

## **Top 10 Mission Objectives Achieve Effective Solutions Provide Full Spectrum Logistics Support for Marines**

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Logistics planning is the combination of coordinated processes at the strategic, operational, and tactical levels used to calculate materiel and services requirements, identify sources of the required materiel and services, and determine means to provide logistics support to supported forces. It involves allocating existing assets for specific potential uses and identifying deficiencies in current support capabilities for corrective action.

Specific procedures exist to organise and control planning actions; facilitate coordination between the supporting organisation and the supported force at all levels; and ensure planning is thorough, relevant, and timely. These procedures must be followed carefully without losing sight of the planning purpose: to produce an effective plan within the time allowed to accomplish the mission directed by higher command.

Future command and control for logistics used in sustained operations ashore will integrate within joint constructs. It will depend on the communication of its requirements and sourcing and distribution of its capabilities through a Marine Service component agency at the theater level. To address this need, the Marine logistics command concept is being examined to support the functions of force closure, sustainment, reconstitution and redeployment.

The Navy control organisation provides positive centralised control of movement. Close coordination among the water borne and helicopter borne movements and supporting, pre-landing and in-stride operations with the flexibility to change the landing plan is required. This coordination ensures maximum tactical effectiveness during the landing and subsequent buildup of infrastructure or combat power ashore. lands with surfaceborne units to facilitate the flow of Troops,, equipment, and supplies across the beach and beyond and to establish beach support area to provide support to these units.

Requests for on-call waves prepositioned emergency supplies, nonscheduled units, and adjustments to the landing plan are made by tactical commanders for the required liaison with primary control officers to provide the tactical units, or adjust the landing plan. To facilitate required liaison between landing force units ashore and the Navy control organisation, is embarked in the same ship with the Navy control organisation exercising control

Logistic self-sufficiency is a primary consideration when planning expeditionary operations because Marine air-ground task force MAGTFs are organised to conduct operations under tough conditions. Marine forces and MAGTF commanders provide operational logistics capabilities necessary for conducting expeditionary operations,

while tactical logistics are provided by MAGTF commanders and their subordinates. This expeditionary or temporary operations support will be withdrawn after the mission is accomplished.

Marine Corps must make logistics self-sufficiency an essential element of MAGTF expeditionary capabilities. This means the Marine Corps logistics mission, at all command and support levels, is to generate MAGTFs that are rapidly deployable, self-reliant, self-sustaining, and flexible and that can rapidly reconstitute.

The MAGTF is specifically designed to meet mission-oriented requirements of amphibious missions and expeditionary operations. It addresses the needs for interoperability and mutual support with other elements of the fleet. The MAGTF is formed following building block concept, ie the joint force/fleet commanders operational requirement or mission is assessed and type units are drawn from a Marine division, or aircraft wing. It is placed under the command of one commander to form an air-ground team that will accomplish the mission.

Rapid deployment demands MAGTF organisations, equipment, and supplies be readily transportable by land, in aircraft, and on ships. A self-reliant MAGTF is organised by tasks to support itself with logistics and accompanying supplies for specific timeframes without undue concern for resupply or developed infrastructure ashore.

MAGTF logistics capabilities and accompanying supplies enable it, depending on size, to self-sustain its operations while external resupply channels are organised and established. Marine Corps manoeuvre practices demand that a MAGTF maintain battlefield flexibility, organisational adaptability, and the ability to react to the changing operational situation.

MAGTF inherent self-sustainment and rapid deployability capabilities allow it to reconstitute itself rapidly and permit rapid withdrawal from a completed operation and immediate re-embarkation for follow-on missions. Successful deployment, sustainment, employment, and redeployment of a MAGTF are the result of well-coordinated logistics support activities conducted at the strategic, operational, and tactical levels.

Here we describe the logistics responsibilities, organisation of forces, and materiel support responsibilities that are the foundation of effective Marine Corps logistics. The organisation of forces, materiel support, and assigned logistics responsibilities are structured with one goal—to support MAGTF operations with sound logistics. They provide logistics troops with the capabilities to respond quickly to changing support requirements.

Initially, logistics support is drawn from internal Marine Corps/Navy resources located within the operating forces and the supporting establishment. Specific operational requirements dictate the extent to which additional logistics support is drawn from other sources.

Delivering the right solution on time, every time describes desired end state; to achieve it, Marines increase agility, responsiveness, innovation, and programme integration with ability to anticipate and overcome logistics obstacles translates into Marines increasing ability to realise mission success.

