



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINES CORPS  
WASHINGTON, DC 20380-0001

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MARINE CORPS BULLETIN 3902

From: Commandant of the Marine Corps  
To: Distribution List

Subj: FY 03 MARINE CORPS STUDIES MASTER PLAN (MCSMP)

Encl: (1 New Study and Analysis Projects Approved for FY 03  
Execution  
FY 03 USMC Center for Naval Analyses (CNA) Research  
Plan  
Statement of Work Format

1. Situation. The Marine Corps Studies System (MCSS) mission is to program, budget and manage the execution of all nonrecurring studies and analyses undertaken to provide a greater understanding of issues and alternatives concerning organizations, concepts, tactics, doctrine, policies, force structure, plans, strategies, procedures, intelligence, weapons systems, programs and resources. This Bulletin provides the Marine Corps analytic priorities for FY 03.

2. Mission. To announce the approved FY 03 MCSMP and to solicit study requirements for FY 04.

3. Execution

a. Commander's Intent. Enclosure (1) lists those studies approved for initiation in FY 03 and provides a brief summary of the objectives for each study. The order of priority does not specify the sequence of initiation; however, it will be used to allocate resources (personnel and funds) to accomplish the studies.

b. Tasks

(1) Studies & Analysis (S&A) Division, MCCDC. Allocate resources to complete the approved studies. Review FY 03 nominations in detail with a 0-6 level Senior Review Panel before presentation to the Marine Corps Studies Board.

(2) Sponsors. Sponsors of approved studies shall assign a Sponsor's Project Officer and draft a Statement of Work (SOW). SOW format is contained in enclosure (3).

(3) CGs, HQMC department heads, and MCCDC division directors may submit S&A requirements, including those studies, exercises, and field representative support requirements for the CNA, to be considered for inclusion in the studies program to the Commanding General (C 453), MCCDC, 3300 Russell Road, Quantico, VA 22134-5130.

(4) The Commanders of MARFORPAC, MARFORLANT, and MARFORRES will consolidate S&A requests from subordinate commands.

4 Command & Signal

a. Study Nomination Form. The Study Nomination Form standardizes S&A nominations and facilitates submission. The form is available at the MCSS web site at <https://mcss.quantico.usmc.mil>.

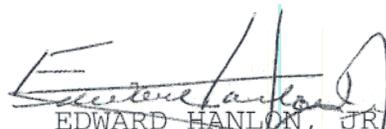
(1) Information contained in the Study Nomination Form must be easily understood and must make sense without reference to other documentation.

(2) Use of abbreviations and acronyms is authorized; however, special attention must be given to technical acronyms and abbreviations. All abbreviations and acronyms must be spelled out the first time they are used.

(3) Each narrative section of the Study Nomination Form should be written in bullet format to reduce the size of the narrative.

b. Submit FY 04 study modifications to CG MCCDC by Friday, 30 May 2003 to ensure consideration in the FY 04 program. Submissions should be made via the MCSS web site.

c. In the event the web site is unavailable, submissions may be made via e-mail. This correspondence should be sent to Ms. Sherri Smith at SMITHSL@mccdc.usmc.mil or FAX at 703-784-3546.

  
EDWARD HANLON, JR.  
By direction

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NPGS (Dean of Research) (2)

NEW STUDY AND ANALYSIS PROJECTS APPROVED  
FOR FY 03 EXECUTION

FY 03 Studies approved for execution for the Marine Corps Studies System. (Listed in Priority Order.)

1. **Title:** MEB 2015 C2 and CSS Capabilities

**Sponsor:** MCCDC

**Objectives:** The overall objective of the study is to develop and validate Command and Control (C2) and CSS capabilities for the 2015 Baseline MEB.

2. **Title:** AAV Key Performance Parameters (KPP) Review

**Sponsor:** MCCDC

**Objectives:** Review two of the AAV KPP in preparation for Milestone C of the AAV Program.

3. **Title:** Cumulative Impact of Aviation Transition Programs

**Sponsor:** Department of Aviation, HQMC

**Objectives:** (Nomination 1. CUMULATIVE IMPACT OF AVIATION TRANSITION PROGRAMS) To evaluate the collective effect of the Marine Corps aviation transition programs and recapitalization efforts on the Marine Corps Operating Forces from 2002 to 2020. To identify options for mitigating the collective negative impacts associated with these transitions. Research and determine the organization, mission, tasks, personnel staffing and assignments for the number four: Marine Aviation Logistics Squadron (MALS) in 2020. Also included would be the role the MALS will play in regard to the Maritime Pre-positioning Force (Future), future aircraft/airframe development requirements (organizational to depot-level maintenance, composite material repair, etc.), and MALS integration requirements in regard to the Aviation Logistics Ship (TAVB) replacement vessel.

