



**DEPARTMENT OF THE NAVY**  
HEADQUARTERS UNITED STATES MARINE CORPS  
3000 MARINE CORPS PENTAGON  
WASHINGTON DC 20350-3000

MCO 5000.27 CH 1  
MARCORSYSCOM  
15 Nov 2024

MARINE CORPS ORDER 5000.27, CHANGE TRANSMITTAL 1

From: Commandant of the Marine Corps  
To: Distribution List

Subj: MARINE CORPS ROLES & RESPONSIBILITIES FOR THE ACQUISITION AND  
SUSTAINMENT PROCESSES

1. Situation. MCO 5000.27 requires administrative changes, updates to organizational nomenclature and promulgating authorities, and does not include the Training Domain in the list of Annexes.
2. Mission. To implement Change 1 to MCO 5000.27 to make administrative changes, update organizational nomenclature and promulgating authorities, and to identify and include the Training Domain and Annex.
3. Execution. Changes to the Order are as follows:
  - a. Page number 5, paragraph 3.b.(1)(b)
    - (1) Changed single noun, "requirement", to plural noun, "requirements".
  - b. Page number 6, paragraph 3.b.(1)(j)
    - (1) Added Resources, Requirements, and Assessments to the list of Deputy Commandant, Combat Development & Integration Functional Area Manager (FAM)/Functional Data Manager (FDM) advisory responsibilities.
  - c. Page number 6, paragraph 3.b.(1)(j)
    - (1) Reworded task for sake of clarity and accuracy of FAM/FDM advisory responsibilities.
  - d. Page number 6, paragraph 3.b.(2)(e)
    - (1) Reworded task for sake of clarity and accuracy of FAM/FDM advisory responsibilities.
  - e. Page number 7, paragraphs 3.b.(3)(c), (d), and (f)
    - (1) In addition to "Major Defense Acquisition Programs (MDAPs)," added "select non-MDAPs" to scope of concern.
  - f. Page number 7, paragraph 3.b.(3)(l)
    - (1) Reworded task for sake of clarity and accuracy of FAM/FDM advisory responsibilities.

g. Page number 10, paragraph 3.b.(5)(u)

(1) Reworded task for sake of clarity and accuracy of FAM/FDM advisory responsibilities.

h. Page number 11, paragraph 3.b.(6)(i)

(1) Reworded task for sake of clarity and accuracy of FAM/FDM advisory responsibilities.

i. Page number 12, paragraph 3.b.(7)(d)

(1) Reworded task for sake of clarity and accuracy of FAM/FDM advisory responsibilities.

j. Page number 12, paragraph 3.b.(8)(e)

(1) Reworded task for sake of clarity and accuracy of FAM/FDM advisory responsibilities.

k. Page number 13, paragraph 3.b.(9)(p)

(1) Reworded task for sake of clarity and accuracy of FAM/FDM advisory responsibilities.

l. Page number 16, paragraph 3.b.(12)(h)

(1) Reworded task for sake of clarity and accuracy of FAM/FDM advisory responsibilities.

m. Page number 17, paragraph 3.c.(4)

(1) Added Training to the list of domains.

(2) Updated all instances of five domains or annexes to six.

n. Page Number 17 and 18, paragraph 3.c.(5)

(1) Updated all instances referring to five domains or annexes to six.

(2) Updated the promulgating authority for Business Systems, Ground, and Services Annexes to DC, CD&I.

(3) Added the Training Annex as subparagraph (f) and identified Commanding General, TECOM as the promulgating authority.

o. Enclosure 1, page 1-1, updated references as listed below.

(1) Updated reference (b) to 10 U.S.C. Section 3102

(2) Updated reference (h) to 5000.2G

(3) Updated reference (j) to CJCSI 5123.01I

(4) Updated reference (n) to MCO 4000.57B

4. Administration and Logistics

a. Records Management. Records created as a result of this directive shall be managed according to National Archives and Records Administration (NARA)-approved dispositions per SECNAV M-5210.1 CH-1, Rev 1 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 (DON/AA), Directives and Records Management Division (DRMD) portal page at: <https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>. Refer to MCO 5210.11F for Marine Corps records management policy and procedures.

b. Privacy Act. Any misuse or unauthorized disclosure of Personally Identifiable Information (PII) may result in both civil and criminal penalties. The Department of the Navy (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 individuals' 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 (5 U.S.C. 552a) and implemented per SECNAVINST 5211.5F.

c. Recommendations. Recommendations concerning the contents of this change transmittal are welcomed and may be forwarded to HQMC, DC CD&I via the appropriate chain of command.

5. Command and Signal

- a. Command. This Order is applicable to the Marine Corps Total Force.
- b. Signal. This Order is effective the date signed.



T. L. CAMPBELL  
By direction

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**DEPARTMENT OF THE NAVY**  
HEADQUARTERS UNITED STATES MARINE CORPS  
3000 MARINE CORPS PENTAGON  
WASHINGTON DC 20350-3000

MCO 5000.27  
MARCORSYSCOM  
4 OCT 2021

MARINE CORPS ORDER 5000.27

From: Commandant of the Marine Corps  
To: Distribution List

Subj: MARINE CORPS ROLES & RESPONSIBILITIES FOR THE ACQUISITION AND  
SUSTAINMENT PROCESSES

Ref: See enclosure (1)

Encl: (1) References

1. Situation

a. Purpose. To establish policy and responsibilities for the acquisition and sustainment of systems and equipment, this Order is in accordance with references (a) through (t). Specifically:

(1) Publish orders that streamline the equipment acquisition and sustainment total lifecycle management processes.

(2) Implement the Defense Acquisition System (DAS) per reference (a), to establish "a customer-oriented acquisition system" in accordance with reference (b), with the Service as a DAS "customer," "represented by" the Secretary of the Navy (SECNAV) and Service Chief.

b. Authorities. Defense acquisition depends upon a structure of tiered and overlapping statutory authorities as the basis for Department of Defense (DoD) and Department of the Navy (DON) implementing directives. Following is the essential taxonomy of authorities:

(1) The Undersecretary of Defense for Acquisition and Sustainment establishes DoD policy, pathways, and responsibilities for the operation of the DAS, per references (c) and (d).

