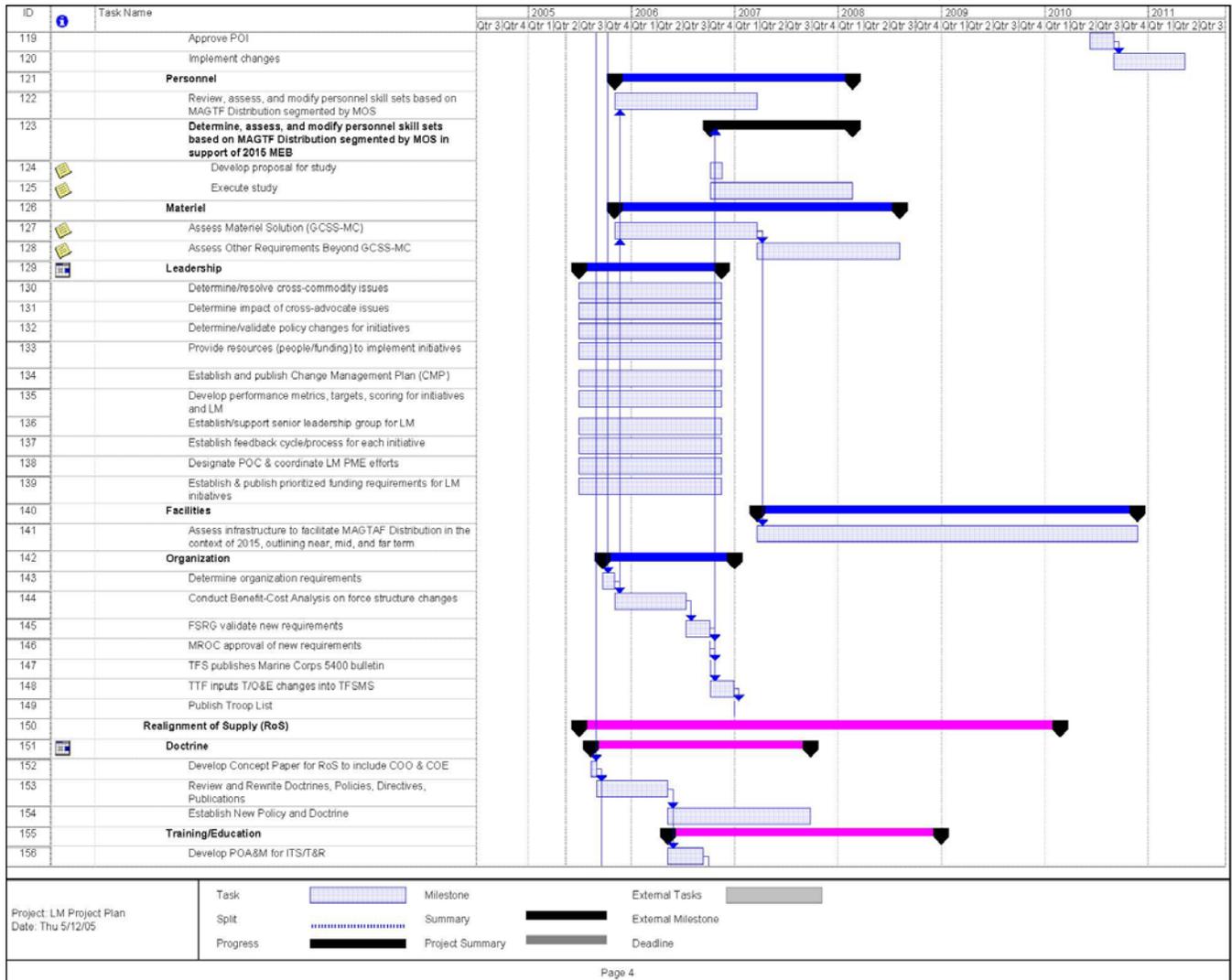


LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE



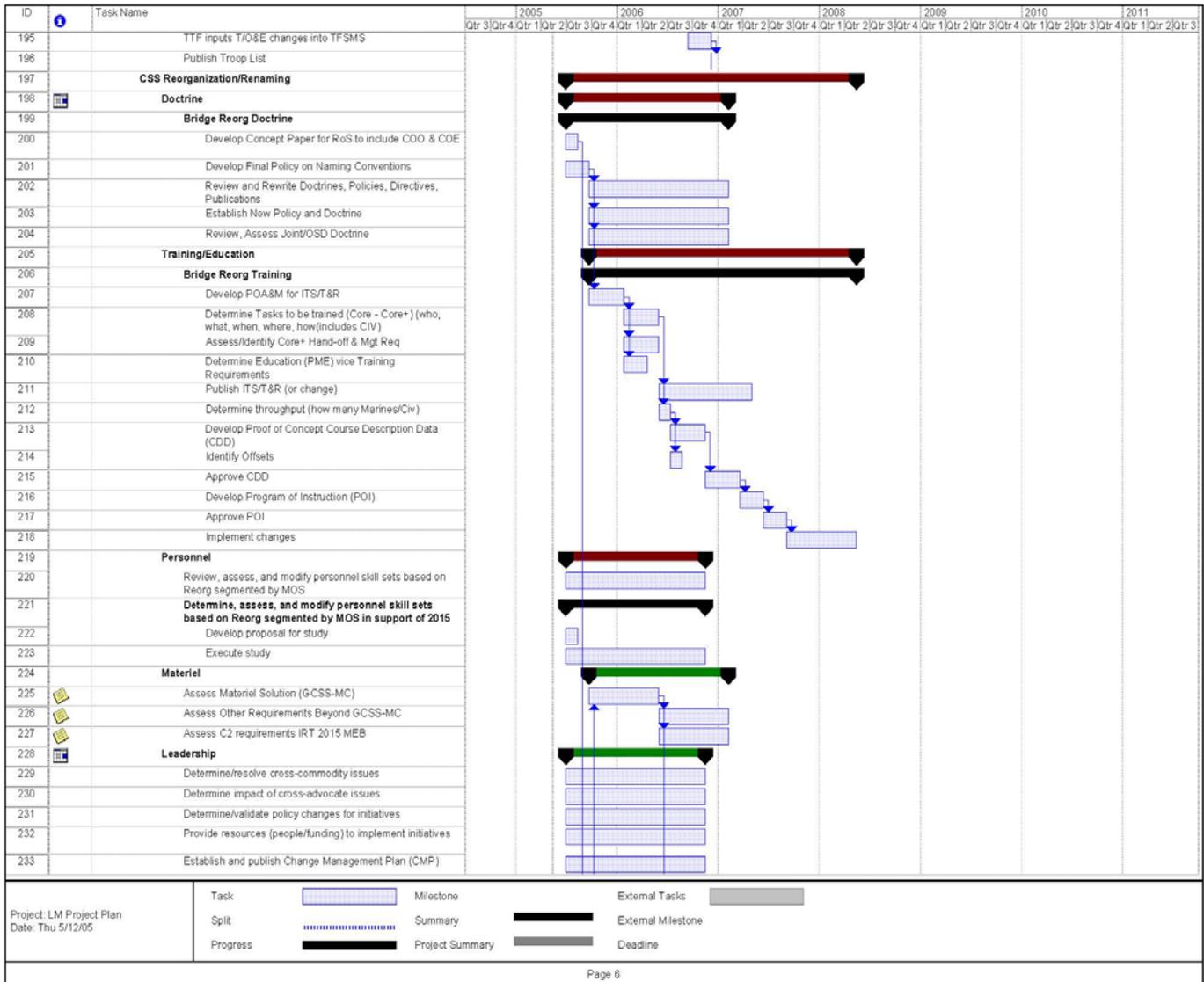


LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE





LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE





LOGISTICS MODERNIZATION SOLUTION INITIATING DIRECTIVE



Project: LM Project Plan
Date: Thu 5/12/05

Task		Milestone		External Tasks	
Split		Summary		External Milestone	
Progress		Project Summary		Deadline	



