



Operation Enduring Freedom Ground Equipment Reset Strategy

1 JAN 2012





A MESSAGE FROM THE COMMANDANT OF THE MARINE CORPS

As America's Expeditionary Force in Readiness, the Marine Corps must be ready to respond to any crisis. Remaining true to our 'First to Fight' ethos, we cannot afford a moment's delay in preparing to meet emerging threats around the world. The Marine Corps is a middleweight force; this title entails a high state of readiness and the ability to operate upon arrival. As such, we must swiftly repair and modernize our equipment while also divesting ourselves of what is obsolete. Placing the right equipment, in the proper condition and at the right cost, into the hands of the war fighter is vital to this effort. This comprehensive ground equipment reset strategy serves as our Service level common operating picture. It will unify us towards the planning for and execution of our equipment repair and return to the Total Force.



Sustained combat operations in Iraq and Afghanistan over the past decade have placed an unprecedented demand on our ground equipment. The accelerated degradation to the service life of our ground equipment, resulting from these harsh environments, has far exceeded normal peacetime usage rates. Many items have been destroyed or damaged beyond repair. We must align our force structure requirements, acquisition plans and maintenance strategies to ensure our reset program supports the rapid reconstitution of our force. We also must conduct this reset in stride because our Corps continues to be forward deployed and forward engaged in response to unforeseen threats as well as the many ongoing Combatant Commander requirements for amphibious forces.

This OEF Ground Equipment Reset Strategy charts the way forward. It will guide the planning and execution of logistics tasks needed to restore our combat capability. I require the personal commitment of every Marine to ensure our equipment is repaired and returned quickly to the war fighter.

Resetting our Corps for the future remains my top logistics priority.

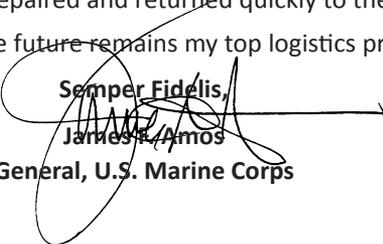
Semper Paratus,

James F. Amos
General, U.S. Marine Corps



Table of Contents

- Purpose** 2
- Introduction** 3
- Situation.** 6
 - Assumptions. 7
- Mission** 8
 - Intent 8
 - Concept of Operations 10
 - Tasks 17
- Coordinating Instructions** 20
- Administration and Logistics** 22
- Command and Signal** 23
- Appendix A: Sample RESET Playbook.** 24
- Appendix B: definitions related to reset and reconstitution** 26

Table of Figures

- Figure 1: Elements of Reconstitution** 6
- Figure 2: OIF Lessons Learned.** 7
- Figure 3: Ground Equipment Reset Informs R2 and Reconstitution** 9
- Figure 4: Redeployment and Retrograde CONOPS.** 11
- Figure 5: Redeployment and Retrograde in support of Reset Strategy.** 11
- Figure 6: USMC Equipment in Afghanistan** 12
- Figure 7: Sample Reset Playbook Data Sheet.** 24

PURPOSE

This reset strategy provides Service level guidance for Operation ENDURING FREEDOM (OEF) ground equipment reset planning and execution to create unity of effort across the operating forces and supporting establishment. As the planning effort turns to execution, guidance in this document will be updated as required to best support and guide Marine Corps-wide reset efforts. The planning and execution of OEF ground equipment reset will be guided by the following:

- Ensure compliance with the Commandant's Planning Guidance (CPG).
- Quickly reestablish presence in the Pacific and achieve improved readiness across the force.
- Ensure ground equipment reset is integrated with equipment modernization objectives, long-term support costs and strategic investment plans.
- Ensure ground equipment reset spending is applied as authorized, documented and assessed against available Overseas Contingency Operations (OCO) funds.
- Ensure the velocity of reset efforts is balanced against the need for depot level overhauls; refresh actions or full replacement of end items in order to protect the long-term health and readiness of critical ground equipment.

“Ensuring the Marine Corps has what it needs to reset and reconstitute for the future is the most pressing concern affecting long-term readiness.”

– Gen Joseph F. Dunford, Jr.

Readiness Subcommittee of the House Armed Service Committee on Total Force Readiness. 26 July 2011



INTRODUCTION

Sustained combat operations in Afghanistan have placed enormous demands on ground equipment. Coupled with the delayed reset from the transition to OEF from Operation IRAQI FREEDOM (OIF), the service life of ground equipment has decreased considerably under the austere operating conditions of the past decade. As the Marine Corps draws down from the current campaign, it is vital that ground equipment returning from OEF is fully reset in order to posture the Marine Corps for the Nation's next crisis.

A fully reconstituted Marine Corps will be trained, equipped, and postured to enable Combatant Commanders to rapidly employ Marine forces in the post-OEF security environment. While the focus of this document is on reset of ground equipment returning from OEF, it is important to understand how the reset strategy fits into ongoing operations and the larger force reconstitution effort. The Marine Corps does not anticipate a post-OEF "operational pause" whereby the Service will have the luxury of focusing exclusively on reset and reconstitution. The Marine Corps must remain ready to respond to unforeseen crises, reconstitute III Marine Expeditionary Force (III MEF), continue to source Marine Expeditionary Units (MEU), and meet the ever-increasing demand for theater security cooperation. This means equipment reset will occur in stride with current operations and the larger reconstitution effort to ensure operating forces and strategic programs are fully equipped with mission capable equipment.



The CPG describes a balanced, lighter and more expeditionary Marine Corps optimized for crisis response and assured access, but capable of accomplishing a broad range of missions. It establishes Service priorities and directs how the Marine Corps will equip the force. The Commandant of the Marine Corps' (CMC's) first priority is to provide the best-trained and equipped Marine units to Afghanistan. His second priority establishes the vision and end state for the reconstituted force: a rebalanced Marine Corps postured for the post-OEF operating environment. This strategy is aligned with the CMC's priorities and guides the execution of his vision within the constraints and realities of a shrinking budget and subsequent strain on new acquisition across the Future Years Defense Program (FYDP).

CMC Priorities:

1. We will continue to provide the best trained and equipped Marine units to Afghanistan. This will not change. This remains our top priority!
 - Support to combat operations and forward deployed Naval Forces.
 - Retrograde and redeployment from OEF executed to support the war fighter.
 - Support MEUs, the MEU Augmentation Program (MAP) and Strategic Reserve.
2. We will rebalance our Corps, posture it for the future and aggressively experiment with and implement new capabilities and organizations.
 - Reset the force and reestablish equipment sets on Okinawa and resume the Unit Deployment Program (UDP).
3. We will better educate and train our Marines to succeed in distributive operations and increasingly complex environments.
4. We will keep faith with our Marines, our Sailors and our Families.

“Alert and Ready, we respond to today’s crisis, with today’s force...TODAY.”

