



MARINE CORPS LOGISTICS IT PORTFOLIO STRATEGY

2014





FOREWORD



Information Technology (IT) can be either a strategic enabler that improves the ability to manage and disseminate data, information, and knowledge or a source of friction that results in increased uncertainty and costs just to maintain the status quo. Over the past two decades, logistics IT (Log IT) has evolved into one of our most critical assets. Heavy IT investments have been made because the benefits can be far-reaching and transformative. However, the rush to invest and rapidly develop IT capabilities has created a portfolio of systems that is larger than ever, fiscally unsustainable, and most importantly, not optimally aligned with future operational and infrastructure requirements.

Log IT faces two critical challenges in the coming decade; the need to support the emerging operational requirements focused on smaller disaggregated MAGTFs as described in Expeditionary Force 21 (EF 21) and a highly pressurized fiscal environment. This situation demands that the Log IT portfolio provide the agility, reliability and responsiveness to support expeditionary, dynamic and disaggregated forces with precise, disciplined investment decisions.

The Marine Corps Logistics Information Technology Portfolio Strategy is our response to these challenges. This document establishes the vision,

guiding principles, portfolio components, and goals and objectives for Log IT over the next ten years. Ultimately, it establishes that we will take a logical, consistent, transparent approach to managing our Log IT portfolio, ensures linkages with other IT portfolios within the Marine Corps and Joint portfolios where appropriate, and enables smart divestitures of systems that are not aligned with the future security environment defined in EF 21.

As we continue to navigate the rough seas of budgetary constraints and an increasingly complex security environment, winning our Nation's battles demands that we operate as effectively and efficiently as possible. This strategy outlines my vision and an actionable plan for how the Log IT portfolio will act with a sense of urgency to make necessary improvements in order to thrive today and in the future.

Semper Fidelis,

A handwritten signature in black ink that reads "W. M. Faulkner". The signature is fluid and cursive.

William M. Faulkner
Lieutenant General, U.S. Marine Corps
Deputy Commandant, Installations and Logistics



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INTRODUCTION

The Logistics Information Technology (Log IT) Portfolio Strategy identifies the guiding principles, the portfolio components, and the goals and objectives to be achieved in the next ten years (2014-2024). This strategy is framed by a host of Marine Corps strategic documents such as Expeditionary Force 21 (EF 21), The Marine Corps Service Campaign Plan 2012-2020, and the Commandant's Planning Guidance. The foundation for the Log IT Strategy is provided by The Marine Corps Installations and Logistics Roadmap (MCILR) and the Marine Corps Information Enterprise (MCIENT) Strategy. While the MCILR provides the cardinal direction for enhancing innovation and proficiency required for operational effectiveness, the MCIENT describes the conditions necessary to transition the logistics community into a knowledge-based element of the Operating Forces (OpFor) and Supporting Establishment (SE) that achieves decision and execution superiority. Achieving this vision requires a portfolio that is able to meet the demands of the current operating environment while simultaneously preparing for and responding to emerging threats. To meet these

combined challenges, we must deliberately plan, create, assess, balance, communicate, and sustain the portfolio. The success of the portfolio relies on efforts to leverage the expertise and strengths of all stakeholders through advocacy, requirements development, acquisition, implementation, operations and end-to-end management. The Log IT Strategy will be reviewed annually and updated when necessary.

The portfolio planning methodology consists of two elements: The Log IT Portfolio Strategy and the Log IT Portfolio Management Implementation Plan. This strategy provides a common understanding of the vision for the portfolio and identifies the goals and key objectives that prioritize efforts in shaping the future. The goals and objectives found in this strategy will be achieved across two main components of the Portfolio: Marine Air Ground Task Force (MAGTF) Logistics Support Systems (MLS2) and Enterprise Logistics Support Systems (ELS2).

The subsequent document to this strategy will be the Log IT Portfolio Management Implementation Plan. The Implementation Plan will delineate the Log IT portfolio management



governance framework and processes for making sound decisions related to resources and specific systems. Together the strategy and implementation plan complement the MCILR and guide resources toward a more efficient and effective Logistics Chain Management (LCM) and C2 for logistics capability.

THE LOG IT PORTFOLIO IN CONTEXT

THE OPERATING ENVIRONMENT

As the Marine Corps transitions from a decade of land based operations back to our Naval roots and rebalances to better support expeditionary operations, effective data, information, and knowledge management are more critical than ever. The challenge to provide the optimal mix of capabilities begins with supporting emerging operational requirements that are focused on smaller MAGTFs such as the MEUs, and non-traditional MAGTFs, such as the Special Purpose MAGTFs, and geographically disaggregated or rotational forces.

