



**DEPARTMENT OF THE NAVY**  
**HEADQUARTERS UNITED STATES MARINE CORPS**  
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MCO 4000.57B

LP

7 Apr 2023

MARINE CORPS ORDER 4000.57B

From: Commandant of the Marine Corps  
To: Distribution List

Subj: INTEGRATED FORCE SUSTAINMENT OF GROUND EQUIPMENT (IFSGE)

Encl: (1) References  
(2) United States Marine Corps Total Life Cycle Management (TLCM) Framework for Ground Equipment and Business Systems  
(3) Enterprise Ground Equipment Management (EGEM) Governance Structure Roles and Responsibilities  
(4) List of Acronyms and Abbreviations

1. Situation. The purpose of this Order is to publish policy for the governance and execution of the integrated force sustainment of ground equipment using the Marine Corps Total Life Cycle Management (TLCM) framework, in accordance with the references in enclosure (1) and enclosure (2). Ground equipment in the context of this Order includes weapon systems and business systems, which includes information systems and technology. The Enterprise Ground Equipment Management (EGEM) governance structure, detailed in enclosure (3) of this Order, will manage the integration of activities across the TLCM framework to support force sustainment of ground equipment.

a. As a Service, the Marine Corps will fully integrate two lines of effort in the execution of statutory sustainment responsibilities. The two lines of effort are Force Sustainment and System Sustainment as detailed in reference (a). It is critical that they are integrated, complementary, and supporting, to achieve the right readiness at the right cost at the right time aligned to Service-level priorities. The definition and scope of force sustainment for the purposes of this Order are:

(1) Force Sustainment is the provisioning of logistics and services to maintain military personnel, business systems, weapon systems, equipment, and necessary support, or combination thereof and prolong operations through mission accomplishment and redeployment. Pillars of force sustainment are logistics deployment/distribution, facilities/installations, health services, logistics services, maintenance, operational contract support/contingency contracting, and supply. Force sustainment is led by a single Headquarters element within the Marine Corps responsible for providing Service-level policy. While effective force sustainment includes the integration of System Sustainment, it does so without impeding/replicating the program decision authority governing system sustainment.

(2) The scope of force sustainment as it applies to this Order is limited to ground equipment and business systems.

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b. Per enclosure (2), the TLCM framework is the management model with aligned processes applied throughout the life of a system that bases all programmatic decisions on the anticipated materiel readiness and economic benefits derived over the life of a system. This framework incorporates the Major Capability Acquisition pathway from the Adaptive Acquisition Framework (AAF) described in references (b) and (c) since it requires the most extensive governance. Per reference (d), execution of sustainment is a shared responsibility of all stakeholders planning and executing the maintenance, supply, and other support required to sustain and maintain operational readiness of ground equipment. Sustainment is the unifying concept within TLCM because it spans all phases of the ground equipment life cycle and directly enables operational warfighting sustainment according to references (e) and (f). This Order defines how the TLCM framework informs system sustainment planning and execution to achieve optimal force sustainment of ground equipment in support of materiel readiness aligned to Service priorities.

c. The TLCM framework facilitates the integration and execution of all processes encompassing requirements development, design, testing, production, fielding, sustainment, and disposal of ground equipment across their designed life cycles. These processes are distinct but interdependent, and uncoordinated changes to or decisions within any of them can result in disjointed efforts and investment and management decisions that do not align with the Commandant of the Marine Corps (CMC) Service objectives or priorities. The TLCM framework integrates these processes to better plan and coordinate actions by process owners throughout ground equipment life cycles aimed at providing and sustaining Fleet Marine Force (FMF) capabilities and readiness. The TLCM framework is the critical enabler for ensuring the highest equipment readiness at the lowest cost by optimizing integrated materiel solutions across the Marine Corps by informing the resourcing activities within the Planning, Programming, Budgeting, Execution, and Assessment (PPBEA) process.

2. Cancellation. MCO 4000.57A, MCO 4105.4, MARADMIN 329/12, and MARADMIN 193/15.

3. Mission. To integrate and govern the distinct, but interdependent, TLCM processes in order to sustain readiness of Marine Corps ground equipment in accordance with CMC's force sustainment requirements and priorities.

#### 4. Execution

##### a. Commander's Intent and Concept of Operations

(1) Commander's Intent. Per references (g) and (h), CMC is responsible to organize, train and equip Marine Corps forces. In support of CMC's Title 10 responsibilities and per reference (i), the Deputy Commandant, Installations and Logistics (DC I&L) is designated by CMC as the TLCM integrator responsible for the ground equipment force sustainment governing processes described in this Order. Effective integration of roles and responsibilities is of paramount importance because it closes gaps across organizational boundaries, mitigates sustainment risks and improves overall programmatic effectiveness and efficiency. It is CMC's intent that optimal implementation and execution of the TLCM framework will:

(a) Maximize equipment readiness and optimize force sustainment costs;

7 Apr 2023

(b) Provide enhanced Marine Corps ground equipment force sustainment capabilities, to include those required to sustain forces in deployed and contested environments;

(c) Reduce waste and uncoordinated commitment of resources throughout the execution of TLMC;

(d) Provide accurate equipment accountability and visibility through enhanced Marine Corps asset management capabilities, policies and processes that are compliant with auditability standards;

(e) Provide refined visibility, accuracy, and transparency of Life Cycle Cost (LCC) for sustainment PPBEA purposes per reference (j), while working within fiscal constraints;

(f) Assess and improve TLMC effectiveness by monitoring performance of ground equipment and identifying areas for improvement using data; and

(g) Improve fidelity of sustainment-related data across the enterprise to drive enhanced life cycle decision making.