The Headquarters Marine Corps (HQMC) Strategic Ground Equipment Working Group (SGEWG) is the primary body to prioritize equipment distributions to support force transitioning. Identifying equipment the Marine Corps will reset and what it will divest from its inventory will be informed by:

- Prioritizing investment and modernization decisions in accordance with the capabilities of the reconstituted middleweight force.
- Defining the middleweight crisis response and contingency missions with specified unit-level mission essential tasks and equipment requirements to support the range of military operations.
- Equipping to core capabilities for immediate crisis response deployment and building strategic depth.
- Maintaining visibility of acquisition strategies and depot maintenance throughput capacity to ensure reset supports strategic goals.
- Reporting metrics that enable clear articulation of the ground equipment reset progress.

As we execute ground equipment reset, we must strive to ensure the operating forces and strategic programs are outfitted with mission capable equipment as soon as possible. The rate at which equipment returns to the operating forces will be balanced with optimal locations for repair of that equipment.

- Resetting the force is a Marine Corps-wide effort requiring full visibility and integrated actions across HQMC, the operating forces and the supporting establishment. The Deputy Commandant for Installations and Logistics (DC I&L) is the Service lead for developing and overseeing implementation of this strategy. The Marine Corps systems of record will define the requirement and enable the Service to forecast the appropriate allocation of resources to meet future force requirements and maintain combat readiness.

Reset defined

Actions taken to restore unit equipment to a desired level of combat capability commensurate with the units' future mission. There are three components to reset:

- 1. Repair** – The restoration of an item to serviceable condition through correction of a specific failure or unserviceable condition.
- 2. Recapitalization** – Extending the equipment's useful life by returning it to near zero mile/zero hour condition with either original performance specifications or upgraded performance specifications.
- 3. Replacement** – Acquisition of new equipment to replace battle losses, washouts, obsolete equipment, and equipment deployed and left in theater but needed for critical missions.

Reconstitution defined

Actions beyond reset, taken during or after operational employment, to restore or upgrade combat capability to full-spectrum operational readiness. Reconstitution includes personnel, equipment, and training.

**Joint Staff Memorandum, DJSJ 0927-07 dated 22 Oct 2007;
JP1-02 DoD Dictionary "recovery and reconstitute."**

SITUATION

The Marine Corps is embarking on several concurrent initiatives to posture itself in the post-OEF operating environment. The combination of these initiatives (Figure 1) represents the elements of reconstitution that will help shape the middleweight force. Reset actions in support of reconstituting towards a middleweight force will require continual evaluation as these elements progress to assess the impact to current and future equipment requirements. Reset decisions must be integrated with modernization plans and acquisition strategies.

It is imperative the Marine Corps promotes simplicity and unity of effort throughout all aspects of the reset process. The complexities involved with transitioning the force in stride are great. Executing reset actions until completed will be complicated by geography, limited distribution and deployment options, potential acceleration of redeployment timelines and tightening OCO funding.

Recognizing the tightening fiscal budget Department of Defense (DoD)-wide, it is imperative that resetting to a post-OEF middleweight force is operationally effective, yet fiscally efficient. Available reset funds must be maximized to achieve a properly equipped and ready force capable of conducting the full range of military operations.

OEF ground equipment reset actions are underway. A proof of principle applied to initial forces redeploying to home station in accordance with the Presidential directive to drawdown force levels in Afghanistan will validate and refine redeployment and retrograde reset procedures.

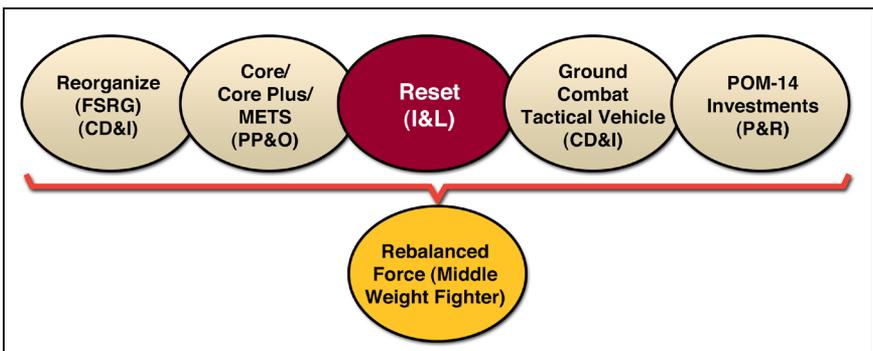


Figure 1: Elements of Reconstitution

Although the Marine Corps has conducted on-going reset-related actions to sustain the OEF Marine Air Ground Task Force (MAGTF), this reset strategy represents a separate and distinct effort focused on equipment redeploying and retrograding from Afghanistan. This will require specific metrics to report

reset progress, validate forecasted liabilities, assess future reset actions against funding requirements, and assist the operating forces and supporting establishment in their planning efforts.

The Marine Corps systems of record will be the primary resource for informing reset actions. However, the ongoing initiatives to define the future force requirements may outpace data within these systems. Therefore, the reset strategy will go beyond simple data pulls to provide leadership the most accurate equipment “intelligence” upon which to base their reset decisions. In addition, as the Marine Corps transitions to Global Combat Support System – Marine Corps (GCSS-MC) at home station and in theater, the operating forces must ensure any issues of transitioning from legacy systems are identified to HQMC and resolved prior to execution.

The reset strategy will use insights from the Marine Corps 2010 Iraq Lessons Learned Symposium (Figure 2) to improve end-to-end visibility, maintain proper management of Contracted Logistic Support (CLS) and divest of non-standard equipment through foreign military sales, transfer, donation or the Defense Logistics Agency Disposition Services (DLA DS) reutilization process. Focusing our maintenance capabilities on only those equipment items the Marine Corps intends to retain is vital to limiting reset liability and realizing fiscal efficiencies.

Assumptions

- The Marine Corps will be funded to its reset liability identified by the HQMC (I&L) Reset Cost Model (RCM).
- Reset actions in theater will be conducted by appropriately staffed and resourced organizations.
- The Marine Corps will be provided appropriate guidance from DoD, Department of State and other entities regarding disposition of appropriate candidates for foreign military sales, donation or other means.

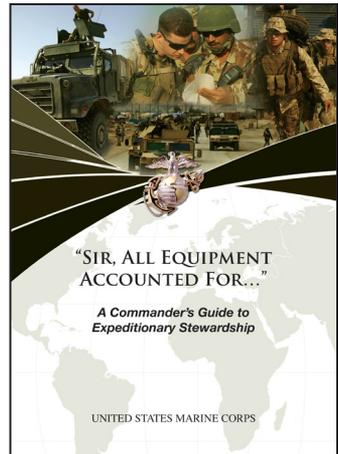


Figure 2: OIF Lessons Learned

MISSION

Concurrent with directed redeployment of Marine Corps forces to home station from Afghanistan and while continuing to sustain OEF ground equipment readiness, the Marine Corps will conduct an in-stride reset of OEF ground equipment to restore, upgrade and rebalance combat capabilities to rapidly posture Marine Corps forces for the future as the Nation's Expeditionary Force in Readiness.



EXECUTION

Intent

Purpose

This document provides Service-level guidance to enable unity of effort in support of OEF ground equipment reset planning and execution. Resetting ground equipment returning from OEF requires a total Service effort to ensure the correct equipment by type, quantity and maintenance condition is positioned for future mission requirements. Optimizing reset actions relies on in-theater equipment assessment, segregation and categorization to effectively move each item directly from theater to its intended destination at minimal cost. Disciplined use of supply, transportation/in-transit visibility (ITV), and fiscal systems of record and processes will ensure visibility, accountability, and fiscal responsibility.

