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MARINE CORPS ORDER 3900.15A

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS EXPEDITIONARY FORCE DEVELOPMENT SYSTEM

Ref: (a) CMC Policy Memo 1-99, Advocacy
(b) CMC Policy Memo 1-02, MROC
(c) CJCSI 3010.2A, Joint Vision Implementation Master Plan (JIMP) (NOTAL)
(d) 10 U.S.C. (NOTAL)
(e) MARADMIN 557/00 (dtd 151600ZNOV00) Implementation of the Universal Need Statement (UNS) as a Replacement for the Fleet Operational Need Statement (FONS)
(f) CJCSI 3170.01B (NOTAL)
(g) DODI 5000.2 of 5 Apr 02 (NOTAL)
(h) SECNAVINST 5000.2B
(i) MCO P3121.1 USMC Planning and Programming Manual
(j) USMC Acquisition Procedures Handbook (NOTAL)
(k) MROC Decision Memorandum 07-2002, CIO Charter (NOTAL)

Encl: (1) Phase I - Force Capability Development
(2) Phase II - Requirement Development
(3) Phase III - Prioritization and Resourcing
(4) Phase IV - Capability Fielding and Transition
(5) Expeditionary Force Development Center (EFDC)
(6) Universal Need Statement (UNS)
(7) Terms of Reference/Acronyms

1. Situation

a. On 27 September 1999, the Commandant of the Marine Corps (CMC) signed reference (a), subsequently refined by reference (b)). The policy memoranda directed each element of the Marine air-ground task force (MAGTF) to have an Advocate at Headquarters Marine Corps (HQMC) to represent them in various internal and external processes occurring in the National Capital Region. The assignment of Advocates resulted in a

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series of fundamental changes in how warfighting capabilities and requirements are to be developed. The Expeditionary Force Development System (EFDS), which replaces the previous Combat Development System, incorporates these changes and has three significant enhancements. First, EFDS supports the combat requirement generation role of the Advocates by translating proposed warfighting capabilities into valid requirements and acquisition documentation. Second, EFDS supports the requirements validation role of the Marine Requirements Oversight Council (MROC), thereby increasing the capability of the Marine Corps leadership to define and review new and existing concepts, capabilities, and requirements before approval (reference (b)). Third, EFDS monitors emerging areas such as the capstone concept of Expeditionary Maneuver Warfare (EMW), Joint Concept Development and Experimentation (JCDE), as well as Science and Technology (S&T) development.

b. The Chairman of the Joint Chiefs of Staff, through the Joint Requirements Oversight Council (JROC), reviews and prioritizes joint warfighting and emerging joint operational concepts (Joint Vision Implementation Master Plan (JIMP), reference (c)). The Marine Corps must integrate capability development, as defined in the EFDS, with activities described in the JIMP to ensure future joint force development includes and optimizes unique Marine Corps capabilities.

c. The development of future Marine Corps capabilities in concert with naval capabilities requires a systematic, concept-based approach. EFDS will provide the Marine Corps with a standardized methodology to translate future needs into fielded integrated capabilities within the guidance outlined in the references. As reflected in *Marine Corps Doctrinal Publication (MCDP) 5, Planning*, Expeditionary Force Development planning is the corollary to operational planning and is based on similar principles (figure 1 of the basic Order). EFDS supports operational force development and reference (d) responsibilities.

2. Cancellation. MCO P3900.15.

3. Mission. The MROC, the Advocates, HQMC, Marine Corps Forces (MARFORs), and Marine Corps Combat Development Command (MCCDC) employ the EFDS to develop future warfighting capabilities in order to better organize, train, and equip Marine Forces to meet national security objectives.

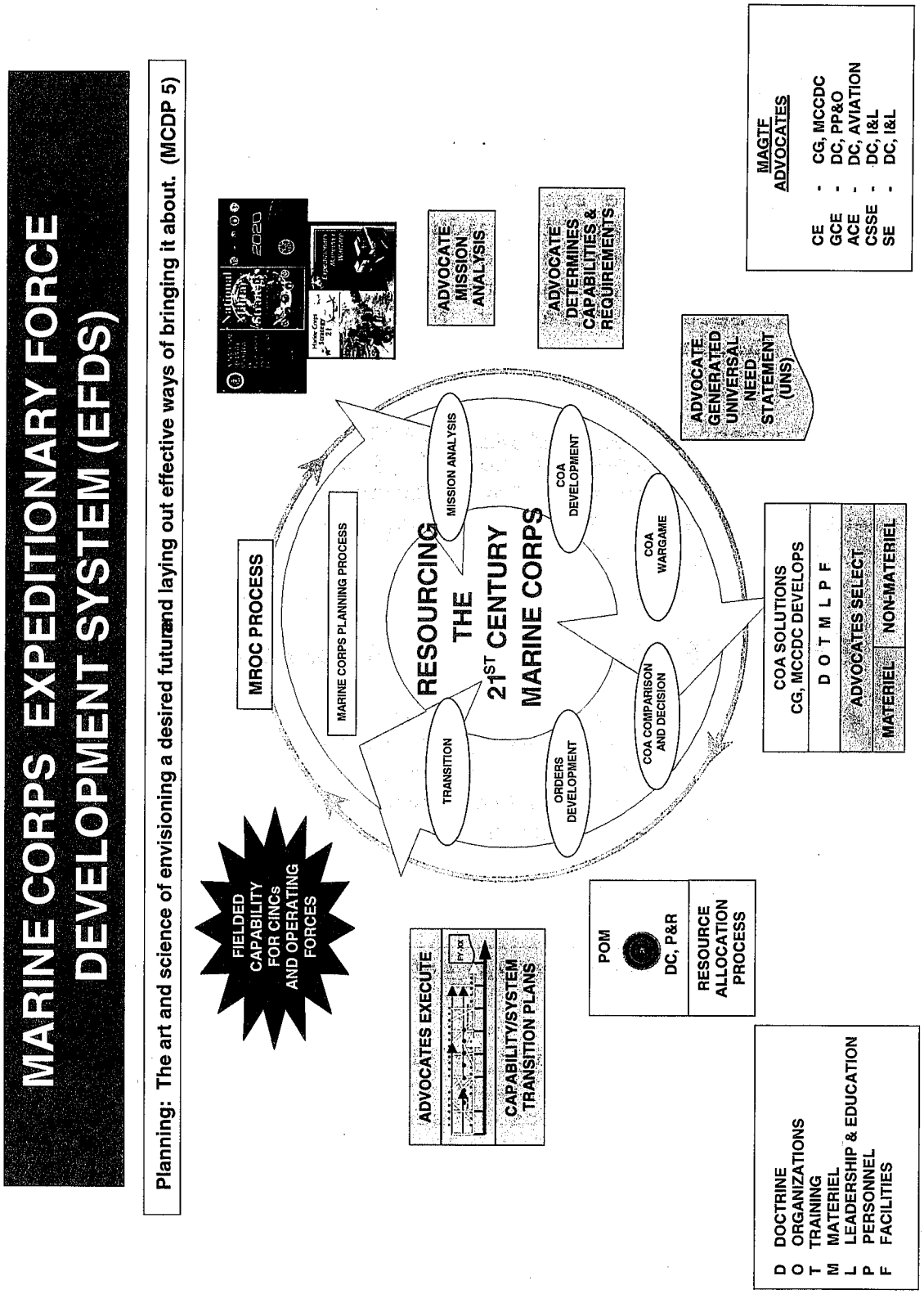


Figure 1.--Expeditionary Force Development System and the Marine Corps Planning Process.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. It is my intent that EFDS provide an understandable systematic approach for warfighting development. The steps and individual processes must remain relevant, flexible, support expeditious handling of requirements dictated by contingency situations, and be responsive to changes in the National Security Strategy, National Military Strategy, and the *Joint Vision*.

(2) Concept of Operations. EFDS is a four-phased approach. The EFDS phases for identifying and developing future warfighting capabilities are: Force Capability Development, Requirement Development, Prioritization and Resourcing, and Capability Fielding and Transition.

**EFDS: Four Phased Approach**

- Phase I – Force Capability Development
  *Develop Concepts & Identify Needed Capabilities*
- Phase II – Requirement Development
  *DOTMLPF Requirements*
- Phase III – Prioritization and Resourcing
  *Funding The Corps Requirements*
- Phase IV – Capability Fielding and Transition
  *Improved Capabilities in the Operating Forces*

***"From Advocate Vision to Enhanced Capabilities"***

(a) Force Capability Development Phase. This phase begins with the Commandant's Vision and Strategy, shaped by Marine Corps and Joint concepts. Using this framework, the Advocates with support from Commanding General (CG), MCCDC will assess Marine Corps Strategy 21, EMW, and related concepts to identify and develop the EMW Capability List (ECL). The ECL forms the basis for development of Advocate campaign plans and/or implementation plans. These capabilities may result in the submission of a Universal Need Statement (UNS) (reference (e)) by an Advocate, the operating forces, or supporting establishment. In addition to the ECL, an overarching Marine

Corps operational architecture supports EFDS by providing a methodology to identify and match current and future resource requirements against approved operational concepts(enclosure (1)).