(Nomination 23. Right sizing MOS 6541 to support the shift from Unguided Munitions to Precision Guided) To determine if the current MOS 6541 structure of the MALS can accomplish the missions and taskings related to maintenance and Clas V (A) breakout, assembly and distribution with the increased dependence on Precision Guided Munitions.

(Nomination 4. MALS of the future--2020 and beyond) Research and determine the organization, mission, tasks, personnel staffing and assignments for the MALS in 2020. Also included would be the role the MALS will play in regard to the Maritime Pre-positioning Force

ENCLOSURE 1

(Future), future aircraft/airframe development requirements (organizational to depot-level maintenance, composite material repair, etc.), and MALS integration requirements in regard to the TAVB replacement vessel.

4. **Title:** Joint Tactical Radio System (JTRS) Migration Strategy  
**Sponsor:** Marine Corps Systems Command (MARCORSYSCOM)  
**Objectives:** Consider the JTRS in terms of its anticipated capabilities (e.g., ad-hoc mobile networking, multiple channels in one radio, modularity, software-reprogrammability) and costs, then propose a business strategy detailing how the Marine Corps would most effectively migrate to the JTRS across the communication architecture. The JTRS migration strategy is required as a solid foundation for a sound acquisition strategy.
  
5. **Title:** Maritime Prepositioning Force MEB Force Closure/Throughput Study  
**Sponsor:** Plans, Policies and Operations (PP&O), HQMC  
**Objectives:** Determine the timelines by Deployment/Employment segment for an MPS MEB to attain fully operational capable status in multiple operational scenarios and geographic areas. Focus of analysis should be on DPG-04 directed areas and missions within EST illustrative scenarios.
  
6. **Title:** USMC Fuel Use Reduction Study  
**Sponsor:** MARCORSYSCOM  
**Objectives:** Fuel and fuel support equipment constitute roughly 70% of tonnage required to sustain today's Operational Forces. New weapons systems are expected to increase this by up to 12% over the next decade. CMC has tasked MATCOM to consider the best combination of fuel efficiency, power, technology, and capabilities in applicable acquisition programs in order to obtain a 10% increase in fuel efficiency by the end of 2010. This study will establish a current baseline consumption rate for USMC Operating Forces, consider the current and future impact of all ground equipment on fuel consumption, and develop ways to increase the overall fuel efficiency of the Marine Corps that will allow us to reach the goal of 10% reduction in fuel usage by 2010.

(Nomination 30. Identify Requirements, Methodology and Automated Process(es) for Estimating USMC Fuel Usage) Identify the range of exercise, operational and planning scenarios, supporting both current and Joint Vision 2020 Focused Logistics, where accurately forecasting fuel requirements is essential.

ENCLOSURE 1)

Identify the fuel requirements forecasting methodology that represents a proper balance between accuracy, efficiency and timeliness, flexibility, non-SME ease of use, suitability with online/networked environments, and compatibility with joint logistics systems.

Identify the automated process(es) that will enable planners to efficiently and accurately forecast fuel requirements for exercises and operations.

7. **Title:** Sea-Basing Implications to the CSS

**Sponsor:** Installations and Logistics (I&L)

**Objectives:** (Nomination 22. Sea-Basing Implications to the Determine how the Integrated Logistics Capability Operational Architecture can most effectively be integrated into future sea-basing CSS operations.

(Nomination 5. Supply Chain Organization Support to 15th and 26th MEU during Afghanistan Operations) One of the functions of the Marine Corps is to organize, train, equip and provide forces to conduct and support special operations. (DOD Directive 5100.1, Functions of the DOD and its Major Components). In support of Operation Enduring Freedom the USMC had to provide between its major force providing MARFORS (USMC Forces, Atlantic and USMC Forces, Pacific) the bulk of logistics and supply support to the 15th and 26th MEU operating in Afghanistan. The purpose of this study is to reconstruct and determine what worked, what did not work, what requires improvement in the areas of: (1) Distribution; (2) Host Nation Support; (3) Operating from a sea base at extreme distances; (4) The division of labor between supply organizations; and (5) The challenges of supporting two different MEU organizations ashore with sustainment.