(2) Concept of Operations

(a) The Marine Corps' TLMC framework in enclosure (2) incorporates the Major Capability Acquisition AAF pathway and is aligned to the Two-Pass, Seven-Gate (2-Pass, 7-Gate) governance process, per reference (k). The framework consists of seven phases that provide for the management of ground equipment life cycle, from initial concept development to final disposal. EGEM governance will modify the approach to TLMC consistent with the AAF chosen pathway, the acquisition category and complexity, risk, and urgency of programs.

(b) The EGEM governance structure, in enclosure (3) of this Order, will manage the integration of activities across the TLMC framework in support of the integrated force sustainment of ground equipment. The EGEM governance structure includes an Executive Board, a Senior Leader Board, and a Corporate Board. The Corporate Board will establish Cross Functional Teams (CFTs) and Integrated Product Teams (IPTs) as required.

b. Supporting Element Missions

(1) Deputy Commandant for Installations and Logistics (DC I&L). Serve as the Marine Corps Ground Equipment Manager. Chair the EGEM Executive Board along with Deputy Commandant for Combat Development, and Integration (DC CD&I), and Deputy Commandant for Programs and Resources (DC P&R), ensure effective oversight and management of EGEM governance within the TLMC framework, and provide representatives to the EGEM Senior Leader and Corporate governance boards. DC I&L shall:

(a) Per reference (k), serve as the CMC's designee, when directed, during the 2-Pass, 7-Gate governance process.

(b) Per reference (k), serve as a principal member for all gates within the 2-Pass, 7-Gate governance process.

7 Apr 2023

(c) Per reference (d), represent the Marine Corps in all Department of Defense (DoD) and Department of Navy (DON) sustainment transformation, decision, mobilization, coordination, and policy groups. Provide coordinated recommendations to the Assistant Secretary of the Navy, Research Development and Acquisition (ASN (RDA)) and appropriate Deputy Assistant Secretary of the Navy (DASN) for approval in those instances when a consolidated Marine Corps and/or DON position is required.

(d) Serve as a Marine Corps principal representative to the Deputy Assistant Secretary of the Navy-Sustainment (DASN-S) and as the Service lead in the development, implementation, governance, and future refinement of all DON sustainment initiatives.

(e) Per reference (d), and in coordination with Program Managers (PM), ensure resourcing requirements for sustainment, maintenance and supply support align with Marine Corps objectives and equipping priorities to ensure operational readiness of the force.

(f) Develop resourcing requirements for sustainment across programs and enablers, and coordinate with DC P&R to allocate resourcing via Enterprise Programming Teams (EPTs). These programs and enablers include but are not limited to field and depot-level maintenance, to include Secondary Reparable (SECREP) components, Corrosion Prevention and Control, Condition Based Maintenance Plus (CBM+), and Organic Industrial Base (OIB) capabilities and infrastructure.

(g) Provide coordinated Service-level recommendations for force sustainment requirements to support ground equipment life cycle sustainment strategies to the Naval Acquisition Executive organization.

(h) Exercise oversight of audits by outside agencies and legislative issues regarding logistics, sustainment, or acquisition, while reserving those matters for ASN (RDA) that require a consolidated DON response or otherwise require ASN (RDA) involvement.

(i) Per reference (j), sponsor innovation and technology to sustain materiel readiness initiatives to positively impact operational availability, reliability, and economic performance of Marine Corps ground equipment supportive of Enterprise Sustainment Governance as an element to the overarching Logistics Operational Architecture.

(j) In coordination with key stakeholders, ensure critical ground equipment sustainment health metrics are aligned to force sustainment materiel readiness requirements and codified in policy and business systems.

(k) Identify and provide access to authoritative data systems and sources to serve as the accountable source for sustainment cost and materiel readiness data for all DoD and DON reporting requirements and Marine Corps program-level cost estimating and sustainment planning requirements.

(l) Advise the CMC on matters related to the force sustainment of ground equipment, while being responsible for publishing Service sustainment-related policy.

(m) Per reference (l), serve as the Functional Area Manager (FAM) and the Functional Data Manager (FDM) for all logistics automated information technology and data, to include prioritizing Service-level system change

investments to support data, reporting, information requirements, logistics enterprise architecture, and decision making.

(n) As the FAM and FDM, institute processes to improve logistics and sustainment data accuracy in support of TLM and Service equipping and resourcing priorities.

(o) Serve as the primary focal point for developing and recommending DON-level policy for the approval of ASN (RDA) in all matters dealing with force sustainment and life cycle logistics<sup>1</sup> during initial and iterative systems development throughout ground equipment's life cycle. Develop and establish Service-level policy for all such matters as necessary, consistent with DON policy.

(p) Participate in the planning, analysis, and execution functions of the Capabilities Based Assessment (CBA) process for all ground equipment and functional concepts.

(q) In coordination with the PM, per reference (m), ensure DC I&L personnel providing subject matter expertise support or assigned as members of an Independent Logistics Assessment (ILA) have training and/or experience commensurate with this responsibility.

