

# Program Manager for Ammunition

*“Aligning Ammo With the Corps’ Vision and Strategy”*



**2010-2014 Conventional Ammunition  
Strategic Plan (FY11 Update)**

**2010-2014 CONVENTIONAL AMMUNITION STRATEGIC PLAN  
FY11 UPDATE (10ct10)**



**UNITED STATES MARINE CORPS  
MARINE CORPS SYSTEMS COMMAND  
2200 LESTER STREET  
QUANTICO, VA 22134**

**MEMORANDUM**

From: Program Manager for Ammunition  
To: Program Manager for Ammunition - All Hands

Subj: 2010-2014 CONVENTIONAL AMMUNITION STRATEGIC PLAN; FY11 UPDATE

1. This Fiscal Year 2011 conventional ammunition strategy provides an update of the basic strategy published during October, 2010 and retains the basic fundamental precepts of our earlier efforts and serves as the “to be” catalyst as we enter FY11. I encourage you to thoroughly review and understand the contents since our strategic plan defines and provides specific information concerning our understanding of the strategic environment and how we intend to meet current and future conventional ammunition challenges. Additionally, this plan describes where we are headed within the conventional ammunition enterprise and how we will invest our time and resources. Your understanding of our plan ensures a common understanding and enables us to better achieve our goals.
2. Our plan, comprised of our mission, vision, values, three strategic goals and one sustaining goal, is further defined by objectives and implementing and sustaining actions. As such, our strategy attempts to link other relevant strategic plans that guide our efforts in government to include the Commandants “Vision and Strategy 2025”, the Marine Corps Service Campaign Plan (MCSCP), and our own Marine Corps Systems Command 2010-2014 Strategic Plan.
3. The recent Secretary of Defense (SECDEF) direction related to efficiencies within DoD will cascade across the Corps and clearly into both our organization and our commodity. The results of the Force Structure Review Group (FSRG) as well as related studies and assessments will include Marine Corps conventional ammunition impacts. We shall support these efficiency efforts and do our share to “***do more, without more.***”
4. I thank you for your efforts during a challenging FY10 and solicit your support as we embark on new challenges in FY11, and beyond. We will be tasked, and we will be challenged. Please, continue to help me, help your Commander, and our Corps in supporting those who are so very dependent on conventional ammunition – a critical enabler to their success!

Jerry L. Mazza

**2010-2014 CONVENTIONAL AMMUNITION STRATEGIC PLAN  
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## **Message from the Program Manager for Ammunition**

I am pleased to present the Program Manager's 2010-2014 *Strategic Plan, FY11 Update*. Our plan will *guide* our efforts through 2014 and communicate our organization's mission, vision, values, goals, and objectives, identify who we are, our role in today's current environment and describe *how* we plan to execute our priorities.

Our Strategic Plan maps out our long-term goals and guides us in establishing the annual implementing actions we will need to accomplish our goals. Appendix A provides a detailed table of the Program Manager, Ammunition (PM Ammo) goals, objectives, and implementing actions required for success. This plan will help us to measure how far we have come towards achieving our goals and to recognize where we need to adjust our processes, procedures, or policies to achieve the best possible results. Finally, it will provide a basis from which PM Ammo's leaders and staff can focus on the highest priority challenges.

This plan also attempts to link our efforts to higher-level strategic plans throughout the chain of command.

Our plan's success, like the organization itself, depends largely on the three divisions within the Office of the Program Manager, Ammunition accomplishing the actions identified herein. Each Division's objectives (Ammunition Programs & Budget, Inventory Management & Systems, and Plans, Operations, and Safety) meet my goals.

By focusing on a few outcome-oriented goals, we can achieve better results, provide greater flexibility in our internal operations and use taxpayer dollars more wisely and effectively.

**Since The Marine Corps Already Has A Strategic Plan, Why Does PM Ammo Need One?** Today's geopolitical environment coupled with world events demand the ability to respond quickly, and with flexibility to the full spectrum of Marine Corps missions ranging from humanitarian relief, theater security cooperation (TSC), to full-scale combat operations. These missions are nothing new for the Marine Corps. What is new is the approach required of the supporting establishment to support the Marine War fighter, specifically, responsiveness, fiscal responsibility, and the flexibility to get any job done in support of our operational forces. In short, as the designated agency for "Total Life Cycle Management of Marine Corps Class V(W)," processes and practices must transform to meet the challenges of volatile times and emerging threats.

**How PM Ammo's Strategic Plan Works.** By definition, strategic planning is hierarchal in nature. Strategic plans of subordinate organizations should demonstrate how their actions support their Command level organization's strategic goals. PM Ammo's Strategic Plan consists of goals that are supported by objectives, supporting strategies, implementing, and sustaining actions. Our plan supports our own ***MCSC 2010-2014 Strategy*** and is linked to the Commandants ***"Vision and Strategy 2025 and the MCSCP"***. PM Ammo's goals and objectives will be reviewed on a two-year basis while the supporting strategies and the implementing actions will be reviewed and published annually.

## 2010-2014 CONVENTIONAL AMMUNITION STRATEGIC PLAN FY11 Update

The approach used to develop this Conventional Ammunition Strategic Plan was to establish strategic-level goals that were decomposed to create subordinate objectives that lend themselves to further decomposition into implementing actions. By doing so, we can create a strategy that provides clarity of purpose and traceability.

As such, a **GOAL** represents an overarching achievement or final purpose while an **OBJECTIVE** represents the broad description of future achievements that result from a decomposition of goals. Accordingly, **IMPLEMENTING ACTIONS** provide the specific activities, investments, or other endeavors undertaken to accomplish an objective. Finally, the critical nature of our Corps-wide ammunition mission compels this organization to execute our mission while undergoing transformation. This then drives the need for a Sustaining Goal and Sustaining Actions as part of the broad strategy.

**Summary.** Our Strategic Plan serves to focus the Program Manager's workforce efforts and resources for 2011 through 2014. 2011 will not only be a year of continuing transition and change, but will also attempt to maintain program stability diminished during the continuing Operations Enduring Freedom and New Dawn, hereafter referred to as Overseas Contingency Operations (OCO). Although 2011 will undoubtedly introduce new and complex management issues within this critical commodity, this office must remain the Marine Corps' centralized agency for conventional ammunition.