8. **Title:** Light Tactical Wheeled Vehicle Study

**Sponsor:** MARCORMATCOM

**Objectives:** Determine the Marine Corps requirement for an ultra-light-weight tactical vehicle similar to the "M-Gator."

9. **Title:** Analysis of Alternatives for Advanced Antitank Weapon System-Heavy (AAWS-H)

**Sponsor:** GCE Branch (POG), PP&O

**Objectives:** Analyze the battlefield effectiveness of AAWS-H in a MAGTF environment; determine operational effectiveness/cost analysis of current HAW system vs. various AAWS-H candidate systems; and examine MPF quantities, structure reductions, and mixed fleet options in an effort to reduce life cycle costs.

ENCLOSURE (1)

10. **Title:** Cost Benefit Analysis of Lump Sum Zone B and Zone C  
**Sponsor:** M&RA  
**Objectives:** This study seeks to establish the relationship between Lump Sum Zone B and C SRBs and propensity to reenlist by OCCFLD. Furthermore, this study will determine average OCCFLD training costs for a Marine with 8 years of service (YOS) (middle of B Zone) and 12 YOS (middle of C Zone). The focus of this study will be finding break-even points for each OCCFLD as to where SRB dollars are no longer cost effective.
11. **Title:** USMC Overarching Battery Study  
**Sponsor:** MARCORSSYSCOM  
**Objectives:** Develop a method for the identification of Marine Corps battery-supported equipment with end item densities and consumption rates that reflect Marine Corps and Joint concept of operations, the MPF, and Posts, Bases and Stations. Results will provide for an expanded information base from that provided in 1996.
12. **Title:** MAGTF Expeditionary Family of Fighting Vehicles Capabilities Requirements Study  
**Sponsor:** Expeditionary Policies, Ground Combat Branch, PP&O  
**Objectives:** Determine the combat, combat support and combat service support capabilities needed by the mobile MAGTF conducting Expeditionary Maneuver Warfare (2015) that will not be met by the AAV in order to determine candidate capabilities to be developed within the MAGTF Expeditionary Family of Fighting Vehicles.
13. **Title:** Feasibility of Conducting MEB Level Combine Arms Exercise (CAX)  
**Sponsor:** TECOM  
**Objectives:** Determine the feasibility of establishing a recurring MEB level CAX in CONUS.
14. **Title:** USMC Manpower Requirements Criteria  
**Sponsor:** Total Force Structure Division, MCCDC  
**Objectives:** Generate feasible algorithms to determine mission-essential wartime manning requirements (quantitative expressions of personnel and equipment requirements for prescribed tasks and activities at varying levels of workload volume) that may be input into the Total Force Structure Management System.
15. **Title:** Integration of Diagnostics into Ground Equipment Life Cycle Management  
**Sponsor:** MATCOM

**Objectives:** Determine how the Marine Corps' material life cycle process can best capture and use diagnostic and maintenance data to improve the reliability, availability, and maintainability (RAM) of ground tactical equipment.

16. **Title:** Enabling Logistics Processes with Portable and Wireless Technology

**Sponsor:** I&L

**Objectives:** Identify, describe, and quantify how portable and wireless commercial off the shelf technology will enable logistics chain processes outlined in the Integrated Logistics Capabilities (ILC) Operational Architecture (OA).

17. **Title:** Establishing Time Criteria for Logistics Tasks

**Sponsor:** I&L

**Objectives:** Develop a decision support methodology that allows a MAGTF logistics planner to temporarily re-allocate personnel resources within the future Marine Corps logistics chain as described by the ILC logistics OA.

18. **Title:** Logistics Community Training for Officers and SNCOs

**Sponsor:** I&L

**Objectives:** Determine the "logistics chain manager" skill-sets and the appropriate staffing required for the Marine Corp Logistics OA at all organizational levels.