(2) As required by references (a) and (e), the SECNAV has designated the Assistant Secretary of the Navy (ASN) for Research, Development and Acquisition (RD&A):

(a) The single entity within the DON responsible for the acquisition function (no other entity within the Office of the SECNAV or Headquarters Marine Corps (HQMC) is authorized to conduct this function); and

(b) The Naval Acquisition Executive (NAE) with full responsibility for all DON acquisition programs through Program Executive Officers (PEOs), Direct Reporting Program Managers (DPRMs) or Systems Command (SYSCOM) Commanders.

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(3) Reference (e) provides that "no office or other entity may be established or designated within the Office of the Chief of Naval Operations or HQMC, to conduct this function."

(4) Reference (f) provides that the principal duty of ASN (RD&A) "shall be the overall supervision of research, development, acquisition, and sustainment (including maintenance) matters of the DON."

(5) The Commandant of the Marine Corps (CMC) has statutory responsibility per reference (g) to assist the SECNAV in the performance of the following acquisition functions:

(a) Development of requirements for equipping the Marine Corps (subject, where appropriate, to validation by the Joint Requirements Oversight Council).

(b) Balancing of resources and priorities when considering associated trade-offs among cost, schedule, technical feasibility, and performance on Major Defense Acquisition Programs (MDAP).

(c) Coordination of measures to control requirements creep in the DAS.

(d) Recommendation of trade-offs among lifecycle cost, schedule, performance objectives, and procurement quantity objectives, to ensure acquisition programs deliver best value in meeting the approved military requirements.

(e) Termination of development or procurement programs for which lifecycle cost, schedule, and performance expectations are no longer consistent with approved military requirements and levels of priority, or which no longer have approved military requirements.

(f) Development and management of career paths in acquisition for military personnel.

(g) Assignment and training of Contracting Officer's Representatives (CORs) when such representatives are required to be members of the armed forces because of the nature of the contract concerned.

2. Mission. To issue Service policy and procedures with defined roles and responsibilities for implementation of the DAS, per relevant statutory and regulatory provisions.

### 3. Execution

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

(1) Commander's Intent. In successfully implementing the DAS, the Marine Corps will execute assigned roles and responsibilities, key transitions as defined herein, and acquisition and sustainment resourcing aligned with statutory and regulatory authorities and responsibilities as the means to:

(a) Produce and deliver, at the speed of relevance, advanced technology systems and military equipment that meet Fleet Marine Force (FMF) capability needs and equip Marines with the most capable and cost-effective

business systems, services, and Naval expeditionary systems supporting all domains in which Marines operate for current and future expeditionary and crisis-response capabilities.

(b) Leverage the maneuver space provided by the Adaptive Acquisition Framework (AAF) to exploit opportunity and increase tempo in acquisition operations wherever applicable and advantageous.

(c) Plan and execute product support/sustainment with deliberate purpose and foresight in order to provide lifecycle support that maintains readiness, operational capability, and control costs.

## (2) Concept of Operations

(a) Scheme of Maneuver. Per reference (h), the Marine Corps will plan and conduct acquisition operations through the continuous and coordinated action of three primary organizational elements, each with unique authorities and responsibilities: a Requirements Element, a Resourcing Element, and an Acquisition Element.

1. Requirements Element. The Marine Corps Requirements Element performs two functions that drive acquisition operations: Capabilities Planning and Requirements Development.

a. Capabilities Planning. The Marine Corps will identify future capability requirements through a single organization within HQMC.

b. Requirements Development. The Marine Corps will develop materiel capability solution requirements through a single organization within HQMC.

2. Resourcing Element. The Marine Corps will resource requirements through a single organization within HQMC.

3. Acquisition Element. The DON Acquisition Workforce (AWF) will develop and acquire Navy and Marine Corps systems and equipment as described in reference (h).

a. The DON AWF includes, but is not limited to, people associated with the following types of organizations that perform uniquely Marine Corps acquisition operations: Systems Commands (SYSCOMs), PEOs, Joint Program Offices, and DRPMs.

b. A single organization within the DON AWF leads the integration of Marine Corps policies, practices, and workforce qualifications in compliance with applicable law, regulatory provisions, and directives.

4. Each element will perform its respective roles and responsibilities across the three primary phases of acquisition operations: the Requirements phase, the Resource Allocation phase, and the Materiel Solution phase. These three phases are sequential, cyclical, and overlapping (or concurrent), therefore execution must be collaborative, systematic, and disciplined. Key transitions define the flow of operations from one phase to the other.



a. Requirements phase. The Requirements Element will lead this phase, which consists of two distinct processes. The Requirements Element uses the Capabilities Planning Process to identify future capability requirements. Subsequently, the Requirements Element uses the Marine Corps Requirements Development Process for generating, approving, validating, and transitioning acquisition capability requirements to the follow-on phases for execution. The Requirements phase transitions to the Resource Allocation phase and the subsequent Materiel Solution phase via the Program Objective Memorandum Process and the Requirements Transition Process (RTP), respectively.

b. Resource Allocation phase. The Resourcing Element will lead this phase by assigning appropriate levels of funding to requirements identified in the Requirements Phase. When funded via the Budgeting process during this phase, requirements may transition to the Material Solution phase via the Requirements Transition Process.

c. Materiel Solution phase. The Acquisition Element will lead this two-part phase in accordance with the DAS. Part one of the Materiel Solution phase is the Product Development Process. Part two is the Product Support Process. The Materiel Solution phase feeds back to the Requirements phase through the Product Support Process.

5. As a Service, the Marine Corps will integrate two lines of effort in the execution of statutory sustainment responsibilities. The two lines of effort are Force Sustainment and System Sustainment. While distinct statutory requirements govern the execution of each of these lines of effort, with specified DON and HQMC authorities, it is critical that they be integrated, complementary, and supporting, rather than disassociated and competing. For example, waiting to address integration of system sustainment until post fielding is wholly inefficient and very ineffective, costing the Service valuable resources and impacting readiness. Therefore, it is imperative that sustainment concepts of operation and requirements are integrated early in the capabilities planning and resourcing processes. To provide additional clarity, Force Sustainment and System Sustainment are outlined in the following subparagraphs.

a. 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, as outlined in subparagraph (b) below.

b. System Sustainment is the end-to-end (concept development to demilitarization and disposal), life-cycle management and product support of systems and equipment. Pillars of Systems Sustainment are programmatic authority (Milestone Decision Authority / Acquisition Decision Authority), acquisition logistics, comptroller, contracting, legal services, cost estimating, property accountability and management, systems engineering, and technical authority. In order to optimize system sustainment outcomes, a

single organization will exercise management control and technical direction responsibilities aligned to the Acquisition Enterprise.