(r) Integrate the TLM framework into the Enterprise Architecture Working Groups, Net-Centric Data Working Group, Information Technology Steering Group (ITSG), Logistics Advisory Groups, and other key related feedback mechanisms.

(s) In coordination with DC CD&I, Marine Corps Systems Command (MARCORSYSCOM), Program Executive Officer (PEO), Marine Corps Logistics Command (MARCORLOGCOM) and Marine Forces (MARFORs), ensure system sustainment Key Performance Parameters/Key System Attributes/Additional Performance Attributes (KPPs/KSAs/APAs) within Capabilities Development Documents (CDDs) are relevant, measurable, and testable in an operational context.

(t) Serve as the principal Marine Corps representative to the Joint Logistics Board, Joint Logistics Group, Defense Logistics Board, Industrial Base Council, Maintenance Executive Steering Committee, Sustainment Executive Steering Committee, Diminishing Manufacturing Sources and Materiel Shortages Governance Group, and subgroups as required.

(u) Assist Occupational Field Managers/Specialists with logistics/support Military Occupational Specialties (MOS) in assessing the impact of ground equipment maintenance tasks on MOS requirements in support of manpower, personnel, and training analysis. Verify appropriateness of assigned tasks for the identified MOS and adequacy of structure.

(v) Provide enterprise oversight and governance of the annual Enterprise Lifecycle Maintenance Planning (ELMP) activities and resourcing through the Sustainment and Installations Enterprise Programming Teams.

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<sup>1</sup> Within this Order, life-cycle logistics refers to the broad range of resourcing, supply and maintenance activities, which includes but is not limited to product support. Sustainment incorporates the planned and/or conducted activities of program managers and product support managers, supply and maintenance support providers/integrators and customers to include fleet forces and depots, and CMC staffs through a range of management programs. The primary goal of sustainment is to maintain materiel readiness objectives to enable the operational readiness of fleet forces in accordance with the priorities and objectives of CMC.

7 Apr 2023

(2) The Deputy Commandant for Combat Development and Integration (DC CD&I). Chair the EGEM Executive Board along with DC I&L and DC P&R, ensure effective oversight and management of EGEM governance within the TLMC framework, and provide representatives to the EGEM Senior Leader and Corporate governance boards. DC CD&I shall:

(a) Per reference (n), serve as the representative for TLMC matters across the Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities and Cost pillars of combat development and integration.

(b) Per references (b) and (o), ensure system sustainment planning is completed and established in the appropriate requirements document for each solution delivered via the Marine Corps Urgent Needs Process (UNS). Plan and identify resources to sustain continuing urgent needs.

(c) Per reference (p), and in coordination with DC I&L, ensure system sustainment requirements are incorporated in CBA documents to identify sustainment enablers such as Marine Corps depot maintenance core capabilities, Depot Source of Repair (DSOR) decisions, ELMP, Performance-Based Logistics, and CBM+, Reliability-Centered Maintenance, and other supportability analysis.

(d) Per reference (p) and related DoD-level guidance, and in coordination with all TLMC stakeholders, determine and establish supportability, reliability, availability, and maintainability metrics.

(e) Per reference (q), examine, evaluate, and implement TLMC initiatives in accordance with this Order during the CBA process for new capabilities, including commercial off the shelf/government off the shelf materiel solutions, in appropriate CBA and Joint Capabilities Integration and Development System (JCIDS) products.

(f) In coordination with TLMC stakeholders, conduct life cycle modeling & simulation to support requirements development and cost estimates.

(g) Incorporate life cycle management related requirements and costs in Marine Air Ground Task Force capabilities programming and budgeting documentation in support of the Warfighting Investment Enterprise Programming Team (EPT) and supporting EPTs per enclosure (2).

(h) Support the review, management, and optimization of Marine Corps materiel capabilities to include delivery, support, performance, and de-militarization/disposal as part of CBA or Business Case Assessments (BCA).

(i) Coordinate with Deputy Commandant for Plans, Policies and Operations (DC PP&O) to develop and provide materiel fielding priorities to stakeholders in support of flexible and responsive fielding planning and execution.

(j) As part of the CBA process, identify Science and Technology initiatives that may resolve or mitigate existing logistics and sustainment capability gaps and/or shortfalls through innovation and technology.

(3) Deputy Commandant for Programs and Resources (DC P&R). Chair the EGEM Executive Board along with DC I&L and DC CD&I, ensure effective

7 Apr 2023

oversight and management of EGEM governance within the TLCM framework, and provide representatives to the EGEM Senior Leader and Corporate governance boards. DC P&R shall:

(a) Provide visibility of Marine Corps programmatic/enterprise funding and associated sustainment costs.

(b) Serve as the advisor to DC I&L for fiscal programmatic and sustainment cost data.

(4) Deputy Commandant for Manpower and Reserve Affairs (DC M&RA). Provide representatives to the EGEM Corporate Board and advise and support the EGEM Executive and Senior Leader boards on manpower and the Human Resource Development Process as they pertain to TLCM.

(5) Deputy Commandant for Aviation (DC AVN). Provide representatives to the EGEM Senior Leader and Corporate Boards and participate in the planning and analysis functions of the aviation ground systems and equipment CBA/BCA process to integrate TLCM requirements, goals, and objectives.