19. **Title:** Logistics Performance Measurement-Developing Appropriate Metric Benchmarks Based on Industry Best Practices

**Sponsor:** I&L

**Objectives:** Develop appropriate goals or benchmarks for the metrics outlined within the ILC OA.

20. **Title:** Marine Family Quality of Life (Quality of Life Study)

**Sponsor:** M&RA

**Objectives:** This study seeks to conduct a broad assessment of Marine Corps family member Quality of Life (QOL) by extending the analysis of the 2002 QOL in the USMC Study. Although the 2002 spouse QOL survey solicited written respondent comments across the QOL spectrum, the original study effort was constrained to the quantitative analysis of Marine spouse perceptions/satisfaction with QOL. The opportunity exists to significantly leverage the current research effort without the requirement for additional data collection.

ENCLOSURE (1)

21. **Title:** Injury Prevention and Rehabilitation

**Sponsor:** M&RA

**Objectives:** The purpose of this study is to determine the effectiveness of the Marine Corps pilot musculoskeletal injury rehabilitation program, i.e., Return to Readiness (RTR) at Camp Lejeune, NC. The focal point of the study is the impact of the current programmatic approach on the time required to return Marines to full duty and the rates at which Marines experience re-injury. Analysis and findings will then be tied to current and proposed Marine Corps injury prevention initiatives. The study will consider Marines undergoing injury rehabilitation aboard major USMC bases and stations.

22. **Title:** Bumper-to-Bumper Maintenance Policy

**Sponsor:** MATCOM

**Objectives:** Determine the relative merits of a bumper-to-bumper inspection and maintenance policy when compared to the current policy dictating fault isolation of reported defects, and their subsequent repair only.

23. **Title:** Protective Technology Research, Development and Implementation in Support of Defense Force Protection Needs

**Sponsor:** HQMC, LF and PS

**Objectives:** To create installation mission analysis by major functional area (ground, aviation, combat service support, or training). To Produce a USMC approved prioritization of mission-related facilities by major functional area to adapt USMC-provided software to achieve an allocation algorithm optimizing resource expenditures by mission priority, protection level, and mission. If the USMC-provided software cannot be adapted to achieve this result, develop software that can achieve these goals. To produce recommended changes to the existing AFTP courses that incorporate blast and impact analysis methodologies. To develop an AT/FP orientation lecture for installation commanders that introduce commanders to blast and impact analysis.

24. **Title:** Manpower Staffing Study

**Sponsor:** SCAR

**Objectives:** The objective is to determine if the Marine Corps is properly staffing CENTCOM and the component commands.

## FY 03 USMC CENTER FOR NAVAL ANALYSES (CNA) RESEARCH PLAN

Preface. This document provides the FY 03 USMC portion of the DON CNA research plan.

1. FY 03 CNA Field Representative Requirements. The purpose of a CNA field representative is to provide direct analytical support to the commander and present an opportunity for the CNA field representative to become familiar with USMC organizations, planning, operations, procedures, and terms. The current field representative billets are as follows.

- a. COMMARFORPAC
- b. COMMARFORLANT
- c. CG I MEF
- d. CG II MEF
- e. CG III MEF

2. Scientific Analysts. Scientific Analysts are hosted by HQMC Deputy Commandants, and help maintain Marine Corps "core" focus areas of expertise. The scientific analyst is responsible for monitoring and identifying Navy/Naval study and analysis projects where leveraging by the Marine Corps would be advantageous and appropriate, while providing analytical support to the hosted command. Currently, scientific analysts support the following departments: Aviation; Installations and Logistics; Plans, Policies and Operations; Programs and Resources; and Manpower and Reserve Affairs.

3. Focus Areas. CNA studies are focused in 5 main "core" focus areas of expertise. These areas are aligned with the Marine Corps Advocates and also within the manpower and force structure area.

a. Logistics and CSS Area of Expertise. Analyses of plans, policies, and procedures in the areas of maintenance; supply, material readiness; infrastructure; transportation; and medical support for the Operating Forces (active and reserve) and the Supporting Establishment.

b. Ground Area of Expertise. Analyses of plans, policies, and procedures in the areas of training; exercises; tactics, techniques and procedures; readiness; contingency operations, and joint/combined operations.