(b) Support Plan (Supporting Resources). Marine Corps acquisition operations will require responsive and effective support through existing processes, new initiatives, data calls, and on-call participation requests from across the Marine Corps enterprise and parent organizations. Marine Corps stakeholders and supporting organizations involved in the planning and execution of acquisition programs shall provide domain-specific subject matter expertise and exercise governance, advisory, or consultative responsibility, while force development decisions will reside in the HQMC Requirements Element; with acquisition milestone, program, and technical decision authority to be exercised within the Acquisition Element, as established in law/regulation. Examples of supporting resources provided below.

1. Warfighter Requirements, Operational Advisory Groups, Lessons Learned, After-Action, etc.

2. Data & Analysis (Readiness, Threat, Capability, Wargaming, etc.)

b. Tasks. The following are the assigned roles and responsibilities for Marine Corps implementation of the DAS and support to the accountable authorities and relationships described in paragraph 1.

(1) Deputy Commandant, Combat Development & Integration (DC, CD&I)

(a) Serve as the HQMC Requirements Element for acquisition operations, as identified in the Concept of Operations.

(b) Serve as the approval and managerial authority for all materiel and non-materiel solution requirements, to include requirement for IT systems, Defense Business Systems, and training systems. Exercise primary responsibility for all Marine Corps capabilities development, as defined in references (i) and (j), drawing on subject matter expertise from other deputy commandants, commanders, and key stakeholders in support of decisions and directions issued pursuant to this responsibility. Ensure coordinated and collaborative effort across and within the three phases of acquisition operations.

(c) Serve as the designated policy owner for the Capabilities Planning process and its outputs. Work collaboratively with the resourcing and Acquisition Elements to promulgate directives that identify and synchronize key transitions and interfaces and streamline acquisition operations.

(d) Serve as the Marine Corps validation and managerial authority for all enterprise materiel solution requirements, to include requirements for Aviation, Naval Expeditionary, and Business Systems. Review all materiel solution requirements, from any source, prior to their submission for approval, and prior to action by any materiel developer.

(e) Include affordability analyses in the Capabilities Planning process that support balancing of resources and priorities, and associated trade-offs among cost, schedule, technical feasibility, and performance on defense acquisition programs.



(f) Assist the ASN (RD&A) in the coordination of measures to control requirements creep in the DAS in accordance with references (f), (g) and (k).

(g) Ensure Service force development plans include (as appropriate):

1. Recommendations for trade-offs among life-cycle cost, schedule, performance objectives, and procurement quantity objectives, to ensure acquisition programs deliver best value in meeting the approved military requirements.

2. Direction concerning termination of development or procurement programs for which life-cycle cost, schedule, and performance expectations are no longer consistent with approved requirements and levels of priority, or which no longer have approved requirements.

(h) Develop all capability, operational, and data architecture views within integrated architecture products that support Marine Corps acquisition programs, and ensure systems, technical, and standards views are consistent with these views and comply with Marine Corps architecture standards and policy.

(i) Support the Two-Pass Seven-Gate governance process to ensure that documented requirements are technically achievable at affordable costs and within acceptable risk parameters per reference (h).

(j) Serve as the advisor as the Functional Area Manager (FAM)/Functional Data Manager (FDM) for Command and Control, Weapons Planning and Control, Science and Technology, and Modeling and Simulation. Serve as the Warfighting Mission Area lead.

(2) Deputy Commandant, Plans, Policies, & Operations (DC, PP&O)

(a) Publish Marine Corps' Execution Order establishing CMC sourcing priorities; participate in the fielding process to ensure fielding priorities and the fielding schedule align with CMC priorities and FMF operational requirements.

(b) Establish, in conjunction with CD&I and Installations & Logistics (I&L), materiel readiness standards as part of Capabilities Planning to ensure future capabilities for Marine Corps manpower, materiel, weapons, and facilities are aligned with supported FMF and Combatant Commander Operational Concepts and Plans.

(c) Provide subject matter experts (SMEs) to assist the applicable PEOs, DPRMs, or SYSCOMs in developing acquisition and product support strategies aligned to Marine Corps warfighting concepts and force development plans, minimizing the sustainment burden on FMF commanders.

(d) Support the Two-Pass Seven-Gate governance process to ensure that documented requirements are technically achievable at affordable costs and within acceptable risk parameters per reference (h).

(e) Serve as an advisor as the FAM/FDM for USMC Readiness.

(3) Deputy Commandant, Programs & Resources (DC, P&R)

(a) Serve as the HQMC Resourcing Element for acquisition operations, as identified in the Concept of Operations.

(b) Serve as the designated policy owner for the Resource Allocation phase of acquisition operations. Work collaboratively with the Requirements and Acquisition Elements to promulgate directives that identify and synchronize key transitions and interfaces, streamline acquisition operations, and reduce the burden of product support on FMF commanders.

(c) Coordinate with CD&I and the applicable PEOs, DRPMs, or SYSCOMs to ensure alignment of MDAP acquisition program requirements against funding availability through affordability analyses to support design, development, procurement, and sustainment of mission effective capability and services.

(d) Balance resources, priorities, and associated trade-offs among cost, schedule, technical feasibility, and performance on MDAP.

(e) Ensure resources allocated to acquisition programs match realistic cost estimates.

(f) Prepare affordability analyses for all Acquisition Category (ACAT) I and Business Acquisition Category I/II programs and as directed, to include prospective programs within a portfolio or mission area, demonstrating the ability of the estimated budgets to fund a new program over its planned life-cycle.

(g) Review program affordability at each gate of the Two-Pass Seven-Gate governance procedures per reference (h).