(6) Deputy Commandant for Plans, Policies and Operations (DC PP&O). Provide representatives to the EGEM Senior Leader and Corporate Boards. DC PP&O shall:

(a) Provide CMC's priorities to MARCORSYSCOM and PEOs to allow them to develop fielding and disposal plans for ground equipment.

(b) Provide TLCM stakeholders guidance on and oversight of equipment and munitions shortfalls to ensure available materiel resources are prioritized, and appropriated.

(c) In coordination with DC CD&I, identify new equipment fielding priorities, and publish and maintain CMC equipping priority lists in support of inventory distribution and allocation.

(d) Direct Marine Corps-wide readiness analysis and assessments.

(7) Deputy Commandant for Information (DC I). Provide representatives to the EGEM Senior Leader and Corporate boards. DC I shall:

(a) Advise and support the EGEM Executive, Senior Leader and Corporate Boards on the full spectrum of Command, Control, Communication, and Computers and intelligence matters as they pertain to TLCM and ground equipment force sustainment.

(b) As the Marine Corps Chief Information Officer, advise the TLCM framework on matters pertaining to the Information Environment and the Information Technology (IT) portfolio as they pertain to ground equipment sustainment.

(c) Advise and facilitate access to TLCM data, procedures to use data repositories, and to protect data resources.

(d) Review advocate gap lists that contain IT enabling capabilities in support of the TLCM framework as well as UNS and Joint Urgent Operational Needs Statements.

7 Apr 2023

(e) Ensure TLCM framework-related IT enabling capabilities gaps are assessed through the ITSG and results are injected into the CBA process.

(f) Provide IT/Information Management vision and strategy for incorporation into requirements documentation supporting logistics domain business process strategies.

(g) Provide certification recommendations, as appropriate, for systems supporting the TLCM framework.

(8) Commanding General, Training and Education Command (CG, TECOM). Provide representatives to the EGEM Senior Leader and Corporate Boards. CG, TECOM shall:

(a) Evaluate the training and education continuums pertaining to the TLCM framework to identify the appropriate mechanism to transfer the required knowledge.

(b) Provide subject matter expertise in support of the ILA process to identify ground equipment training and education requirements and supportability.

(c) Per reference (n), provide subject matter expertise to support manpower, personnel, and training analysis and document development requirements.

(d) Coordinate with logistics MOS Occupational Field Managers and Specialists to assess the impact of new ground equipment on MOS training requirements. Validate assigned Training and Readiness Standards for the identified MOS.

(9) Commanders, Marine Forces (COMMARFOR). Provide representatives to the EGEM Senior Leader and Corporate Boards. COMMARFORs shall:

(a) Identify capability gaps and submit UNS as required.

(b) Identify sustainment requirements and resources to the appropriate organizations.

(c) Coordinate with DC PP&O, MARCORLOGCOM, MARCORSYSCOM, and PEOs to identify fielding plan responsibilities and execute ground equipment fielding tasks and disposal.

(d) Execute sustainment programs and supporting processes as required.

(e) As applicable, identify sustainment planning, programming, and budgeting requirements to appropriate organizations to execute logistics and sustainment.

(f) Collaborate with TLCM stakeholders and promptly execute disposal actions as directed and in accordance with equipment disposition instructions received.

(10) Commanding General, Marine Corps Logistics Command (CG, MARCORLOGCOM). In addition to providing representatives to the EGEM Senior Leader and Corporate Boards, CG, MARCORLOGCOM shall:



7 Apr 2023

(a) Provide ground equipment inventory management for all ground equipment, SECREP items and selected consumable items as directed by the PM's Product Support Strategy (PSS).

(b) Provide operational logistics solutions for integrated product support planning in support of ground equipment force and system sustainment requirements.

(c) Ensure sustainment performance parameters and attributes for the fielding of equipment/materiel are reviewed and support JCIDS and Marine Corps Capability Based Assessments (CBA) requirement development through the force integration processes, including data and information assessments provided by commercial and other DoD logistics support providers to be integrated with Marine Corps business systems.

(d) When designated by the PM, serve as a Product Support Integrator or Product Support Provider in accordance with the Product Support Agreement for materiel, subsystems, components and/or commodity support.

(e) Partner with MARCORSYSCOM and PEOs to support the TLMCM framework and the ILA process per reference (i), to include serving as a member of designated Logistics/Sustainment/Product Support IPTs.

(f) Provide geographically located sustainment support to FMF, as requested.

(g) Provide logistics support for Maritime Prepositioning Force and geographic prepositioning networked programs as required.

(h) Conduct planning, programming, and budgeting for funding enterprise logistics and sustainment activities in conjunction with DC I&L, MARFORs, MARCORSYSCOM, and PEOs.

(i) Support the development of the logistics IT portfolio aligned to IT solutions for new programs and legacy systems for sustainment planning and execution capabilities.

(j) Execute fielding and disposal plan actions in coordination with DC PP&O, MARFORs, MARCORSYSCOM, and PEOs.

(k) Coordinate and facilitate ELMP process and associated activities annually in support of Headquarters Marine Corps, and in alignment with TLMCM objectives.

(l) Serve as the principle Marine Corps representative on the Joint Group-Depot Maintenance.

(m) Serve as the executor and financial manager for ELMP.