ENCLOSURE (2

c. Command Element Area of Expertise. Analyses of command and control of Marine Corps operations anywhere in the world, and its ability to enable, lead, or operate as part of any joint or combined force.

d. Aviation Area of Expertise. This area of expertise focuses on Marine Aviation and analyses of plans, policies, and procedures in the area of Marine Corps Aviation.

e. Manpower & Force Structure Area of Expertise. Analyses of plans, policies, and procedures in the areas of recruiting; manning; force structure; force management; and staffing. These analyses also address the relationship between compensation and manning, MOS structure, and attrition.

4. FY 02 Ongoing CNA Projects Continuing into FY 03. The following studies were started in FY 02 and will continue into FY 03 until completion.

**Title:** Analytic Support to the Approved Acquisition Objectives (AAO) Process

**Sponsor:** MCCDC

**Objectives:** Determine the feasibility of creating a T/A for unit equipment that may be significantly smaller than our actual wartime T/E.

**Title:** Impact of Encroachment on Training and Operational Readiness

**Sponsor:** I&L

**Objectives:** Demonstrate the degree to which the loss of training and operational usage due to encroachment degrades Marine Corps readiness and mission capability. Develop recommendations to mitigate this degradation.

**Title:** Marine Corps Infrastructure

**Sponsor:** I&L

**Objectives:** This study is concerned with infrastructure defined as the physical plant aboard Marine Corps installations. Determine the degree to which existing Marine Corps infrastructure meets the Operating Forces mission requirements during the pre-deployment phase of an operation.

**Title:** Marine Logistics Command (MLC)

**Sponsor:** MARFORPAC

**Objectives:** Determine roles and responsibilities of the MLC in providing operational level logistics for the Marine component in the Korean theater.

ENCLOSURE (2)

**Title:** Norway Air-landed Marine Expeditionary Brigade and Pre-positioning Study

**Sponsor:** POE, PP&O

**Objectives:** Determine whether the NALMEB and MPF programs are appropriately organized to support operations and contingencies we are likely to face in the future.

**Title:** Support to DC P&R FOR PR-05

**Sponsor:** P&R

**Objectives:** Determine best route to support the P&R organization in the PR-05 timeframe; and to determine separate program evaluations that would provide insights and options for the resource allocation in PR-05.

5. FY 03 Approved Studies. The following formal studies will be performed by CNA during FY 03.

- a. Cumulative Impact of Aviation Transition Programs
- b. Maritime Prepositioning Force MEB Force Closure/Throughput Study
- c. Sea-Basing Implications to the CSS
- d. Cost Benefit Analysis of Lump Sum Zone B and Zone C
- e. Feasibility of Conducting MEB Level Combine Arms Exercise
- f. Manpower Staffing Study for Enduring Freedom

6. FY 03 Approved Exercise Support. The Marine Forces Commands will determine their exercise needs for FY 03 and provide recommendations through MCCDC for CNA.

7. FY 03 Quick Response Study and AD HOC Support.

a. The Determination of Current USMC Material Planning Factors Quick Response, sponsored by DC I&L, will be conducted by CNA.

b. CG MCCDC will approve any other Quick Response and AD Hoc studies analyses as they emerge during FY 03.

## STATEMENT OF WORK FORMAT

NO CONTRACT            GOVERNMENT ONLY

DRAFT STATEMENT OF WORK  
For the  
"...STUDY..."

Version:

Date:

1. Background. TWO OR THREE GOOD PARAGRAPHS. Describe it here. what led up to this study and where is it going (etc.).
2. Objective and Scope
  - 2.1 Objective. Describe the study here... EXACTLY AND DETAILED AS TO WHAT YOU WANT TO ACCOMPLISH.
  - 2.2 Scope. Describe it here... ALL the various facets of the task and what each task encompasses.
3. Assumptions and Major Factors for Consideration
  - 3.1 Assumptions (The following are EXAMPLES. Each study will have its own unique assumptions.)
    - 3.1.1 The Marine Corps mission, as prescribed in the National Security Act of 1947 (amended), will not change from FY 02 to FY 07 (dates should be inclusive of the period covered by the study).
    - 3.1.2 The OPTEMPO the Marine Corps is currently experiencing will remain the same for the foreseeable future.
    - 3.1.3 Add pertinent assumptions for your study.
  - 3.2 Major Factors for Consideration. Things the performer should be aware of up front.
4. Methodology. The study performer shall determine the methodology for the study and shall describe this methodology in their Technical Proposal for approval by the Marine Corps' Study Sponsor and Study Advisory Committee.