(h) Ensure that sustainment factors are fully considered at all life-cycle management decision points.

(i) Ensure reliability and maintainability data from operational and developmental testing and evaluation and fielding informs estimates of operations and support costs for major weapon systems.

(j) Advise and provide subject matter expertise to support CD&I's development of applicable Business Capability Requirements Documents (BCRD) in accordance with the Business Systems Annex of this Order.

(k) Support the Two-Pass Seven-Gate governance process to ensure that documented requirements are technically achievable at affordable costs and within acceptable risk parameters per reference (h).

(l) Serve as an advisor as the FAM/FDM for Financial Management.

(4) Deputy Commandant, Aviation (DC, A)

(a) As the designated Service lead within the Naval Aviation Enterprise and in partnership with Commander, Naval Air Forces (CNAF) and Commander, Naval Air Systems Command (NAVAIR), develop, integrate, and coordinate plans, policies, and logistics resources to manage the total life-cycle of Marine Corps aviation programs.

(b) Support CD&I in the identification of service level requirements in aviation concepts, technologies, capabilities, and systems that will enhance the lethality of the Marine Air Ground Task Force (MAGTF).

(c) Monitor and assess the materiel readiness of aviation platforms and related supporting systems in order to inform future capability performance requirements and assist NAVAIR, P&R, CD&I, the applicable PEOs, DRPMs, or SYSCOMs to ensure alignment of MDAP with making data-informed PPBE and Audit decisions.

(d) Provide aviation SMEs to assist NAVAIR, the applicable PEOs, DRPMs, or SYSCOMs in developing acquisition and product support strategies aligned to institutional supply, logistics, and sustainment concepts while minimizing the sustainment burden on FMF commanders.

(e) Support the development of requirements and acquisition strategies for Aviation Command and Control systems and Ground Support Control systems in conjunction with CD&I, the applicable PEOs, DRPMs, or SYSCOMs, Deputy Chief of Naval Operations Warfare Systems (N9), and other applicable materiel developers within the NAE.

(f) Support the Two-Pass Seven-Gate governance process to ensure that documented requirements are technically achievable at affordable costs and within acceptable risk parameters per reference (h).

(5) Deputy Commandant, Installations & Logistics (DC, I&L)

(a) Serve as the primary focal points for developing and recommending DON-level policy for the approval of ASN(RD&A) in all matters dealing with sustainment and life-cycle logistics during initial and iterative systems development throughout a weapon system's or Automated Information System's (AIS) life-cycle per reference (l).

(b) Serve as the Marine Corps, and where appropriate DON, representative in logistics business transformation, decision, mobilization, coordination, and policy groups. Provide coordinated service recommendations to ASN (RD&A) for approval in those instances when a consolidated DON position is required.

(c) Measure, report, and assimilate states of materiel readiness to inform future performance parameters within capability requirements and support P&R and CD&I with making data-informed Planning, Programming, Budgeting, Execution, and Assessment decisions.

(d) Exercise advisory/consultative responsibility per reference (h), in developing acquisition and product support strategies aligned to institutional supply, logistics, and sustainment concepts while minimizing the sustainment burden on FMF commanders.

(e) Responsible for Force Sustainment; promulgate Service-level logistics plans, policies, and concepts to support Aviation, Ground, and Business Systems product support strategies.

(f) Serve as Head Contracting Activity (HCA) for the award and administration of contracts for supplies and services, which support installation and logistics requirements of the FMF and supporting establishments, per reference (m).



1. Establish adequate and effective policy and supporting internal controls to carefully manage and closely oversee the execution of delegated contracting authority for assigned contracting mission functions.

2. Proactively work with requirements and program personnel during acquisition planning to facilitate timely requirements submission to the appropriate contracting activity for contract action in a manner that promotes and permits maximum competition.

(g) Advise and provide subject matter expertise to support CD&I's development of applicable BCRD in accordance with the Business Systems Annex of this Order.

(h) Support the Two-Pass Seven-Gate governance process to ensure that documented requirements are technically achievable at affordable costs and within acceptable risk parameters per reference (h).

(i) Ensure resourcing of sustainment, maintenance and supply support aligns with Service objectives and priorities in equipping and ensuring operational readiness of forces.

(j) Provide staff support required to conduct other logistics responsibilities of ASN (RD&A) as directed.

(k) Integrate Total Life-Cycle Management (TLCM), as an enabler of Force Sustainment, across all stakeholders and manage the Marine Corps MAGTF equipment sustainment system in order to sustain readiness of Marine Corps equipment and business systems in accordance with CMC's operational requirements and priorities per reference (n).

(l) Provide operational integrated logistics solutions and resources in support of integrated support programs for the operating forces. Support Marine Corps sustainment objectives by executing materiel management and inventory control in support of the Total Force. As the Marine Corps ground equipment inventory manager, execute enterprise ground equipment sustainment programs to include Principal End Item rotation, Enterprise Lifecycle Maintenance Program (ELMP), Reset, and fulfillment plans.

(m) Participate in the acquisition process via engagement in product support/sustainment planning teams from the applicable PEOs, DRPMs, or SYSCOMs. Provide subject matter expertise in the development, documentation, assessment, and refinement of program/product sustainment plans from Materiel Solution Analysis support through disposal.

(n) Engage in the planning and execution of Total Life-Cycle Systems Management by actively participating in Integrated Product Support Element planning and execution; including but not limited to: Supply Support, Inventory and Distribution Management, Maintenance Planning and Management, Packaging, Handling, Storage and Transportation, Technical Data, and Product Support Management.

(o) Support the TLCM framework, sustainment readiness analysis and the Independent Logistics Assessment (ILA) process per reference (h), to include serving as a member of the ILA process team when requested by the ILA Team Lead.



(p) When designated by the Program Manager (PM), per reference (o), serve as a Product Support Integrator (PSI) for subsystem, component and/or commodity support common to multiple weapon system platforms to enable TLMCM economies of scale and risk mitigation for achieving effective and efficient sustainment and maintenance in concert with CD&I and MARCORSYSCOM/PEOs.

(q) Coordinate with all relevant Marine Corps product support stakeholders in developing depot and field level (intermediate/organizational and secondary repairable) maintenance requirements and conducting depot maintenance planning and execution.