(b) Requirement Development Phase. This phase begins with receipt and registration of the UNS into the Combat Development Tracking System by MCCDC. Requirements specify in operationally relevant and measurable terms what is needed to realize a capability. After Advocate validation, the Advocate, with support from MCCDC and HQMC will develop and select a Course of Action (COA) utilizing the pillars of Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF). A nonmateriel solution may result in changes to DOTLPF (i.e., no materiel solution) that will fulfill the desired capability. An identified materiel solution normally results in a Mission Need Statement (MNS) (references (f) through (h)) which is approved by the MROC (enclosure (2)). If the required materiel solution is not technologically mature, the initiative will be forwarded to the Marine Corps Warfighting Laboratory, Office of Science and Technology Integration for an evaluation of potential alternatives within the S&T community.

(c) Prioritization and Resourcing Phase. The third phase of EFDS begins with the Advocate's prioritization and preparation of requirements for the USMC ("green dollar") resource allocation process. Advocates, as partners in the requirements generation process, will also continue to be responsible for appropriate coordination and participation with OPNAV staff counterparts in prioritization of programs within the "Blue in Support of Green" process ("blue dollar" programs). The Advocates and MARFORs, less ACMC, will meet to discuss respective Advocate Requirements Lists (ARLs) in order to create a MAGTF Requirements List (MRL). The MRL will be an alphabetized compilation highlighting key MAGTF cross-cutting issues. The MRL is not designed to compete with or scorecard the POM process. The individual Advocate ARLs will be used to build POM initiatives. The Deputy Commandant for Programs and Resources has authority for all Marine Corps Planning, Programming, and Budgeting System matters, and as such will establish the procedures for evaluating and determining Marine Corps program funding. POM initiatives will compete for resources within the USMC POM process, in accordance with reference (k), with funding given to those initiatives that

provide the most benefit to the Marine Corps for their costs. The MRL will also be provided as a reference for Program Evaluation Group and POM Working Group deliberations. The end state of this phase is the application of funding to those initiatives that provide the Marine Corps the most benefit for its available resources (enclosure (3)).

(d) Capability Fielding and Transition Phase. Once resources have been allocated, materiel and nonmateriel solutions and supporting actions are executed. Nonmateriel solutions are administered under the oversight of the Advocates, with support from the CG, MCCDC. For materiel solutions, the materiel developer (e.g., Materiel Command, Marine Corps Systems Command, Naval Air Systems Command, Naval Sea Systems Command, in close coordination with the Advocate, is responsible for development of the acquisition strategy, in accordance with references (a) and (g). The Advocates, supported by CG, MCCDC, will develop transition plans to implement the solutions. The end-state for this phase is a fielded capability (enclosure (4)).

b. Tasks. The interaction of key organizations is critical for future change and is centered on the MROC, the Advocates, and MCCDC.

(1) MROC. Support EFDS decisionmaking by advising CMC on policy matters related to defining, validating, and approving:

(a) MNSs, Capstone Requirements Documents (CRDs), Operational Requirements Documents (ORDs), and Operational and Organizational Concept (other Services).

(b) Force structure recommendations.

(c) Marine Corps participation in JCDE and assessment events.

(d) The Marine Corps POM submission to the Department of the Navy.

(e) Marine Corps operational concepts.

(f) The Marine Corps S&T Plan.

(g) The Marine Corps Experimentation Plan.

(2) Advocates

(a) Analyze Commandant's Vision, Strategy, and EMW to collectively develop the ECL.

(b) Publish Advocate campaign plans to support EMW.

(c) Participate in the development of the Marine Corps S&T Plan and reflect S&T priorities in the Advocate campaign plans.

(d) Participate in the development of the Marine Corps Experimentation Plan and reflect experimentation priorities in the Advocate campaign plans.

(e) Participate in Mission Area Analysis (MAA) and wargaming as appropriate.

(f) Identify requirements that support EMW capabilities and submit an UNS to CG, MCCDC to initiate development.

(g) Participate in DOTMLPF Working Groups, select COA solutions, and publish the Solution Initiating Directive.

(h) Develop ARLs. ARL development is a coordinated effort between the Advocates, the MARFORs, and supporting commands.

(i) Participate with CG, MCCDC in the development of an MRL.

(j) Develop transition plans to support the fielding of integrated capabilities.

(3) MARFORs

(a) Participate in MAA, wargaming, and experimentation as required to define and refine warfighting capabilities to support the combatant commander.

(b) Identify requirements that support Major Subordinate Command (MSC) and Service component EMW capabilities and submit an UNS to CG, MCCDC to initiate development.

(c) Review and validate MSC requirements documents prior to submission to the acquisition process.

(d) Participate in development of the MRL.

(4) CG, MCCDC

(a) Provide oversight to EFDS.

(b) Support development of the Commandant's Vision and Strategy with HQMC.

(c) Develop and maintain Marine Corps concepts.

(d) Publish the ECL.

(e) Facilitate the development of the MRL.

(f) Provide requirement guidance for the Marine Corps S&T Program and conduct an annual assessment of the Marine Corps S&T Program.

(g) Develop the Marine Corps Experimentation Campaign Plan that supports and complements EMW and EFDS.

(h) Ensure MAAs and wargaming support EMW.

(i) Integrate the EFDS processes into the joint and naval force development processes in order to provide Marine Corps capabilities for the future joint and naval force.

(j) Support the assessment, review, and development of solution COAs for an UNS.

(k) Publish solution planning directives (specific taskings, plan of action, and milestones) in support of the Advocate COA selections.

(l) Lead development of requirements documentation (MNS, CRD, and ORD).

c. Coordinating Instructions. The EFDS website, which contains links to the references and other-related information, can be accessed from the MCCDC website located at http://www.mccdc.usmc.mil/. Additional information relative to the EFDS is located at enclosures (5) through (7).

5. Administrative and Logistics. Forward comments and recommendations for EFDS changes to CG, MCCDC (Attn: EFDC, C 39) via the chain of command.

6. Command and Signal

a. Signal. This Order is effective on receipt.

b. Command. This Order is applicable to the Marine Corps Reserve.

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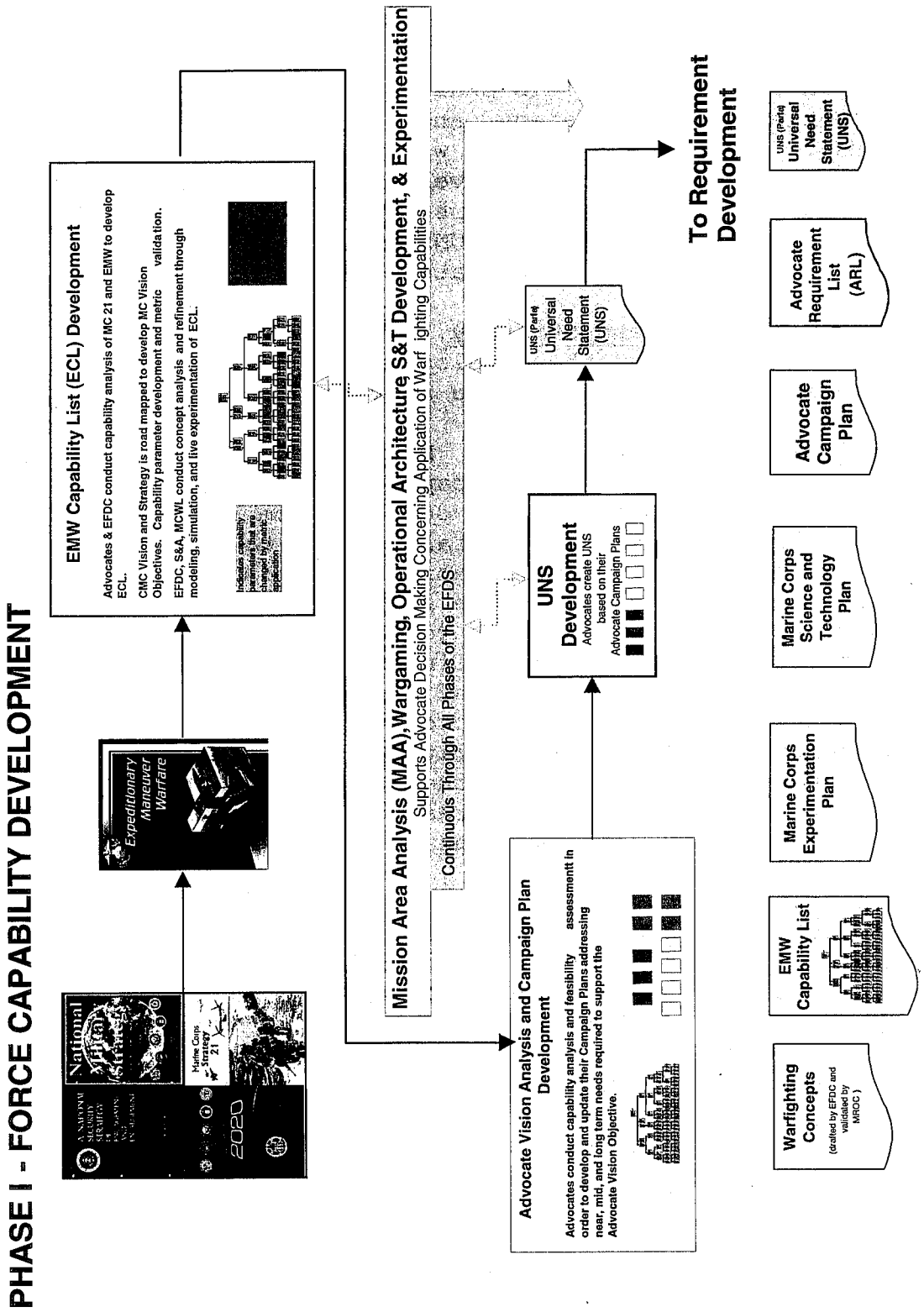
## PHASE I - FORCE CAPABILITY DEVELOPMENT

1. General. The steps in the Force Capability Development phase of the Expeditionary Force Development System (EFDS) are illustrated in figure 1-1. This phase (figure 1-1) starts with the Commandant's Vision, Strategy, and Expeditionary Maneuver Warfare (EMW). The phase concludes with the Advocates, MARFORs, and the supporting establishment developing and forwarding to Commanding General (CG), Marine Corps Combat Development Command (MCCDC) Universal Need Statements (UNSs) to address required capabilities addressed in the Advocate's Campaign Plan.