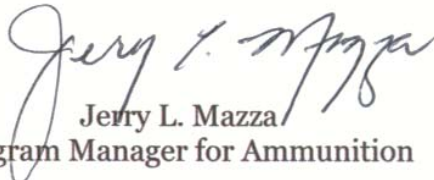
Simply stated, our mission is to acquire, maintain, and provide the Marine War fighter with the safe and reliable ammunition needed for mission accomplishment.

Norman Rockwell, in his WWII painting titled, "The Machine Gunner," embodies the PM Ammo mission which states, "Let's give him enough and on time."



**Norman Rockwell's  
"The Machine Gunner"**

I invite any comments you want to share and look forward to supporting our Marines around the globe as described throughout our plan.

  
Jerry L. Mazza  
Program Manager for Ammunition

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**CATALYSTS OF CHANGE!**

***“ We must be a two fisted fighter – able to destroy enemy formations with our scalable air-ground-logistics teams in major contingencies, but equally able to employ our hard earned irregular warfare skills honed over decades of conflict.”***

*General Conway*

*(Forward in the Marine Corps Vision and Strategy 2025)*

Never before has the need to maintain our relevancy been so dominate. The global environment is a product of continuous change, some positive, some not so. These global force changes necessitate a constant review of our internal domain to ensure we maintain, and retain our ammunition process and procedures to accommodate the future warfighting capabilities of our Marine Forces.

Key to the Marine Corps Vision and Strategy 2025 and clearly linked to Marine Corps Conventional Ammunition is the Ground Combat Implications of:

- Improved fires and maneuver capabilities
- Coordinated, precise fires from ground, air, and naval surface fire support platforms
- Fires must be available 24 hours a day, 7 days a week under all weather conditions
- Must rapidly and precisely engage fleeting targets
- Complementary nonlethal systems and discriminate capabilities
- Ground mobility shortfalls must be remedied
- Lighten the load of our Marines

- Deployment, employment and force protection requirements must be carefully reconciled

Our Life Cycle Management mission also places PM Ammo directly into the forefront of the logistics aspects of this USMC Strategy. As stated in the Marine Corps V&S 2025, “Naval logistics communities move beyond interoperability and seek integrated naval logistics (both afloat and ashore)” coupled with the “Cradle-to-grave” approach to equipment readiness (Equipment systems must be lighter, easier to maintain, and consume less power than current systems).”



**Applying Transformation to PM Ammo.**

PM Ammo, MCSC retains overarching responsibility for the Life Cycle Management of Marine Corps Supply Class V(W)

Conventional Ground

Ammunition. As such, the depth and breadth of this mission requires a clearly articulated, forward-thinking plan that is connected to strategic plans and transformation initiatives throughout the chain of command and map the internal direction of United States Marine Corps (USMC) ground ammunition.

Specific initiatives require transforming fiscal authorities, eliminating duplicative reporting requirements, enhancing the DoD’s ability to hire and retain highly skilled personnel, reforming the acquisition process, and streamlining processes.

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PM Ammo's strategic plan requires us, through our goals to:

1. Optimize PM Ammo Human Infrastructure
2. Optimize Business Practices, Policies, Procedures, and Information Management
3. Optimize Ground Ammunition Stockpile Management
4. Execute the Core Functions of PM Ammo

### **WHO WE ARE, WHAT WE DO, & HOW WE SEE THE FUTURE**

**PM Ammo's Origins.** Marine Corps ammunition management has been subject to many changes over the past several decades. Significant in PM Ammo's growth was the re-alignment and re-designation from Headquarters, United States Marine Corps (Installations & Logistics, Code LMG) to PM Ammo, Marine Corps Research, Development, and Acquisition Command (MCRDAC) in the late 80's.

**PM Ammo's Scope, Responsibilities, and Organization.** PM Ammo's organization is part of the Marine Corps Systems Command, a world-class acquisition organization. PM Ammo has the authority and responsibility for the life cycle management of Marine Corps ground ammunition to support the needs of Marine Forces and serves as the Military Occupational Field Sponsor for the ammunition field, Military Occupational Specialty's (MOS's) 2311/2340. PM Ammo's wide range of responsibilities under one Program Manager is unique in that it provides the Marine Corps with a single point of visibility to assess the quality, quantity, positioning, and ammunition safety, while serving as the Marine Corps Class V(W) Inventory Control Point (ICP). The scope of responsibility requires a methodical path and articulated plan to support our Marines as well as external entities that require our assistance.



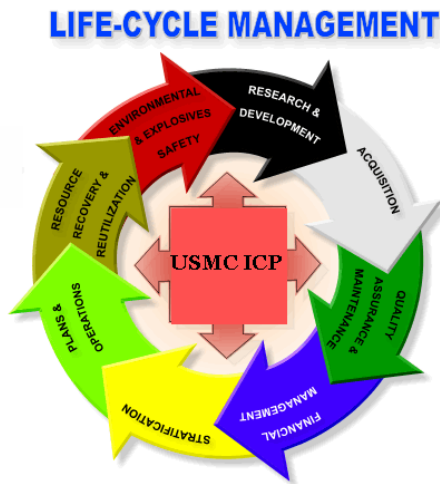
**Figure 5. PM Ammo Organization**

MCRDAC's re-designation to Marine Corps Systems Command (MCSC) aligned PM Ammo into its current Command structure as an Independent Program Manager reportable directly to the Commander, MCSC.

PM Ammo is uniquely structured to face the challenges ahead with three Divisions (*Ammunition Programs & Budget Division, Inventory Management & Systems Division, and the Plans, Operations, and Safety Division*).

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Each division is responsible for a portion of the total mission. Collectively, each division and the respective teams within those divisions represent “*Total Ownership*” of the Marine Corps Ground Ammunition efforts. This organization, unique within the DoD munitions community, serves as an excellent example of the whole being of greater value than the sum of its parts. The introduction of munitions into the Marine Corps stockpile, and management of all facets thereafter, compels this office to partner across numerous DoD organizations.



The Joint Conventional Ammunition Policies and Procedures (JCAPPs), under the authority of DoDD 5160.65, outlines how the Services, including the Marine Corps, will conduct business under the Single Manager for Conventional Ammunition. The OCO has also required PM Ammo to work closely with the other Services and leverage capabilities that already exist to address urgent needs for the War fighter.