The Log IT portfolio must provide the agility, reliability and responsiveness to support these expeditionary, dynamic and even disaggregated or composited forces. At the same time, the portfolio must also have the robustness and capacity to provide logistics chain and life cycle management for the total depth of our assets and infrastructure.

The intent of the portfolio is to drive greater OpFor and SE capabilities through improved management and integration of logistics IT systems across the enterprise. The portfolio is comprised of Automated Information Systems (AIS) and applications to support ground logistics, installations, facilities, and environmental (IF&E) management requirements. These systems and applications have largely been developed from a combination of government-off-the-shelf (GOTS) and commercial-off-the-shelf (COTS) software to meet specific requirements within functional areas, and in most cases were designed as independently managed, stand-alone capabilities. Leaders are frequently inundated with data and information from multiple sources that often appears

contradictory or insignificant. This can lead to a general distrust in the data and its relevance in the decision making process. The result is reduced logistical flexibility and responsiveness and reliance on “brute force” logistics.

THE FISCAL ENVIRONMENT

In light of fiscal constraints into the foreseeable future, the portfolio is unsustainable in its current state. Many of the portfolio systems and applications were procured using Overseas Contingency Operations (OCO) funding which did not allow for lifecycle sustainment costs. OCO funding, however, is quickly diminishing and will be fully withdrawn in the near future. While essential to support the past ten years of combat operations, OCO funding has inadvertently fueled development of logistics information systems and other non-programs of record to meet urgent needs with no means for long-term sustainment and interoperability. Fiscal pressures and the MCILR require that we expeditiously conduct an enterprise-wide review of our logistics IT capabilities to properly prioritize systems and applications for sustainment, divestiture and future investment.

THE MANAGEMENT ENVIRONMENT

The logistics community is lacking an effective portfolio management construct. As a result, the processes and procedures for advocacy, requirements development, acquisition, fielding and sustainment planning for the portfolio are uncoordinated, underfunded, and insufficiently integrated with other Marine Corps advocate portfolios and Joint systems. This has contributed to an incomplete view of enterprise IT functionality, an inability to transition smoothly from garrison to deployed operations, and



**WE MUST TRAIN AND EDUCATE
OUR MARINES AT ALL LEVELS
ON THE CHALLENGES AND
OPPORTUNITIES PRESENTED
BY THE INFORMATION AGE SO
THAT IT BECOMES INHERENT IN
EVERYTHING WE DO.**



- Marine Corps Vision and Strategy 2025



“ COMMANDERS ARE DYING OF THIRST FOR INFORMATION, BUT DROWNING IN A SEA OF DATA. ”

- Anonymous



proliferation of non-programmed “pet projects” that lack valid requirements documentation. To strengthen the portfolio, this strategy establishes the single, authoritative goals and objectives that will guide and inform future logistics IT capability and investment decisions, supporting plans, concepts and programming initiatives.

VISION

An interoperable Logistics IT portfolio that provides a more integrated and scalable end-to-end LCM and C2 for Logistics capability supporting the Operating Forces’ and Supporting Establishment’s requirements.

The vision for the Portfolio must include the following improved end-state characteristics:

- » End-to-end logistics chain visibility
- » Net-centric data and services
- » Reliable and flexible capabilities
- » Responsive and scalable processes
- » Integrated with other key MAGTF and Joint Systems

GUIDING PRINCIPLES FOR THE PORTFOLIO

- » **Improve Operational Capabilities** – The portfolio exists to provide greater operational capabilities and must continually evolve to support future requirements.
- » **Transparency** – To truly understand investments in the portfolio, each investment must be measured to determine the operational value gained for that expenditure.
- » **Governance** - Effective portfolio governance requires clearly defined and measurable objectives and accountability that are embraced by Marine Corps Installations Command (MCICOM), Logistics Command (MARCORLOGCOM), Systems Command (MCSC) and Combat Development and Integration (CD&I).



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WHOEVER CAN MAKE AND IMPLEMENT HIS DECISIONS CONSISTENTLY FASTER GAINS A TREMENDOUS, OFTEN DECISIVE ADVANTAGE. DECISION MAKING THUS BECOMES A TIME-COMPETITIVE PROCESS, AND TIMELINESS OF DECISIONS BECOMES ESSENTIAL TO GENERATING TEMPO.