(r) Provide support to, and coordination with, the FMF during crucial interfaces between the acquisition and sustainment activities, specifically, but not limited to fielding, depot maintenance actions, equipment reset/redistribution, and disposal.

(s) Support the applicable PEOs, DRPMs, or SYSCOMs in assessing and evaluating methods to minimize environmental impacts and costs associated to hazardous material requirements and hazardous waste generation in the development, test, production, use, maintenance and disposal of ground equipment and business systems.

(t) Conduct planning, programming, budgeting, and execution for logistics/sustainment in conjunction with CD&I, PP&O, P&R, Marine Corps Forces (MARFORs), the applicable PEOs, DRPMs, or SYSCOMs and in accordance with the authorities and responsibilities published in ref (i).

(u) Serve as an advisor as the FAM/ FDM for logistics sustainment data.

(6) Deputy Commandant, Information (DC, I)

(a) Establish policy and provide oversight and governance for matters pertaining to information management, information technology, and information resource management consistent with references (k) and (q). Serve as the DON Deputy Chief Information Officer (Marine Corps) as designated in reference (q).

1. Serve as the Information Technology (IT) Expenditure Approval Authority. Ensure all IT projects undertaken by the Marine Corps are integral parts of rationalized IT portfolios, aligned with DON IT goals, and conform to the DON and DoD enterprise architectures, business enterprise architectures, and other applicable engineering architectures per reference (k) and Marine Corps IT policy and governance established by DC, I.

2. Ensure accurate IT inventories are maintained and certify annual reviews of all IT systems registered in the DoD IT Portfolio Repository-DON per DON Information Management/Information Technology (IM/IT) Investment Review Process Guidance and DON Chief Information Officer, Department of Defense Information Technology Portfolio Repository-Department of the Navy Registration Guidance, per reference (p).

3. Coordinate with the Joint Staff regarding ACAT I IT and national security systems, per reference (p).

4. Establish processes and confirm Clinger-Cohen Act compliance consistent with DoD, DON, and Service policy per reference (q).

5. Determine cybersecurity controls, and review and approve cybersecurity strategies for programs at the appropriate delegation level before "Authority to Proceed" decision points or developmental contract awards.

(b) Serve as the principal advisor on all Information Environment matters and serve as the principal spokesperson on Marine Corps Information Environment programs, requirements, and strategies throughout the DON and the DoD.

(c) Provide Information Environment SMEs to assist CD&I, the applicable PEOs, DRPMs, or SYSCOMs in developing acquisition and product support strategies aligned to Information Environment warfighting concepts and institutional infrastructure architectures and standards, while minimizing the sustainment burden on FMF commanders.

(d) Develop and maintain information security policies, procedures, and control techniques to address all applicable requirements, per reference (q).

(e) Provide intelligence and counterintelligence support to the acquisition and sustainment process.

(f) Advise and provide subject matter expertise to support CD&I's development of applicable BCRD in accordance with the Business Systems Annex of this Order.

(g) Support the Two-Pass Seven-Gate governance process to ensure that documented requirements are technically achievable at affordable costs and within acceptable risk parameters per reference (h).

(h) Provide Signature Management support to the acquisition and sustainment process.

(i) Serve as an advisor as the FAM/FDM for Enterprise Service, Information Operations, and Intelligence. Serve as the Enterprise Information Environment Mission Area Lead, and the USMC Intelligence Mission Area lead.

(7) Deputy Commandant, Manpower and Reserve Affairs (DC, M&RA)

(a) Identify, evaluate, and monitor with Commander, MARCORSYSCOM, military and civilian billets related to acquisition requiring training in order to integrate a common understanding across organizations within the Service.

(b) Advise and provide subject matter expertise to support CD&I's development of applicable BCRD in accordance with the Business Systems Annex of this Order.

(c) Support the Two-Pass Seven-Gate governance process to ensure that documented requirements are technically achievable at affordable costs and within acceptable risk parameters per reference (h).

(d) Serve as an advisor as the FAM/FDM for Human Resource Management (i.e., Civilian Personnel and Personnel Management).

(8) Commanding General, Training and Education Command (TECOM)

(a) As the designated service lead for Training and Education, provide subject matter expertise to CD&I, Commander, MARCORSYSCOM (COMMARCORSYSCOM), the applicable PEOs, DRPMs, or SYSCOMs to support development of requirements and acquisition and life-cycle sustainment strategies.

(b) Support the Two-Pass Seven-Gate governance process to ensure that documented requirements are technically achievable at affordable costs and within acceptable risk parameters per reference (h).

(c) Advise and provide subject matter expertise to support CD&I's development of applicable BCRD in accordance with the Business Systems Annex of this Order.

(d) Conduct planning, programming, budgeting and execution for range training systems, non-standard simulations/simulators, and training specific support systems and services in conjunction with CD&I, PP&O, P&R, MARFORs, the applicable PEOs, DRPMs, or SYSCOMs and in accordance with the authorities and responsibilities published in ref (i).

(e) Serve as an advisor as the FAM/FDM for Training and Education.

(9) Commander, MARCORSYSCOM

(a) Act for and exercise the authority of the NAE to: directly supervise management of assigned programs; maintain oversight of cost, schedule, technical performance; and report directly to the ASN (RD&A) for all matters pertaining to research, development, acquisition and sustainment per reference (l).

(b) Serve as the designated policy owner for the Materiel Solution Development Phase. Work collaboratively with the Requirements and Resourcing Elements to promulgate directives that identify and synchronize key transitions and interfaces, streamline acquisition operations, and reduce the burden of product support on FMF commanders.

(c) 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.

(d) Exercise responsibility for the integration of statutory and regulatory guidance with internal Marine Corps acquisition policy/process and sustainment/product support processes, with clearly defined roles and responsibilities which support the successful development, procurement, fielding, and sustainment of Marine Corps ground system end items.

(e) Exercise the authority delegated by the NAE to directly supervise management of assigned programs and maintain oversight of cost, schedule, and performance in support of FMF capability planning and validated operational requirements. Ensure this alignment, as the provider of enabling



infrastructure for supported PEOs and PMs, per portfolio assignments made by the NAE.