Method

The OEF Ground Equipment Reset Strategy (Figure 3) will:

- Leverage optimal repair locations, both Outside the Continental United States (OCONUS) and within the Continental United States (CONUS). Fix as far forward as possible.
- Leverage “unit move” redeployment processes to maximize velocity and minimize transportation costs.
- Provide Service-level visibility of reset actions and maintain end-to-end visibility of all equipment through the redeployment and retrograde processes.
- Leverage CLS capabilities.
- Capture Marine Corps reset liability.
- Leverage OIF lessons learned.

- Use Marine Corps systems of record (i.e. Total Force Structure Management System (TFSMS), Supported Activity Supply System (SASSY), and GCSS-MC to enable accurate reset planning, decisions, and actions).
- Link ground equipment reset to modernization efforts and new/future acquisitions.
- Conduct ground equipment reset while continuing to support current operational requirements.

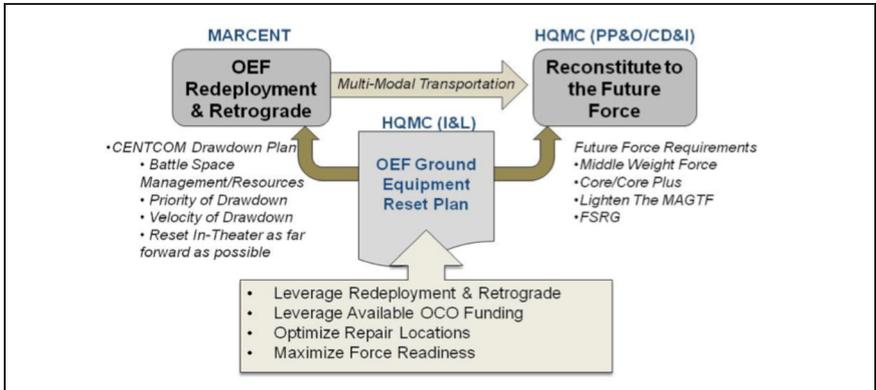


Figure 3: Ground Equipment Reset Informs R2 and Reconstitution

End State

All ground equipment in support of OEF combat operations, pre-deployment training and home station training is replaced, repaired, recapitalized and distributed in accordance with the Marine Corps' reconstitution initiatives.



Concept of Operations

Scheme of Maneuver

DC I&L will exercise three essential actions to ensure transparency and fidelity of reset actions.

- Monitor and validate the equipment reset strategies published in the OEF Ground Equipment Reset Playbook (henceforth referred to as the Reset Playbook) against actual equipment conditions reported by Marine Corps Logistics Command (MCLC). The Reset Playbook integrates Marine Corps equipment requirements data, equipment reset strategies, and on-hand inventories into a comprehensive ground equipment reset management plan. The Reset Playbook highlights individual Class VII, SAC-3 Principal End Items (PEIs) employed in Afghanistan. The Reset Playbook is the Service-level tool to provide a common operating picture for each equipment item and will enable the MARFORs to forecast their logistics and funding requirements.
- Exercise oversight responsibility by capturing the appropriate metrics to assess the progress of reset and forecast future ground equipment reset liabilities to support the reconstitution effort.
- Integrate reset responsibilities with reconstitution and modernization strategies by leveraging established HQMC boards, working groups and other entities to ensure unity of effort.

DC I&L designated the Commanding General, MCLC as the Executive Agent (EA) for the tactical coordination, planning and execution of ground equipment reset. Informed by Marine Corps Systems Command (MCSC) acquisition strategies the CG, MCLC:

- is responsible to DC I&L for end-to-end ground equipment reset actions from theater, through the appropriate OEF Reset Account and until all reset maintenance actions are complete. Using guidance in the Reset Playbook, MCLC will distribute retrograded OEF ground equipment in accordance with CMC equipping priorities and Service equipment life-cycle management strategies.
- through MCLC (Fwd), will execute in theater reset actions, conduct the retrograde of equipment, and assist the redeployment actions of MARCENT and the OEF MAGTF.

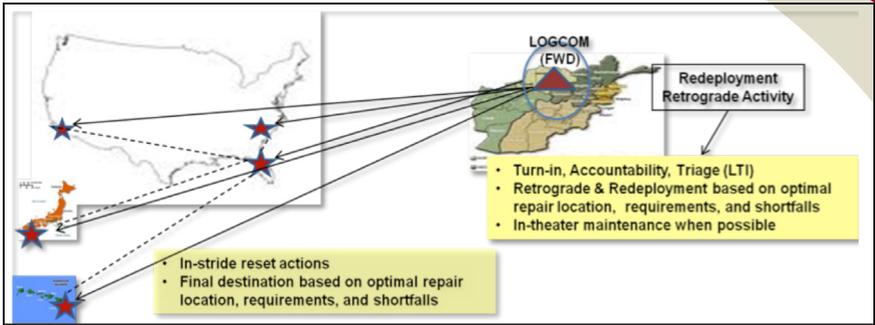


Figure 4: Redeployment and Retrograde CONOPS

The final disposition instructions and optimal repair locations of OEF ground equipment will be informed by Limited Technical Inspections (LTI) conducted in theater (Figure 4). This equipment “triage” process will ensure each item is repaired at its optimal location and moves via the most appropriate transportation mode (Figure 5 & 6). Figure 5 depicts the end-to-end concept of operations (CONOP) for retrograde and reset. Figure 6 graphically depicts the forecasted categorization of ground equipment for redeployment, retrograde or divestment from Marine Corps Inventories Equipment available for Reset and the Playbook are the starting points.

Guided by the Reset Playbook, MCLC provides disposition instructions to MCLC (Fwd), which “triages” the equipment, conducts appropriate in-theater maintenance, Time-Phased Force and Deployment Data’s (TPFDD’s) to a source of repair, and embarks equipment for home stations, depots or strategic programs. Based on the LTI process, each item will be categorized and segregated into one of three movement categories (later defined in Reset Oversight). These equipment movement categories will assist in forecasting strategic lift requirements, as well as identifying OCO ground equipment reset liabilities via the HQMC (I&L) RCM.