- FMFM 1, Warfighting

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LOGISTICS IT PORTFOLIO COMPONENTS

In order to ensure a balance of capabilities and to properly manage and prioritize resources, the portfolio is segmented into the following two components:

MARINE AIR GROUND TASK FORCE LOGISTICS SUPPORT SYSTEMS (MLS2)

MLS2 are the current and future Log IT capabilities used primarily to provide logistics support to the MAGTF from garrison, operating bases, the seabase, and during expeditionary operations ashore. MLS2 enable tactical and operational level LCM and C2. It provides the MAGTF the capability to capitalize on Naval Logistics Integration and interoperate with joint and coalition logistics partners and providers.

ENTERPRISE LOGISTICS SUPPORT SYSTEMS (ELS2)

ELS2 are the current and future Log IT capabilities that enable the SE to provide LCM, data management and support strategic mobility. ELS2 synchronizes and provides the link between tactical and operational

level logistics activities with strategic activities and objectives. ELS2 provides interoperability across the entirety of the logistics enterprise and enables the enterprise to capitalize on capabilities with the joint community, other Services and with commercial partners and providers.

LOGISTICS IT PORTFOLIO CAPABILITIES

This strategy highlights a paradigm shift for the Marine Corps logistics community. The traditional approach to managing the Log IT portfolio focused on supporting the individual functions of logistics. However, the six functions of logistics individually do not provide an end-to-end LCM or a Log C2 capability. This traditional approach results in integration issues and yields costly capability gaps and redundancies for the logistics enterprise. It is only through a collective, integrated manner that the functions of logistics provide a holistic, end-to-end capability. More specifically, the Log IT portfolio must align to and optimize operational capabilities. This portfolio strategy focuses on capabilities rather than functions or systems, with an unflinching eye toward integration and interoperability.

The portfolio strategy allows for investment decisions based on alignment to operational capabilities and strategic objectives, tolerance for risk, and measurable outcomes. The portfolio management approach provides for a balancing of value across capability areas rather than a specific functional area. This approach is required to improve operational capabilities as we conduct a comprehensive review of the portfolio over the coming years to identify mission critical systems, opportunities for divestiture and achieve the MCILR intent.

Implementing this approach has already begun. A recent study on the MLS2s identified four discrete logistics capability threads supporting the MAGTF that run horizontally through the six vertical functions of logistics (Figure 1). The integration of the horizontal capability areas with the functions of logistics enables a holistic Marine Corps Log IT capability for the MAGTF. The four supported capabilities are: Expeditionary Transaction Management, Expeditionary Logistics Information Management,

Deployment and Distribution Support Management, and Operating Base Asset Management. This approach will be extended to the other portfolio components in the near future to ensure a holistic, capability centric approach to the portfolio.

EXPEDITIONARY TRANSACTION MANAGEMENT (ETM)

The ETM capability supports the LCM concepts developed during Logistics Modernization that are specific to smaller MAGTFs such as the MEUs, Special Purpose MAGTFs, and geographically disaggregated or rotational forces. It supports logistics operations in an expeditionary, disconnected, intermittent, high-latency, low-bandwidth (DIHL) communications environment, from a single order management entry point, for all products and services. ETM enables the ability to access and leverage agile sourcing and distribution that capitalizes on Naval Logistics Integration capabilities as well as other component, coalition sources of support. It has the ability to capture all transactional history to support demand planning, analytics and life cycle management.