(n) Manage and execute required depot maintenance requirements and activities.

(o) Maintain oversight of the Marine Corps OIB. Provide Service-level policy and strategic direction to ensure OIB capabilities are aligned to support TLMCM requirements and FMF readiness.

7 Apr 2023

(p) Provide weapon system life cycle support planning and analysis to PMs for development and execution of PSSs.

(11) Commander, Marine Corps Systems Command (COMMARCORSSYSCOM); Program Executive Officer Land Systems (PEO LS). Provide representatives to the EGEM Senior Leader and Corporate Boards and advise the EGEM Executive Board when requested. COMMARCORSSYSCOM and PEO LS shall:

(a) Lead and/or support planning and execution of the TLM phases per enclosure (2).

(b) Ensure systems sustainment planning, fielding, maintenance, distribution, and demilitarization/disposal requirements are coordinated with appropriate TLM stakeholders.

(c) Ensure that technical, contract, and delivery data are entered into appropriate Accountable Property System of Record.

(d) Serve as an advisor to DC I&L for systems sustainment data-related inquiries and reporting.

(e) Conduct life cycle management and product support modeling & simulation to support acquisition support planning, cost estimating, and systems sustainment reporting, planning and execution.

(f) Develop PSSs for material solutions consistent with force sustainment priorities, requirements, and initiatives.

(g) Establish Sustainment Program Baselines as directed in support of sustainment performance reporting and planning requirements, and provide quarterly metrics reports to DASN-S and DC I&L.

(h) Ensure system sustainment/product support planning and system sustainment strategies are developed consistent with force sustainment requirements.

(i) Publish a semiannual ILA schedule and provide TLM stakeholders the results and access to the ILA documentation or repository.

(j) The PM for Ammunition will provide ground conventional ammunition worldwide integrated logistics support to include supply chain management, distribution management, depot-level and other sustainment maintenance management, and strategic prepositioning capability to support the FMF and other supported units.

(k) Per reference (r), as the single point of accountability for product life cycle and support management, coordinate life cycle activities, products, processes, and data required to achieve program supportability cost, schedule, and performance (including sustainment) objectives.

(l) Ensure decisions supporting sustainment initiatives positively impact asset operational and materiel availability, reliability, and economic performance of Marine Corps ground equipment based on force sustainment requirements identified by DC I&L, DC CD&I, and DC P&R.

(m) Responsible for System Sustainment; promulgate and implement Service-level system sustainment policy, plans, and concepts. Ensure

alignment to statutory and regulatory guidance and force sustainment policy, plans, and concepts.

c. Coordinating Instructions

(1) Commanders, executives, and government employees will ensure compliance with references (s) and (t). The references provide guidance to managers on improving and demonstrating the accountability and effectiveness of federal programs, operations, and IT systems by identifying risks, managing risks, and establishing requirements and internal controls to assess, correct, and report on the effectiveness of internal controls in support of logistics, supply chain priorities, and auditability.

(2) The EGEM governance structure roles and responsibilities for TLMC implementation and execution are contained in enclosure (3).

5. Administration and Logistics

a. Recommendations. Recommendations concerning the contents of this Order shall be forwarded to DC I&L via the chain of command.

b. Privacy Act. Any misuse or unauthorized disclosure of Personally Identifiable Information (PII) may result in both civil and criminal penalties. The DON recognizes that the privacy of an individual is a personal and fundamental right that shall be respected and protected. The DON's need to collect, use, maintain, or disseminate PII about individuals for purposes of discharging its statutory responsibilities shall be balanced against the individual's right to be protected against unwarranted invasion of privacy. All collection, use, maintenance, or dissemination of PII shall be in accordance with the Privacy Act of 1974, as amended by 5 U.S.C. 552a (reference (v)) and implemented per reference (w).

c. Records Management. Records created as a result of this Order shall be managed according to National Archives and Records Administration (NARA)-approved dispositions per references (x) and (y) to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium. Records disposition schedules are located on the Department of the Navy/Assistant for Administration, Directives and Records Management Division portal page at: <https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>. Refer to reference (z) for Marine Corps records management policy and procedures.

6. Command and Signal

a. Command. This Order is applicable to the Marine Corps Total Force.

b. Signal. This Order is effective the date signed.