2. Commandant's Vision and Strategy. Provides the vision, goals, and aims to support the development of future combat capabilities and frames the Advocate approach for analyzing EMW.

3. Expeditionary Maneuver Warfare. Expeditionary Maneuver Warfare (EMW) is the Marine Corps' capstone concept for the early 21st century. It is built on our core competencies and prepares the Marine Corps, as a "total force," to meet the challenges and opportunities of a rapidly changing world. Capitalizing on our maneuver warfare philosophy and expeditionary heritage, the concept contains the enduring characteristics and evolving capabilities, upon which the Marine Corps will rely, to promote peace and stability and mitigate or resolve crisis as part of a joint force. EMW focuses Marine Corps competencies, evolving capabilities, and innovative concepts to ensure that we provide the Joint Force Commander with forces optimized for forward presence, engagement, crisis response, antiterrorism, and warfighting.

4. EMW Capability List. EMW Capability List (ECL) development is a collaborative process (facilitated and published by CG, MCCDC) among all Advocates. The intent of the ECL is to provide the execution guidance and direction to achieve the goals and aims of the Marine Corps Strategy 21 (MC 21) and EMW in the near, mid, and far term. MC 21, EMW and the family of warfighting concepts are analyzed to identify Marine Air Ground Task Force capabilities that will lead to the development of Advocate requirements. Annexes to the ECL will include the Marine Corps Warfighting Laboratory (MCWL) Experimentation Campaign Plan (ECP), The Science and Technology (S&T) Plan, and the advocate campaign plans. In addition to the ECL, an overarching Marine Corps operational architecture supports EFDS by providing a methodology to identify and match current and future resource requirements against approved operational concepts.


PHASE I - FORCE CAPABILITY DEVELOPMENT
National
Marine Corps Strategy 21
2020
Expeditionary Maneuver Warfare
EMW Capability List (ECL) Development
Advocates & EFDC conduct capability analysis of MC 21 and EMW to develop ECL.
CMC Vision and Strategy is road mapped to develop MC Vision Objectives. Capability parameter development and metric validation.
EFDC, S&A, MCWL conduct concept analysis and refinement through modeling, simulation, and live experimentation of ECL.
Mission Area Analysis (MAA), Wargaming, Operational Architecture S&T Development, & Experimentation
Supports Advocate Decision Making Concerning Application of Warf ighting Capabilities
Continuous Through All Phases of the EFDS
Advocate Vision Analysis and Campaign Plan Development
Advocates conduct capability analysis and feasibility assessmentt in order to develop and update their Campaign Plans addressing near, mid, and long term needs required to support the Advocate Vision Objective.
UNS Development
Advocates create UNS based on their Advocate Campaign Plans
UNS (Partial) Universal Need Statement (UNS)
To Requirement Development
Warfighting Concepts
(drafted by EFDC and validated by MROC )
EMW Capability List
Marine Corps Experimentation Plan
Marine Corps Science and Technology Plan
Advocate Campaign Plan
Advocate Requirement List (ARL)
UNS (Partial) Universal Need Statement (UNS)

5. Advocate Vision and Campaign Plan Development. Upon completion of the ECL, the Advocates are responsible for developing or refining campaign plans and/or implementation plans, and UNSs to address their future goals, objectives, and POM initiatives to achieve warfighting capabilities.

6. UNS Development. The Advocate, the Operating Forces, or the Supporting Establishment can generate an UNS. The UNS will be further developed by the Advocate to address required capabilities and transition a capability into a warfighting requirement. UNSs are forwarded to CG, MCCDC (Expeditionary Force Development Center (EFDC) Capabilities Assessment Branch) for assessment using the Doctrine, Organization, Training, Materiel, Leadership and Education, People and Facilities framework (enclosure (6)).

7. Mission Area Analysis (MAA)/Wargaming/Experimentation/ Operational Architecture/S&T Development. These are analytic tools available to the CG, MCCDC and the Advocates throughout the EFDS phases to assist in making decisions concerning required capabilities.

8. The Marine Corps Science and Technology Plan. The Marine Corps Science and Technology Plan is developed by MCWL in collaboration with the Advocates and the Office of Naval Research (code 353) and describes the initiatives to be undertaken to exploit scientific research and technology. Its objective is to support the Marine Corps Advocates, ECL, Future Naval Capabilities, and future warfighting capabilities.

9. The Marine Corps Experimentation Plan. The biennial Marine Corps Experimentation Plan (MCEP) is developed by MCWL in support of the ECL developed by EFDC and to support specific experimentation objectives proposed by CG, MCWL and approved by the Marine Requirements Oversight Council and in support of the Office of Naval Research. In addition, the MCEP will provide specific objectives for Service support of the U.S. Joint Forces Command Joint Combat Development and Experimentation as prioritized by CG, MCCDC.

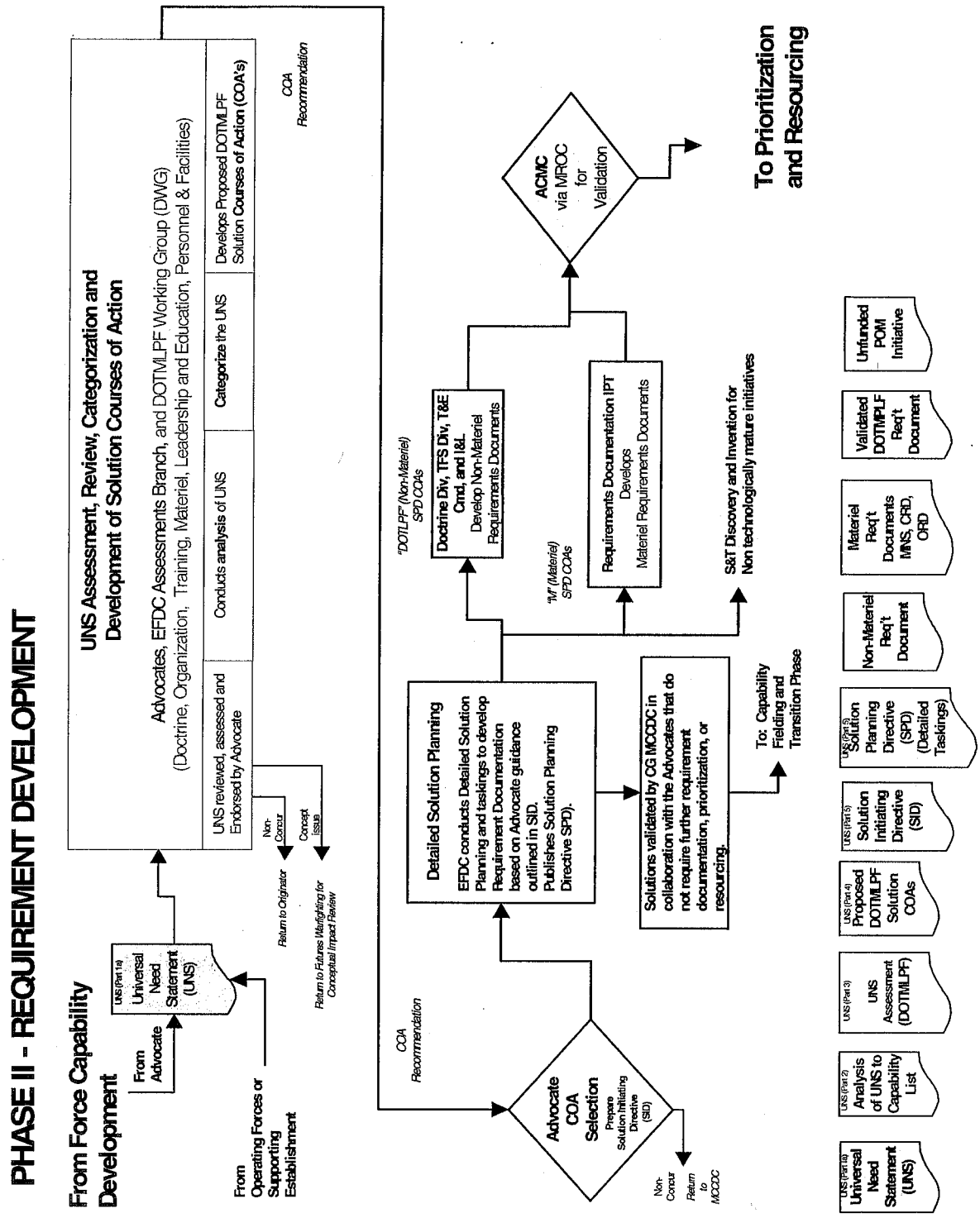



Figure 2-1.--Requirement Development.

## PHASE II - REQUIREMENT DEVELOPMENT

1. General. Requirement development begins with the forwarding of a Universal Need Statement (UNS) and ends with a Marine Requirements Oversight Council (MROC) validated requirement (figure 2-1).