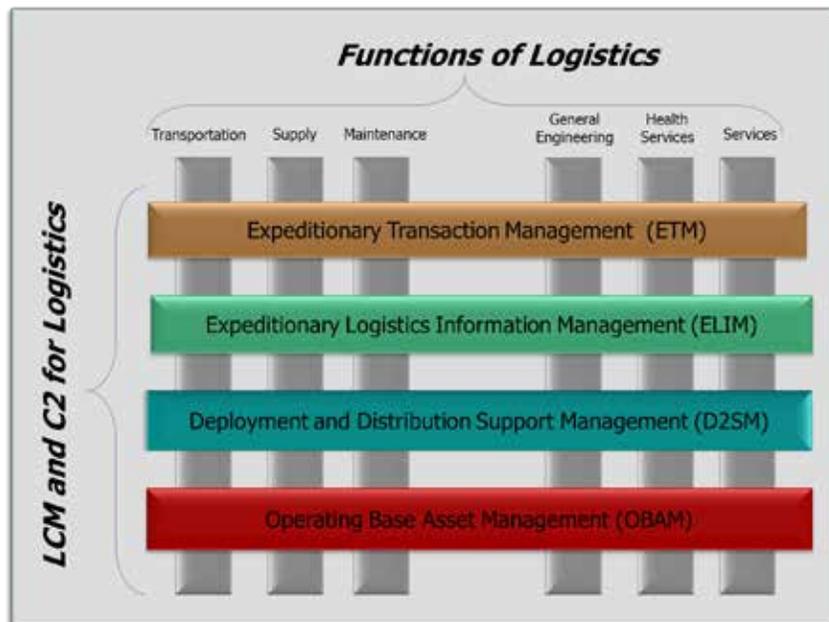


Figure 1: Log IT Portfolio Capability

EXPEDITIONARY LOGISTICS INFORMATION MANAGEMENT (ELIM)

ELIM provides the capability to integrate information derived from LCM functions with operational planning and execution activities like C2 for Logistics. It has two fundamental elements. First, it integrates operational data with logistics functional processes to shape and make available information regarding logistics capabilities that affect planning and execution of logistics support. Secondly it provides the functionality necessary to acquire and utilize operational information in order to plan and direct logistics capabilities.

DEPLOYMENT AND DISTRIBUTION SUPPORT MANAGEMENT (D2SM)

D2SM provides the ability to move and position forces, assets, materials and supplies to conduct and support operations and training. D2SM provides the

most effective and efficient throughput of supplies, equipment and personnel; produces distribution feasibility estimates and logistics chain plans; and identifies potential modes of distribution to support operational and tactical mobility to the point of need or point of use.

OPERATING BASE ASSET MANAGEMENT (OBAM)

The OBAM capability provides the foundation for the Marine Corps logistics chain within the operating forces not in a DILH environment. It provides a greater expanse of capability than ETM as it is enabled by the infrastructure and facilities provided in garrison or a built up forward base. It provides the life cycle management link between the OpFor and SE.



GOALS AND OBJECTIVES

Achieving the MCILR intent and portfolio vision statement will be done by establishing an aggressive set of clearly defined goals and objectives. These goals and objectives will influence decision making and investments over the next ten years (2014-2024). Each goal has associated objectives. The objectives decompose each goal into specific focus areas. Accomplishing each objective will result in realizing the overall goal. The following table outlines the goals and supporting objectives.

GOALS AND OBJECTIVES	
GOAL	OBJECTIVES
1. Provide end-to-end Logistics Chain visibility	<ul style="list-style-type: none"> » Improve effectiveness of IT capabilities in the OpFor and SE environments » Provide affordable level of Total Asset Visibility (TAV) » Reduce stove-piped processes and systems » Fully integrate our logistics chain end-to-end manager, MARCORLOGCOM, through system and process enhancements with national level providers and the OpFor
2. Improve integration with other MAGTF elements and joint and coalition partners through integrated and scalable services and net-centric data	<ul style="list-style-type: none"> » Develop a data integration strategy » Establish authoritative data sources » Provide sharable and on-demand data to allow for better decision making » Set the conditions for scalable services as the primary means to make data assets and functionality available
3. Mature reliable and flexible portfolio processes	<ul style="list-style-type: none"> » Baseline and map the portfolio to capabilities » Develop an integrated view of the portfolio, using DODAF standards, to create a federated Logistics Enterprise Architecture » Mature and standardize the portfolio management governance process
4. Effective, efficient, and compliant Installation, Facility, and Environmental (IF&E) portfolio	<ul style="list-style-type: none"> » Consolidate and improve government oversight of IF&E applications » Consolidate existing information environment capabilities on USMC installations in compliance with MCEN » Utilize effective and efficient methods to plan, authorize, distribute, account for, and sustain IF&E assets » Establish and sustain an austere, mission based, effective, and highly professional installation IT government workforce in order to accomplish this goal and the above three objectives





GOAL 1: PROVIDE END-TO-END (E2E) LOGISTICS CHAIN VISIBILITY

The portfolio must achieve an E2E capability that enables access to enterprise information and provides the ability to collaborate and share information across both warfighting and business domains.

Objective 1.1:

Improve effectiveness of IT capabilities in the OpFor and SE environments

Interoperability within the OpFor environment enhances the Corps' operational capabilities. We will work with other Services and interagency partners to ensure the portfolio is able to support a MAGTF operating in an austere environment yet possesses the ability to access and leverage other Service capabilities when required.