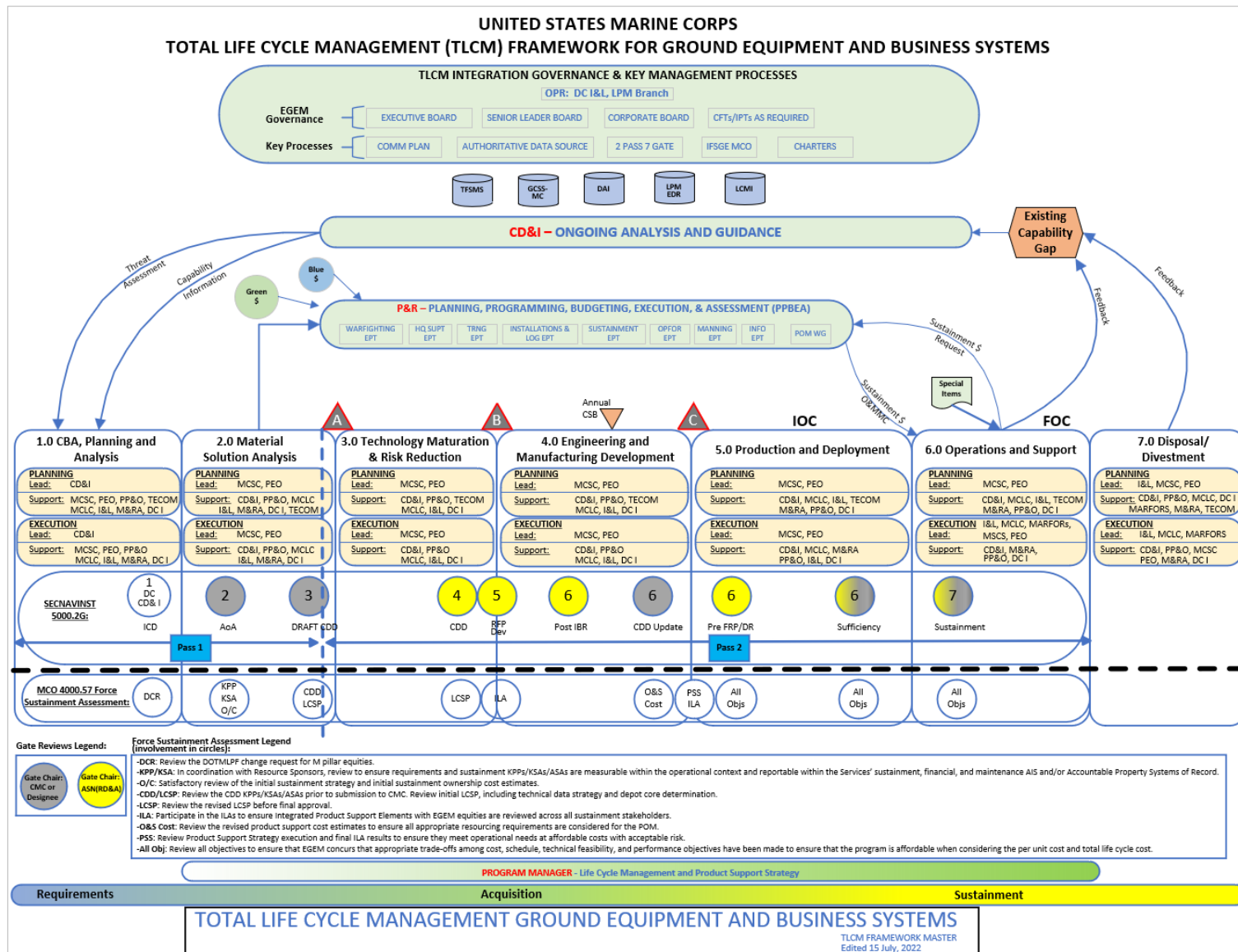
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## References

- (a) MCO 5000.27
- (b) DoD Instruction 5000.02 CH 1, "Operation of the Adaptive Acquisition Framework," June 8, 2022
- (c) DoD Instruction 5000.85 CH 1, "Major Capability Acquisition," November 4, 2021
- (d) SECNAVINST 5400.15D
- (e) JP 3-0, "Joint Operations," June 18, 2022
- (f) JP 4-0 CH 1, "Joint Logistics," May 8, 2019
- (g) 10 U.S.C., Section 8042
- (h) JP 1-0, "Joint Personnel Support," December 1, 2020
- (i) MCO 5000.28A
- (j) MCO 7000.1
- (k) SECNAVINST 5000.2G
- (l) MCO 5230.21
- (m) SECNAVINST 4105.1D
- (n) MCO 5311.1E
- (o) MCO 3900.17
- (p) MCO 3900.20
- (q) CJCSI 5123.01I, "Charter of the Joint Requirements Oversight Council (JROC) and Implementation of the Capabilities Integration and Development System," October 30, 2021
- (r) DoD Instruction 5000.91, "Product Support Management for the Adaptive Acquisition Framework," November 4, 2021
- (s) MCO 5200.24E
- (t) MCO 4000.60
- (u) MCO 4790.21
- (v) 5 U.S.C. 552a
- (w) SECNAVINST 5211.5F
- (x) SECNAVINST 5211.5F
- (y) SECNAV M-5210.1
- (z) MCO 5210.11F

# United States Marine Corps Total Life Cycle Management (TLCM) Framework for Ground Equipment and Business Systems



Enterprise Ground Equipment Management (EGEM) Governance Structure  
Roles and Responsibilities

1. EGEM Executive Board. The EGEM Executive Board is the decision-making authority responsible for providing ground equipment force sustainment strategic direction and governance. The board is tri-chaired by DC I&L; DC CD&I; and DC P&R. General Officer/Senior Executive Service (GO/SES) representatives from other TLMCM stakeholder organizations will be invited to participate in EGEM Executive Board meetings when issues involving their roles, responsibilities and/or interests are being considered. Executive Board members are responsible for:

a. Providing strategic-level guidance to ensure integration with other Marine Corps strategic processes [e.g., CBA, PPBEA, and Defense Acquisition System (DAS)] to optimize the performance, readiness, and cost of Marine Corps ground equipment.

b. Making Service-level TLMCM decisions including allocation, alignment, and prioritization of resources (financial, human, facility, time), and providing direction on policy as required.

c. Endorsing ground equipment force sustainment strategies, plans and procedures, while adjudicating conflicting stakeholder positions on these matters, and elevating matters requiring a Marine Requirements Oversight Council decision.

d. Providing strategic direction to the EGEM Senior Leader Board.