2. UNS Submission. The Advocate, the Operating Forces, or the Supporting Establishment can generate an UNS. The UNS is submitted to CG, MCCDC (Capabilities and Assessment Branch) for entry into EFDS and registration into the Combat Development Tracking System (CDTS). The UNS development path and format is provided in enclosure (6).

3. UNS Assessment, Review, and Development of Solution Courses of Action

a. UNS Assessment

(1) CG, MCCDC (Expeditionary Force Development Center (EFDC), Capability Assessment Branch) reviews the UNS to determine if the capability addressed in the UNS is presently being developed in EFDS. The screening and research of a proposed UNS are essential to ensure that valuable time and effort are not spent on duplicative requirements.

(2) The CG, MCCDC (EFDC, Capabilities Assessment Branch) will assign a CDTS tracking number and attach the initial endorsement of the UNS. Subsequently, this branch assigns a lead Advocate to review and endorse the UNS.

b. Advocate Review and Endorsement. The lead Advocate reviews the proposed UNS and CG, MCCDC (EFDC, Capabilities Assessment Branch) endorsement to ensure its validity. If the need is invalid or duplicative, the Advocate will return the UNS to the originator with a nonconcur endorsement.

c. UNS Categorization. Upon the receipt of the Advocate validated UNS, the CG, MCCDC (EFDC, Capabilities Assessment Branch) will convene a Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF) Working Group (DWG) to evaluate the UNS. The DWG is comprised of selected subject matter experts from all EFDC Divisions, Headquarters, Marine Corps (HQMC), Training and Education (T&E) Command, Materiel Command (MATCOM) (represented by Marine Corps Systems Command (MARCORSYSCOM)), Marine Corps Warfighting Laboratory (MCWL) and the Advocates. The UNS originator may also be included in the DWG.

d. Development of DOTMLPF Solution Courses of Action (COAs). The DWG will utilize the DOTMLPF evaluation to develop specific solution COAs. The lead Advocate may submit topics for initial COA recommendations. Submitted recommendations will be addressed by the DWG for detailed development. Each UNS will include a nonmateriel solution (COA #1) in fulfillment of both DODI 5000.2 of 5 Apr 02 (NOTAL) and SECNAVINST 5000.2B. Each solution COA will present an integrated approach addressing pertinent pillars of DOTMLPF. Upon the DWG's determination of a recommended COA, CG, MCCDC (EFDC, Capabilities Assessment Branch) forwards the UNS, along with DOTMLPF results and comments, to the lead Advocate for COA selection.

4. Advocate COA Selection and Solution Initiating Directive

a. The lead Advocate will select or modify a COA. The lead Advocate documents the result of the COA selection process by the publishing of a Solution Initiating Directive (SID).

b. The SID will:

(1) Designate the selected COA.

(2) Authorize development and release of the Solution Planning Directive (SPD) by CG, MCCDC.

(3) Provide required joint coordination guidance and/or considerations.

(4) Provide a proposed time phasing of the capability if applicable (capability increments).

5. SPD

a. An Advocate SID will result in CG, MCCDC publishing an SPD that provides specific and integrated tasking for the components of DOTMLPF based on the approved COA.

b. The SPD is a tasking document that will initiate a materiel, nonmateriel, or combined solution.

c. When an SPD (materiel or nonmateriel) is authorized, the UNS transitions to a "portfolio" account within CDTS. A portfolio contains information such as the issue description, current status, Operational Requirements Document (ORD) date, milestone decision level/status, and other information as required.

d. EFDC is responsible for monitoring, coordinating, and tasking the integration of all portfolios across the DOTMLPF spectrum.

6. Nonmateriel Solution. Some solutions will not involve a materiel requirement. These solutions are forwarded directly to the responsible implementing organizations (e.g., MCCDC Doctrine Division, Total Force Structure Division, Training and Education Command, and Deputy Commandant, Installation and Logistics) to form a portfolio for the implementation of a required solution. Advocates are involved or advised of all solutions.

7. Materiel Solution. An integrated product team (IPT) (chaired by the Materiel Requirements Division, EFDC) will develop the appropriate requirement documentation (MNS, ORD, statement of need) as per Chairman Joint Chiefs of Staff Instruction 3170.01B, for materiel solution portfolios. If the DWG determines that the required materiel solution is not technologically mature the initiative will be forwarded to the MCWL, Office of Science and Technology Integration for evaluation. Science and Technology (S&T) efforts may result in the development of a technological capability that could be re-introduced into EFDS, via the DWG, to develop a materiel solution. Advocates are involved or advised of all solutions.

8. Requirement Validation. Upon the development of the requirement documentation for a materiel solution, the documentation is forwarded for Marine Requirements Oversight

Council (MROC) approval and Assistant Commandant of the Marine Corps signature. Requirement documentation validation signals the beginning of the Prioritization and Resourcing phase of EFDS. Nonmateriel solutions not requiring MROC validated resourcing will proceed directly to EFDS phase four (Capability Fielding and Transition).

9. Information Technology (IT) UNS. An UNS submitted with the potential for an information technology materiel solution, including National Security Systems (NSS), shall be processed through EFDS. An UNS that is not directly related to a NSS will follow a DOTMLPF assessment and review process managed by the Office of Marine Corps Chief Information Officer (CIO). The CIO will establish an assessment IPT and will work with the originating Advocate to develop COAs to process the UNS. EFDC and the CIO will use CDTS to record and continuously track all IT needs statements throughout the requirements generation process.

a. EFDC will forward all non-NSS UNSs to Director, Command, Control, Communications, and Computers, HQMC/Marine Corps CIO for assessment and COA development per the USMC Acquisition Procedures Handbook (NOTAL).

b. Following originating Advocate and CIO need validation and COA endorsement, EFDC will return the UNS to the originator for generation of requirements documentation, as appropriate.

c. Requirements documents will be returned to CG, MCCDC for subsequent staffing to the appropriate materiel developer.

d. The originator of an IT UNS and its associated requirements documentation shall be responsible for briefing the MROC on the IT ORD.

10. Intelligence and EFDS. The Director of Intelligence (DirInt) serves as the functional proponent for intelligence, surveillance, and reconnaissance (ISR). DirInt coordinates externally with national and defense agencies on ISR matters that affect the Marine Corps. This includes participation in requirements validation and PPBS forums of national and defense intelligence agencies to ensure national and defense-wide ISR programs are leveraged to support the Marine Corps. Additionally, DirInt supervises the Marine Corps Intelligence Activity in its role as the threat validation authority for EFDS.

## PHASE III - PRIORITIZATION AND RESOURCING

1. General. The third phase of the Expeditionary Force Development System (EFDS) is Advocate prioritization and preparation of requirements for competition in the Marine Corps ("green dollar") Program Objective Memorandum (POM) development process of the Planning, Programming and Budgeting System (PPBS) (figure 3-1).

2. Advocate Requirement List. Advocates collate all known requirements for warfighting development within their purview to form the Advocate Requirement List (ARL). ARL development is a coordinated effort between the Advocates, MARFORs, and supporting commands.

3. MAGTF Requirement List. The Advocates and MARFORs, less ACMC, will meet to discuss respective ARLs in order to create a MAGTF Requirements List (MRL). The MRL will be an alphabetized compilation used to identify and provide focus for key MAGTF cross-cutting issues, and to provide a reference source for the Program Evaluation Group and POM Working Group.

4. POM Development Process. These tools (ARL and MRL) do not compete with the well-established POM process, but instead serve to assist the Advocates, MCSC, MARFORs, and MCCDC to integrate Expeditionary Maneuver Warfare requirements within the Marine Corps POM process. Deputy Commandant, Programs and Resources maintains total responsibility for all Marine Corps PPBS matters in order to provide clear single authority and central focus to all Marine Corps resource development efforts. The MROC will validate the Marine Corps Tentative-POM (T-POM) and submit it to the CMC for final approval.

5. EFDS End State. The end state of this phase of the EFDS is reached when funding has been applied to the programs in the President's Budget and advances to the Capability Fielding and Transition phase.