Marine Corps Order (MCO) 4000 established TLCM policy for the USMC and designates PM Ammo as the TLCM for Class V(W) Acquisition and Sustainment to include those functions normally performed by Marine Corps Logistics Command (MARCORLOGCOM), Albany, GA. As such, PM Ammo executes global positioning of Class V(W) assets, addresses

operational planning support for Marine Forces, and executes the Class V(W) Inventory Control Point. PM Ammo also executes the Marine Corps’ explosives safety mission on behalf of the Assistant Commandant of the Marine Corps (ACMC) via the Safety Division sponsored MCO 5100.29A.

Part of executing the ACMC’s safety mission requires that PM Ammo represent the Marine Corps as the Primary Board Member to the ***Department of Defense Explosives Safety Board***. This significant responsibility requires the Board Member not only to consider Marine Corps interests, but also to ensure explosives safety tenets are incorporated into requirements in a manner that ensures the well being of the entire Department of Defense.

**Challenges.** Historically, Marine Corps ammunition management involves numerous stakeholders, each with individual “*inputs*” possessing only narrow specificity and lacking the broad, holistic view of ground ammunition. We have managed by a process where the sum of the parts drives the whole. Allowed to continue, the Marine Corps may begin to lapse into a false sense of security in terms of ammunition availability. The rigid, methodical Munitions Requirements Process coupled with, and closely linked to, the ammunition budgeting (and subsequent Life Cycle Management) does not address the multitude of “*un-modeled, un-funded Urgent Force Requirements,*” tempo of force operations, and daily competing requirements for ammunition.

We will continue to see adjustments to the overall War Reserve Requirements on an annual basis as the Marine Corps embraces and matures the Munitions Requirement Process. Marine Corps training usage of live ammunition is exceeding **\$500M** annually for the foreseeable future.

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We enter 2011 with a balanced approach in the Program Objective Memorandum (POM) investment for ammunition, while taking some risk in certain categories of ammunition requirements not directly related to combat operations. Throughout FY03-FY11, supplemental funding has allowed the Marine Corps to recoup combat expenditures experienced during OCO. Early in the GWOT years, we faced challenges in supporting “Grow the Force” numbers which raised total USMC end-strength to 202,000 Marines. Now, we must refocus and be prepared to react to the Force Structure Review Group (FSRG) as any reduction in force links to overall ammunition requirements and investment within the Marine Corps.

**Key Partnerships.** Reliance on the Program Executive Office (PEO), Ammunition, Picatinny Arsenal, N.J. continues to be a key enabler for Marine Corps conventional ammunition modernization. As the Single Manager for Conventional Ammunition (SMCA) executor, the U.S. Army PEO Ammunition concept was to “bundle” the formerly disparate Program Managers to gain efficiencies in the research, development, and acquisition domains. Guided by the DoDD 5160.65, “SMCA,” the DoDI 5160.68 “SMCA: Responsibilities for the SMCA and Military Services,” and the implementing *Joint Conventional Ammunition Policies and Procedures (JCAPPs)*, the totality of the Joint Ammunition Enterprise provides a significant support structure for the Marine Corps ammunition program. Our reliance on the U.S. Army’s Joint Munitions Command, Rock Island Arsenal,

Rock Island, Illinois for both procurement and wholesale “*Care of Stocks In Stores (COSIS)*” of the bulk of the Marine Corps stockpile will most certainly remain pivotal to logistics support. Furthermore, aligning and collaborating with our Naval support

structure such as the Naval Ordnance Logistics Support Center (NOLSC), Navy Munitions Commands (NMC), and the Naval Ordnance Safety and Security Activity (NOSSA) retains the Blue-Green alliance within our ammunition enterprise. Rounding out our key partnerships must include Headquarters, Department of the Army, the support of the Executive Director for Conventional Ammunition (EDCA), and of course, the Marine Forces. PM Ammo’s recent induction as a core member of the Deputy Commandant Installations and Logistics (DC I&L) “Logistics Portfolio Management Integrated Product Team (Log PFM IPT)” will prove very valuable in infusing ammo logistics into the mainstream logistics efforts of the Corps.

**The Future.** The joint force will remain the key to operational success in the future. PM Ammo will continue to look for new ways to ensure munitions interoperability for our operating forces as well as work with key partners to incorporate Marine Corps requirements in common-use weapon systems and munitions. Additionally, beyond joint-interoperability lies increasing interoperability with other government agencies that represent other elements of the National Power. Although munitions management is primarily a DoD function, PM Ammo will continue exploring ways of supporting external agencies as it relates to the munitions arena such as participation in the “*Naval Ordnance Enterprise and the Naval Logistics Integration*” efforts.



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**MISSION**

In support of the National Strategic Plan and Defense Planning Guidance, PM Ammo will conduct/leverage research, development, and acquisition activities, and execute post-production total life cycle management support for all conventional ground ammunition required by Marine Forces to train for, and successfully conduct Expeditionary Maneuver Warfare.

Our mission is clear. Introducing military munitions into the Marine Corps stockpile, and managing all facets thereafter. From formulating budgets and developing acquisition strategies, to procuring and disposing of munitions, PM Ammo supports the complete or total life cycle of ground conventional ammunition and explosives for our Corps.

**VISION**

⊕ We envision a future where we meet the President's, Secretary of Defense, Navy, CMC and MCSC transformation initiatives, anticipate and meet emerging challenges, and shape the future of our commodity by closely scrutinizing processes, challenging assumptions, and changing when necessary.

⊕ We envision a future where we strive to continuously improve ourselves, our processes, and the services we provide to the operating forces and external agencies.

⊕ We envision a future that embraces new technologies, new doctrine, new planning processes, and adapts to meet these challenges.

**VALUES**

**Integrity:** Maintaining excellence within the boundaries of applicable directives, instructions, and policies.

**Responsibility:** Deliver high quality, products and services through management excellence.

**Creativity:** Foster an environment that rewards creativity and supports innovative ideas.

**Excellence:** Continuous quality improvement and professional development of our staff to sustain our goal of "world class."