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

**APPENDIX D
FSSG RENAMING RESPONSES
AS OF 6 JUNE 2005**

	FSSG	FSSG FWD/BSSG	DS BN/MSSG	CSSC/CSSD/MCSSD
Advocacy Board Recommendations	Marine Logistics Brigade	Combat Logistics Regiment	Combat Logistics Battalion	Combat Logistics Company
DC, CD (MCCDC) 14 APR 05	Marine Logistics Brigade	Combat Logistics Regiment	Combat Logistics Battalion	Combat Logistics Company
DC, M&RA 2 MAY 05	Marine Logistics Brigade	Combat Logistics Regiment	Combat Logistics Battalion	Combat Logistics Company
DC, PP&O 6 May 05	NR	NR	NR	NR
DC, AVN 15 APR 05	FSSG	FSSG FWD/BSSG	DS BN/MSSG	CSSC/CSSD/MCSSD
DC, P & R 6 May 05	NR	NR	NR	NR
CG, MARFORPAC 27 APR 05	Marine Logistics Group	Combat Logistics Regiment	Combat Logistics Battalion	Combat Logistics Company
CG, I MEF/CG, 1 ST FSSG	Marine Logistics Group	Combat Logistics Regiment	Combat Logistics Battalion	Combat Logistics Company
CG, III MEF, 3d FSSG	Marine Logistics Brigade	Marine Logistics Regiment	Combat Logistics Battalion	Combat Logistics Company
CG, MARFORLANT 4 May 05	Marine Logistics Group	Combat Logistics Regiment	Combat Logistics Battalion	Combat Logistics Company
CG, II MEF/CG, 2d FSSG	Marine Logistics Brigade	Combat Logistics Regiment	Combat Logistics Battalion	Combat Logistics Company
CG, MFR 29 APR 05	Marine Logistics Brigade	Combat Logistics Regiment	Combat Logistics Battalion	Combat Logistics Company
CG, 4 th FSSG	Marine Logistics Brigade	Combat Logistics Regiment	NA	NA



APPENDIX E

ACRONYMS

ACAT	Acquisition Category
ACE	Aviation Combat Element
ALOC	Advanced Logistics Operations Course
ALOC	Autonomic Logistics
ATAC	Advance Traceability and Control
ATLASS	Asset Tracking Logistics and Supply System
BCS3	Battlefield Command Sustainment Support, System
BFT	Blue Force Tracker
BSC	Balanced Scorecard
C2	Command and Control
C2PC	Command and Control Personnel Computer
C4	Control, Communications, and Computers
CAC2S	Common Aviation Command and Control System
CBA	Cost-Benefit Analysis
CD	Combat Development
CDD	Course Description Data
CE	Command Element
CINC	Commander-in-Chief
CLC2S	Common Logistics Command and Control System
CM	Capacity Management
CMP	Change Management Plan
COE	Concept of Employment
COO	Concept of Operations
CPI	Critical Program Information
CPI	Project Management Institute
CSS	Combat Service Support
CSSD	Combat Service Support Detachment
CSSE	Combat Service Support Element
CSSOC	Combat Service Support Operation Center
CTC	Concurrent Technologies Corporation
DAU	Defense Acquisition University
DLA	Defense Logistics Agency
DoDAF	DoD Architecture Framework
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership, Personnel , and Facilities
DWG	DOTMLPF Working Group
E2E	End-to-End
ECL	EMW Capability List



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

ED/EP	Embedded Diagnostics/Embedded Prognostics
EFDC	Expeditionary Force Development Center
EFDS	Expeditionary Force Development System
EMSS	Equipment Maintenance Support System
EOM	Echelons Of Maintenance
ERP	Enterprise Resource Planning
ESG	Executive Strike Group
FMCC	Force Movement Control Center
FMF	Fleet Marine Force
FPD	Facility Planning Documents
FSMAO	Field Supply and Maintenance Analysis Office
FSR	Facilities Support Requirements
FSRG	Force Structure Review Group
FSSG	Force Service Support Group
GCE	Ground Combat Element
GCSS-MC	Global Combat Support System-Marine Corps
GESP	Ground Equipment Staging Program
GTM	Global Transportation Network
HIS	Human Systems Integration
HM	Hazardous Materiel
ICD	Initial Capabilities Document
ICM	Inventory Capacity Management
ILC	Integrated Logistics Capability
IPT	Integrated Process Team
ITS/T&R	Individual Training Standards/Training and Readiness
ITV	In-Transit Visibility
JEMMS	Joint Environmental Materiel Management Service
JFMIP	Joint Financial Management Improvement Program
JRIMM	Joint Regional Inventory and Materiel Management
JTL	Joint Theater Logistics
LC2	Logistics C2
LCM	Logistics Chain Management
LCP	Logistics Chain Planning
LDW	Logistics Data Warehouse
LMCC	Logistics Movement Control Center
LMDAG	Log Mod DOTMLPF Assessment Group
LMIS	Logistics Management Information System
LMT	Logistics Modernization Team
LOM	Levels of Maintenance
LTS	Long Term Storage
M&RA	Manpower and Reserve Affairs
MAGTF	Marine Air-Ground Task Force