Objective 1.2:

PROVIDE AFFORDABLE LEVEL OF TOTAL ASSET VISIBILITY (TAV)

Defined as the capability designed to consolidate source data from a variety of AIS to provide commanders with visibility over assets in-storage, in-process, and in-transit. TAV is required to provide E2E logistics chain visibility.

Objective 1.3:

Reduce stove-piped processes and systems

Marines and civilians both in garrison and deployed

are often required to move between various systems and applications in order to complete logistics processes. This movement between systems and applications, known as the "swivel chair" method, is cumbersome, time-consuming and increases the chance for human error. We will focus on reducing stove-piped processes and systems through system consolidation, migration, integration, interoperability and/ or retirement – and through the exploitation of services-oriented solutions.

Objective 1.4:

Fully integrate our logistics chain end-to-end manager, MARCORLOGCOM, through system and process enhancements with national level providers and the OpFor

Insuring MARCORLOGCOM inclusion provides needed oversight to the E2E logistics chain visibility and the previous three objectives under this goal.

GOAL 2: IMPROVE INTEGRATION WITH OTHER MAGTF ELEMENTS AND JOINT AND COALITION PARTNERS THROUGH INTEGRATED AND SCALABLE SERVICES AND NET-CENTRIC DATA

Operational effectiveness, efficiency and C2 are negatively impacted by the proliferation of non-interoperable IT systems with redundant capabilities. This problem is hardly unique to the Log IT portfolio. In fact, this issue is common across the Marine Corps and within the joint and coalition communities. Fortunately, the MAGTF C2 Roadmap has defined

a methodical approach to overcoming this issue. This is accomplished by transitioning stove-piped systems to a net-centric environment of shared data and services linked by middleware. Services, in this context, refer to a set of related software functionalities that can be reused for different purposes. This approach focuses on separating data from systems so it can be broadly shared within the MAGTF, throughout all echelons of the Marine Corps, and with joint and coalition partners. Along with the policies that control the appropriate use of data, this enables development of a portfolio that focuses on providing capabilities that cut across functional areas because of the commonality in the service provided, vice building costly systems for one specific business process.

Objective 2.1:

Develop a data integration strategy

The development of a data integration strategy is required to ensure the right people have access to the right information at the right time. Additionally, a data integration strategy is necessary to integrate logistics planning and execution within the MAGTF, through all echelons of the Marine Corps, and with joint and coalition partners.

Objective 2.2:

Establish authoritative data sources

The establishment of authoritative data sources can help provide a high level of trust and confidence in the accuracy and timeliness of logistics data by eliminating redundant and irrelevant data elements. This will better support the decision-making process across the enterprise and increase operational capabilities and tempo. We will work with the Director for Command, Control, Communications, and Computers (C4) to deliver a secure and seamless information



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OUR LOGISTICS CAPABILITIES SUPPORTING AMPHIBIOUS AND PREPOSITIONING OPERATIONS HAVE SUCCESSFULLY MET THE DEMANDS OF TODAY'S SECURITY ENVIRONMENT AND NOW THEY MUST BE MORE INTEGRATED TO SUPPORT STEADY-STATE OPERATIONAL REQUIREMENTS THAT WILL ONLY INCREASE IN THE FUTURE.

- Expeditionary Force 21

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WE WILL REDUCE OUR OVERALL LOGISTICS IT PORTFOLIO AND MAKE SOUND INVESTMENTS TO ENSURE INTEROPERABILITY AND INTEGRATION OF FUTURE SYSTEMS.

– MCILR

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environment, where structured and unstructured data can be distributed across the information environment in a series of interrelated and linked authoritative data sources that better support information requirements.

Objective 2.3:

Provide sharable and on-demand data to allow for better decision making

A shared data environment allows for logistics data integration and provides the foundation for integrating with other elements of the MAGTF and joint and coalition partners, thereby creating a more responsive and flexible operational capability. We will continue to streamline the portfolio while making essential data elements accessible across the OpFor and the SE in support of informed decision making.

Objective 2.4:

Set the conditions for scalable services as the primary means to make data assets and functionality available

No single IT solution can satisfy the collective

needs of the OpFor or SE. We will work with CD&I and MCSC on rapid IT developmental processes that better support our IT needs while reducing the size and cost of the portfolio through emerging concepts and technologies.

GOAL 3: MATURE RELIABLE AND FLEXIBLE PORTFOLIO MANAGEMENT PROCESSES

We will mature governance processes to improve operational efficiency and effectiveness.