Mission and task assessments are the foundation of all planning. It is the basis for preparing initial estimates of support and draft logistics for for completing orders for logistics operations. Commands at all levels receive orders from higher commands that specify an operational missions and implementation tasks.

Logistics Troops assigned to both supported and supporting commands must apply their own functional area expertise to the integrated effort to assess these missions and tasks in the context of the higher headquarters commander intent, the higher headquarters mission, and the initial commanders orientation.

Logistics Troops parallel efforts of the other functional areas in identifying specific logistics tasks planning. These tasks are either specified, implied, or mission-essential. Specified tasks are stated explicitly in a higher headquarters directive. Implied tasks are not stated, but are required for mission accomplishment.

Mission-essential tasks must be completed for command to be successful. During planning, Logistics Troops must identify the constraints or restraints that could limit unit freedom of action and identify, for the unit, certain criteria that must be met before taking a certain action e.g., boundaries, timing, coordination requirements, preconditions, mandated stock levels, resource apportionments, and allocations.

Assumptions identify critical factors to affect course of action, assigned mission, or task. Logistics Troops resolve resource shortfalls affecting the assigned mission or task through redistribution, replenishment, modification to the course of action, or assignment of tasks.

Marines are supported with a broad range of logistics and supply capabilities, ensuring Marines receive what they need, when they need it. Best practices are incorporated through forward presence across supply line responsibility.

Capabilities in closing logistics seams and gaps, and strength in aggregating metrics enable smart decision making to achieving operational transformation. Effective logistics planning requires coordinated efforts between the supported force and the supporting organisations. Both supported and supporting organisations make planning and subsequent support operations more efficient through careful requirements planning over specified periods of time while coordinating to reconcile potential shortages or excesses.

Ground-common and aviation-specific logistics support must be provided in the right quantity, at right time, and in the right place. Providing too much materiel or too robust a service at one location may disrupt operations of the supported unit or deprive other

supported units of what they need when they need it.

Planning for a single mission or contingency is relatively straightforward but rarely the norm. Multiple, concurrent operations frequently occur whose requirements conflict and compete for the same resources and constrain preparations for response. Logistics planners accommodate potential or actual competing requirements for resources by apportioning or allocating available resources, establishing distribution priorities, and anticipating demands.

Deployment planning and execution are challenges for even the most experienced and skilled Logistics Troops

Centralised control, coordination, and support of the deployment effort at Marine Forces command level are necessary to effectively control deployment; simplify coordination of logistics efforts; and interface with the deployment directorate supported commander, transportation component commands, the supporting establishment, and other commanders and commands.

The designated commander is directly responsible for carrying out deployment and/or deployment support missions. Deployment support is defined as the support provided to a MAGTF that allows the efficient and effective movement of forces from their origins to ports of embarkation and on to ports of debarkation and final destination. Deployment support assists the MAGTF commander in marshaling, staging, embarking, and deploying the command.

The Commander, Marine Corps Forces, and subordinate commands provide support to MAGTFs during deployment and ensure that forces, sustainment, replacements, and supplies are obtained, prepared, and moved to ports of embarkation in the types and amounts required by the MAGTF. This is accomplished by activating control organisations,

Logistics support operations enabling decisive actions enhance the commanders ability to influence the battle and affect the MAGTF's combat power. They also facilitate the accomplishment of noncombat missions in accordance with the commanders concept of operations. Logistics operations are based on detailed planning, integration of logistics efforts and capabilities to both supported and supporting organisations, and continued supervision during planning and execution by both supported and supporting commanders.

Supporting commanders must organise commands by tasks to maximize their support capabilities. and also aggressively monitor the operational situation, constantly refine preparations to provide preplanned support, and strive to anticipate and prepare for emerging support requirements. Supported commanders must ensure Logistics Troops are involved in operational planning, making the best use of logistics capabilities, and are clearly communicating support requirements to the supporting commands. These guidelines apply at all levels of support and in all types of operations.

To realise operational vision, it is critical logistics leaders and administration of resource allocation must contain costs, maintain supply lines and sustain/integrate with the industrial base. Commander's primary concern is providing the MAGTF commander with a supply capability and resupply when required.