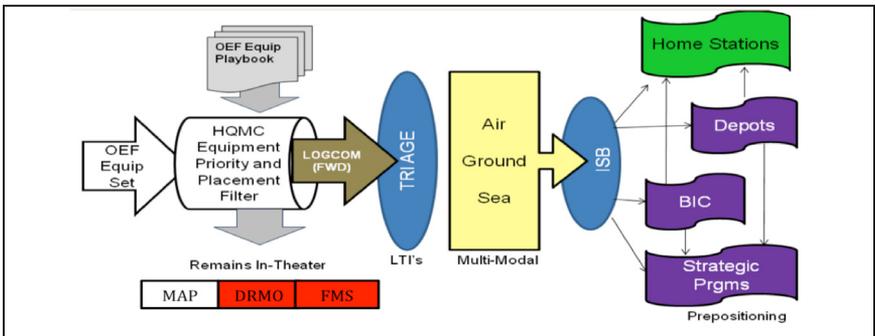


Figure 5: Redeployment and Retrograde in support of Reset Strategy

Reset execution requires a robust capability centered on MARCENT, the OEF MAGTF, and MCLC (Fwd). Sourcing this capability will be accomplished via the global sourcing process and approved through normal MARCENT Manning Document Business Rules “Request for Forces (RFF)” procedures. MCLC (Fwd) will conduct the retrograde of all PEIs, Supply Class VII, SAC-3, and will also assist the OEF MAGTF in the retrograde of secondary repairables. The OEF MAGTF will redeploy forces and retrograde all other classes of supply, as appropriate, to ensure sustainment of the force in-theater.

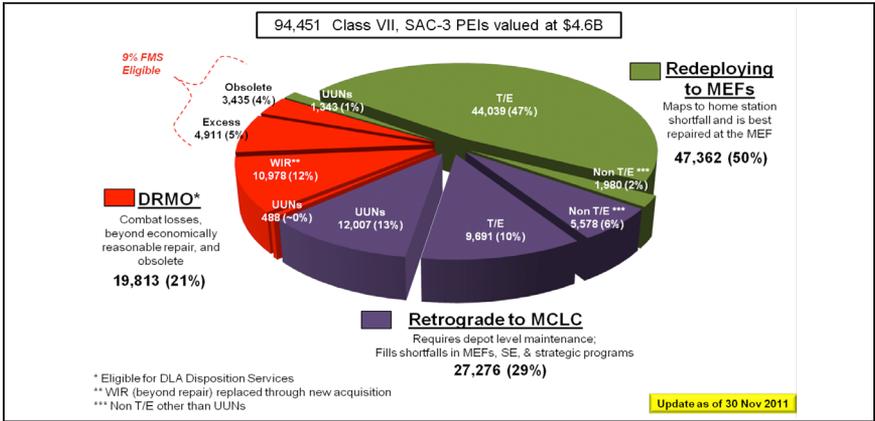


Figure 6: USMC Equipment in Afghanistan

Receiving MARFORs and Marine Expeditionary Forces (MEFs) play an integral role in the reset process. Through established HQMC boards, working groups and DC I&L ground equipment reset conferences, the operating forces will validate the Reset Playbook and the MCLC distribution plan, providing analysis to planning assumptions and ground equipment reset data.

Continual Assessment of Reset

Using the initial redeployment of forces as a proof of principle to analyze the reset methodology and concept of operations, tools and processes described in this Reset Strategy will be reviewed in detail to ensure it is effective in accomplishing its objectives.

At the center of this analysis, the Reset Playbook is the authoritative source for forecasting the ground equipment reset optimal repair locations and OCO funding liabilities. The Reset Playbook identifies equipment returning from Afghanistan and forecasts optimal repair locations based on MCSC and the Program Executive Offices’ (PEO) reset strategies and MCLC recommended distributions.

In considering the Service-level Approved Acquisition Objective (AAO), on hand shortfalls, and CMC equipping priorities, the information contained in the Reset Playbook will inform the MARCENT redeployment and retrograde plan and will provide transparency of those efforts to the force. The Reset Playbook will be updated as required to provide commanders with the most current forecast on returning equipment and reset strategies.

The Reset Playbook is maintained and updated by DC I&L in coordination with CD&I, MCSC and MCLC to provide a Service-level view of reset decisions. It informs stakeholders on the reset methodology and instructs embarkation efforts by providing key information regarding shipping and transportation. The Reset Playbook provides key information and data points to identify potential conflicts and to ensure reset actions are better informed.

A categorization of equipment is used to enable planning for strategic resources, position logistics, anticipate CLS requirements and forecast Marine Corps OCO funding requirements by fiscal year.

- **Category I:** Redeployment. Required to fill shortfalls at the MEF and the equipment reset strategy is to conduct necessary repairs at the MEF Intermediate Maintenance Activities (IMA) or CLS.
- **Category II:** Retrograde. Applies if there is a USMC AAO deficiency at activities other than the Operating Forces or the equipment reset strategy is to conduct necessary repair at organic or external depots managed by MCLC, or if the equipment is excess to, but not identified for divestment from Marine Corps inventories.
- **Category III:** Remains in-theater or Retrograde. MCLC (Fwd) will request disposition instructions from MCLC. Applies if the equipment is obsolete, expected to washout or identified as excess of shortfalls. No requirement exists.

The Reset Playbook informs commanders on **what equipment will be retained, and forecasts how equipment will move** from OEF and be re-distributed to the Service.

The Reset Playbook will inform the allocation and distribution of OEF ground equipment to the operating forces and other pillars of the AAO. Reset Playbook data, integrating systems of record with reset strategies, will inform the MCLC distribution model. Using all sources of equipment to include excesses realized with the reduction of the force, current in-stores inventories, MCSC planned acquisitions and other factors, MCLC will produce its proposed ground equipment distribution plan to HQMC

for approval. Although the Reset Playbook and this Strategy are focused on OEF ground equipment, the total reconstitution effort extends to all inventories across the Service.

The Reset Playbook will be updated as required to reflect the approved equipment allocation and distribution plan. MCLC will transmit distribution instructions to the OEF MAGTF and MCLC (Fwd), based on assessments in theater.

Each Class VII, SAC-3, PEI will have a separate Reset Playbook sheet. Changes will occur as the Reset Playbook is assessed against the initial redeployment of forces. A Reset Playbook sample page is provided at Appendix A.

Reset Strategies

Other Considerations

Acquisition Strategy

Significant amounts of OEF ground equipment may be obsolete or beyond economical repair. Equipment repair cost that exceeds 65% of the replacement cost will be reset through new acquisition. MCLC will identify equipment that meets this criterion and MCSC and the PEOs, in collaboration with CD&I, will ensure new acquisition does not exceed established AAOs.

When feasible, MCSC and the PEOs will identify strategies for the reset of legacy equipment to fulfill equipment shortfalls until new acquisitions are available.

Depot-level Maintenance Strategy

Cost of repairs estimated between 40%-65% of the replacement cost will be reset according to the depot maintenance strategy. The maintenance capabilities of the MARFORs are also a contributing factor in determining if an equipment item is appropriate for depot maintenance. As determined by the reset strategy, equipment may undergo 100% overhaul and rebuild to return equipment to a fully mission capable condition. MCLC in conjunction with MCSC and the PEOs will create the necessary statements of work for depot maintenance and scheduling. DoD or contracted depot maintenance facilities may be used to accelerate ground equipment readiness and return to the operating forces. MCLC will develop a long-term depot maintenance plan to support an effective reset strategy.

Field-level Maintenance Strategy

Cost of repairs estimated not to exceed 40% of the replacement acquisition cost will be generally reset according to the field-level maintenance strategy. Equipment requiring field-level maintenance will generally be shipped to home stations, but may be delivered to MCLC per the equipment item's life cycle management plan.