Objective 3.1:

Baseline and map the portfolio to capabilities

Gaps, overlaps, excessive costs, and redundancies common within the portfolio highlight the misaligned focus on a collection of systems rather than a portfolio of capabilities. The portfolio must be managed and understood in terms of the capabilities that it supports. By base-lining and mapping programs, projects, and/or initiatives to capabilities, we can better identify areas of strength, weakness, and/or opportunities within the portfolio. I&L, MARCORLOGCOM, and CD&I must work together across the portfolio

to better define current capabilities to support implementation of the Capabilities Portfolio Management (CPM) process.

Objective 3.2:

Develop an integrated view of the portfolio, using Department of Defense Architecture Framework (DODAF) standards, to create a federated Logistics Enterprise Architecture
DODAF standards inform and guide our approach, ensuring portfolio initiatives are appropriately integrated and interoperable.

Objective 3.3:

Mature and standardize the portfolio management governance process

Management of the Log IT portfolio is continuously maturing and evolving. We will continually seek ways to improve the portfolio by adopting best practice management techniques from within the DoD, other government agencies and private industry.

GOAL 4: EFFECTIVE, EFFICIENT, AND COMPLIANT INSTALLATION, FACILITY, AND ENVIRONMENTAL (IF&E) PORTFOLIO

We will establish and enforce IF&E IT portfolio governance and discipline in order to optimize support to operating forces, reduce overall cost to the Marine Corps, and comply with established policy, including the MCIENT

Strategy and the Marine Corps Enterprise Network (MCEN) Unification Plan.

Objective 4.1:

Consolidate and improve government oversight of IF&E applications

Baseline and rationalize existing applications. Create a definitive list of IF&E enterprise, regional, and local applications required to support installation decision making and operations. Validate compliance and baseline funding for each system. Eliminate non-compliant systems. Consolidate local and regional systems where feasible. Conduct Business Case Analysis (BCA) to identify candidate systems for migration to the single, government owned, government operated IF&E application support branch at the Marine Corps IT Center in Kansas City, MO. Reduce overall cost of the IF&E portfolio over the FYDP utilizing a disciplined sustainment process owned and operated by the government owned and supported, where required, by contract.

Objective 4.2:

Consolidate existing information environment capabilities on USMC installations in compliance with MCEN.

Baseline existing information environments (telecommunications, networks, facilities, data enters) on USMC installations. Identify



ownership, validate baseline funding, and validate compliance. Establish governing architecture in order to ensure consistent implementation of circuits, networks and data centers including standard means for technical insertion.

Consolidate in compliance with MCEN Unification Plan and eliminate redundancy that does not enhance reliability.

Objective 4.3:

Utilize effective and efficient methods to plan, authorize, distribute, account for, and sustain IF&E assets.

Ensure installation information service requirements are identified and compliant and consistent with established standards and resource availability. Ensure all installation IT assets are accurately recorded in iNFADS (real property) or DPAS (general property/ personal property). Establish and implement an authoritative means to authorize and distribute installation individual and organizational IT assets - with preference given to using the existing USMC Table of Organization and Table of Equipment process and systems. Establish and implement clear processes to plan, authorize, resource, sustain, and account for installation IT assets.

This objective is imperative and urgent given the on-going migration of many IT assets and equipment being applied to installation property records and the concomitant challenge of obtaining audit readiness.

Objective 4.4:

Establish and sustain an austere, mission based, effective, and highly professional installation IT

government workforce in order to accomplish this goal and the above three objectives.

IMPLEMENTATION

To accomplish this strategy's ultimate vision, we must evolve from a portfolio of functionally stove-piped capabilities to a family of interoperable systems. The Logistics Plans, Policy and Strategic Mobility Division (LP) is the lead organization within I&L responsible for implementing this strategy. The Log IT Portfolio Implementation Plan will serve as a roadmap and it will define the governance framework, roles, responsibilities, and timelines associated with achieving the vision, goals, and objectives described in this strategy.

FINAL THOUGHTS

The Marine Corps is preparing for increased operations in expeditionary environments requiring a distinct paradigm shift for many Marines whose experience in Iraq and/or Afghanistan was supported by a comparatively robust logistics footprint. Supporting expeditionary operations from amphibious shipping or ashore in disaggregated operations requires a logistics IT portfolio that is scalable, well-integrated, and interoperable across the enterprise. Delivering a portfolio with these characteristics can only be achieved through a disciplined, capability-focused governance framework and aligning investments to strategic goals and operational objectives. This approach, though challenging, will yield improved efficiency and effectiveness for the OpFor and the SE.