2. EGEM Senior Leader Board. The EGEM Senior Leader Board is responsible for providing direction and governance by coordinating actions between the EGEM Executive and Corporate Boards. It shall be comprised of GO/SES-level members representing DC I&L (chair); DC CD&I; DC P&R; DC PP&O; DC I; CG, TECOM; CG, MARCORLOGCOM; COMMARCORSYSCOM; and PEO LS. GO/SES representatives from other TLMCM stakeholder organizations will be invited to participate in EGEM Senior Leader Board meetings when issues involving their roles, responsibilities and/or interests are being considered. Senior Leader Board members are responsible for:

a. Providing senior-level governance and strategic guidance, ensuring collaboration and integration with other Marine Corps strategic processes (e.g., CBA, PPBEA, and DAS), approving process flow changes and guiding execution of the TLMCM framework to optimize performance, readiness, and cost of Marine Corps ground equipment and business systems.

b. Developing or endorsing ground equipment force sustainment strategies, plans and procedures, adjudicating conflicting stakeholder positions on these matters, and elevating matters to the EGEM Executive Board that require Service-level decision, guidance, or adjudication.

c. Serving as the authoritative body for implementing and refining the TLMCM framework and sustainment initiatives, improvements, and resource requirements.

d. Chartering and providing guidance and direction to the EGEM Corporate Board. The EGEM Senior Leader Board will designate a Chair for the Corporate Board who will attend all Senior Leader Board meetings. Other Corporate Board members may attend Senior Leader Board meetings at the discretion of the

Corporate Board Chair or Senior Leader Board members.

- e. Approving EGEM Corporate Board members.
- f. Oversee data and sustainment governance for specified business domains.
- g. Supporting the establishment of strategic metrics and IT solutions facilitating TLCM.
- h. Participating in TLCM and sustainment planning and analysis functions throughout the CBA process.
- i. Supporting a common framework for estimating, collecting, and managing lifecycle and sustainment cost.
- j. Ensuring ground equipment force sustainment strategic goals, objectives and initiatives are incorporated into the requirements generation process and meet program goals.
- k. Optimizing the readiness of Marine Corps ground equipment by leveraging proactive and robust analysis, processes, strategic forecasting, and sound program sustainment reduction strategies within the PPBEA system.
- l. Per references (b) and (m), and enclosure (2), supporting readiness analysis, materiel requirements sustainment solutions, force sustainment assessments and the ILA processes.
- m. Per reference (i), and as applicable, reviewing program applicable documents at each gate of the 2-Pass, 7-Gate governance procedure to ensure that documented requirements are achievable at affordable costs and within acceptable risk parameters.
- n. Per reference (g), supporting the TLCM framework and systems sustainment modeling and simulation to inform requirements definition and cost analysis.
- o. Making recommendations to DC P&R on how to best resource ground equipment force sustainment capabilities in the Program Objective Memorandum, Program Reviews, strategic assessments and PPBEA system.
- p. Establish criteria and procedures for programs identified for review by the EGEM Senior Leader Board under the Marine Corps force sustainment assessment process.

3. EGEM Corporate Board. As the principal advisory body to the EGEM Senior Leader Board, the EGEM Corporate Board is responsible for optimal execution and day-to-day supervision of the TLCM framework. The EGEM Corporate Board shall:

- a. Be comprised of Colonel or civilian equivalent members representing DC I&L (Chair); DC CD&I; DC P&R; DC PP&O; CG, TECOM; DC I; DC M&RA; DC AVN; COMMARFORCOM; Commander, Marine Forces Pacific (COMMARFORPAC); Commander, Marine Forces Reserve (COMMARFORRES); Commander, Marine Forces Special Operations Command (COMMARFORSOC); CG, MARCORLOGCOM; COMMARCORSYSCOM; and PEO LS. Representatives from other TLCM stakeholder organizations will be invited to participate in EGEM Corporate Board meetings when issues involving their

7 Apr 2023

roles, responsibilities and/or interests are being considered.

b. On an annual basis, publish a quarterly Corporate Board meeting schedule and agenda to perform the duties required in the charter.

c. Address ground equipment force sustainment strategies, plans, policies, and procedures, adjudicate conflicting stakeholder positions on these matters, and elevate matters to the EGEM Senior Leader Board that require more senior-level decision, guidance, or adjudication.

d. Address Marine Corps-related ground equipment force sustainment requirements that emanate from the DoD and DON.

e. Ensure Marine Corps policies are compliant with statute, legislation and higher echelon policy and guidance, and are congruent with other Marine Corps policies and guidance.

f. Identify leads, charter, and oversee CFTs and IPTs to optimize performance, resolve specific issues, and improve execution of the TLMC framework. CFTs and IPTs will gather data, map processes, perform analysis and develop specific recommendations for force sustainment activities process improvements.

g. Per reference (u), review and approve Depot Source of Repair (DSOR) recommendations.

h. Implement the force sustainment assessment process in support of Acquisition Category (ACAT) programs not mandated to the 2-Pass, 7-Gate review governance process designated as special interest by the EGEM Senior Leader Board. The force sustainment assessment process will be used to ensure ground equipment and business systems product sustainment strategies align to CMC's force sustainment requirements, initiatives, reporting and materiel readiness priorities.

i. Participate in periodic briefs, Gate 6, and Gate 7 reviews for all programs subject to the 2-Pass, 7-Gate governance process.

j. Ensure that EGEM governance is fully integrated into the defined Requirements Transition Process.

k. Provide guidance to and oversight of the TLMC framework to include, but not limited to:

(1) Governance/Policy

(a) Develop coordinated positions on ground equipment force sustainment matters to include strategies, plans, policies, controls, business processes, and procedures, adjudicating conflicting stakeholder positions as required.

