

# NAVAL LOGISTICS INTEGRATION 2011-2015 STRATEGIC PLAN



# Report Documentation Page

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**“Although our forces can surge when necessary to respond to crises, trust and cooperation cannot be surged.”**

**- A Cooperative Strategy for 21st Century Seapower**

**“Building upon the seabasing foundation provided by surface combatants, aircraft carriers, amphibious ships, and military sealift ships, ongoing initiatives are focused on enhancing the Naval Service’s capabilities to project task-organized forces at and from the sea. These capabilities include additional high-speed intra-theater lift, improved connectors that can transfer people and materiel at-sea, enhanced maritime prepositioning, and integrated naval logistics. These and other emerging initiatives will be employed in combination to reduce the joint force’s reliance on ports in the operational area.”**

**- Naval Operations Concept 2010**

**“The ability to conduct logistics functions afloat enables naval forces to maintain station anywhere. The Navy and Marine Corps will further improve support and sustainment of forward operations by moving beyond logistic interoperability toward Naval Logistics Integration (NLI). NLI will enhance our ability to provide seabased support to naval as well as joint and multinational forces operating at sea or ashore.”**

**- Marine Corps Operating Concepts 2010**

**“The nation needs both U.S. Navy and Coast Guard capabilities along its own coasts, on the high seas, and deployed abroad in support of U.S. national security interests. Coast Guard assets should be ready to serve in support of the Combatant Commanders and the National Military Strategy (NMS). To achieve this, the Coast Guard will better integrate its capabilities with DoD and optimize its forces within a Navy/Coast Guard relationship.”**

**- The U.S. Coast Guard Strategy for Maritime Safety, Security, and Stewardship**

**“The most promising near-term opportunities for engagement reside with our national maritime partners, the United States Marine Corps and the United States Coast Guard. The Maritime Strategy commits our Sea Services to a higher level of cooperation and challenges them to mold an expanded range of integrated capabilities to achieve enduring national strategic objectives. As such, the Sea Services must work as one wherever they operate. Achieving the ideal level of integration and interoperability will demand a high degree of coordination at all echelons of command as the Navy progresses to a more interdependent Joint Logistics Enterprise. Navy must enhance its ability to conduct integrated logistics planning, execution, and assessment with our maritime partners.”**

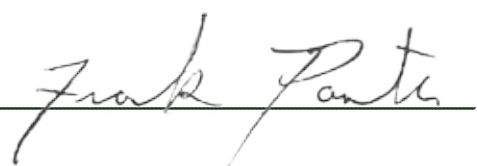
**- The U.S. Navy Vision for Joint Logistics Engagement**

# Message from our Naval Service's Logistics Leadership

This Naval Logistics Integration (NLI) Strategic Plan for 2011-2015 outlines the vision, mission, goals and objectives of NLI and serves as a road map to cohesively guide our current and future initiatives. Over the next five years, we will aggressively execute Navy, Marine Corps and Coast Guard logistics initiatives with a focus toward enabling future seabased operations and supporting our naval expeditionary forces.

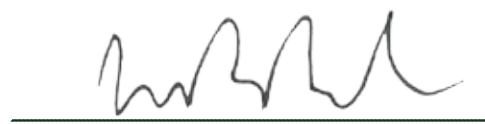
This plan builds upon the success of our accomplishments under the preceding NLI Strategic Plan of September 2005. NLI is now firmly established as the principal forum to coordinate development and maintenance of policies and standards needed to support interoperability and integration of naval logistics. We are exploiting a solid foundation and are well positioned for continued success as we implement this plan.

The terms "naval" and "the Naval Service" are used throughout this strategic plan to encompass Navy, Marine Corps, and Coast Guard personnel and organizations. The goals and objectives described on the following pages will guide us in continuing our momentum through 2011 and beyond, and keep us focused on optimizing our support to the warfighters while reducing the total operating costs of our integrated logistics processes.



**Frank A. Panter, Jr.**

*Lieutenant General, U.S. Marine Corps  
Deputy Commandant  
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**William R. Burke**

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*Vice Admiral, U.S. Coast Guard  
Chief of Staff, U.S. Coast Guard*



# Naval Logistics Integration 2011 – 2015 Strategy

## VISION

To achieve an integrated naval logistics capability that leverages current and future technologies, processes and organizations to enhance the Naval Service's warfighting capabilities as set forth in the Maritime Strategy and Naval Operations Concept.