(f) Apply a balanced approach that manages cost, schedule, and performance risks in support of FMF capability planning and validated operational requirements.

(g) Ensure all programs will: 1) have a clear line of authority between the PM and Milestone Decision Authority (MDA); 2) execute in response to a valid capability need vetted through the approved requirements process; and, 3) safeguard product support as a continuous and collaborative set of activities that establish and maintain readiness and the operational capability and availability of a system, subsystem, or end item throughout its life-cycle.

(h) Facilitate execution of the RTP, in coordination with the capability developer, to ensure clear, concise, testable, and resource-informed requirements are received and assigned to appropriate materiel developers.

(i) Participate in Joint efforts and Security Cooperation Initiatives, as assigned, that meet foreign and domestic warfighter needs and Service priorities.

(j) Develop and manage career paths in acquisition for civilian personnel and Marine Acquisition Officers (MAOs); assign military and civilian acquisition personnel on a rotational basis to external organizations where beneficial to Marine Corps equities.

(k) Assign and train CORs when such representatives are required to be members of the armed forces because of the nature of the contract concerned.

(l) Serve as sole comptroller for Service investment funds to support Marine Corps acquisition programs; this includes Research, Development Test & Evaluation, and Procurement appropriations.

(m) Serve as the Marine Corps sole technical authority responsible and accountable for establishing, monitoring, and approving technical standards, tools, and processes in conformance with applicable DoD and DON policy, requirements, architectures, and standards. This includes certification authority for all weapon, equipment, and IT systems.

(n) Serve as the host SYSCOM for supported PEOs. Provide support services to designated PEOs; and develop plans with the PEOs for the transition of programs into and out of the PEO organization.

(o) Advise and provide subject matter expertise to support CD&I's development of applicable Business Capability Acquisition Cycle (BCAC) products in accordance with the Business Systems Annex of this Order.

(p) Serve as an advisor as the FAM/FDM for Acquisition.

(q) Exercise responsibility for the MARCORSYSCOM authorities outlined below as cited from reference (1):



1. Ensure the execution of the core processes required to support the acquisition, product support, and disposal of weapon systems and AIS's.

2. Inform the development of, and operate and sustain as assigned, the infrastructure needed to support acquisition, fielding, and sustainment of weapon systems, AIS, and commodities. Formulate and defend program plans and budgets for this infrastructure.

3. Establish standard policies, technical specifications, and processes where appropriate.

4. Incorporate advanced technology and operating and support lessons learned into the design, maintenance, modernization, and acquisition specifications that apply to weapons systems and AIS.

5. Exercise technical authority and certification authority for weapon systems and AIS.

6. Manage and exercise close programmatic oversight on programs not assigned to a PEO or DRPM, and make forthright, timely reports to ASN (RD&A).

7. Provide support services to designated PEOs and DRPMs as provided in the Operating Agreements.

8. Provide support to ASN (RD&A), CNO and CMC for analysis of mission areas, systems, and requirements.

9. Serve as HCA for both assigned programs and those of affiliated PEO/DRPM programs, except that Director, Strategic Systems Programs (SSP) is the HCA for DRPM as it involves SSP.

10. Develop plans with the PEOs and DRPMs for the transition of programs into and out of the PEO/DRPM organization. Submit plans to ASN (RD&A) for approval.

11. Serve as, or designate milestone and program decision authority for, assigned programs.

12. Act as, or provide for, Source Selection Authority for assigned programs.

13. Provide program information to CNO/CMC for Program Objectives Memoranda development and ASN (Financial Management and Comptroller) for budget development.

(10) Program Executive Officers (PEOs)

(a) Act for and exercise the programmatic authority of the NAE to directly supervise the management of assigned programs, maintaining oversight of cost, schedule, and performance, and make timely and forthright reports directly to the ASN (RD&A) for all matters pertaining to acquisition.

(b) The following summarizes the PEOs specific tasks under reference (1):

1. Work with the SYSCOMs and other PEOs to ensure that technical authority processes are an integral part of their program execution and that acquisition and sustainment issues pertaining to supportability of their systems are coordinated and addressed throughout the entire life-cycle.

2. Serve as or designate milestone and program decision authorities for assigned programs.

3. Act as Source Selection Authority for assigned acquisition programs.

4. Obtain certification from the appropriate SYSCOM that the weapon or information system has satisfied operational safety and assurance requirements (e.g., Submarine Safety, Information Assurance, Air Worthiness, Weapon Safety, etc.).

(11) Program Managers (PMs)

(a) Exercise the authority, accountability, and appropriate resources, provided by DoD and DON policy, to manage all aspects of assigned acquisition programs from concept development to demilitarization and disposal. PMs will be accountable to their respective decision authorities through no more than two steps in the leadership or decision-making hierarchy for the program.

(b) Per references (a), (d), and (1), PM responsibilities include the following:

1. Managing resources to deliver systems to satisfy validated warfighting requirements at optimal life-cycle cost.

2. Formulating and defending program plans and budgets for the development, test and evaluation, production, Fleet introduction, product support, and disposal of weapon systems or AIS'.

3. Developing and implementing acquisition and product support strategies.

4. Incorporating availability, reliability, and supportability requirements into initial designs, acquisition strategies, and procurement documentation in accordance with DoD and SECNAV 5000 Series guidance.

5. Obtaining approval for, and consistently implementing technical requirements changes across weapon systems and AIS in accordance with DoD and SECNAV 5000 Series guidance. These include, but are not limited to, waivers and deviations from specifications.

6. Managing the configuration of the weapon system or AIS.

(12) Director, Marine Corps Operational Test and Evaluation Activity (MCOTEA)

(a) Serve as the Marine Corps independent operational test agency, reporting directly to the CMC. Plan and conduct operational tests, report results, and provide evaluations of operational effectiveness, suitability and survivability.

(b) Support the materiel acquisition process, less manned aircraft, by managing Marine Corps Operational Test & Evaluation (OT&E), to include: planning and management responsibility for all OT&E, the conduct of operational testing for all major systems and designated non-major systems, and performance of such other functions as may be directed by the CMC.