Landing force supplies are the supplies and equipment in the assault echelon and the assault follow-on echelon of the amphibious task force. They sustain the landing force until a distribution pipeline is established from the supporting establishment to the theater of operations. Predeployment planning determines the type and quantity of landing force supplies. The categories of landing force supplies are the basic load, prepositioned supplies, and remaining supplies

Supply consists of procurement, requisitioning, distribution, and maintenance while in storage, and salvage of supplies, including the determination of kind and quantity of supplies and providing materials to equip, support, and maintain a military force is part of sustaining supply line.

Marine Aviation Logistics Squadron is the focal point for aviation supply and maintenance. The supply and maintenance departments manage aircraft consumable and repairable parts and supplies. The supply department receives and processes requisitions for all units. If the item is not in stock, the requisition is passed to the naval supply activity or inventory control point in the theater support area, which either fills the request or forwards it to the appropriate source or to an adjacent theater's naval supply activity.

Ground transportation request is required to use dispatch routes regardless of the number or types of vehicles. A dispatch route designates when traffic volume is expected to exceed capacity or when the route is critical to operations and priority of use is strictly enforced.

Reserve Routes are reserved for the exclusive use of a particular unit or type of traffic, and no other units/traffic may use the route. Reserved routes may be identified for large unit movements. Examples include battle handovers, passage of lines, and commitment of the reserve or withdrawals.

The supply process is a cycle that involves requisition authority, use, and replenishment of supply items. The cycle period for each supply item varies based on criticality code, usage rate, storage and transport capacity, and procurement lead time. Normally, the shorter the cycle, the more intensive the transportation effort becomes. Conversely, items with longer cycles require forward planning and more storage area accommodate the expanded size of the stock objective.

Phases of Supply Support include tactical supply that affects the sustainability of the MAGTF. Tactical supply extends from receipt of finished supplies through issue for use or consumption by the user. supply process is controlled through forecasting, requisitioning, receiving, storing, stock controlling, shipping, disposition, identifying, and

accounting procedures established in directives. Combat requirements often necessitate rapid processing of requests submitted by unusual methods.

Apportionment and allocation decisions establish how much of a particular resource is available to the supported commander. Apportionment is the planned distribution of limited resources among competing requirements; it is a fundamental feature of deliberate planning. In time-sensitive planning, apportionment blends into allocation, which is the actual distribution of limited resources among competing requirements.

Apportionment and allocation are processes that divide limited resources, but they may not always satisfy projected consumption or provide desired sustainment levels. Resolution of shortfalls may require either a commander's intervention to obtain increased apportionments and allocations or modifications to the concept of operations to reduce consumption requirements. Identification of potential apportionment support shortfalls in both operation and support plans is critical to ensure the logistics feasibility of operation plans.

We examine our end-to-end processes with our partners to identify process excellence opportunities to remove barriers and achieve precise execution, fiscal responsibility, and service level accountability through early and meaningful engagement with our partners to balance the requirements and trade-offs necessary to develop the right solutions.

These solutions incorporate customer materiel needs, timelines, and performance assurance as well as administration interests in cost, infrastructure, and the defense industrial base.

We pioneer new ideas, devices, and techniques to support operations. Working with each other, Marines, and stakeholders provides for unique and creative solutions. Emerging application technology supports smart use of logistics information so commander has ability to accomplish three essential tasks: anticipating requirements, allocating resources, and dealing with uncertainty.

Many logistics support requirements are based on the number of Troops and types or quantities of equipment to be supported for a specified period of time over known distances. The basis for estimating other support requirements is less precise, requiring judgment and experience to develop reasonable predictions. Information processing systems have greatly facilitated requirements estimation by allowing planners to merge, categorize, and summarize large quantities of information.

However, in the end, all information systems reflect the inputs of users, and Logistics Troops must review input metrics and underlying assumptions, examine planning output critically, and apply common sense to any plan before it is implemented.

There are two basic uses for information: to promote situational awareness as the basis for a decision and to direct and coordinate actions in the execution of that decision. There

are currently over one hundred logistics information systems within the Marine Corps that support force deployment planning and execution, sustainment, and distribution.

Marine Corps must develop and field logistics systems that will provide near real time, over-the-horizon logistics information. These systems also need to be able to determine future over-the-horizon, surface, and aviation assault support requirements.

Development and fielding of aerial and surface refueling capabilities will need to be included in the over-the-horizon logistics information capability. An over-the-horizon capability is essential to reducing the logistics footprint ashore, especially when sea-based logistics tactics are required.