## MISSION

The Naval Services will actively pursue appropriate courses of action to improve naval logistics to the fullest extent possible by integrating Service logistics capabilities and capacities; in order to ensure a naval logistics capability that can operate seamlessly afloat or ashore, successfully supporting and sustaining operating units in a joint warfighting environment.

## END STATE

NLI has a clear end state: an integrated naval logistics capability that can operate seamlessly afloat or ashore, successfully supporting and sustaining operating units in a joint warfighting environment. NLI outcomes and benefits include:

- Improved logistics responsiveness and agility
- Improved and sustained combat support readiness
- Reduced logistics workload both afloat and ashore
- Recapitalized funding of naval logistics processes for more efficient use of resources

**A FULLY INTEGRATED NAVAL LOGISTICS  
CAPABILITY DELIVERS SEAMLESS SUPPORT TO  
OUR EXPEDITIONARY FORCES.**





## GUIDING PRINCIPLES

A fully integrated naval logistics capability delivers seamless support to our expeditionary forces. This is anchored on five guiding principles: Partnership, Transformation, Seabasing, Change/Risk Management and Jointness.

- **Partnership** - Effective aggregation of naval forces relies on common logistics tactics, techniques and procedures; and interoperable logistics systems, to achieve and sustain operational readiness. NLI will maximize readiness and sustainability through the most effective and efficient uses of our naval logistics capabilities.

- **Transformation** - Naval logistics transformation harnesses the power of technology and integrated processes to develop a rapid and agile logistics capability focused on sustainment and end-to-end logistics support to the warfighter. NLI will exploit new technologies and strategies to improve the overall naval logistics capability.

- **Seabasing** - Seabasing is a major tenet of *Naval Operations Concept 2010*. NLI will build upon the seabasing foundation provided by surface ships to

enhance the Naval Service's capabilities to project task-organized forces at and from the sea, thus reducing reliance on ports in the operational area.

- **Change/Risk Management** - Success in today's uncertain security environment demands that we continuously adapt the way we plan and operate, thus requiring effective management of both change and risk in all we do. NLI will challenge the status quo in the areas of science and technology, policy and doctrine, business practices and processes, and training and education.

- **Jointness** - The integration of naval logistics capabilities to achieve specific joint mission objectives is the responsibility of commanders, who formulate their logistics support concepts to achieve readiness and sustainability. NLI will describe the logistics capabilities that operational commanders can expect and indicate ways these capabilities can be integrated to achieve mission success.



# NLI Goals & Objectives

**INTEGRATE POLICY, DOCTRINE, BUSINESS PROCESSES, TECHNOLOGIES, AND SYSTEMS TO OPTIMIZE LOGISTICS PERFORMANCE IN SUPPORT OF FUTURE OPERATIONS**

- Serve as the principal forum to coordinate among the Naval Service's headquarters and major commands to develop and maintain policies and standards needed to support interoperability and integration of naval logistics; coordinate inclusion of NLI policies, procedures and best practices into naval logistics and seabasing concepts
- Integrate [or make interoperable] the Naval Service's logistics systems and technologies to achieve interdependency in the maritime domain; include capabilities for electronically requesting, processing, and tracking material over the last tactical mile
- Exploit current and future inventory positioning and distribution capabilities by leveraging best of breed Naval Service capabilities and maintaining partnerships with the Defense Logistics Agency, U.S. Transportation Command and other Services





### **STRUCTURE ORGANIZATIONS AND PROFESSIONAL DEVELOPMENT TO ENHANCE SUPPORT OF NAVAL EXPEDITIONARY FORCES AFLOAT AND ASHORE**

- Increase integration of naval logisticians on operational staffs to enhance expeditionary logistics support; establish/recognize billet integration and expeditionary logistics education as core competencies for Naval Service's logisticians
- Broaden cross-training and educational opportunities for Naval Service logisticians by identifying, developing, and/or modifying expeditionary logistics courses to support current operations and future seabasing concepts