ENCLOSURE | 3

5. Performance

5.1 General. The study shall be performed per the provisions of MCO 3902.1.

5.2 Tasking. Provide a logical breakdown of the question or problem into constituent parts.

5.2.1 Task 1 - (Task Title, e.g., Literature Search)  
The study performer shall...

5.2.2 Task 2 - (Task Title). The study performer shall...

5.2.3 Task 3 - Task Title, etc. The study performer shall

5.3 Time of Performance. The study performer shall complete this study within [ xx ] months. The Draft Final Report shall be completed and delivered to the Contracting Officer's Representative (COR) no later than [ xx ] months after start. The performance schedule is contained in Section 6.

6. Deliverables. (Section 6 is written by the COR and is provided here for information.)

6.1 General. Deliverables shall be provided according to the following schedules. All reports shall be written unless otherwise stated.

6.2 Reports

6.2.1 Monthly Progress Reports. The support contractor shall submit monthly progress reports to keep the Project Leader and Integrated Product Team apprised of the study progress. Reports shall be delivered to Studies and Analysis Division (C 453), MCCDC, 3300 Russell Road, Quantico, VA 22134-5130 with a copy to the contracting officer by the 10<sup>th</sup> day of each month and shall cover the previous month. The initial report shall be submitted the month following the issuance of the delivery order. The number of copies required shall be specified in section 6 below. Each monthly progress report shall contain the following data in the format specified below:

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## FORMAT

1. Complete Title.
2. Executive Summary.
3. Delivery Order Number and Contract Number
4. Progress Report:
  - a. Objectives.
  - b. Support Marine Corps Project Officer.
  - c. Contracting Officer's Representative.
  - d. Project Leader.
  - e. Principal performers.
  - f. Work accomplished during the reporting period.
  - g. Work planned for the next 45 days.
  - h. Reports, briefings, and meetings conducted during the reporting period.
  - i. Problem areas and recommended solutions.
5. Delivery Order Schedule Status.
6. Financial Status Report.
  - a. Authorized delivery order funding authorization.
  - b. Percent of authorized funding expended.
  - c. Estimated cost to complete order.
  - d. Direct labor dollars expended by labor category for current period and cumulative (include fee).
  - e. Other direct cost expenditures (include fee) (current period and cumulative).
    - (1) Other costs.
    - (2) Sub-contractor expenses (if applicable).
  - f. Total cost expended.

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6.2.2 Interim Reports. Interim reports are provided at designated periods in the conduct of the study. The report shall be in the same format as required for the draft final report and shall, at a minimum, contain a summary of all documents or interviews used in research, initial findings, conclusions, and recommendations with appropriate backup data/information. The report shall logically lead to the development of the draft final and final reports. If the report is to be briefed at an In Progress Review (IPR), the report shall be delivered to the COR a minimum of 10 working days prior to the IPR. **The government will require 15 days for review.**

ENCLOSURE 3)

6.2.3 IPR. IPRs are briefings that cover the results of study performer efforts on specific tasks, phases, or reports. These briefings shall be made by the study performer to the Study Sponsor and Study Advisory Committee and shall include view graphs, slides, and/or charts. The proposed agenda for the IPR shall be delivered to the COR 5 working days prior to the IPR.

6.2.4 Draft Final Report. The draft final report shall be submitted as designated, shall fulfill the same requirements as for interim reports and shall lead to the logical development of the final report. **The government will require 30 days for review.**

6.2.5 Final Report. The Final Report shall be submitted within 30 days after receipt of Marine Corps comments on the draft final report. The final report shall include appropriate electronic media containing the final report in Microsoft Office 2000, or compatible format.