Global Combat Support System aims to maximize Marine Corps combat effectiveness through logistic information technology. Emerging information technology supports administration of logistics information allows the commander to accomplish three essential tasks: anticipating requirements, allocating resources, and dealing with uncertainty to enable end-to-end, agile, responsive, flexible and reliable logistics processes.

This system provides improved processes, driving quantifiable changes for precision distribution and logistics results. Additionally, it provides cross-functional information to enhance in-transit visibility and total asset visibility, thus affording timely logistics decisions for the entire mission. Programme benefits also include a reduction in wait time, decreased dependency on forward positioned materiel, and less frequent redundant requisitioning.

The system controls inventory issues and will allow Marines to adjust on-hand inventories downward, increase inventory accuracy and validity, and improve initial inventory fills to modernise, integrate, and sustain information technology solutions for Marine Corps logistics units, providing the right logistic metrics, at the right time, and right place. The end state will be a successfully implemented information technology system utilised by the MAGTF and supporting establishments to enhance their logistics capability with minimal disruption to the enterprise network.

Our goals complement our mission as well as represent our commitment to ensuring our agility and responsiveness to the current and emerging needs and expectations of Marines. Achieving these goals requires us to explore innovative opportunities and seize these opportunities to constantly improve our operations and service delivery. We must anticipate changing and future needs to ensure our organisations goals, processes, and performance are innovative, and responsive to current and future Marine Corps requirements.

Objective 1: Anticipate, assess, and meet current and future Marine Corps requirements

Marine requirements change at a moment's notice. It is imperative that troops rapidly

sense and respond to these changes with innovative solutions and optimum support for all classes of supply to includes linking capabilities, such as materiel availability to support Marine readiness, with contingency planning and with Combatant Commanders' Theater Posture Plans. We work with Marines to understand their current requirements and anticipate future needs to ensure the right materiel is available to support critical mission sets. More accurate demand forecasts, stock levels and positioning, paired with a rapid response to emergent requirements are designed to contribute to improved Marine Corps mission readiness.

Objective 2: Identify and mitigate supply system risks to execute and sustain Marine Corps mission

There are significant risks posing severe challenges to supply lines at any given time. It is imperative that we assess, and address these key risk areas across all supply lines. Attention must extend to supplier base, where we must be smart in building vendor relationships to ensure our industry partners protect materiel integrity to effectively support Marines. We implement comprehensive programmes to identify risks, detect nonconforming materiel, and establish secure systems to avoid or mitigate potential disruptions to logistics support and ensure the continuity of essential functions and operations.

Objective 3: Leverage Research and Development programme to incorporate innovation into Marine Corps solutions

We identify and prioritise innovative R&D solutions based on Marine Corps priorities. Understanding disruptive technologies and exploring potential game-changing innovations and other logistics R&D opportunities to support Marines is a critical aspect of the solution. Early exploration and investment in emerging technologies will produce enhanced capabilities for our customers. For example, implementation of robotic technologies, automation in Distribution operations, and 3D printing of hard-to-source and long-lead-time parts will enhance logistics support capabilities and produce more reliable, cost-effective solutions. These innovations will remove barriers to the use of commercial technology, reduce response times, and ensure investments link directly to enhanced support to Marines missions. Since industry R&D labs often generate viable prototypes, we will explore their innovations and invite them to demonstrate their capability-development efforts. Our R&D programme will produce innovative logistics solutions that are more reliable, agile, and cost-effective to achieve rapid and coordinated migration of logistics R&D investments into operational solutions.

Objective 4. Engage industry and other partners in delivery of effective/affordable solutions for Marine Corps

Strong relationships with external partners are vital to achieve mission. We are, and will continue to be, focused on developing innovative business relationships with our industry partners. We need to engage more closely with industry providers of support and materiel and Marine Corps components that receive them to anticipate and meet the demands of



constantly changing circumstances Marines face. As relationships with our partners deepen, we become more knowledgeable about their strengths, challenges, and priorities so we will make more informed decisions in the building and delivery of the right solutions for Marines. Increased communication and collaboration sustain industry partners, as well as Marines. We and our partners share many common goals and, even when we do not, there are opportunities for mutually beneficial collaboration. Our providers can best serve us if they have more information about Marine Corps demand signals, just as we can better target providers and contracts when we have information about production costs, schedules, processes, specialisations, and limitations. We work with industry providers to understand cost drivers, make contract execution easier, and find more efficient and effective production and acquisition methods by establishing routine communication strategy and improve the acceptance and inspection process. We better structure contracts, reduce time to award, engage with industry to address their concerns and leverage their expertise, engage in information sharing, and improve support both before and after contract award. Streamlined contract processes, better communication, and improved relationships and performance with partners and providers are key to success.

