Deputy Commandant for Installations & Logistics brief to Maritime & Land Supply Chain Conference

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"If you don’t like change, you’re going to like irrelevance even less..."

GEN Eric Shinseki (USA), Army Chief of Staff
“Just as U.S. forces are becoming more agile and capable of rapid action and are exploiting information advantages to increase operational effectiveness, . . . processes that support them need to develop similar attributes.”

-Quadrennial Defense Review, 2006
Agenda

- USMC Logistics Modernization
- Logistics Chain in Theater
- Emerging Capabilities
USMC Logistics Modernization
Focus on the Deployed MAGTF

- Enhanced Battlefield Capabilities
  - Tactical Focus; Deployment and Employment
  - Deployed vs Garrison-focused Organization
  - Comprehensive Doctrine/Policy Review and Rework
- Future Warfighting Capabilities (EMW/STOM/Seabasing/DO)
- Naval/Marine Air-Ground Task Force (MAGTF)/Joint Logistics Integration

In order to...
- Improve support to the MAGTF in the maneuver
- Garrison configuration the same as deployed and...

IN THE FIGHT!

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USMC Logistics Modernization Initiatives

- **People/Organization**
  - Marine Logistics Group
  - Training and Education

- **Process Realignment**
  - Maintenance
  - Supply
  - Distribution

- **Technology**
  - Bridge Systems
  - GCSS-MC
  - Autonomic Logistics

- **MAGTF/Naval/Joint Log Integration**

- **Army Partnership**
The Operational Environment

• **Widely dispersed operations** – Demands a globally-distributed concept of support
• **Increased contractor support** – >180 contractors with an Marine Logistics Group; multiple supply chains; complicated tactically
• **A new enemy** – Knows that our logistics capability gives us staying power
• **Joint, inter/intra-agency & multinational** – Scope & complexity has expanded dramatically
• **Unsecured LOCs** – Entire logistics pipeline is a target
• **Resource Pressure** – We must become more efficient
Logistics Chain in Theater

- Robust SMU/Intermediate Supply Point rqmt in Theater
  - Establishment of CDDOC at the Operational Level
    - Similar construct as DDOC at Strategic Level
  - DPO, DLA, CENTCOM and the Warfighter
    - Capacity Management/ITV tools used to improve distribution pipeline
    - Management of Channel Flights = responsive sustainment support
    - Goal: Reduce USMC inventory by 50%
      - USMC Intermediate Supply Point in Iraq = 6th largest DLA customer
    - Open distribution pipeline from Jordan for
      - Perishable Food, Water, Fuel, Commercially Procured Items

*DPO Concept/CDDOC = force multiplier*
Problem: The flow of sustainment from CONUS DLA drives large stock levels to support forward deployed units. Inter-theater transportation costs are also significantly higher.

Solution: Forward positioning stocks at DDKS can have a significant impact on support to USMC units and decrease...
Stocking Methodology

**READINESS REQUIREMENTS**
- Known (historical data)
- Emerging (UUNS, contracts)

**PLANNING**
- Distribution Strategy
- DDKS Stock Review
- Supply Co Stocks (TQ)
- DPO

**UNIT**
- BENEFITS
  - Improve Readiness
  - Reduce CWT
  - Customer focus

Right Item at the Right Place, All the Time!
Emerging Capabilities: RFID

- Active RFID tags used on all overseas shipments
  - Read/write capability augmented by Portable Kits (PDKs/EEDSKs) … and Army interrogators
  - Unprecedented intransit visibility
- W2W - RFID tag associated with tracking terminal – provides last tactical mile asset visibility/accountability
- Passive RFID pilot underway
- Active and Passive RFID integration next step
Emerging Capabilities: Virtual Kitting

• Providing Capabilities vs. Parts
• Every “Virtual Kit” is a maintenance capability
  – Utilizing existing RFID technology to track and push capabilities
  – Capabilities pushed to Expeditionary Capability Sets based on automated resupply transactions

• Capabilities positioned based on ROM
  – Increases operational availability through distribution while improving ground maintenance support capabilities.
  – Contact teams deploy with capabilities tailored to meet expected maintenance problems

• Responsive and visible
  – Commander’s requirement filled forward
  – Maintenance capability visible within and across Expeditionary Capability Sets.

• Focuses supply in support of the warfighter’s maintenance effort
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Backup Slides

- Logistics Chain in Theater
- Emerging Capabilities
Today’s Distribution Process

- No process owner: multiple “belly-buttons” within the MEF
- Cumbersome/outraged/functional and process stove pipes, policies and enablers
  - JOPES/MILSTRIP/MILSTAMP /Commercial
- Different processes, people and systems for garrison and theater distribution (SE and CSSE)
- Focus on garrison processes and efficiencies
- Associated functions (PE&B, DSU, PP&P, S&R, TMO) are currently vested in different command structures
- Gaps in IT and processes
- No consistency in processes between the MEFs
- Numerous Supply Chains depending on how the requestor orders the product
- Distribution Planning Deficiencies
RFID – Pilots/Implementation

Passive RFID Pilot Program at Camp Lejeune
- Utilize Passive RFID tagged shipments from DLA
  - Focus on distribution point for inbound shipments (TMO)
    - Middleware will feed Passive RFID data to existing system
    - Feed to supply/warehousing system planned

• Active/Passive RFID Integration at I MEF
  - Integrated Supply Inventory System (ISIS) will scan Passive RFID tag data to an Active RFID tag
  - Establishes parent/child relationship
  - As case/pallets are pulled from container, Passive RFID tags are read and the active tag inventory is updated
  - Satellite link provides global data communication
  - Provides accurate, near real-time tracking of assets
Expeditionary Warehouse Management System

ITV NETWORK

Shared Data Warehouse

Ethernet Connectivity
USB Flash File Transfers
SALTS
EMAIL

Expeditionary Inventory
Communication Management System

Read Passive / Active RFID Tags and Barcodes.
Inventory Management of Receipts, Issues, Inventory Level & Transaction History
Import and Search
Virtual Kit Management

Iridium & Cellular, Communications

Read / Write Active Tags, provides in transit inventory visibility
300 ft read / write range, identify container contents, search by NSN

Read Passive / Active RFID Tags

Current Inventory Levels

USB DATASETS

Powered via HUMVEE, Solar, Direct Power or Batteries

ISIS
USMC Logistics Challenges

Operational…
- Readiness: Equipment, Personnel, Supply, Training
- Battlefield Stress on Equipment
  - Repair
  - Replace
  - Remain Behind
- Resetting the Force
- Equipment Cross-leveling for training and contingencies

Transformation…
- Battlefield requirements
- Change Management
- Communications

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