6.3 Reports and Demonstrations

<u>End Product/Description</u>	<u>Quantity</u>	<u>Delivery Date</u>
Monthly Progress Report	1 electronic copy 3 paper copies	10 <sup>th</sup> day of each month
In-Progress Review (IRP Agenda)	1 electronic copy	5 days prior to IPR
Interim Report #1 (Tasks X & X)	1 electronic copy 3 paper copies	XX months after start
IPR #1	Report on Tasks X & X	2 weeks after delivery of IPR
Interim Report #2 (Task X)	1 electronic copy 3 paper copies	XX months after start
IPR #2	Report on task X	2 weeks after delivery of IPR
Interim Report #3 (Tasks X & X)	1 electronic copy 3 paper copies	XX months after start
IPR #3	Report on tasks X & X	2 weeks after delivery of IPR
Draft Final Report (Tasks X & X)	1 electronic copy 3 paper copies	XX months after start
IPR #4	Report on all tasks and draft final report	2 weeks after delivery of IPR
Final Report	1 electronic copy 3 paper copies	30 days after receipt of USMC written comments on the Draft Final Report

7 Guidance

7.1 General Instructions. Include here any necessary detailed instructions required for clarification and/or guidance.

7.2 Specific Instructions. Any analytical models, or databases used for this study will be identified prior to commencement and must be provided to the Marine Corps as part of the deliverables. It is not anticipated that automated models will be developed to support this study, but if such modeling is required it will be explained in detail prior to commencement. The government will be provided with unlimited rights to such material. Proprietary models will not be used without the specific, written approval of the Marine Corps

7.3 Specific Instructions

7.3.1 Any analytical techniques, automated models, or databases used for this study will be identified at IPR 1, and must be provided to the Marine Corps as part of the deliverables. It is not anticipated that automated models will be developed to support this study, but if such modeling is required it will be explained in detail prior to commencement. The government will be provided with unlimited rights to such material. Proprietary models will not be used without the specific, written approval of the Marine Corps.

7.3.2 Microsoft Office 2000, Professional Edition products, or compatible formats, are approved for use in completing this study. Exceptions to these products must be fully justified and approved by the Study Sponsor. Charts, maps and graphics shall be incorporated in the Word files.

7.3.3 Any assumptions required in addition to those listed above must be specifically approved by the Marine Corps and shall be clearly identified in each of the Reports.

7.3.4 Supporting rationale must be provided for all findings.

ENCLOSURE (3)

7.3.5 All reports shall be UNCLASSIFIED. Should there be a requirement for the inclusion of classified information, it shall be provided as a separate appendix, under separate cover.

7.3.6 The draft final shall include an annotated, stand-alone brief package suitable for use with Flag Officers. The brief package shall include background, methodology, major findings, courses of action and recommendations for the study.

7.3.7 The draft final shall include a one page abstract which provides the major points and conclusions of the study.

7.3.8 The final draft shall include an executive summary which includes background, methodology, major findings, courses of action and recommendations for the study.

## 8. References/Materials

8.1 Reference. The following documents/material shall be obtained by the study performer during the literature search/data collection portion of this study effort:

8.1.1 List them..

8.2 Government Furnished Materials. The following documents/material shall be provided as government furnished material by the Study Sponsor upon initiation of this study effort:

8.2.1 List them.. (As appropriate)

## 9. Coordinating Instructions

9.1 Study Sponsor. (Command, Department Division or Activity)

Study Sponsor's Action Officer:

Name/Office Code:

Telephone Number:

9.2 Study Advisory Committee

9.2.1 Study Project Officer:

9.2.2 Technical Study Project Officer (TSPO): (Assigned from Analysis Branch (C 451), S&A Division, MCCDC)

9.2.3 Contracting Officer's Representative: (Assigned from MCSS Management Branch (C 453), S&A Division, MCCDC)

9.2.4 Study Advisory Committee (SAC) Membership: (The following is an example; each study will have its own unique SAC.)

HQMC:

- DC AVN
- DC I&L
- DC P&R
- DC M&RA
- DC PP&O
- Dir C4
- Dir I
- USMC Intel Activity

MCCDC

- Expeditionary Force Development Center (EFDC (C|39)
- Futures Division (C 41)
- Doctrine Division (C 42)
- Materiel Division (C 44)
- Total Force Structure (C 53)
- Training & Education Command (C 46)
- USMC Warfighting Lab (C 52)

MARCORSYSCOM:

- Program Analysis and Evaluation (PA&E) Directorate
- Command, Control, Communication, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) Directorate
- Program Manager, Intelligence Systems (PM Intel)
- Program Support (PS) Directorate

Marine Forces:

- MARFORPAC: Attn: G-???
- MARFORLANT: Attn: G-???

9.3 Security Classification Guidance. It is anticipated that all reports will be unclassified. However, should classification become necessary, it will not be higher than secret without approval of sponsor.

ENCLOSURE (3)