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

MARFORRES	Marine Forces Reserve
MCBEO	Marine Corps Business Enterprise Office
MCCDC	Marine Corps Combat Development Command
MCDP	Marine Corps Doctrinal Publications
MCFPPS	Marine Corps Facilities Planning and Programming System
MCLC	Marine Corps Logistics Command
MCLCAT	Marine Corps Logistics Chain Assessment Team
MCO	Marine Corps Order
MCP	Marine Corps Capabilities Plan
MCPP	Marine Corps Planning Process
MCRP	Marine Corps Reference Publication
MCSC	Marine Corps Systems Command
MCWL	Marine Corps Warfighting Laboratory
MCWP	Marine Corps Warfighting Publication
MDA	Milestone Decision Authority
MDC	MAGTF Distribution Company
MEB	Marine Expeditionary Brigade
MIMMS	Marine Corps Integrated Maintenance Management System
MMROP	Marine Corps Mid-Range Objective Plan
MNS	Mission Needs Statement
MPF-F	Maritime Prepositioning Force-Future
MROC	Marine Requirements Oversight Council
NIMS-MC	National Inventory Management Strategy-Marine Corps
NLI	Naval Logistics Integration
OA	Operational Architecture
OAG	Operational Advisory Group
OCCFLD	Occupational Fields
OM	Order Management
OMFTS	Operational Maneuver From The Sea
OPFORS	Operating Forces
ORD	Operational Requirements Document
OSD	Office of the Secretary of Defense
OV	Operational View
OV-4	Organizational Relationship Chart – Operational View-4
P&R	Programs and Resources
PBA	Performance Based Agreement
PCM	Procurement Capacity Manager
PDE&A	Plan, Decide, Execute, and Assess
PM	Production/Operations Management
PM	Preventive Maintenance
PME	Professional Military Education
PMP	Performance Management Plan



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**

POA&M	Plan of Action and Milestones
POI	Program of Instruction
POM	Program Objective Memorandum
RCM	Reliability Centered Maintenance
RFID	Radio Frequency Identification
RIMM	Regional Inventory and Materiel Management
RM	Request Management
ROM	Realignment of Maintenance
ROS	Realignment of Supply
SABRS	Standard Accounting, Budgeting and Reporting System
SASSY	Supported Activities Supply System
SATCOM	Satellite Communication
SCOR	Supply Chain Operational Reference
SDD	System Development and Demonstration
SE	Supporting Establishment
SECNAVINST	Secretary of the Navy Instruction
SECREP	Secondary Repairable
SID	Solution Initiating Directive
SID	Systems Integrator
SLA	Service Level Agreement
SMAT	Supply and Maintenance Analysis Team
SOP	Standard Operating Procedure
SPD	Solution Planning Directive
SPI	Strategic Purchasing Initiative
SRAC	System Realignment and Consolidation
SRM	Supplier Relationship Management
T/MR	Table of Manpower Requirements
T/O&E	Table of Organization and Equipment
T2T	Task to Table of Authorized Materiel Control Number
TAMCN	Table of Authorized Materiel Control Number
TAV	Total Asset Visibility
TECOM	Training and Education Command
TFS	Total Force Structure
TFSD	Total Force Structure Division
TFSMS	Total Force Structure Management System
TLCM	Total Life-Cycle Management
TLOC	Tactical Logistics Operations Course
TMDE	Test Measurement Diagnostic Equipment
TOR	Terms of Reference
TTF	Transition Task Force
UNS	Universal Needs Statements
WIPT	Working IPT



**LOGISTICS MODERNIZATION
SOLUTION INITIATING DIRECTIVE**