**Teamwork:** Partnering and collaboration serve as a key to success.

and, most importantly

**Mutual Respect:** Treating each other in the same manner as how we would want to be treated....with fairness and respect, at all times.

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## **STRATEGIC GOALS**

### **Strategic Goal 1: Optimize PM Ammo Human Infrastructure.**

Clearly, every effort taken in the execution of the Command mission utilizes the entire collection of PM Ammo's skills working together as a highly effective, team based organization. Since PM Ammo's mission is at its heart, fundamentally a human endeavor, and the critical element in executing the Command's mission, it is imperative that we strategically posture our workforce to deal with the changing dynamics and environment. Strategic Goal 1 prepares us for the future and positions us to deliver the munitions and services to the Marines we serve.

### **Strategic Goal 2. Optimize Business Practices, Policies, Procedures, and Information Management.**

MCSC's Strategic Goal 2 requires the command to continuously evolve "*to accomplish our mission in the most effective and efficient manner.*" Although effectiveness and efficiency are commonplace in today's vernacular, critically examining all processes in light of internal and external requirements, responsibilities, and commitments will reveal gaps and required areas of improvement - all of which ensure relevance in today's strategic environment.

### **Strategic Goal 3: Optimize Ground Ammunition Stockpile Management.**

Since the inception of the GWOT (now OCO), the Marine Corps conventional ammunition posture has sustained the increased operational tempo with minimal turbulence. Combat, contingencies, and live fire training requirements have in most cases been met while maintaining Marine Corps prepositioning needs (MPF, MEU-

LFORM, etc.). While we are confident that we will continue to support the operating forces at the same high level as in the past, some spot shortages, consumption, and newly emerging requirements have stressed both the responsiveness of the procurement process as well as the flexibility of the stockpile. New procurement production lead-times average 24 – 36 months. Simply put, FY11 expenditures may not be replaced until FY13-FY14. These challenges are the genesis for Strategic Goal 3 and accomplishing this goal ensures that we continue to provide the high level of support to our operating forces.

## **SUSTAINING GOAL**

### **Sustaining Goal 1: Execute the Core Functions of PM Ammo.**

Our Conventional Ammunition Strategic Plan theme, "***embracing ammo change***" clearly defines our future in terms of critical issues to be addressed. However, transformation in itself can not give way, in total, to the needs of our Marine Forces. As we execute these transformational implementing actions, we must continue to serve the needs of our Corps. We call these, "sustaining actions" those core mission needs that must be maintained, in stride, as change is implemented. In short, we must ensure we do not discard the "legacy" core efforts, prematurely. Our current "as is" state must continue while transforming "on the fly" into the "to be" state.

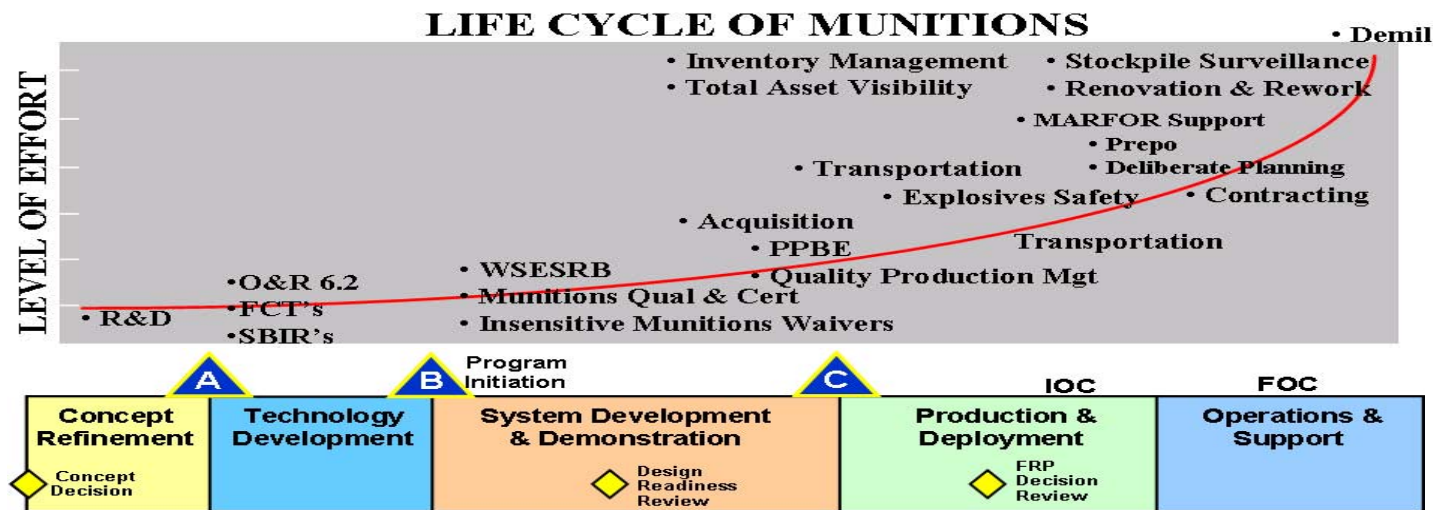
Achieving the three **Strategic Goals** and one **Sustaining Goal** requires execution of the implementation actions listed in Appendix A.

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Notable in this plan is the Sustaining Goal, a key ingredient of success. Clearly we must focus on, and execute the day-to-day ammo mission while incorporating our Strategic Goals into the mix. Thus, approximately 80% of our efforts must be within the “as is”, supporting the Marine Forces, today. Our Life Cycle Munitions model below provides a general gauge of our level of effort from an organizational perspective.

develop our budget, and account for our resources—is also designed to help us track our performance.

PM Ammo will publish an annual report to measure our performance during the past year and update implementing actions as required. Requirements of this report are contained on the following page.



**MEASURING OUR PERFORMANCE—RELATING OUR STRATEGIC GOALS AND SUSTAINING GOAL TO ANNUAL PERFORMANCE**

Are we making progress toward our strategic goals? Have we accomplished what we planned, and are we achieving the results we intend? To plan strategically, to adjust our approaches and activities to improve results, and to be able to report on our progress, PM Ammo must routinely assess its performance and accomplishments. PM Ammo’s strategic “architecture”—the goals, objectives, supporting strategies and implementing actions that we use to plan our work,

Further, our collection of the Strategic and Sustaining Goals will serve as a stepping off point in the development of our Civilian Performance Objectives as well as guides in directing work efforts for our Marine staff. By doing so, we can show a clear traceability from our plan to our work objectives.