No Reset Required

Reset will not occur on equipment that is mission capable as determined by the final LTI in theater and is deemed available for immediate issue to the operating forces or the equipment is unique to OEF operations with no long-term Marine Corps requirement. No maintenance action will be taken, unless there is an immediate requirement to support other contingency operations or as identified by the Service life cycle management plan.

Execution of OCO Reset Funds

Ensuring the necessary repairs conducted at the MEF IMA, depots and CLS facilities are completed without detriment to baseline Operation and Maintenance Marine Corps (O&M,MC) funding is a critical component to ensuring the success of this Reset Strategy.

- HQMC (I&L/P&R), will establish specific equipment accounting and funding lines for redeployed and retrograded OEF ground equipment.
- HQMC (I&L) has established specific Department of Defense Activity Account Codes (DODAAC) to enable MCLC to more readily track and report the progress of OEF ground equipment reset actions. These new reset property In-Store Forward Accounts (ISFA), established under the MCLC hierarchy and located at each MEF Initial Issue Provisioning (IIP), will allow MCLC to track equipment from the OEF theater to the designated MEF ISFA and appropriate maintenance facility.
- HQMC (P&R) will publish fiscal guidance detailing the necessary Special Interest Codes (SICs) and cost account codes (CACs) to work in conjunction with this Reset Strategy and to ensure our supply and fiscal accountability systems capture the costs associated with ground equipment reset. This strategy is not fiscally executable without the establishment of these necessary SICs and CACs. Proper cost accounting is the foundation of a successful reset strategy.

The above actions will ensure end-to-end visibility and fiscal accountability for returning ground equipment. The maintenance actions performed at the MEF IMA, depots and elsewhere will be funded by established OCO Reset accounts that clearly distinguish between reset liability and MARFOR baseline O&M,MC accounts.

Mechanics turning the wrenches within the maintenance facilities will associate their work, order repair parts, evacuate Secondary Repairables (SECREPS) to CLS facilities, and ensure complete inventories of associated equipment against the

appropriate reset fiscal codes. HQMC (P&R) fiscal guidance will allow MCLC and the MARFORs to execute the funds authorized for intermediate and depot level reset maintenance actions to ensure accountability and reporting is simplified and base line accounts are left intact.

MCLC and MCSC will take care to ensure funding lines are available through the appropriate CLS contracts and will ensure specific considerations of executing field maintenance reset actions outside of MEF IMA facilities are accounted for.

The maintenance depots and MCSC acquisition plan will also be required to demonstrate reset OCO execution as distinguished from base line spending. It is imperative that the Marine Corps demonstrates a clear and consistent segregation of its reset efforts through financial and accountability reporting.

Finally, this Reset Strategy recognizes the significant acquisition activities likely to occur to replace equipment deemed uneconomical for repair. In coordination with MCLC, MCSC will ensure equipment acquisition triggers are accurately documented and associated to budget forecasts and reset funding execution. CD&I will provide the appropriate oversight to ensure MCSC acquisition strategies are in conjunction with established AAOs and the Marine Corps' reconstitution strategy. PEI sourcing solutions will be regularly reviewed and validated against established AAOs to ensure sustainment and acquisition sourcing is consistent with concepts of employment.

Measuring Reset Progress

The Marine Corps' ability to articulate progress in executing its reset strategy depends on the ability to accurately measure reset actions in terms of speed of return, cost to reset, impacts to readiness and projecting future requirements. This is critical. Relying on unit level supply and maintenance readiness percentages alone will be insufficient to measure the success of this Reset Strategy.

A comprehensive Service level Data Collection Plan will be established to not only measure the numerous and complex aspects of executing ground equipment reset, but to also advise decision makers and inform external agencies. This Data Collection Plan will measure, at a minimum:

- The average rate of return of type equipment along transportation routes and nodes in support of redeployment and retrograde.
- Marine Corps transportation costs associated to retrograde operations.
- The average time to induct equipment into maintenance and time to reset it, by location and organization.
- Monthly execution of OCO reset funds by repair location and type of equipment.

- OCO reset funds expended for non-SAC-3 PEIs, by organization.
- Impact of reset actions on MEF readiness at home station.
- Progress against planned equipment drawn down plan.

HQMC (I&L, PP&O, & P&R), in coordination with MCLC and MCSC, will identify the metrics and reporting mechanisms needed to accurately report the status of ground equipment reset progress. HQMC (I&L) will coordinate the necessary reporting metrics and process flows to inform the data collection process necessary to inform and advise Marine Corps decision makers and external agencies as required.

Tasks

1. Deputy Commandant for Installations and Logistics (DC, I&L)

- Lead for establishing and administering the Service-level OEF ground equipment reset strategy.
- Provide OEF ground equipment reset liability forecast to DC P&R as required.
- Publish and update as required the Reset Playbook in conjunction with this Strategy.
- Develop HQMC reset reporting requirement and publish via separate correspondence.
- Validate on-going acquisition and depot maintenance actions against strategic reconstitution objectives.
- Monitor status of OEF ground equipment reset.
- Provide appropriate resources to oversee implementation of this Strategy.
- Use appropriate HQMC boards, working groups and other venues to ensure MCLC ground equipment retrograde distribution plan supports Service reconstitution priorities.
- Identify core and core plus mission essential tasks for the Logistics Combat Element (LCE) to support CD&I's designation of core and core plus equipment requirements and capacities for high cost/high priority equipment.

2. Deputy Commandant for Plans, Policies, and Operations (DC, PP&O)

- Identify Marine Corps reconstitution priorities.
- Identify CMC equipment priorities for a post-OEF force to include the UDP.

- Ensure the CMC equipping priority list meets the Marine Corps' phased reconstitution objectives.
- Approve the OEF force list and associated ground equipment density lists.
- Identify Marine Corps core and core plus mission essential tasks for the Ground Combat Element (GCE) and assist CD&I with designating core and core plus equipment requirements and capacities for high cost/high priority equipment.

3. Deputy Commandant for Programs and Resources (DC, P&R)

- Forecast OEF equipment reset liability.
- Publish OEF reset fiscal guidance to ensure appropriate resources are placed against reset requirements in conjunction with this Strategy.
- Maintain appropriate programming and budgeting process to support reset.
- Track receipt of reset funding against forecasted reset requirements.

4. Commanding General, Marine Corps Combat Development Command (CG, MCCDC)/Deputy Commandant for Combat Development and Integration (DC, CD&I)

- Identify Marine Corps reconstitution requirements. Designate core and core plus equipment requirements and capacities for high cost/high priority subsets of equipment.
- Develop Program Objective Memorandum (POM) – 14 priorities to support the transition of the force.
- Ensure reconstitution requirements are reflected in TFSMS with MARFOR input, to include near-term and future known/projected requirements such as the resumption of UDP.
- Identify equipment sustainment requirements for Joint Urgent Operational Needs (JUON)/Urgent Universal Need Statement (UUNS) fielded equipment Interactive Courseware (ICW) MCSC.
- Identify obsolete equipment requiring reset in support of MCSC acquisition strategy.
- Integrate and align the efforts of other force development operational planning teams defining transition of the force.
- Identify core and core plus mission essential tasks for the CE.