### **EXPLOIT OPPORTUNITIES TO REDUCE OPERATING COSTS**

- Increase asset visibility among logistics providers to enable cross-servicing of critical requirements
- Integrate acquisition and logistics life cycle management processes for common items in support of naval expeditionary forces
- Leverage best of breed maintenance processes and exploit opportunities for cross-servicing maintenance capabilities and capacities for common equipment







# *The Naval Logistics Integration Governance is empowered to develop specific solutions and approaches to logistics challenges.*

## **NLI Governance**

The Naval Logistics Integration Governance is empowered to develop specific solutions and approaches to logistics challenges and make recommendations to the Naval Service's Logistics Chiefs: Deputy Commandant, Installations and Logistics (DC I&L), Deputy Chief of Naval Operations for Fleet Readiness and Logistics (DCNO N4), and Chief of Staff, U.S. Coast Guard (CG-01). Initiative implementation plans approved by the Naval Service's Logistics Chiefs will be translated into guidance for appropriate action. Implementing tasks and schedules will be developed and/or modified to ensure synchronization with other logistics initiatives under the NLI framework or other joint/interagency logistics integration effort.

The NLI Governance consists of four levels: Naval Service's Logistics Chiefs, Executive Board (GO/FO level), Senior Board (O6 level) and Service Champions.

**The Naval Service's Logistics Chiefs** provide NLI oversight per the policies and responsibilities set forth in SECNAVINST 4000.37, *Naval Logistics Integration*.

**The Executive Board** meets twice a year to set/validate strategic direction and to review the status of current

initiatives. The Executive Board publishes annual guidance, approves initiatives and forwards implementation plans to the Naval Service's Logistics Chiefs for formal adoption.

**The Senior Board** meets quarterly and is responsible for identifying and prioritizing initiatives, assigning Service champions to work initiatives, pursuing NLI objectives in other Department of Defense forums, and actively engaging all stakeholders. The Senior Board aggressively promotes key concepts and initiatives across the naval logistics enterprise, including approving and monitoring metrics for each initiative.

**The Service Champions** develop, pursue and implement initiatives. This includes building the business case, implementing integration plans, identifying near-term and mid-term goals, determining funding requirements, and developing metrics that are consistent with the NLI Initiative Lifecycle Performance Measurement Plan. Champions provide updates to the NLI Senior Board on a regular basis.

All members of the Naval Service are encouraged to submit topics to the NLI Senior Board for consideration.