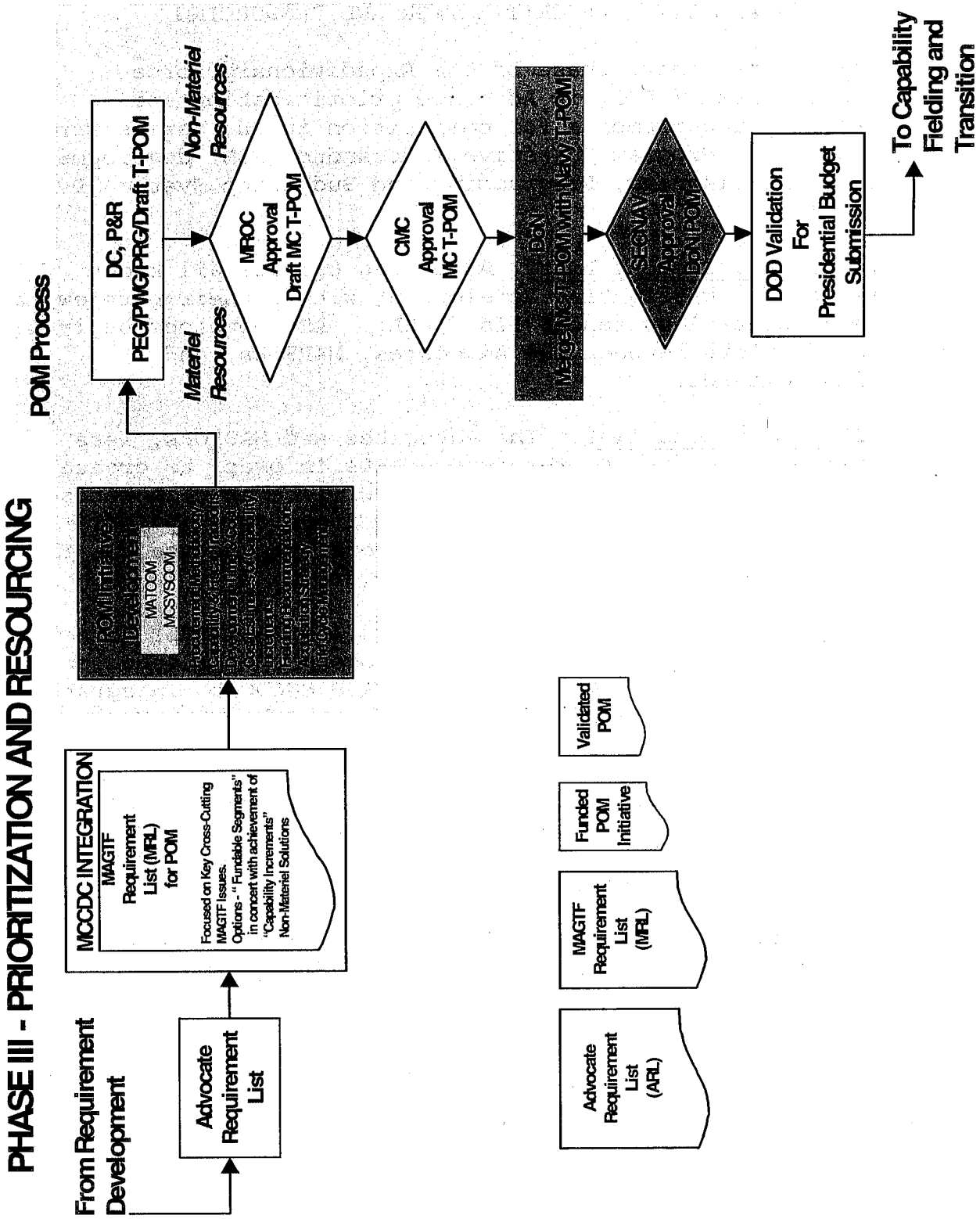



Figure 3-1.--Prioritization and Resourcing.

## PHASE IV - CAPABILITY FIELDING AND TRANSITION

1. General. The Capability Fielding and Transition Phase begins when the validated capability is ready to start the acquisition process that will lead to fielding MCO P3121.1, U.S. Marine Corps Planning and Programming Manual. Oversight by the lead Advocate is a crucial component to all steps in this phase (figure 4-1). A validated requirement will enter as a nonmateriel or materiel solution.

a. Nonmateriel (Doctrine, Organization, Training, Leadership and Education, Personnel, and Facilities. Many required capabilities result in nonmateriel solutions such as doctrinal, force structure, and/or training changes. These changes are administered under the oversight of the Advocates, with support from Commanding General (CG), Marine Corps Combat Development Command (MCCDC).

b. Materiel. A resourced requirement enters the acquisition process of the appropriate materiel developer (e.g., MATCOM, MARCORSYSCOM, NAVAIRSYSCOM, NAVSEASYSCOM). The materiel developer, in close coordination with the Advocate, is responsible for development of the acquisition strategy, in accordance with CMC Policy Memo 1-99, Advocacy and DODI 5000.2 of 5 Apr 02 (NOTAL).

2. Transition Task Force Plan. The purpose of the Transition Task Force (TTF) is to provide Advocate oversight of the transition of new capabilities into the Operating Forces. A TTF plan, utilizing the Doctrine, Organization, Training, Materiel, Leadership and Education, People and Facilities pillars, may be as simple as a one page document or as complex and detailed as the fielding plan for an Acquisition Category I program (e.g., AAAV, MV-22). Plans prepared by the program manager, reviewed by the Advocate, for execution may be adequate to ensure a successful fielding effort. Plans such as the User's Logistics Support Summary and the Performance Based Agreement may contain the information required for the fielding process. Complex and costly fielding efforts may require a separate and more detailed TTF Plan to ensure a successful transition. The TTF, created by the Advocate, with support from MCCDC, and the program manager, will be used to coordinate transition activities, and will advise the lead Advocate and the Milestone Decision Authority on program progress. A copy of the Advance Amphibious Assault Vehicle TTF Plan is located on the EFDS Website as an example of the TTF format.

3. Fielded Capability. The final step in the EFDS process is the fielding of an integrated capability.

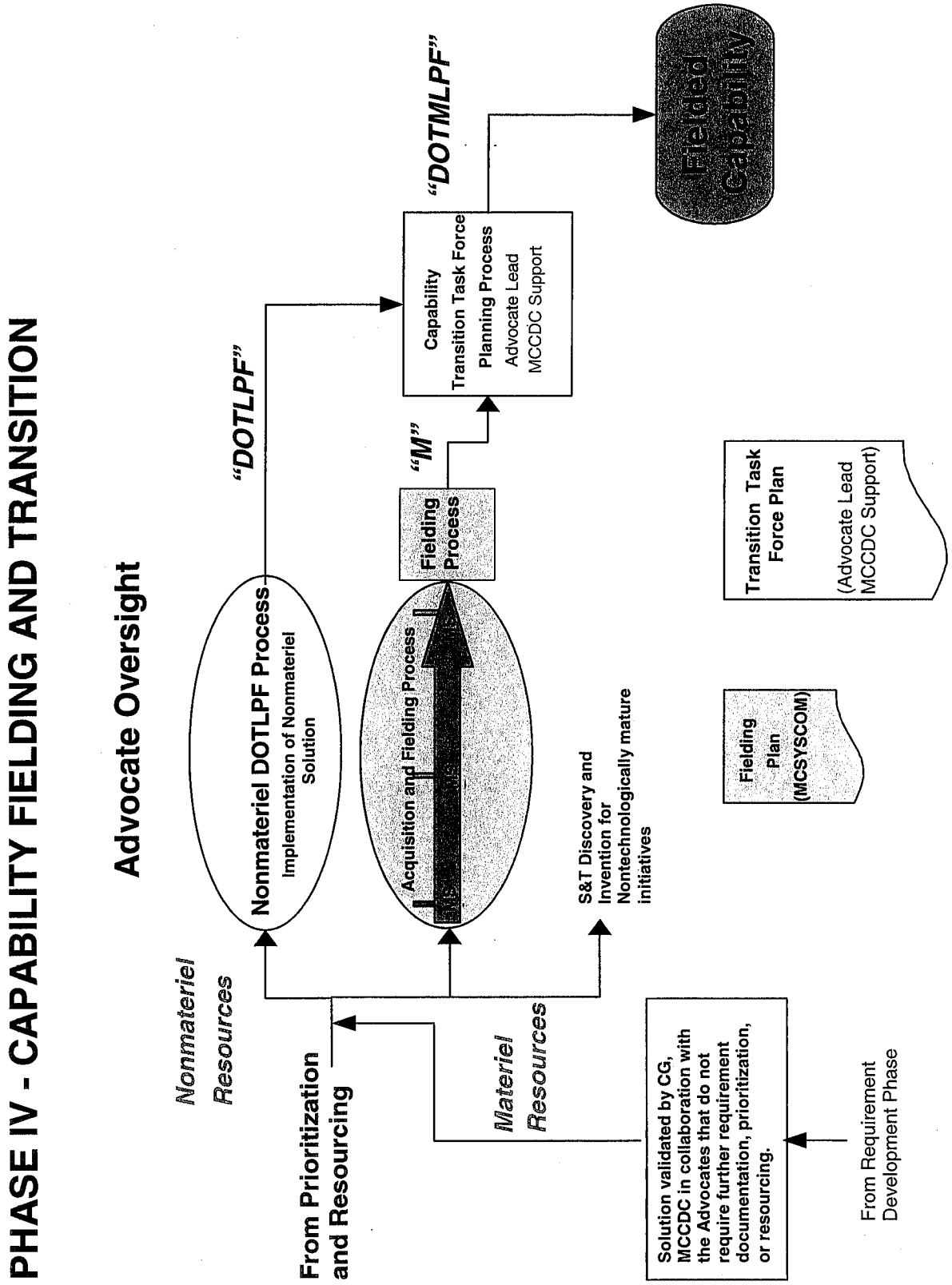



Figure 4-1.--Capability Fielding and Transition.

4. The CG, MCCDC (EFDC, Total Force Structure Division (TFSD)) has the mission to build capability-based units. This means integrating people and equipment into organizations that can make Marines and win battles. TFSD manages the Marine Corps Total Force Structure Process. In conjunction with Advocates, operating forces, and others, TFSD determines and documents manpower and equipment requirements for all Marine Corps units. This includes developing and maintaining tables of organization and equipment; allocating resources to provide a balanced and capable force; and planning and implementing future force structure changes.

5. The CG, MCCDC (EFDC, Materiel Requirements Division) supports the EFDS by developing, coordinating, staffing, and administering requirements documents for equipment required to resolve deficiencies and obtain capabilities for Marine Forces.