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**CONCLUSION.** Our strategic environment is highly dynamic and constantly evolving. Our plan is designed to anticipate and meet current and future challenges.

As we engage in our efforts to enhance mission effectiveness, we will adapt to the tools available for process review and reengineering. This will be a “tailored” approach dependent on the scope of the project. Department of Defense Directive 5010.42 – “DoD –Wide Continuous Process Improvement (CPI)/Lean Six Sigma (LSS) Program” and MCO 5220.12 “Marine Corps Continuous Process Improvement” provides policy and guidance regarding CPI.

Complimenting these policies is the United States Marine Corps CPI Guidebook entailing the purpose, strategy, goals and methods of CPI.

These tools coupled with other relevant process improvement toolkits will be the enablers of our “people, product, and process” improvements.



We look forward to implementing this plan and reporting our progress.

MARINE CORPS SYSTEMS COMMAND  
2200 LESTER STREET  
QUANTICO, VA 22134

1 October, 2010

**MEMORANDUM**

**From:** Program Manager for Ammunition  
**To:** Deputy Program Manager  
Head, Ammunition, Programs, and Budget Division  
Head, Inventory Management and Systems Division  
Head, Plans, Operations and Safety Division  
**Subj:** PROGRAM MANAGER FOR AMMUNITION STRATEGIC PLAN  
ANNUAL REVIEW SCHEDULE  
**Ref:** The Government Performance and Results Act of 1993

1. Although not required by law, our plan meets the strategic planning intent and requirements established in the Government Performance and Results Act of 1993. We will follow the intent of the law by annually reassessing our plan for relevance and new and emerging issues for incorporation into our plan.
2. We shall meet annually to determine progress/performance for each implementing/sustaining action in Appendix A. The macro level results will become part of our historical record of accomplishments and results included in the PM's input to the Command Chronology.
3. Prior to this annual comprehensive review, I request each Division to prepare the following information:
  - a. Actions taken to accomplish our goals via specific implementing actions under your respective purview found in Appendix A.
  - b. Update on sustaining actions.
  - c. Recommendations for adding or eliminating implementing/sustaining actions with accompanying rationale.
  - d. Recommendations for how to improve our Strategic Plan.
  - e. Any other information you feel that would add to the Annual Report.
4. I look forward to our annual assessment.

Jerry L. Mazza

## **LEADERSHIP COMMITMENT**

We have reviewed this strategic plan and, we commit to work together, collaboratively, in the best interests of our mission, and within the resources provided, in the execution of this strategic plan.

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Mr. Troy Wright, Head, Ammunition Programs and Budget Division

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Mr. Steve Howell, Head, Plans, Operations and Safety Division

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Mr. Dennis Zarnesky, Head, Inventory Management and Systems Division

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Lieutenant Colonel John Oliver, Deputy Program Manager, Ammunition

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Jerry L. Mazza, Program Manager, Ammunition

1 October, 2010



**STRATEGIC GOAL 1. OPTIMIZE PM AMMO HUMAN INFRASTRUCTURE**

OBJECTIVES	SUPPORTING STRATEGIES & KEY EXTERNAL FACTORS	IMPLEMENTING ACTIONS (IA)	PM AMMO IA OWNER
<p><b>1. Improve our leadership culture that maximizes employee morale, contribution, and commitment.</b></p>	<p>Leadership is not a choice, it is a position. A fully staffed, fully resourced organization is devalued if we do not lead; lead by example and lead with the welfare and well-being of our workforce in the forefront.</p>	<p>SG 1.1.1. Execute a continuous workforce assessment of morale, issues, and mindset. Given our people our most important asset, we must protect this asset. This compliments Implementing Action 1.3.2 specifically, "retaining" the most qualified people. All supervisors must complete the MCSC Civilian Supervisory Leadership Program. As such, proactively seeks and listens to customers &amp; employees &amp; objectively considers other's ideas &amp; opinions, even when they conflict with one's own.</p>	<p>PM, Deputy PM, Division Heads</p>
<p><b>2. Support the MCSC 2010-2014 Strategic Plan.</b></p>	<p>"Because our strategic environment has changed and the Command must adjust our strategic path forward to accomplish our mission in the future." <small>(MCSC StratPlan)</small></p>	<p>SG 1.2.1. Review, adopt and implement the tenets of the four primary goals and twelve objectives of the MCSC 2010-2014 Strategic Plan.</p>	<p>PM.</p>
		<p>SG 1.2.2. Serve as the Team Lead, MCSC Strategic Plan Goal 4, Objective Team 4.1 "Modern, Professional Working Environment."</p>	<p>PM.</p>
<p><b>3. Optimize PM Ammo's internal organizational structure.</b></p>	<p>The various Command workload studies, structure enhancements, and the FY10-FY15 In-Sourcing model may afford PM Ammo opportunities to both enhance and "rebalance" organizational structure the best optimizes our mission success. The FY10 in sourcing of 3 billets (OpsMgr, Configuration Manager, Maintenance Planner) may serve as the last significant increase to the overall Ammo T/O. The September 2010 Command Structure briefs will may also impact the internal PM Ammo structure.</p>	<p>SG 1.3.1. With a focus on the overall roles, missions, and responsibilities, review and modify, as required, PM Ammo's organizational structure for effectiveness and develop a staffing plan accordingly.</p>	<p>PM.</p>
		<p>SG 1.3.2. Employ and Retain the most qualified people while administering to a robust educational program for the PM Ammo staff. During FY11, focus on required DAWIA certification for those filling an acquisition billet.</p>	<p>PM.</p>
<p><b>4. Continue to execute NSPS and prepare for the conversion to the Acquisition Demonstration Project and. Continue the related Human Resource activities within PM Ammo.</b></p>	<p>NSPS will terminate during this FY. While preparing for the 10Oct09-30Sep10 NSPS close out as well as prep for the new cycle, we must prepare the organization for the planned conversion to our former appraisal system, the Civilian Acquisition Demonstration Project. In doing so, maintain the pay for performance philosophy. Pay Norms and competency alignment are intended to manage equity of compensation for like positions/like work, while providing responsible management and providing incentive to move to greater responsibility for more compensation.</p>	<p>SG 1.4.1. Institute as applicable, the NSPS &amp; Command policies regarding Competency Alignment and Pay Norming. Republish the PM Ammo Sub-Pay pool Business Rules for the 2011 NSPS Cycle. Maintain "internal" PM Ammo pay norms that balance fair compensation across the organization. Prep the organization for the conversion to the AcqDemo Project well in advance of the planned May, 2011 conversion via presentations, revised Sub-Pay pool business rules, and Command instruction.</p>	<p>PM.</p>