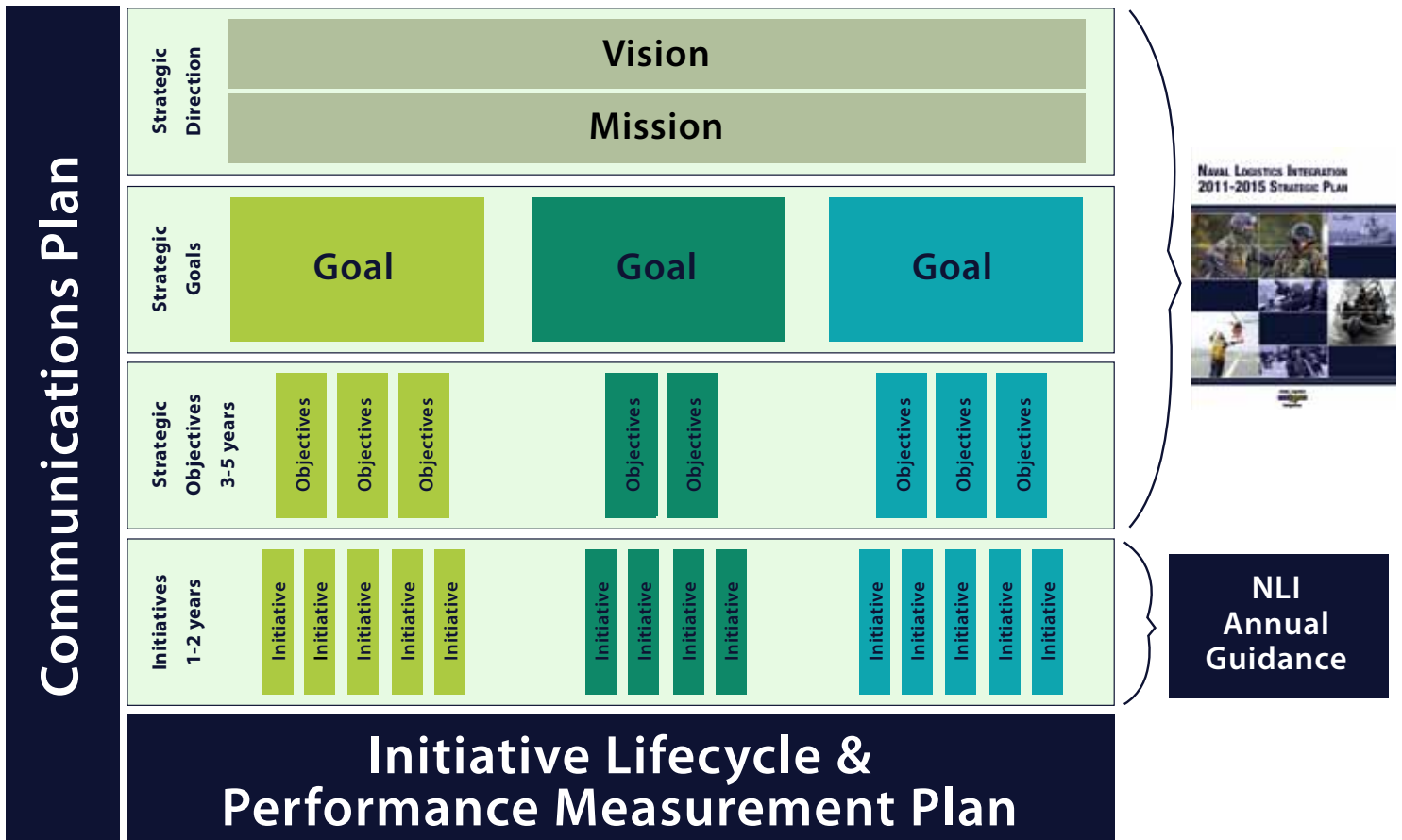
# Relationship to Other NLI Documents

This strategic plan supersedes our 2005 plan and represents a collaborative planning effort with input from a wide range of stakeholders. It serves as our navigational chart to accomplish our mission and realize our vision. However, it does not stand alone. Each year, the NLI Executive Board will publish annual guidance to address priorities and specific initiatives to be completed during the next 12 to 18 month period.

The NLI Initiative Lifecycle Performance Measurement Plan (NLI IL PMP) supplements the NLI Strategic Plan and is used to drive and monitor progress towards achieving our goals and objectives. The NLI IL PMP establishes the business rules surrounding initiatives and a framework and common language for NLI initiatives to measure performance. The NLI IL PMP also provides guidelines

for selecting proposed initiatives and a closure process for initiatives which have achieved their end state or generated an alternative solution.

The NLI Communications Plan is also a central supporting document to the NLI Strategic Plan. A coordinated communications strategy is critical to consistently promote NLI situational awareness across the Departments of Defense and Homeland Security, other Agencies, and non-governmental organizations; while reinforcing its strategic purpose. The NLI Communications Plan guides the NLI Governance in developing and implementing the outreach tools and techniques necessary to ensure a common understanding of NLI and its benefits to our operating forces.