5. Commander, Marine Corps Systems Command (MCSC)

- Lead and coordinate reset planning and execution strategies across MCSC and supported PEOs, and Program Offices.
- Identify MCSC and the PEOs' requirements to facilitate reset planning and execution for ground equipment.
- Identify ground equipment acquisition reset/life cycle strategies.
- ICW MCLC, identify CLS strategies.
- Publish OEF ground equipment configuration management guidance.
- Validate equipment reset strategies ICW HQMC (I&L and CD&I)
- Execute acquisition actions of ground equipment determined uneconomical to repair.
- Manage OEF ground equipment foreign and domestic military sales and donation strategies.

6. Commanding General, Marine Corps Logistics Command (MCLC)

- As DC, I&L EA for reset execution, promulgate tactical planning, coordination and execution of reset actions.
- Publish a tactical execution plan for OEF ground equipment reset.
- Identify to COMUSMARCENT necessary resources to execute reset actions in theater.
- Execute distribution as directed.
- Execute a depot maintenance plan in conjunction with MCSC reset/life cycle strategies and the Reset Playbook.
- Identify CLS requirement to facilitate reset actions.
- In coordination with the home station MEF, support home station maintenance augmentation requirements.
- Support MEF reception, maintenance, and distribution of equipment at home stations as required.
- Support distribution and reception of equipment to Marine Corps strategic programs.
- Support distribution and reception of equipment to the Marine Forces Reserve.
- Report, as required, to DC I&L regarding OEF ground equipment reset execution.
- Ensure total asset visibility throughout the redeployment/retrograde process.

7. Commander, Marine Corps Forces Command; Commander, Marine Forces Pacific Command; and Commander, Marine Forces Reserve.

- Advise through appropriate HQMC boards and working groups on the MCLC distribution plan.
- Conduct internal distribution and field-level maintenance on OEF ground equipment returned to home station in accordance with this Reset Strategy and the Reset Playbook.
- Identify requirements to DC I&L to execute reset strategy.
- Coordinate with MCLC for reset support and augmentation, as required.
- In coordination with MCLC, identify ground equipment maintenance reset funding requirements to DC, P&R and DC, I&L.
- Provide input to DC, CD&I to ensure Operating Force (OPFOR) reconstitution requirements are accurately reflected in TFSMS.

8. Commander, U.S. Marine Corps Forces, Central Command

- Lead for redeployment and retrograde.
- Execute redeployment and retrograde in support of Service reset objectives.
- With MCLC, ensure total asset visibility throughout redeployment and retrograde process.
- Maintain Operational Control (OPCON) of Marine Forces in designated multi-modal intermediate staging bases (ISBs) (i.e. Kuwait, Jordan, Oman, etc.).
- Report, as required, the status of OEF redeployment and retrograde operations.

COORDINATING INSTRUCTIONS

- The Joint Planning and Execution System (JOPES) will be used when redeploying associated unit equipment and to facilitate retrograde operations.
- MAGTF Deployment Support System II (MDSS II) is the USMC program of record for deployment and redeployment support operations and will be used to capture and facilitate redeployment and retrograde requirements and facilitate ITV.



- Equipment fielded via the Joint Urgent Operational Needs Statement (JUONS), Universal Need Statement (UNS) or Urgent Universal Need Statement (UUNS) process that is not registered in TFSMS as an enduring requirement will be validated by DC CD&I as an enduring Marine Corps requirement. MCSC and the PEOs, in collaboration with HQMC, will develop divestment options for equipment not validated as an enduring requirement.
- Total Asset Visibility (TAV) is an objective standard for all OEF Redeployment and Retrograde material. TAV will be achieved and maintained by adherence to DoD, Joint and Service Force Deployment Planning and Execution (FDP&E) policy and doctrine and by leveraging DoD Joint and Service programs of record and inherent capability. Asset accountability will be maintained within applicable DoD and Service programs of record. ITV will be enabled by utilizing the DoD and Service FDP&E process and the attendant programs of record (i.e., JOPES TPFDD, Joint Force Requirements Generator II (JFRGII), and MDSSII). ITV data will be processed and provided pertinent to DoD, Joint and Service guidance.
- Active-Radio Frequency Identification (aRFID) will be used on all applicable, individual equipment items, containers and pallets to ensure ITV throughout the redeployment and retrograde process. Process adherence, accurate and timely accountability transactions and accurate ITV usage will result in TAV for OEF reset material.
- Transfer of equipment to foreign governments is subject to the Arms Export Control Act, Section 21; The Foreign Assistance Act, Section 516 and other applicable orders and directives. Category III equipment (no Marine Corps requirement for retention) may be made available for sale or transfer to the government of Afghanistan, other foreign governments, or to domestic states, agencies and other Services. If equipment is a candidate for donation or sale, MCSC and the PEOs are responsible for developing and implementing plans to divest that equipment from Marine Corps inventories. MCSC will ensure that disposition instructions regarding the transfer of equipment to any foreign or domestic government or agency are appropriately identified to HQMC (I&L), MARCENT and MCLC.
- OEF Equipment Tracker will provide total asset visibility for reset actions. MCLC will make its Equipment Tracker available to the Reset Stakeholders.

ADMINISTRATION AND LOGISTICS

The OEF Ground Equipment Reset Strategy provides unity of effort to ensure delivery of the right equipment in the right maintenance condition in the most efficient, rapid and cost effective manner. Operating forces and strategic programs must be reconstituted with mission capable equipment poised to deploy when needed. To enable this, the following guidance is provided.

- Commander, MCSC will ensure systems of record accurately reflect current acquisition and modernization strategies. Discrepancies between systems of record and reset strategies will be adjudicated via the Reset Playbook. MCSC, through its International Programs Directorate, will determine appropriate candidates for Category III equipment divested via foreign military sales, donation or by other means. In determining the most effective means to accomplish the goals of this Strategy, transportation costs will be assessed against the operational needs of the force, competition for resources in Afghanistan, and throughput at ISBs in theater. OCO funds must be executed in the fiscal year requested; mandating the equipment rate of return to the location of repair is a critical component of the P&R forecast.
- As a general rule, all PEIs will move from theater with their associated equipment (Supply System Responsibility Items (SSRI) and Using Unit Responsibility Items (UURI)) to the extent feasible as permitted by CENTCOM redeployment/ retrograde policies. Detailed configuration guidance will be provided via a MCSC appendix to the Reset Playbook. The removal (de-install) of SL-3 equipment will be limited to the components that must be removed to conduct wash down of equipment and/or safeguard equipment while in-transit. Cables will not be cut.
- The Marine Corps must anticipate the effects of fielding GCSS-MC at home station and in theater on this ground equipment reset strategy. It is likely that equipment returning from theater will transact from legacy SASSY accounts to newly implemented GCSS-MC accounts or vice versa. DC I&L's GCSS-MC Total Force Integration (TFI) – Coordination Cell in coordination with the MCLC Retail Support Branch, MCSC and the PEO Enterprise Information Systems, GCSS-MC Program Office have primary responsibility to anticipate and resolve potential conflicts between this Strategy and the fielding of GCSS-MC.