6. The CG, MCCDC (EFDC, Joint Concept Development and Experimentation (JCDE) Divisions') mission is to integrate the Marine Corps force development processes into the Joint Force development processes in order to provide Marine Corps capabilities for the future Joint Force Commander. The EFDS is integrated into Joint Force development through three, primary JCDE "on ramps" located at Quantico, the Pentagon, and Suffolk.

a. The Quantico JCDE Division is called the JCDE Operations Center (JOC). The JOC is the overall "lead" for JCDE and provides the USMC "single voice" and central coordination for the Pentagon and Suffolk JCDE Divisions. The JOC integrates Marine Corps, Naval, other Service and Joint Force development activities including concept development, wargaming, experimentation, assessments, DOTMLPF recommendations, Joint Interoperability and Integration, Science and Technology guidance, Joint Experimentation guidance and Joint Testing and Evaluation participation.

b. The Pentagon JCDE Division shapes and integrates USMC concepts and operational architectures into the Joint Warfighting Capability Assessments, Joint experimentation and wargaming. This office oversees and influences JCDE development through the joint requirements process, which includes: the Joint Requirements Panel, the Joint Requirements Board, and the Joint Requirements Oversight Council.

EXPEDITIONARY FORCE DEVELOPMENT CENTER (EFDC)

The Director, EFDC is responsible for the Expeditionary Force Development System (EFDS). The organization of EFDC is shown on figure 5-1.

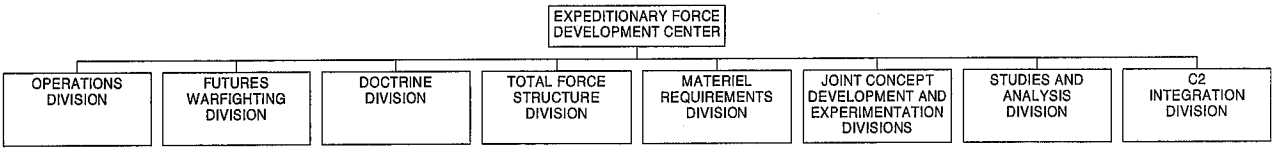



Figure 5-1.--Organization of Expeditionary Force Development Center (EFDC).

1. CG, MCCDC (EFDC, Operations Division) facilitates the EFDS process. The CG, MCCDC (EFDC, Capabilities Assessment Branch) coordinates the staffing of universal need statements, performs maintenance of the Combat Development Tracking System and oversees Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF) Assessments via DOTMLPF Working Group. The CG, MCCDC (EFDC, Program Objective Memorandum (POM) Branch) conducts POM-related assessments and coordinates the Marine Air Ground Task Force requirements list to support the Marine Corps' ("green dollar") POM process. The CG, MCCDC (EFDC, Integration Branch) performs actions associated with the integration of MAGTF warfighting functions. The CG, MCCDC (EFDC, Command Element Advocate Branch) performs Command Element Secretariat and support functions for CG, MCCDC as Chair of the Command Element Advocate Board.

2. The CG, MCCDC (EFDC, Futures Warfighting Division) develops strategies, concepts, plans, and requirements documents to support expeditionary force development and the transformation of the 21st century Marine Corps.

3. The CG, MCCDC (EFDC, Doctrine Division) coordinates development, publication, and maintenance of Marine Corps Service doctrine; coordinates Service input to the development, publication, and maintenance of joint, combined/multinational, multi-Service, and naval doctrine; and participates in matters of standardization, terminology, and other EFDS processes.

c. The Suffolk JCDE Division shapes and integrates USMC concepts and operational architectures into Joint Forces Command's (JFCOM) experimentation pathways which include: Joint concept development seminars, workshops, Integrated Product Teams, and conferences; wargames, modeling/simulation events, joint limited objective experiments and major experiments; joint assessments, after-action reviews, and subsequent USJFCOM-sponsored DOTMLPF initiatives. Additionally this office provides a liaison officer to the JFCOM J7/9.

7. The CG, MCCDC (EFDC, Studies and Analysis Division) serves as the cognizant agency for the Marine Corps on all matters pertaining to studies and operations analysis. Specifically, the division provides: study and analytical support to the Marine Corps' EFDS, assists the operating forces and other Marine Corps agencies with operations analysis support, and conducts a continuing program of studies and analysis (Mission Area Analysis and the Marine Corps Studies Program) to assist the Marine Corps in making decisions concerning combat development and applications of warfighting capabilities.

8. The CG, MCCDC (EFDC, C-2 Integration Division) serves as the cognizant agency for development of the future MAGTF Command and Control (C2) Architecture to support Expeditionary Maneuver Warfare and Marine Expeditionary Brigade 2015. The division will guide and integrate all future evolving C2 concepts, strategy, plans, requirements, and programs. It will also assess essential command and control warfighting deficiencies and determine required EMW C2 capabilities. Additionally, it will engage, shape, and integrate naval and joint command and control concepts, plans, and requirements. Finally, it will examine emerging technologies in order to enable and support decision makers in an EMW environment.

| CDTS Short Title | |
|---|---|
| **CDTS#** | Date CDTS # assigned |

## UNIVERSAL NEED STATEMENT (UNS)

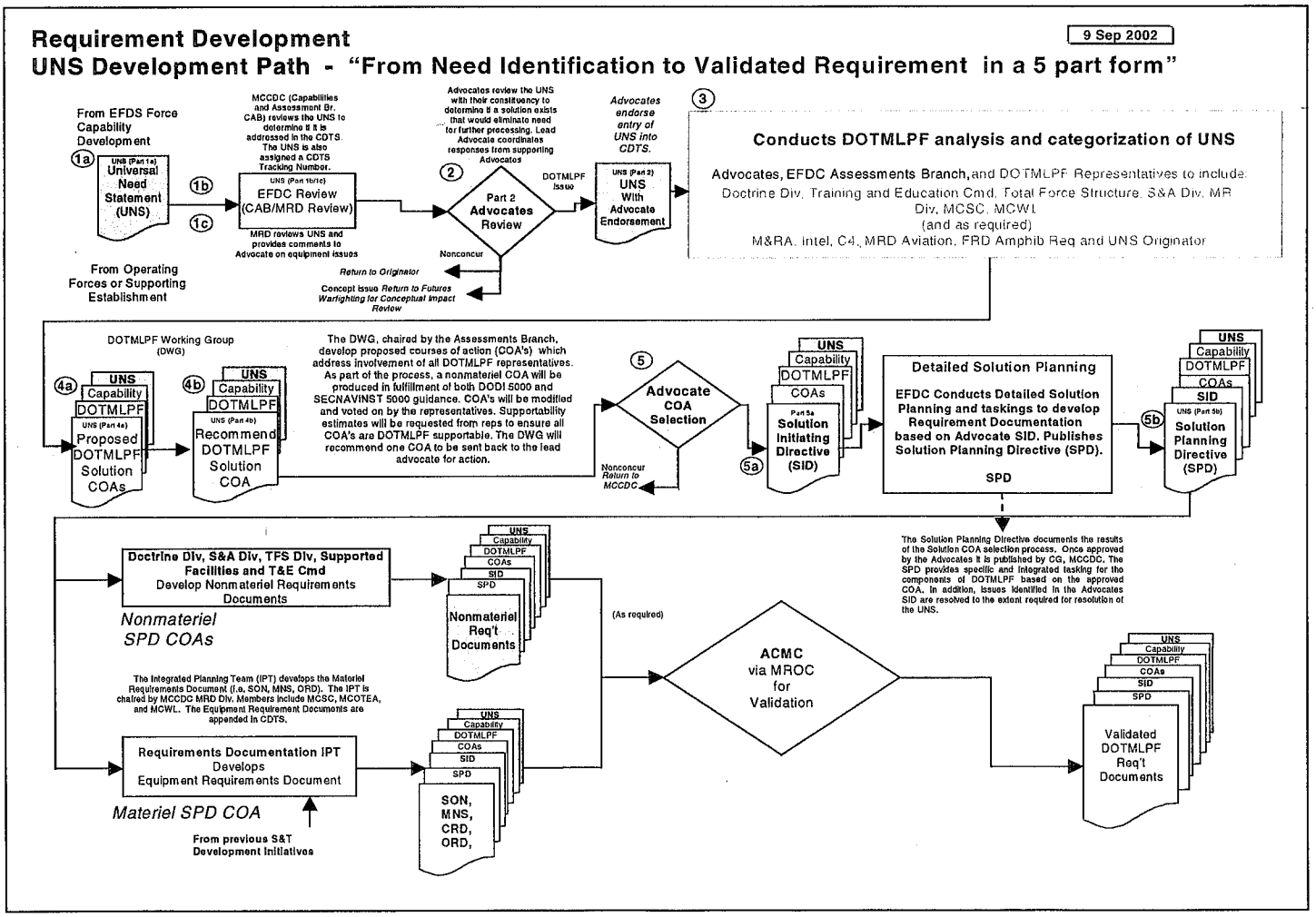
PURPOSE

The completed Universal Need Statement is the most important information component in the Expeditionary Force Development System (EFDS). As the primary means of entry into the EFDS, the UNS acts as a "work request" for current and future capabilities within the EFDS. The UNS identifies operational enhancement opportunities and deficiencies in capabilities. Opportunities include new capabilities, improvements to existing capabilities, and elimination of redundant or unneeded capabilities. "Universal" highlights its common use by any Marine Corps organization to capture both current needs and future needs developed through analysis, assessment, and experimentation with future warfighting concepts.