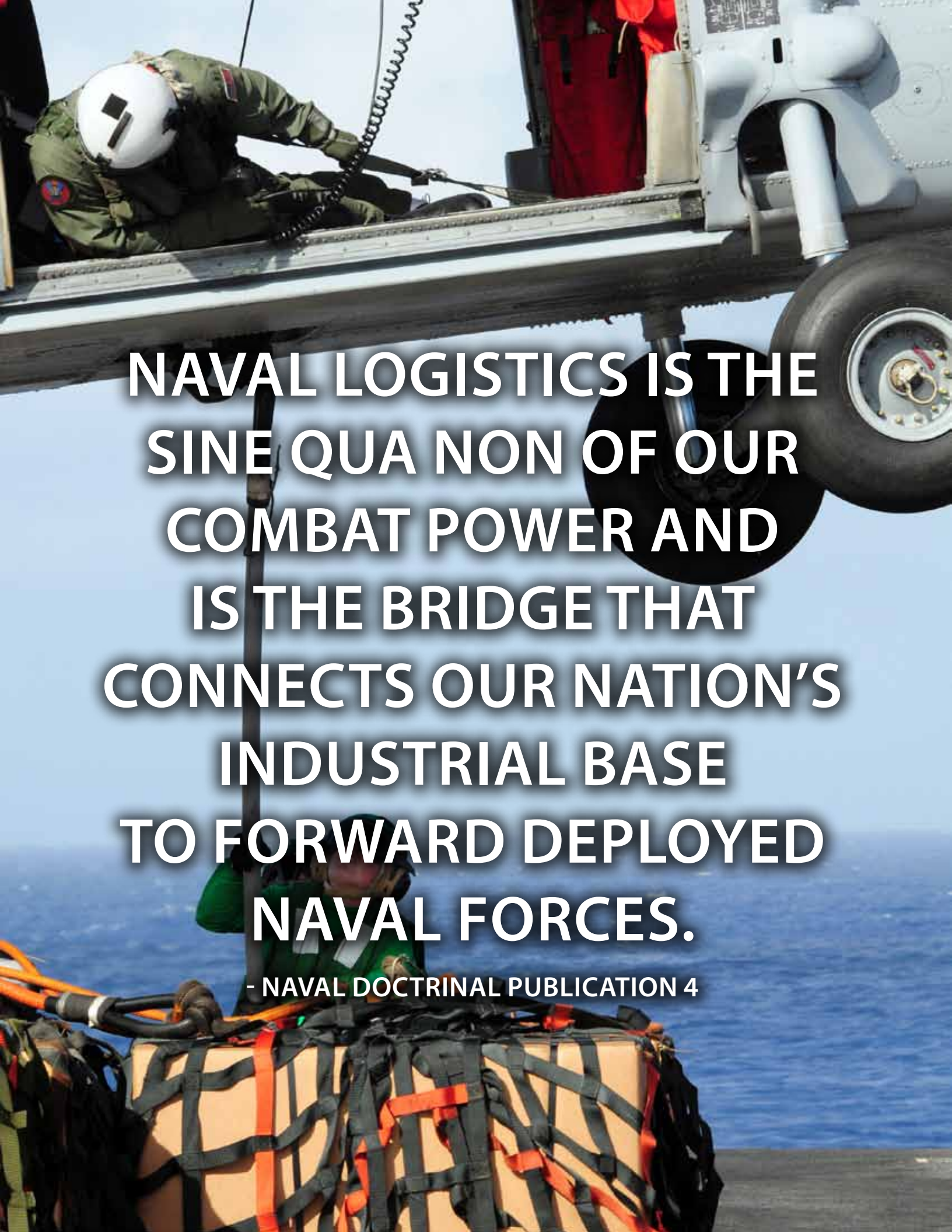


## Other Strategic Linkages

Our NLI vision, mission and goals derive directly from policies and concepts written at the highest levels of government. This strategic plan is directly linked to guidance from the Naval Service's Chiefs and supports the operational and logistics concepts articulated in *A Cooperative Strategy for 21st Century Seapower and Naval Operations Concept 2010*, as well as, individual Service logistics concepts. The NLI Strategic Plan has also been adjusted to ensure alignment with recurring themes gleaned from current and emerging joint logistics concepts (e.g., Joint Concept for Logistics, Joint Supply/ Distribution Joint Integrating Concepts) that provide the framework by which the Naval Services will operate and support joint warfighting logistics capabilities.



Like the emerging threats that require changes to our national security policies, shifting naval logistics requirements make this an evolving document. Similarly, the NLI Governance must ensure that NLI concepts are incorporated into future revisions of Service logistics policy and doctrine (e.g., MCWP 4.11/MCWP 4.12, NAVSUP Pub 4/NAVSUP P-485). With your input and collaboration, we will maintain alignment with our vision and mission and we will achieve the results required by our operating forces and our nation.



**NAVAL LOGISTICS IS THE  
SINE QUA NON OF OUR  
COMBAT POWER AND  
IS THE BRIDGE THAT  
CONNECTS OUR NATION'S  
INDUSTRIAL BASE  
TO FORWARD DEPLOYED  
NAVAL FORCES.**

**- NAVAL DOCTRINAL PUBLICATION 4**

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