**STRATEGIC GOAL 2. OPTIMIZE BUSINESS PRACTICES, POLICIES, PROCEDURES, & INFORMATION MANAGEMENT**

OBJECTIVES	SUPPORTING STRATEGIES & KEY EXTERNAL FACTORS	IMPLEMENTING ACTIONS (IA)	PM AMMO IA OWNER
1. Create conditions that foster Knowledge Dominance and Information Sharing.	The value of information, when not shared across the enterprise, is greatly devalued. Decision makers must have requisite information to execute sound and logical plans.	SG 2.1.1. Identify & Develop an Enterprise "Critical Information" communication process and plan.	Deputy PM.
2. Optimize the Class V(W) ammunition value chain Corps wide.	With the increase in the demands for PM AMMO staff time it is important that established processes be documented in order to reduce the time necessary to develop and execute the ammunition budgets while improving the quality of the products generated by these processes.	SG 2.2.1. Document all current processes used to plan, develop and execute ammunition budgets and look to standardize and improve these processes. Leverage the current Army and HQMC efforts to automate businesses processes to reduce touch points and improve the efficiency of Marine Corps ammunition budget processes. Focus on the Budget Pricing IPT, AEP Training, and integrate/update ABMS into these processes.	Head, APB Division.
	The environment that PM AMMO executes the \$500M-\$1,200M/yr of funding is extremely dynamic and complex. It involves three years of funding, over three hundred DODIC requirements, the munitions industrial base and high tempo ops. In order to effectively execute the mission of procuring of ammunition for the Warfighter it is important that PM AMMO has a concise and current system for monitoring its acquisition programs.	SG 2.2.2. Develop an efficient and reliable process to monitor and highlight issues in the ammunition budget and programs managed by PM Ammo. Look to leverage off IMSD's "Digital Dashboard."	Head, APB Division.
	With the increase in the demands for PM AMMO staff time it is important that established processes be documented in order to reduce the time necessary to develop and execute the ammunition budgets while improving the quality of the products generated by these processes.	SG 2.2.3. Reduce touch points involving budget preparation and execution. This will increase the speed and reduce the inefficiencies and errors that plague the current process. Continue to mature RAPTOR and expand usage of the Budget and Pricing System.	Head, APB Division.
		SG 2.2.4. Analyze, and recommend changes to the "as is" post-production Class V(W) ammunition logistics chain model.	Head, IMS Division.
		SG 2.2.5. Develop a comprehensive PM Ammo Automated Ammunition Information Systems (AAIS) Management Plan. This compliments the Overall Managers Internal Controls (OMIC) Action 3.F.1 (AAIS).	Head, IMS Division.
		SG 2.2.6. Execute improvement projects identified by the IM&SD Performance Update Board (PUB).	Head, IMS Division.

**STRATEGIC GOAL 2. OPTIMIZE BUSINESS PRACTICES, POLICIES, PROCEDURES, & INFORMATION MANAGEMENT**

OBJECTIVES	SUPPORTING STRATEGIES & KEY EXTERNAL FACTORS	IMPLEMENTING ACTIONS (IA)	PM AMMO IA OWNER
<p><b>2. Optimize the Class V(W) ammunition value chain Corps wide.</b></p>		<p><b>SG 2.2.7. Support the installation of Automated Site Planning (ASP) and user training of Marine Corps Explosives Safety personnel at Marine Corps installations worldwide. ASP will assist in developing site plans and expedite submission via electronic means. Influence the development and deployment of an Expeditionary Siting Tool for use by deployed forces.</b></p>	<p><b>Head, POS Division.</b></p>
		<p><b>SG 2.2.8 Develop an automated system for the submission, tracking, and maintaining of explosives safety documentation.</b></p>	<p><b>Head, POS Division.</b></p>

**STRATEGIC GOAL 3. OPTIMIZE GROUND AMMUNITION STOCKPILE MANAGEMENT**

OBJECTIVES	SUPPORTING STRATEGIES & KEY EXTERNAL FACTORS	IMPLEMENTING ACTIONS (IA)	PM AMMO IA OWNER
<p><b>1. Provide quality munitions to the warfighter via modernization, technology, and stockpile surveillance.</b></p>	<p>The intent of the Research and Development (R&amp;D) Plan is to identify key technologies for the future of Marine Corps Ground Ammunition and to identify operator issues, concerns, and influence in our procurements.</p>	<p>SG 3.1.1. Develop a Marine Corps Ground Conventional Ammunition Technology Roadmap. Linked to this is the APB Division support of the OSD(AT&amp;L) Conventional Weapons Joint Assessment Team (CW-JAT). Further, expand the Joint "Home-on-Home" style IPRs to within the Marine Corps Systems Command focusing on those organizations most likely to introduce ammunition into our stockpile (i.e., PG13, PG14).</p>	<p>Head, APB Division.</p>
<p><b>2. Evolve to optimal Class V(W) Ground Ammunition Inventory Management.</b></p>	<p>A key to optimal asset management will be executing the IM Operating Strategy. The magnitude of the stockpile entering FY11, in excess of \$6B, requires significant management focus and oversight of this critical USMC asset.</p>	<p>SG 3.2.1. Develop detailed wholesale/strategic inventory management business processes/tactics techniques and procedures that are aligned with the IM operating strategy.</p>	<p>Head, IMS Division.</p>