All Universal Need Statements are entered into a web-based format for tracking purposes. The link for the Combat Development Tracking System (CDTS) web site is https://www.cdts.marcorsyscom.usmc.mil. Please ensure the letter "s" is included in the URL (https). For access to the web site, or if further information is required regarding this processing and status of your submission, please contact the Capabilities and Assessment Banch (CAB) CDTS representative.

Personnel assigned to CAB, phone numbers and E-mail addresses can be found under http://www.hqmc.usmc.mil/ by clicking on the CAB link. Information about the EFDS may be found by clicking on the EFDS link.

The UNS development path is depicted below. Please see page 5 for further submission instructions.



| CDTS Short Title | |
|---|---|
| **CDTS#** | Date CDTS # assigned |

# UNIVERSAL NEED STATEMENT (UNS)
## Part 1a of 5 - Originator's Request

| Name (Last, First, Initial) | | Rank/Grade | Phone | | | FAX | |
|---|---|---|---|---|---|---|---|
| Available for phone or personal follow-up? | | Interested in participation on Solution Course of Action IPT? | | Request UNS status updates by e-mail? | | E-mail | RUC |

## Type of Need (select one that best describes the need)

| ADD a new capability that does not exist | | IMPROVE or FIX an existing capability | | REMOVE an existing capability | |
|---|---|---|---|---|---|

## Description of Need

Describe the nature of the need and the cause (if known). Explain how the need was identified (operational deployment, training exercise, experimentation, formal study, mission area analysis, observed operating deficiencies).

### When Needed

| URGENT | | 6 Months | | 1 Year | | 2 Years | | 5 Years | | 10 Years | | Other (date) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|

**Rationale** Describe why the need requires resolution in timeframe selected (e.g., safety issues, Congressional mandate, etc.)

| CDTS Short Title | |
|---|---|
| **CDTS#** | Date CDTS # assigned |

**Approval Authority** – Regimental Level or as appropriate (Battalion, Squadron, etc.)

| Command | Name of Approval Authority (Last, First, Initial) | Rank/Grade |
|---|---|---|
| Mailing Address | Phone | FAX |
| | E-mail | |
| | Date Received | Date Forwarded |
| Approval Authority Comments (optional) | Signature Block | |

**Approval Authority** – MEF Level or as appropriate (Division, Wing, Service Support Group, etc.)

| Command | Name of Approval Authority (Last, First, Initial) | Rank/Grade |
|---|---|---|
| Mailing Address | Phone | FAX |
| | E-mail | |
| | Date Received | Date Forwarded |
| Approval Authority Comments (optional) | Signature Block | |

**Approval Authority** – MARFOR Level or as appropriate*

| Command | Name of Approval Authority (Last, First, Initial) | Rank/Grade |
|---|---|---|
| Mailing Address | Phone | FAX |
| | E-mail | |
| | Date Received | Date Fwd'd to Assessment Br, MCCDC |
| Approval Authority Comments (optional) | General Officer's Signature Block | |

## UNIVERSAL NEED STATEMENT (UNS)
## Part 1a of 5 - Originator's Request

| CDTS Short Title | |
|---|---|
| **CDTS#** | Date CDTS # assigned |

Describe mission or task to be accomplished that is related to the need.

How does the need improve your ability to perform the mission or task?

If the need is not satisfied, how will it affect your ability to perform the mission or task?

**NOTES**:

1. Issues should be forwarded to CG MCCDC via respective chains of command.

2. Issues require one General Officer's signature (at any level i.e. MARFOR, MEF, Div/Wing/FSSG, etc.) to be processed. MARFOR endorsement may be Chief of Staff (COS). Endorsement may be Executive Assistant (EA) for Division within HQMC. **An UNS will not be accepted by MCCDC without the proper endorsement.**

3. A disk copy should be forwarded through the chain of command along with the hard copy in case changes need to be made.

4. Additionally, please forward an electronic copy to the Capabilities and Assessments Branch (CAB), EFDC, MCCDC. CAB will store this copy as a "warning order" until they receive the hard copy (routed through your chain of command) with a General Officer's signature.

5. Upon receipt of the hard copy, the UNS will be entered it into the Combat Development Tracking System (CDTS) and staffed for appropriate review. CAB will also send an "e-mail acknowledgement" to the originator. This e-mail will include an assigned CDTS Title and Identity Number for tracking purposes on the CDTS web site. Information concerning the routing process of the UNS can be viewed on the first page of this form.

6. The link for the Combat Development Tracking System (CDTS) web site is https://www.cdts.marcorsyscom.usmc.mil.
Please ensure the letter "s" is included in the URL (https). For access to the web site, or if further information is required regarding this processing and status of your submission, please contact the Capabilities and Assessment Branch (CAB) CDTS representative.

7. Current personnel assigned to the CAB phone numbers, E-mail addresses may be found under http://www.mccdc.usmc.mil/ by clicking on the Capabilities Assessment Branch link.

DOTMLPF Working Group (DWG). A task-organized group of individuals, who conduct DOTMLPF assessments chaired by Capabilities and Assessments Branch, Marine Corps Combat Development Command (MCCDC) Expeditionary Force Development Center with representatives from the Advocates and the DOTMLPF pillars.

| DOTMLPF WORKING GROUP (DWG) | |
|---|---|
| EFDC, CAB (CHAIRMAN) | * DIRECTOR, INTEL |
| ADVOCATES | * DIRECTOR, C4 |
| CG, TECOM | * DIRECTOR, MCWL |
| EFDC, TOTAL FORCE STRUCTURE | * EFDC, FUTURES WARFIGHTING |
| EFDC, DOCTRINE | * MARCORSYSCOM |
| EFDC, MATERIEL REQUIREMENTS | * UNS ORIGINATOR |
| EFDC, STUDIES & ANALYSIS | |
| * Attendance as applicable | |

Expeditionary Force Development System (EFDS). An integrated system of processes and functions that produces and sustain integrated capabilities that meet the needs of the Marine Corps and the Commander in Chiefs. The Advocates and the Marine Requirements Oversight Council are key participants in the process. EFDS continuously examines and evaluates current and emerging concepts and capabilities to improve and sustain a modern Marine Corps.

Expeditionary Maneuver Warfare (EMW). The Marine Corps' capstone concept for the early 21st century guiding the process of innovation, change, and adaptation.

EMW Capability List (ECL). Execution guidance provided through a collaborative process among all Advocates and published by the CG, MCCDC for achieving the goals and aims of the Marine Corps Strategy and EMW in the near, mid, and far term. Annexes will include Marine Corps Warfighting Laboratory Experimentation Campaign Plan, the Science and Technology Plan and the advocate campaign plans.

MAGTF Requirements List (MRL). The Advocates and Marine Corps Forces, less ACMC, will meet to discuss respective ARLs in order to create a MAGTF Requirements List (MRL). The MRL will be an alphabetized compilation used to identify and provide focus for key MAGTF cross cutting issues, and to provide a reference source for the Program Evaluation Group and POM Working Group.

# TERMS OF REFERENCE/ACRONYMS

Advocacy. CMC Policy Memorandum 1-99, subsequently modified by CMC Policy Memorandum 1-02, directed the implementation of advocacy to increase communication and representation of operating force requirements and interests within the National Capital Region.

| ADVOCATES | |
|---|---|
| HQMC | ACMC |
| COMMAND ELEMENT | CG, MCCDC |
| GROUND COMBAT ELEMENT | DC, PP&O |
| AVIATION COMBAT ELEMENT | DC, AVIATION |
| COMBAT SERVICE SUPPORT ELEMENT | DC, I&L |
| SUPPORTING ESTABLISHMENT | DC, I&L |
| MARINE CORPS RECRUITING COMMAND | DC, M&RA |

Advocate Requirement List (ARL). A compilation of all capabilities and associated requirements that an Advocate desires to compete in the current POM.

Combat Development System (CDS). The predecessor to Expeditionary Force Development System (EFDS).

Combat Development Tracking System (CDTS). An Internet-based Marine Corps Executive Information System capable of collecting, organizing, and tracking the information and documentation necessary for developing integrated capabilities.

Commandant's Vision. Serves as the "Commander's Intent" and provides the direction for the development of the Marine Corps Strategy.

Doctrine, Organization, Training and Education, Equipment and Support (DOTES). The predecessor to Doctrine, Organization, Training, Materiel, Leadership and Education, People and Facilities.

Doctrine, Organization, Training, Materiel, Leadership and Education, People and Facilities (DOTMLPF). The pillars of the EFDS framework. It provides a simple checklist for both solution identification and solution fielding and implementation. Capability analysis and solution planning is conducted across the DOTMLPF spectrum.

Marine Corps Experimentation Plan (MCEP). Developed by Commanding General (CG), Marine Corps Warfighting Laboratory (MCWL) in support of the ECL to support specific experimentation objectives proposed by the CG, MCWL and approved by the Marine Requirements Oversight Council (MROC), and in support of the Future Naval Capabilities (FNCs) of the Office of Naval Research (ONR). In addition, the MCEP will provide specific objectives for Service support of the U.S. Joint Forces Command Joint Concept and Development and Experimentation (JCDE) prioritized by CG, MCCDC.

Marine Requirements Oversight Council (MROC). Provides oversight on critical matters relating to defining and validating concepts, requirements, and reviewing major force structure initiatives. Permanent membership parallels the assignment of advocates and includes the Deputy Commandant for Programs and Resources (P&R).