Objective 5: Incentivise productivity and innovation meeting Marine Corps requirements through performance-based acquisition contracts

Marine Corps operations have changed with presence in more places than ever before and troops need new tools and processes to adapt. We explore what we and our partners can produce today as well as what we will be capable of producing in the future. We leverage industry agility, competition, and innovation to take advantage of commercial integrated performance-based logistics arrangements through competition to increase access to innovative and high-quality products at reduced costs. We have established standard procedures to identify and pursue opportunities to implement strategic Performance-Based logistics contracts and the review of existing contracts and relationships to leverage performance features that are aligned with our business objectives.

Objective 6: Deliver effective and affordable solutions Support to Marine Corps

We acquire new capabilities and eliminate non-value-added processes to optimise Marine Corps readiness, meet future threats, and reduce total equipment and system ownership costs by driving costs out of operations and materiel acquisitions to ensure an agile capability that can surge as needed to provide support. Accountability is the foundation of good results so we maintain commitments to Marines while ensuring value, efficiency, and effectiveness in every programme. We partner with Marines to improve pricing transparency and to collaborate to build solutions to minimise costs. We offer more discrete and flexible pricing options to allow Marines to select the type of service and performance to best meet mission and affordability needs.

Objective 7: Build and implement flexible strategy to provide logistics excellence for future Marine Corps missions

As programme resources diminish, we must adapt by creating innovative solutions that will enhance our existing service to Marines while using less money. We collaborate with Marines to better understand changing requirements and chart a path to advance our capabilities. By working with industry, we explore best standards for logistics solutions and technology innovations to continually improve all facets of business lines and processes. Concurrently, we identify smart cost-reduction strategies to optimise efficiency and effectiveness, disciplined approaches to define and fund future readiness requirements and capabilities without compromising support to Marines in the field.

Objective 8: Collaborate with Marine Corps on enhanced capability to reduce costs and increase transparency

We are committed to process excellence, improved fiscal predictability, and delivery of acquisition best practices. Our mission partners and stakeholders bring together the programmatic, acquisition, and logistics teams to ensure we deliver affordable, end-to-end solutions. Through our Service readiness summits, we build trust by providing more cost-driver visibility. We provide industry comparisons and cost visibility to all factors that affect cost/benefit changes. We also highlight targets of opportunity for collaborative process improvement resulting in significant cost reductions to Marines without compromising mission outcomes. Success for this objective entails ongoing, open dialogue with Marines about mission requirements, cost and opportunities for cost reduction.

Objective 9: Reduce overall Marine Corps operation and materiel costs

We continue to seek ways to reduce the cost of doing business including better leveraging acquisition tools, such as increased competition, to obtain the lowest possible materiel prices, as well as adopting process of continuous process excellence in all business operations domains. We are improving acquisition processes by focusing on developing smarter solutions that provide more affordable, value-added logistics to Marines. We continue to look for opportunities to improve the efficiency and effectiveness of day-to-day operations, such as re-engineering processes related to improving demand planning, reducing acquisition lead times to minimise inventory investments and holding costs, reducing infrastructure requirements by streamlining distribution and disposition services processes.

Objective 10: Achieve Logistics Enterprise process excellence for our Marine Corps Partners

We optimise processes to obtain the most effective and efficient mission outcomes. We reach this goal through rigorous examination of end-to-end, core, and enabling processes coupled with the use of continuous process improvement tools. Many functional backgrounds are represented in our teams to ensure we optimise, standardise, and implement process improvements to achieve mission success by requiring every level of leadership to evaluate and improve processes within their scope of responsibility. We systematically reassess and implement process innovation to reduce costs, increase speed, improve quality, and make the Marines a more agile organisation. This is accomplished within each organisation and at the enterprise level so we enable, prioritise, and integrate process innovation. Tools such as templates, training, communication and change order activities are employed to make it easier for Marines to do their job, assist leaders with metrics for decision-making, communicate reasons for change, encourage acceptance of continuous process improvement. Process excellence encourages simplification, improves performance and builds solutions we use to better achieve mission outcomes Marines expect.