**SUSTAINING GOAL 1. EXECUTE THE CORE FUNCTIONS OF PM AMMUNITION**

OBJECTIVES	SUPPORTING POLICIES, ENABLERS, AND DRIVERS	SUSTAINING ACTIONS (SA)	PM AMMO SA OWNER
SA.1. Accomplish our mission and execute our "Sustaining Actions (SA)" as efficiently and effectively as possible within constraints.	Continue the core functions of PM Ammo, "Procure, Manage the Stockpile, and Enable the War fighter, while executing the implementing actions of Strategic Goals 1, 2, and 3 by:		
	The IMSD Inventory Management (IM) Team is responsible for performing the inventory management functions of the Marine Corps in-service Class v(W)/ground ammunition inventory and serves as the Corps' Supply Class V(W) Inventory Control Point (ICP)	SA 1.1.1. Execute Inventory Management strategy.	Head, IMS Division.
	The IMSD Systems Team is responsible for executing modernization and maintenance of the Corps Ground Ammunition Automated Information Systems (AIS)	SA 1.1.2. Facilitate the maintenance and availability of the PM Ammo Automated Ammunition Information Systems (AAIS).	Head, IMS Division.
	The IMSD Analysis and Evaluation (A&E) Team is responsible for providing Class V (W) accountability oversight and facilitating the Ammunition Logistics Focus Team (ALFT) process.	SA 1.1.3. Provide Ground Ammunition Inventory Accuracy/Accountability policy and oversight.	Head, IMS Division.
		SA 1.1.4. Facilitate and chair the Ammunition Logistics Focus Team (ALFT).	Head, IMS Division.
	The IMSD PUB is chartered to serve as the Division's Performance Review Forum.	SA 1.1.5. Execute the IM&SD Performance Update Board (PUB).	Head, IMS Division.
		SA 1.1.6 Facilitate and ensure timely development, input and response to the IMSD required deliverables and taskers.	Head, IMS Division.
	The Financial Management Regulation 7000.14R provides direction on the execution of all funding used by PM AMMO in support of its mission. It is PM AMMO's desire to maximize the effective use of all funding in support of the warfighter while being the best stewards of the US tax payers funds.	SA 1.1.7. Execute the Marine Corps ground ammunition procurement, operations and maintenance, and research and development budgets to effectively address all requirements and meet financial requirements established by OSD, SMCA, Navy and MCSC comptrollers.	Head, APB Division.
	Department of Defense (DoD) policy requires that all Program Offices (PO) with ammunition and explosives development and procurement oversight develop strategic plans to address the Insensitive Munitions (IM) requirements of DoD Directive 5000.1; Chairman, Joint Chiefs of Staff Instruction (CJCSI) 3170.01E; and CJSC Manual (CJSCM) 3170.01B. The IM Strategic Plans (IMSPs) will assist the Joint Requirements Oversight Council (JROC) in its review of all requests for deviation from IM requirements and approval of planned munition procurements.	SA 1.1.8. Execute the Marine Corps ground ammunition Insensitive Munitions program to reduce the risk of violent reactions occurring as a result of unplanned stimuli. This includes ownership of the USMC Insensitive Munitions Strategic Plan in total and supports the Overall Managers Internal Controls (OMIC) Action 3.G.1 - "Insensitive Munitions Strategic Plan."	Head, APB Division.
	In order for the Marine Corps to have a quality inventory it needs to know what it owns and influence decisions made regarding what it owns. These efforts are controlled through a robust CM program.	SA 1.1.9. Execute the Marine Corps ground ammunition configuration management program. With the recent hiring of a governmental Configuration Manager, review/update our internal Configuration Management Policy.	Head, APB Division.

**SUSTAINING GOAL 1. EXECUTE THE CORE FUNCTIONS OF PM AMMUNITION**

OBJECTIVES	SUPPORTING POLICIES, ENABLERS, AND DRIVERS	SUSTAINING ACTIONS (SA)	PM AMMO SA OWNER
SA.1. Accomplish our mission and execute our "Sustaining Actions (SA)" as efficiently and effectively as possible within constraints.	The Marine Corps has worked with the SMCA and the industrial base to establish higher quality ammunition procurements standards. It is now appropriate to move these standards to ammunition items procured outside the SMCA. PM Ammo is committed to providing Marine Forces with the highest quality munitions and Life Cycle Management Support possible. The safety of those who use ammunition within our Marine Forces WILL NOT be compromised.	SA 1.1.10. Execute the Marine Corps ground ammunition quality management program. Continue to influence the Army procurement activities to develop contractual quality clauses that are acceptable to all services for all ammunition procurements. Participation in the Supplier Quality Initiative Management Review Team (SQI MRT) will offer PM Ammo an excellent forum in support of this sustaining action.	Head, APB Division.
	The Service Life Prediction Program optimizes the inventory through service life projection, addresses asset degradation in the inventory, and feeds reliability related data to various IT systems.	SA 1.1.11. Complete the integration of the Service Life Prediction Program. As we enter FY11, our 3 year SLAAT plan is in staffing with the intent of a Joint Protocol/MOA with our sister Services.	Head, APB Division.
	PM Ammo is making great strides in areas such as Polymer cased ammo, funding support for CMC rework of forge, and funding to move warhead press from Yorktown to Indian Head in support of LAAW requirements. As such....	SA 1.1.12. Continue to work with industry and SMCA to improve the capabilities of the munitions industrial base. Look for opportunities to leverage technologies and integrate these into the existing base to improve the quality of ammunition produced.	Head, APB Division.
	Maintenance and upgrades of the current inventory of ammunition the Marine Corps has remains an extremely effective strategy to address current, new, and dynamically changing requirements. The ROI for these maintenance efforts are often times 20 and 30. With the hiring of an internal Maintenance Planner (FY10) and success in growth of our FY12-FY16 O&MMC, this should offer areas for a more robust maintenance effort.	SA 1.1.13. Execute and implement an effective maintenance planning and maintenance program processes that most effectively addresses the established requirements of the Marine Corps and is dynamic to address new and evolving requirements. This also supports the Overall Managers Internal Controls (OMIC) Action 3.A.1 - Ammunition Maintenance Return On Investment.	Head, APB Division.
	JP 4-01.3 "Joint Tactics, Techniques, and Procedures for Movement Control", JP 5-0 "Joint Operation Planning", MCO P4400.39H "War Reserve Policy Manual", MCO 3000.18 "Force Deployment Planning and Execution Process", and the NAVMC 8011, serve as the foundation documentation for deliberate planning and war reserve and training ammunition policy.	SA 1.1.14. Support the ground ammunition planning process through the coordination of Marine Corps preposition programs and the deliberate planning process. Sustain existing operations by coordinating the full spectrum of training and combat ground ammunition support around the globe. Provide ground munitions SME input for the DC, I&L sponsored review of the War Reserve Policy. This also supports the Overall Managers Internal Controls (OMIC) Action 3.D.1 - Marine Forces Sustainment Support.	Head, POS Division.