COMMAND AND SIGNAL

- DC I&L is the Service lead for OEF ground equipment reset. The Assistant Deputy Commandant (ADC), Logistics, Plans, Policies and Strategic Mobility Division (LP) is DC I&L's lead in coordinating ground equipment reset.
- COMUSMARCENT is the lead for redeployment and retrograde of forces from the CENTCOM Area of Responsibility (AOR).
- CG OEF MAGTF and the CO MCLC (Fwd) are the lead for conducting redeployment of forces and Category I equipment in accordance with COMUSMARCENT directives.
- CG, MCLC is DC I&L's EA for the tactical planning, coordination and execution of the ground equipment reset plan. Through CO MCLC (Fwd), CG, MCLC conducts the retrograde of Category II equipment and with the OEF MAGTF executes disposition instructions of Category III equipment as identified by the Commander, MCSC.
- Commander, MCSC will identify and ensure acquisition policies and processes are in place and enforced. In coordination with the PEOs and PMs, Commander, MCSC will identify acquisition requirements to facilitate reset planning and execution of ground equipment.



- B. Reset strategies broken down by NSN. These strategies represent best estimates of the level of repair necessary to reset the equipment.
- C. Identifies additional attributes of the item.
- D. Forecasted categories were calculated using: (1) the reset strategies to estimate the condition of the equipment when it returns to CONUS and (2) the forecasted final distribution information that was provided by MCLC. In this example we can see that two pieces of equipment are selected to fill shortfalls at I MEF but are predicted to require depot level maintenance, and therefore they will become CAT II.
- E. General information pertaining to reset of the item.

3. Operational View of the R2 Distribution Plan:

- A. LTI Disposition Information should be used to determine disposition instructions once a condition assessment of the item is performed. It is possible that once performed, the LTI will suggest a disposition that is different from the forecasted categories due to estimation error in the reset strategies.
- B&C. Lift criteria and transportation information that shows options for lift out of theater.
- D. Forecasted final distribution provided by MCLC from the Equipment Sourcing Tool (EST).
- E. Shows the footprint of the item.
- F. Shows constraints for this piece of equipment during transport to CONUS. If the item has associated TAMCNs, the user is instructed to go to the appendix, where more specific information will be displayed.

Appendix B: definitions related to reset and reconstitution

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| ACQUISITION PROGRAM | A directed, funded effort that provides a new, improved, or continuing materiel, weapon or information system, or Service capability in response to an approved need. |
| APPROVED ACQUISITION OBJECTIVE (AAO) | The quantity of an item authorized for peacetime and wartime requirements to equip and sustain U.S. and Allied Forces in accordance with current DoD policies and plans. This quantity shall be sufficient to support other U.S. government agencies as appropriate (DoD 4140.1-R). |
| AUTOMATED IDENTIFICATION TECHNOLOGY (AIT) | A suite of tools for facilitating total asset visibility source data capture and transfer. Automated identification technology includes a variety of devices, such as bar codes, magnetic strips, optical memory cards, and radio frequency tags for marking or “tagging” individual items, multi-packs, equipment, air pallets, or containers, along with the hardware and software required to create the devices, read the information on them, and integrate that information with other logistic information. Also called AIT. Source: Joint Publication 3-35 |
| CONDITION CODE | A code used to indicate the physical condition of materiel considered and reported as excess to requirements and allowances and/or to be disposed or redistributed. |
| CONTRACTED LOGISTICS SUPPORT | Support in which maintenance operations for a particular military system are performed exclusively by contract support personnel. Source: Joint Publication 4-07 |
| EQUIPMENT DENSITY LIST (EDL) | A unit’s list of combat, combat support, and combat Service support equipment authorized/required for operations. |
| EXCESS EQUIPMENT | That portion of the total quantity of an item on hand which exceeds authorized stock/retention levels or prescribed allowances. |
| FORCE LIST | A total list of forces required by an operation plan, including assigned forces, augmentation forces, and other forces to be employed in support of the plan. |
| GLOBAL COMBAT SUPPORT SYSTEM-MARINE CORPS (GCSS-MC) | Provides capabilities that support the physical implementation requirements and support discreet performance measures necessary to accomplish enterprise logistics transformation objectives. |
| GLOBAL TRANSPORTATION NETWORK (GTN) | The automated support necessary to enable US Transportation Command and its components to provide global transportation management. The Global Transportation Network provides the integrated transportation data and systems necessary to accomplish global transportation planning, command and control, and in-transit visibility across the range of military operations. Source: Joint Publication 4-01 |

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| <p>HOME STATION SHORTFALLS</p> | <p>Equipment that was removed from a facility/activity in order to support operations in the CENTCOM AOR and therefore results in a shortfall that cannot be addressed from remaining inventory. The equipment is essential for the facility/activity to achieve its training objectives, mission readiness, or both prior to deploying to the CENTCOM AOR. A home station is the garrison location, usually in the continental United States, for a unit that is not deployed for training or operational mission requirements.</p> <p>Source: United States Government Accountability Office (GAO) Report 07-814</p> |
| <p>INTERMEDIATE STAGING BASE (ISB)</p> | <p>A temporary location used to stage forces prior to inserting the forces into the host nation.</p> |
| <p>IN-TRANSIT VISIBILITY (ITV)</p> | <p>The ability to track the identity, status, and location of Department of Defense units, and non-unit cargo (excluding bulk petroleum, oil, and lubricants) and passengers, patients, and personal property from origin to consignee or destination across the range of military operations.</p> |
| <p>INTEGRATED DATA ENVIRONMENT/ GLOBAL TRANSPORTATION NETWORK CONVERGENCE (IGC)</p> | <p>Provides the DoD with an integrated and networked, end-to-end visibility, deployment, and distribution capability. IGC supports the Joint Force Commander's ability to make decisions based on actionable logistics information. IGC integrates DLA's Enterprise Business System with the Global Transportation network to achieve the required enterprise architecture compliance and the desired net-centric end state to provide a timely and accurate logistics common operating picture.</p> |
| <p>JOINT FORCE REQUIREMENTS GENERATOR II (JFRG II)</p> | <p>A software application designed to provide a state-of-the-art, integrated and deployable Automated Information System (AIS) that supports strategic force movements within a mandated 72-hour timeframe. JFRG II provides rapid force list creation and interfaces with JOPES, TC-AIMS II, MDSS II, and the WRS.</p> |
| <p>JOINT OPERATION PLANNING AND EXECUTION SYSTEM (JOPES)</p> | <p>A system that provides the foundation for conventional command and control by national- and combatant command-level commanders and their staffs. The Joint Operation Planning and Execution System includes joint operation planning policies, procedures, and reporting structures supported by communications and automated data processing systems. It is used to monitor, plan, and execute mobilization, deployment, employment, sustainment, and redeployment activities associated with joint operations.</p> <p>Joint Publication 4-01.2</p> |
| <p>JOINT URGENT OPERATIONAL NEED STATEMENTS (JUONS)</p> | <p>A process for joint urgent operational need statements (JUONS) was created in 2004 to facilitate effective tracking and fulfillment of joint combatant command needs.</p> |