(c) Conduct OT&E which includes: Early Operational Assessments, Operational Assessments, Initial OT&E, Follow-On OT&E, and Quick Reaction Assessments.

(d) Evaluate ACAT IVM or Abbreviated Acquisition Programs designation requests and provide written concurrence or non-concurrence on the recommendation not to perform OT&E.

(e) Determine the quantity of articles of a new system, that is not an MDAP, that are to be procured for operational testing.

(f) Maintain direct liaison with Director, Operational Test and Evaluation in OT&E matters, for MDAPs and other USMC programs on test and evaluation oversight.

(g) Coordinate with other DoD operational test activities in OT&E matters, including arranging for support for multi-service OT&E.

(h) Serve as an advisor as the FAM/FDM Test and Evaluation.

c. Coordinating Instructions

(1) The DoD's AAF lays out the guiding principles for how acquisition operations are to be conducted. In order to better deliver "effective, suitable, survivable, sustainable, and affordable" acquisition products to the customer, DoD introduced the AAF per reference (d). As illustrated in Figure 1, the AAF institutes a set of six Acquisition Pathways (Major Capability Acquisition, Urgent Capability Acquisition, Middle Tier Acquisition, Software Acquisition, Business Systems, and Acquisition of Services) one or more of which will be used by acquisition PMs in the development of a tailored acquisition strategy. In addition, reference (d) outlines ten Functional Area DODIs that are applicable across all six pathways. In consultation with, and the approval of, the decision authority, the PM will select one or more Acquisition Pathway(s) and ensure the applicable DODI policies are followed.

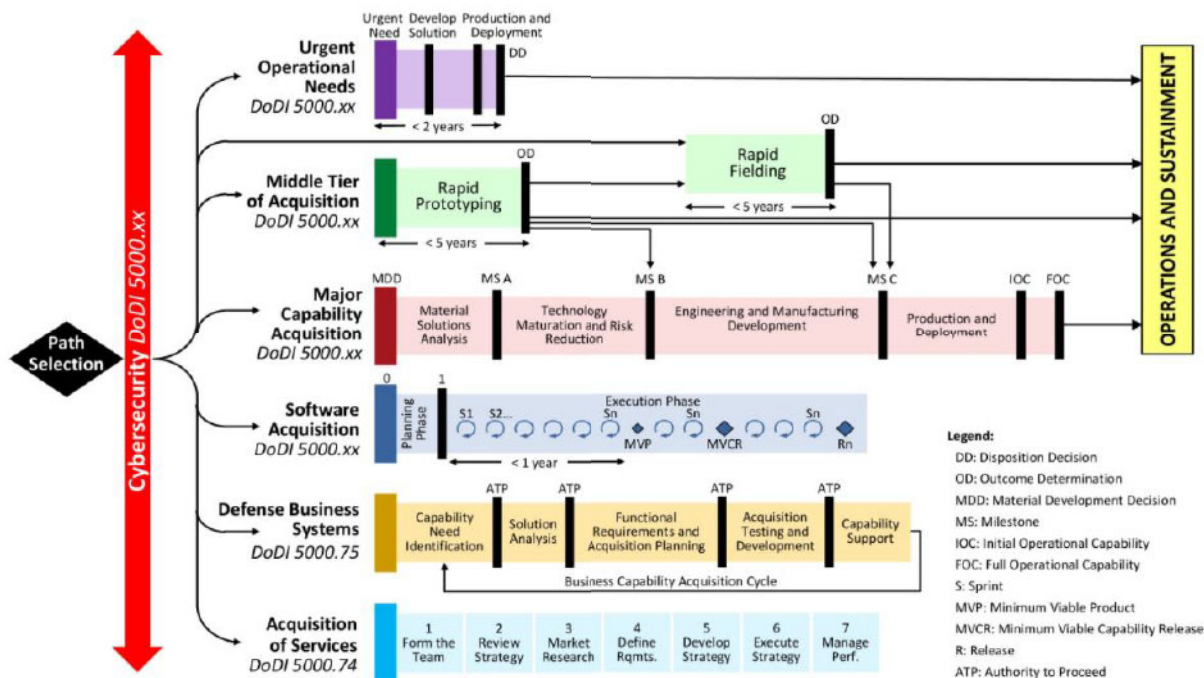


Figure 1. The Adaptive Acquisition Framework

(2) Tasked units shall execute their duties with a customer-centric focus. They shall seek qualitative feedback and establish and elicit metrics (performance, financial, or other) from the end-user whenever possible, and throughout the life-cycle of a product.

(3) Tasked units shall promulgate organizational instructions and provide workforce training to create repeatable business processes which leverage best practices and ensure compliance with governing orders and instructions. MARCORSYSCOM has authority over questions of compliance.

(4) Annexes: Marine Corps Acquisition and Sustainment processes are categorized as being in one of five domains: Aviation Systems, Business Systems, Ground Systems, Maritime Expeditionary Warfare, and the acquisition of Services. This order contains five corresponding domain annexes. Tasked units shall consult annexes one through five, as appropriate, of this order for further coordinating instructions. These annexes are in addition to, and do not supersede, relevant DoD or SECNAV policies or regulations that may be applicable. Per Coordinating Instruction (3) the PM will utilize the requisite DODI(s) supporting reference (d) applicable to the chosen acquisition pathway(s).

(5) Promulgating authority for the five separately published annexes is listed below. Promulgation authorities will ensure close coordination with acquisition stakeholders identified in this Order during initial development and all subsequent updates.

- (a) Aviation Annex - DC, A.
- (b) Business Systems Annex - Business Mission Area Lead.
- (c) Ground Annex - COMMARCORSYSCOM.



(d) Maritime Expeditionary Warfare - DC, CD&I.

(e) Services Annex - DC, I&L, COMMARCORSYSCOM.

#### 4. Administration and Logistics

a. Recommendations. Recommendations concerning the contents of this Order shall be forwarded to Commander, Marine Corps Systems Command via the chain of command.