**SUSTAINING GOAL 1. EXECUTE THE CORE FUNCTIONS OF PM AMMUNITION**

OBJECTIVES	SUPPORTING POLICIES, ENABLERS, AND DRIVERS	SUSTAINING ACTIONS (SA)	PM AMMO SA OWNER
SA.1. Accomplish our mission and execute our "Sustaining Actions (SA)" as efficiently and effectively as possible within constraints.	MCO P4400.39H "War Reserve Policy Manual" and guidance from DC, PP&O (POE), and DC, CD&I	SA 1.1.15. Provide technical expertise and support to HQMC and MCCDC as the Preposition Program ground munitions lead. Focus on developing (in coordination with MARFOR's) TTP's to facilitate shipboard ASP operations to support the Seabasing and developing a preposition objective for both afloat and ashore stocks. Focus on prepositioning concepts being addressed by the USMC such as the T/AKE, MCPP-C, and potential MPF Squadron adjustments.	Head, POS Division.
	Current Oplan/contingency operation annexes to the operational orders that provide guidance for logistical support for Class V(W) as well as SOP's established by the Joint Munitions Transportation Coordinating Activity (JMTCA).	SA 1.1.16. Coordinate with the appropriate distribution agencies to assist the operating forces in scheduling and monitoring ammunition movements in support of contingency operations. Work with the Inventory Management Team and MARFORPAC to establish quarterly TPFDD updates"	Head, POS Division.
	MCO 5100.29A assigns the Commander, Marine Corps Systems Command with the responsibility of maintaining the explosives safety program for the Marine Corps.	SA1.1.17. Maintain the explosives safety program for the Marine Corps by ensuring all munitions operations are performed safely and protect the environment and are in compliance with the DoD Explosives Safety management Plan. These actions are performed directly through explosives safety policy and procedure management and indirectly through the training provided to all Explosives Safety Officers throughout the Marine Corps. This compliments the Overall Managers Internal Controls (OMIC) Action 3.G.2 - "Explosives Safety Waivers, Deviations, Exemptions; Storage of Non-Standard Ammunition."	Head, POS Division.
	DC, I&L has the overall mission to ensure all Marine Corps installations are meeting all National, State, Local, and DOD environmental regulations. PM Ammo supports this process by augmenting the Environmental Compliance Evaluations with a SME that focuses on munitions related topics.	SA 1.1.18. Participate in Environmental Compliance Evaluations. Continually assess the need to implement changes to the above program and provide training where deficiencies exist.	Head, POS Division.
	Executing the Designated Disposition Authority mission ensures the USMC meets the requirements of the Military Munitions Rule and manages unserviceable and waste military munitions in accordance with DoD, State, and Federal regulations.	SA 1.1.19. Continue maintaining current DDA capabilities for the management of unserviceable and waste USMC ground ammunition.	Head, POS Division.

**SUSTAINING GOAL 1. EXECUTE THE CORE FUNCTIONS OF PM AMMUNITION**

OBJECTIVES	SUPPORTING POLICIES, ENABLERS, AND DRIVERS	SUSTAINING ACTIONS (SA)	PM AMMO SA OWNER
	PM Ammo Operating Handbook and POS Division internal SOP's.	SA 1.1.20. Provide synchronized operational support for all internal and external customers of PM Ammo to include out-of cycle ammunition support, Second Destination Transportation, munitions readiness report (MRR), the publishing of the "Ammunition Quarterly", and any other adhoc responsibilities not assigned to other teams.	Head, POS Division.
SA.1. Accomplish our mission and execute our "Sustaining Actions (SA)" as efficiently and effectively as possible within constraints.	COMMARCORSSYSCOM LNO LOI 4420/204 DTD 13 September 2007	SA 1.1.21. Coordinate, and manage a comprehensive Marine Corps Liaison Program; fully integrate Liaisons into daily PM Ammo functions; expand electronic capabilities within the MAKE, SharePoint, and public site IOT better assist our Liaisons in their duties. Review, revise and republish the LOI for PM Ammo liaisons.	Head, POS Division.
	MCCDC Class V(W) Value Chain Study; other overarching documents/policies to include DODI/DODD related to the SMCA, NLI, Log Mod, Warfighting Pub & Ammo related MCO's.	SA 1.1.22. Develop and publish the first comprehensive USMC Conventional Ammunition Marine Corps Order on Ammunition Management. Goal is to have this MCO in staffing this Fiscal Year, 2011.	Deputy PM.
	eQual will assist in the management of the Qualification/certification throughout the Marine Corps.	SA 1.1.23. Support the installation of eQual and user training for Marine Corps personnel who are part of the Qualification/Certification program at Marine Corps installations worldwide.	Head, POS Division.
	CMC (SD) has the overall mission to ensure all Marine Corps installations are meeting DOD explosives safety regulations. PM Ammo supports this process by augmenting the various inspection teams that asses the explosives safety posture on Marine Corps bases and installations.	SA 1.1.24 Participate in explosives safety inspections and Ammunition and Hazardous Materials Review surveys conducted on Marine Corps Bases and Installations. Review all findings to determine the basis for updates to policies, publications, or training curriculum.	Head, POS Division.
	Explosives Safety is not limited to static Marine Corps bases and Installations. Explosives safety must be planned for during training and contingency operations. In order to ensure explosives safety is incorporated into planning documentation the EES PM Ammo must develop a comprehensive tactical explosives safety program.	SA 1.1.25 Continue to develop a Tactical Explosives Safety program. Continue participation in DDESB and NATO working groups developing explosives safety standards to be used during operations involving U.S forces as well as operations conducted with NATO and coalition partners.	Head, POS Division.