Marine Corps Science and Technology Plan (MCSTP). Developed in collaboration with the Advocates and ONR (code 353) and describes the initiatives to be undertaken in definition, scope, cost and responsibilities. The Plan's objective is to support the Marine Corps Advocates, ECL, FNCs, and future warfighting capabilities.

*Marine Corps Strategy 21*. The Commandant's strategy provides the vision, goals, and aims to support the development of future combat capabilities.

Mission Area Analysis (MAA). An ongoing series of studies that identify capability deficiencies in the programmed future force. The execution of the MAA process ensures the Marine Corps is in compliance with joint directives and that the Marine Corps has an analytic basis for the capability requirements generation process. The MAAs are conducted through the use of modeling, simulation, spreadsheet analysis, and other analytic tools. This process identifies capability deficiencies that can be mapped against Advocate capability lists and campaign plans.

Mission Needs Statement (MNS). A formatted nonsystem-specific statement containing operational capability needs and written in

broad operational terms. It describes required operational capabilities and constraints to be studied during the Concept Exploration and Definition Phase.

Operational Architecture (OA). The operational architecture view is a description of the tasks and activities, operational elements, and information flows required to accomplish or support a military mission. It defines the type of information exchanged, the frequency of exchange, which tasks and activities are supported by the information exchanges and the nature of information exchanges in detail sufficient to ascertain specific interoperability requirements.

Operational and Organizational Concept (O&O). Document utilized to adopt the requirements combined in another service Operational Requirements Document (ORD) for Marine Corps use. The O&O will delineate, by paragraph, Marine Corps specific deviations from the original document. The O&O and the ORD define the Marine Corps requirement.

Operational Requirements Document (ORD). A formatted statement containing in operationally relevant and measurable terms, performance and related operational parameters for the proposed concept or system. Prepared by the user or user's representative at each milestone beginning with Milestone B (or milestone I/program initiation).

POM Working Group (PWG). Comprised of voting and nonvoting members from HQMC departments, MCCDC, Materiel Command, and the MARFORs. The PWG is the forum that coordinates initial staff action for development of the Marine Corps input to the Department of the Navy (DON) Program Objective Memorandum (POM). It tracks the POM through the DON and Department of Defense staffing levels, assisting as requested, until it becomes budget. A representative of Deputy Commandant, Programs and Resources (P&R) chairs the PWG.

Program Evaluation Group (PEG). Action officer level committees whose purpose is to collect all requests for program funding, prioritize the requests in order of benefit, and assign relative benefit values to each request. The convening of the Investment, Operations and Maintenance, Military Construction, Family Housing, and Manpower PEGs starts the POM prioritization efforts to support later POM development.

Program Objective Memorandum (POM). The product of the programming phase of the Planning, Programming, and Budgeting System. The POM contains the substantive requirements for updating the defense program. Program development procedures are unique to each Service. The Marine Corps provides program input to the DON for incorporation in the DON POM process.

Program Review Group (PRG). The PRG is a flag-level committee, chaired by Deputy Chief of Staff, Programs and Resources (P&R) and comprised of the CG, MCCDC; the Deputy Commandants of the Marine Corps; and Commander Marine Corps Materiel Command. The PRG reviews the Tentative POM, amending it as necessary prior to forwarding it to the MROC.

Requirement. An established need based on a validated deficiency justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks.

Solution Initiating Directive (SID). Advocate guidance provided to implement the selected solution for a validated Universal Need Statement (UNS). The guidance is forwarded to the CG, MCCDC for detailed solution planning.

Solution Planning Directive (SPD). This document is prepared by CG, MCCDC and contains the detailed taskings necessary to implement the guidance identified in the Advocate's SID.

Statement of Need (SON). A letter from CG, MCCDC authorizing the development of a materiel solution under the guidelines of the DOD Abbreviated Acquisition Program (AAP). AAP criteria as follows: Program cost less than 30 million dollars procurement Marine Corps and operations and maintenance, research, development, testing and evaluation costs less than 5 million dollars, available funding (POM submission not required), and OT&E not required. An SON is normally used in lieu of an ORD.

Transition Task Force (TTF) Plan. Using the DOTMLPF structure this document will address in detail the necessary steps that must occur to accomplish a fielded capability. Oversight by the Advocate is a crucial component to all system/capability transition plans.

Universal Need Statement (UNS). The UNS form and its processing format designed to act as a "work request" for current and future desired capabilities. The form identifies operational

enhancements, opportunities, and deficiencies in terms of a stated capability set. Opportunities may include new capabilities, improvements to existing capabilities, and elimination of redundant or unneeded capabilities.

ACRONYMS

| | |
|---|---|
| AAP | Abbreviated Acquisition Program |
| ACAT | Acquisition Category |
| ACE | Aviation Combat Element |
| ACMC | Assistant Commandant of the Marine Corps |
| AOA | Analysis of Alternatives |
| ARL | Advocate Requirement List |
| BISOG | Blue in Support of Green |
| C4I | Command, Control, Communications, Computers, and Intelligence |
| CAB | Capabilities and Assessments Branch |
| CBR | Concepts Based Requirements |
| CDS | Combat Development System |
| CDTS | Combat Development Tracking System |
| CG | Commanding General |
| CINC | Commander in Chief |
| CIO | Chief Information Officer |
| CJCS | Chairman of the Joint Chiefs of Staff |
| CMC | Commandant of the Marine Corps |
| COA | Course of Action |
| COMMARCORMATCOM | Commander, Marine Corps Materiel Command |
| COMMARCORSYSCOM | Commander, Marine Corps Systems Command |
| CPG | Commandant's Planning Guidance |
| CRD | Capstone Requirements Document |
| CSSE | Combat Service Support Element |
| D&I | Discovery and Invention |
| DC | Deputy Commandant |
| DC, P&R | Deputy Commandant, Programs and Resources |
| DOD | Department of Defense |
| DON | Department of the Navy |
| DOTMLPF | Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities |
| DPG | Defense Planning Guidance |
| DWG | DOTMLPF Working Group |
| ECL | EMW Capability List |
| ECP | Experimentation Campaign Plan |
| EFDC | Expeditionary Force Development Center |

| | |
|---|---|
| EFDS | Expeditionary Force Development System |
| EMW | Expeditionary Maneuver Warfare |
| ESG | Executive Steering Group |
| FMF | Fleet Marine Force |
| FNC | Future Naval Capabilities |
| FONS | Fleet Operational Needs Statement |
| FWD | Futures Warfighting Division |
| FYDP | Future Years Defense Plan |
| GCE | Ground Combat Element |
| HQMC | Headquarters, Marine Corps |
| I&L | Installations and Logistics Department, HQMC |
| IPT | Integrated Product Team |
| IT | Information Technology |
| JCDE | Joint Concept Development and Experimentation |
| JCS | Joint Chiefs of Staff |
| JFC | Joint Force Commander |
| JFCOM | US Joint Forces Command |
| JROC | Joint Requirements Oversight Council |
| JOC | Joint Operations Center |
| JSPS | Joint Strategic Planning System |
| JIMP | Joint Vision Implementation Master Plan |
| JWCA | Joint Warfighting Capabilities Assessment |
| MAA | Mission Area Analysis |
| MAGTF | Marine Air-Ground Task Force |
| MARCORSYSCOM | Marine Corps Systems Command |
| MARFOR | Marine Corps Forces |
| MATCOM | Marine Corps Materiel Command |
| MCCDC | Marine Corps Combat Development Command |
| MCDP | Marine Corps Doctrinal Publication |
| MCEP | Marine Corps Experimentation Plan |
| MCSTP | Marine Corps Science and Technology Plan |
| MCO | Marine Corps Order |
| MCWL | Marine Corps Warfighting Laboratory |
| MDA | Milestone Decision Authority |
| MEF | Marine Expeditionary Force |
| MLCM | Materiel Life Cycle Management |
| MNS | Mission Need Statement |
| MRD | Materiel Requirements Division |
| M&RA | Manpower and Reserve Affairs Department, HQMC |

| | |
|---|---|
| MRL | MAGTF Requirements List |
| MROC | Marine Requirements Oversight Council |
| MSC | Major Subordinate Command |
| MSTP | MAGTF Staff Training Program |
| NMS | National Military Strategy |
| NSS | National Security Strategy |
| OA | Operational Architecture |
| O&MMC | Operations and Maintenance, Marine Corps |
| O&O | Operational and Organizational Concept |
| ONR | Office of Naval Research |
| ORD | Operational Requirements Document |
| OSD | Office of the Secretary of Defense |
| OSTI | Office of Science and Technology Integration |
| PEG | Program Evaluation Group |
| PMC | Procurement, Marine Corps |
| POM | Program Objective Memorandum |
| PPBS | Planning, Programming, and Budgeting System |
| PP&O | Plans, Policy, and Operations Department, HQMC |
| P&R | Programs and Resources Department, HQMC |
| PRG | Program Review Group |
| PWG | POM Working Group |
| RDT&E,N | Research, Development, Test and Evaluation, Navy |
| S&T | Science and Technology |
| SID | Solution Initiating Directive |
| SME | Subject Matter Expert |
| SON | Statement of Need |
| SPD | Solution Planning Directive |
| SPG | Secretary of the Navy Programming Guidance |
| T-POM | Tentative POM |
| T&E | Training and Education |
| TFSD | Total Force Structure Division |
| TRL | Technology Readiness Level |
| TTF | Transition Task Force |
| UNS | Universal Need Statement |