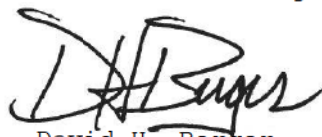
b. Privacy Act. Any misuse or unauthorized disclosure of Personally Identifiable Information (PII) may result in both civil and criminal penalties. The DON recognizes that the privacy of an individual is a personal and fundamental right that shall be respected and protected. The DON's need to collect, use, maintain, or disseminate PII about individuals for purposes of discharging its statutory responsibilities shall be balanced against the individuals' 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 (5 U.S.C. 552a) and implemented per SECNAVINST 5211.5F.

c. Records Management. Records created as a result of this directive shall be managed according to National Archives and Records Administration (NARA)-approved dispositions per SECNAV M-5210.1 CH-1 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 (DON/AA), Directives and Records Management Division (DRMD) portal page at: <https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>. Refer to MCO 5210.11F for Marine Corps records management policy and procedures.

#### 5. Command and Signal

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

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



David H. Berger  
Commandant of the Marine Corps

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References

- (a) DODD 5000.01, The Defense Acquisition System, 9 Sep 2020
- (b) 10 U.S.C., Section 2546a
- (c) 10 U.S.C., Section 133b
- (d) DODI 5000.02 Operation of the Adaptive Acquisition Framework
- (e) 10 U.S.C., Section 8014
- (f) 10 U.S.C., Section 8016
- (g) 10 U.S.C., Section 2547
- (h) SECNAVINST 5000.2F
- (i) MCO 5000.28 Marine Corps Force Integration
- (j) CJCSI 5123.01H, Charter of the Joint Requirements Oversight Council (JROC) and Implementation of the Joint Capabilities Integration and Development System (JCIDS), 31 Aug 2018
- (k) 40 U.S.C. 11315
- (l) SECNAVINST 5400.15D
- (m) Navy Marine Corps Acquisition Regulation Supplement
- (n) MCO 4000.57
- (o) MCO 4081.2
- (p) SECNAV MEMO: Designation of the Department of the Navy Deputy Chief Information Officer (Navy) and the Department of the Navy Deputy Chief Information Officer (Marine Corps), 30 Apr 2020
- (q) 10 U.S.C. 2223
- (r) 5 U.S.C. 552a
- (s) SECNAVINST 5211.5F
- (t) SECNAV M-5210.1 CH-1

## Appendix A

### Glossary of Acronyms and Abbreviations

A	Aviation
AAF	Adaptive Acquisition Framework
ACAT	Acquisition Category
AIS	Automated Information System
ASN	Assistant Secretary of the Navy
AWF	Acquisition Workforce
BCAT	Business System Category
BCRD	Business Capability Requirements Documents
CD&I	Combat Development and Integration
CMC	Commandant of the Marine Corps
CNO	Chief of Naval Operations
COMMARCORSSYSCOM	Commander, Marine Corps Systems Command
COR	Contracting Officer Representative
DAS	Defense Acquisition System
DC	Deputy Commandant
DoD	Department of Defense
DON	Department of the Navy
DODI	Department of Defense Instruction
DPRM	Direct Reporting Program Managers
ELMP	Enterprise Lifecycle Maintenance Program
FAM	Functional Area Manager
FDM	Functional Data Manager
FMF	Fleet Marine Force
HCA	Head Contracting Activity
HQMC	Headquarters Marine Corps
I	Information
I&L	Installation and Logistics
ILA	Independent Logistics Assessment
IM	Information Management
IT	Information Technology
LOGCOM	Logistics Command
M&RA	Manpower and Reserve Affairs
MAO	Marine Acquisition Officer
MARCORSYSCOM	Marine Corps Systems Command
MARFOR	Marine Corps Forces
MC CBA	Marine Corps Capabilities Based Assessment
MCOTEA	Marine Corps Test and Evaluation Activity
MDA	Milestone Decision Authority
MDAP	Major Defense Acquisition Programs
N9	Naval Operations Warfare Systems
NAE	Naval Acquisition Executive
NAVAIR	Naval Aviation Systems Command
OPNAV	Office of the Chief of Naval Operations
OT&E	Operational Test and Evaluation
P&R	Programs and Resources
PEO	Program Executive Officers
PM	Program Manager
PP&O	Plans, Policies, and Operations
PPBEA	Planning, Programming, Budgeting, Execution, and Assessment

PSI	Product Support Integrator
RD&A	Research, Development and Acquisition
RTP	Requirements Transition Process
SECNAV	Secretary of the Navy
SME	Subject Matter Expert
SYSCOM	Systems Command
TECOM	Training and Education Command



## Appendix B

### Glossary of Terms and Definitions

Force Sustainment. The provision 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.

Life-Cycle Management. A management process applied throughout the life of a system that bases all programmatic decisions on the anticipated mission-related economic benefits derived over the life of the system. This encompasses the acquisition program, and acquisition-related product support and sustainment, modernization, and final disposal.

Information Technology. Any equipment or interconnected system or subsystem of equipment used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information, including computers, ancillary equipment, software, firmware and similar services and related resources whether performed by in-house, contractor, other intra-agency or intergovernmental agency resources/personnel. Both system and non-system IT resources including base level units (communications, engineering, maintenance, and installation) and management staffs at all levels are included in IT resource reporting.

Non-standard Training System. A training solution developed and/or acquired independent of, and not directly associated with, a specific weapon system or other item of equipment. Nonstandard training systems may support general military training, system-specific, and non-system specific training requirements.

Product Support. Refers to the package of support functions required to field and maintain the readiness and operational capability of major weapon systems, subsystems, and components, including all functions related to weapon system readiness.

Sustainment. Refers to the broad range of planning, resourcing, supply, and maintenance activities required to maintain the readiness and operational capability of fielded systems, which includes but is not limited to product support for fielded major weapon systems.

System Sustainment. Is the end-to-end (concept development to demilitarization and disposal), life-cycle management and product support of systems and equipment. Pillars of Systems Sustainment are programmatic authority (Milestone Decision Authority / Acquisition Decision Authority), acquisition logistics, comptroller, contracting, legal services, cost estimating, property accountability and management, systems engineering, and technical authority. System Sustainment is a key enabler of Force Sustainment.

Technical Authority (TA). The authority, responsibility, and accountability to establish, monitor, and approve technical standards, tools, and processes

in conformance with applicable DoD and DON policy, requirements,  
architectures, and standards.