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| MAGTF DEPLOYMENT SUPPORT SYSTEM II (MDSS II) | <p>A standalone system used by the Marine Corps to support Force Deployment Planning and Execution (FDP&E) and feeds JFRG II to create an executable TPFDD. It reads/writes standard Military Shipping Labels (MSL), and active Radio Frequency Identification (RFID) tags. It collects and formats data for transmission to the ITV server and exchanges information with Marine Corps, other Service and joint logistics, movement and distribution systems.</p> |
| MODERNIZATION | <p>Replacing legacy equipment with new, updated, and different capabilities (e.g., Advanced Combat Optical Gun sights where no rifle optics existed before).</p> <p>Source: United States Government Accountability Office (GAO) Report 07-814, September 2004</p> |
| OEF GROUND EQUIPMENT RESET PLAYBOOK | <p>The OEF Ground Equipment Reset Playbook is produced by HQMC (DC, I&L) in coordination with MCSC (PMs) and MCLC, and validated by the MARFORs. It informs commanders and logisticians of the methods by which equipment will be retrograded, allocated and distributed to the operating forces and other pillars of the AAO upon redeployment and retrograde from OEF. It instructs embarkation and logistics personnel on where each equipment item will be shipped, and provides them key information regarding shipping, packing and transportation.</p> |
| RADIO FREQUENCY IDENTIFICATION (RFID) | <p>RFID (radio frequency identification) is a technology that incorporates the use of electromagnetic or electrostatic coupling in the radio frequency (RF) portion of the electromagnetic spectrum to uniquely identify an object, animal, or person. RFID technology does not require direct contact or line-of-sight scanning. An RFID system consists of three components: an antenna and transceiver (often combined into one reader) and a transponder (the tag).</p> |
| RECAPITALIZATION | <p>Extending the equipment's useful life by returning it to near zero mile/zero hour condition with either original performance specifications or upgraded performance specifications.</p> |
| RECONSTITUTION | <p>Actions beyond reset, taken during or after operational employment, to restore and/or upgrade combat capability to full-spectrum operational readiness. Reconstitution includes personnel, equipment, and training. Force reconstitution spans activities from normal sustainment (rearm, refuel, recover (dwell), repair, and replace), through reorganization and regeneration of units to redeployment.</p> <p>Source: Joint Staff Memo, DJSJ 0927-07 dtd 22 Oct 2007</p> |
| REDEPLOYMENT | <p>The transfer of forces and material to support another joint force commander's operational requirements, or to return personnel, equipment, and materiel to the home and/or demobilization stations for reintegration and/or out-processing.</p> <p>Source: Joint Publication, 3-35</p> |

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| RESET | <p>Actions taken to restore units to a desired level of combat capability commensurate with the units' future mission.</p> <p>Source: OSD-ATL Policy Memo dtd 26 Jan 2007 and Joint Pub 4-0, Joint Logistics</p> |
| RETROGRADE | <p>Any movement of a command, equipment, or personnel to the rear, or away from the enemy. It may be forced by the enemy or may be made voluntarily. Such movements may be classified as withdrawal, retirement, or delaying action.</p> <p>Source: Joint Publication, 1-02</p> |
| SECONDARY REPAIRABLES | <p>Certain specified items which are not functional by themselves but are components of other items. These items are defined in detail and managed in accordance with the current edition of MCO P4400.82.</p> |
| STRATEGIC GROUND EQUIPMENT WORKING GROUP (SGEWG) | <p>The SGEWG is chartered as an advisory and information-sharing body intended to facilitate CMC decision-making and address ground equipment shortfalls in Equipment Density Lists (EDLs) of operating forces preparing to conduct, conducting, or returning from contingency operations. The group's principle objectives are to coordinate and prioritize equipment allocation, and to present policy recommendations to leadership for decision.</p> <p>SGEWG Charter – 3 Aug 09</p> |
| SUPPLY SYSTEM RESPONSIBILITY ITEMS (SSRI) | <p>Items listed under this category are furnished by the supply system when the end item is issued. They will be transferred with the end item during redistribution or other changes of custody unless otherwise specifically directed by the appropriate authority.</p> |
| SUPPORTED ACTIVITIES SUPPLY SYSTEM (SASSY) | <p>SASSY was designed to function as a centralized, record keeping, stock manager, and forecaster supply system. Using computer equipment centrally located at the SASSY Management Unit (SMU), SASSY performs the daily record keeping of the loaded unit. SASSY reduces the mathematical and clerical functions of the unit. Computer produced documentation is provided to the unit to facilitate receiving, issuing, and accounting for material.</p> |
| TOTAL ASSET VISIBILITY (TAV) | <p>It is defined as the capability to provide users with timely and accurate information on the location, movement, status, and identity of units, personnel, equipment, materiel, and supplies. It also includes the capability to act upon that information to improve overall performance of DoD's logistic practices. It is a goal for transforming the DoD logistics supply chain and is enabled by automatic identification technology (AIT), the name given to devices that can be used at nodes in the logistics supply chain to provide data.</p> |

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| TOTAL FORCE STRUCTURE MANAGEMENT SYSTEM (TFSMS) | <p>The United States Marine Corps (USMC) Total Force Structure Management System (TFSMS) is the authoritative source for Marine Corps force structure data and provides capabilities for web-enabled automated workflow, planning and decision support within an integrated environment. Its data resources support decision processes across a wide breadth of USMC enterprise business and war fighting mission areas. Future capabilities require enhancements to integrate evolving Global Force Structure Management capabilities and reporting requirements, as well as, Global Information Grid net-centric shared data architectural transformations.</p> |
| UNIVERSAL NEED STATEMENT (UNS) | <p>The completed Universal Need Statement is the most important information component in the Expeditionary Force Development System (EFDS). As the primary means of entry into the EFDS, the UNS acts as a “work request” for current and future capabilities. The UNS identifies operational enhancement opportunities and deficiencies in capabilities. Opportunities include new capabilities, improvements to existing capabilities, and elimination of redundant or unneeded capabilities. “Universal” highlights its common use by any Marine Corps organization to capture both current needs and future needs developed through analysis, assessment, and experimentation with future war fighting concepts.</p> |
| URGENT UNIVERSAL NEED STATEMENT (UUNS) | <p>Equipment determined critical for mission contingency accomplishment that is not already included in a deploying unit’s table of allowance or available in the existing inventory for which an urgent need exists such that expedited fielding is required (e.g., explosive ordnance disposal robots and X-Ray Backscatter machines for checkpoints). All UUNS requests are validated/approved by the Marine Corps Requirement Oversight Council (MROC).</p> <p>Source: United States Government Accountability Office (GAO) Report 07-814</p> |
| USING UNIT | <p>The lowest command echelon authorized a supply account maintained and administered by a supply/property control officer.</p> |
| USING UNIT RESPONSIBLE ITEMS (UURI) | <p>These are items that are not issued with the end item during initial provisioning and subsequent fielding. The using unit, not to exceed the stated quantity, must requisition items in this category. The CO can authorize, in writing, to hold less than the stated quantity if the item does not meet the criteria reported.</p> |