(b) Align ground equipment force sustainment initiatives with DoD and DON policy and guidance.

(2) Strategic Planning and Execution Oversight

(a) Conduct strategic planning, to include developing goals, objectives, and metrics, as well as execute strategic initiatives to enable TLMC.



7 Apr 2023

(b) Coordinate the integration of ground equipment force sustainment strategies (including system sustainment) and policies into defined and developing enterprise architectures.

(c) Execute a force sustainment assessment process for other than ACAT I programs, as necessary.

(d) Coordinate stakeholder actions to mitigate risks that may conflict with Service priorities or that may adversely affect ground equipment force sustainment (e.g., result in reduced readiness or increased costs).

(e) Monitor and ensure appropriate participation by all TLMCM stakeholders and integrated planning and execution of actions within requirements development supported by JCIDS, resourcing supported by the PPBEA System, and acquisition supported by the DAS.

(f) Ensure ELMP IPTs develop and plan for maintenance requirements execution that support PSS developed by PMs and recommend prioritization of maintenance resourcing in accordance with CMC's priorities.

(3) Information Technology/Information Management

(a) Identify, evaluate, and designate technology and innovation solutions and the authoritative data sources that support the capture, documentation, execution and reporting of ground equipment force sustainment.

(b) Provide related logistics data requirements definitions, standards, exchanges, governance, authorities, cross-organizational data capability and data integration to ensure efficient processes and high data quality and consistent data flows to stakeholders.

(c) Support implementation of the logistics IT architecture portfolio and roadmap as part of the Marine Corps enterprise IT architecture to enforce compliance and internal controls for logistics business domain processes to achieve integrated force sustainment objectives and goals.

(4) Communications/Training

(a) Communicate TLMCM strategies and initiatives across the Enterprise and DON as required.

(b) Develop TLMCM communication and education strategies to educate Marine Corps personnel and external organizations on integrated ground equipment force sustainment concepts and initiatives.

List of Acronyms and Abbreviations

AAF	Adaptive Acquisition Framework
ACAT	Acquisition Category
APA	Additional Performance Attributes
ASN	Assistant Secretary of Navy
BCA	Business Case Analysis
CBA	Capabilities Based Assessment
CBM+	Condition Based Maintenance Plus
CDD	Capabilities Development Document
CFT	Cross Functional Team
CG, MARCORLOGCOM	Commanding General, Marine Corps Logistics Command
CG, TECOM	Commanding General, Training and Education Command
CMC	Commandant Marine Corps
COMMARCORSYSCOM	Commander, Marine Corps Systems Command
COMMARFORCOM	Commander, Marine Forces Command
COMMARFORPAC	Commander, Marine Forces Pacific
COMMARFORRES	Commander, Marine Forces Reserve
COMMARFORSOC	Commander, Marine Forces Special Operations Command
CPAC	Corrosion Prevention and Control
DAS	Defense Acquisition System
DASN-S	Deputy Assistant Secretary of Navy-Sustainment
DC AVN	Deputy Commandant for Aviation
DC CD&I	Deputy Commandant for Combat Development and Integration
DC I	Deputy Commandant for Information
DC I&L	Deputy Commandant for Installations and Logistics
DC M&RA	Deputy Commandant for Manpower and Reserve Affairs
DC PP&O	Deputy Commandant for Plans, Policies and Operations
DC P&R	Deputy Commandant for Programs and Resources
DoD	Department of Defense
DON	Department of Navy
DSOR	Depot Source of Repair
EGEM	Enterprise Ground Equipment Management
ELMP	Enterprise Lifecycle Maintenance Planning
EPT	Enterprise Programming Team
FAM	Functional Area Manager
FDM	Functional Data Manager
FMF	Fleet Marine Forces
FSA	Force Sustainment Assessment
GO/SES	General Officer/Senior Executive Service
ILA	Independent Logistics Assessment
IPT	Integrated Product Team
IT	Information Technology
ITSG	Information Technology Steering Group
JCIDS	Joint Capabilities Integration and Development System
KPP	Key Performance Parameter
KSA	Key System Attribute
LCC	Life Cycle Cost
MARFOR	Marine Forces
MOS	Military Occupational Specialty
OIB	Organic Industrial Base
PEO LS	Program Executive Officer, Land Systems

7 Apr 2023

PII	Personally Identifiable Information
PM	Program Manager
PPBEA	Planning, Programming, Budgeting, Execution and Assessment
PSI	Product Support Integrator
PSS	Product Support Strategy
RDA	Research, Development and Acquisition
SECREP	Secondary Reparable
TLCM	Total Life Cycle Management
UNS	Universal Needs Statement