



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 04 MARINE CORPS STUDIES MASTER PLAN (MCSMP)

Ref: a) MCO 3902.1B

Encl: 1 New Study and Analysis Projects Approved for FY 04  
Execution

1. Situation. This Bulletin provides the Marine Corps analytic priorities for FY 04. In accordance with the reference, 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.

2. Mission. To announce the approved FY 04 MCSMP and solicit study requirements for FY 05.

3. Execution

a. Commander's Intent. Enclosure (1) lists those studies approved for initiation in FY 04 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 for FY 04 Studies

(1) Studies & Analysis Division, MCCDC. Allocate available resources to complete the approved FY 04 studies. Review FY 04 nominations in detail with sponsors prior to commencing each study.

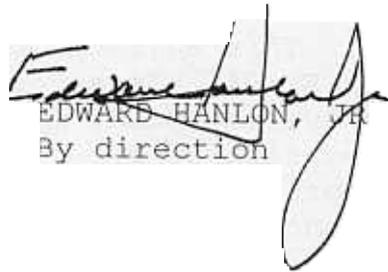
(2) Sponsors. Sponsors of approved studies shall assign a Sponsor's Project Officer and provide a draft Statement of Work in accordance with the reference.

4. Command & Signal

a. Throughout the year, CGs, HQMC department heads, and MCCDC division directors may submit study requirements, including those studies, exercises, and field representative support requirements for the Center for Naval Analyses (CNA), for inclusion in the studies program to the Commanding General (C 453), MCCDC, 3300 Russell Road, Quantico, VA 22134-5130.

b. Submit FY 05 study nominations to CG MCCDC by Friday, 28 May 2004 to ensure consideration in the FY 05 program. Submissions should be made via the MCSS web site, <https://mcss.quantico.usmc.mil>.

c. In the event the web site is unavailable, contact Ms Sherri Smith at SMITHSL@mccdc.usmc.mil.

  
EDWARD HANLON, JR.  
By direction

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NEW STUDY AND ANALYSIS PROJECTS APPROVED  
FOR FY 04 EXECUTION

FY 04 Studies approved for execution for the Marine Corps Studies System. (Listed in priority order.)

1. **Title:** Forecasting Losses  
**Sponsor:** HQMC, M&RA  
**Objectives:** The objective of the study is to significantly improve loss forecasting for the enlisted and officer planners.
2. **Title:** Review of Deployment Mobility Growth  
**Sponsor:** HQMC, I&L  
**Objectives:** To review the actual growth in the Corps mobility footprint, which impacts on its ability to remain the Nation's leading Expeditionary Force.
3. **Title:** Study of the Lightweight Prime Mover (LWPM)  
**Sponsor:** MCCDC, Materiel Requirements Division  
**Objectives:** The objective of this study is to examine and define the impact of fielding a LWPM vehicle system on the Approved Acquisition Objectives for the Logistics Vehicle System Replacement (LVSr), Medium Tactical Vehicle Replacement (MTVR) and High Mobility Multi-Wheeled Vehicle (HMMWV). The LWPM is a new start program in POM-06 that was not considered during the Overarching Tactical Wheeled Vehicle Study completed by Studies and Analysis Division, MCCDC in August 2001.
4. **Title:** Total Cost for Non-Aviator JTAC Policy  
**Sponsor:** HQMC, Aviation (APP)  
**Objectives:** To determine the total cost for the recent policy change outlined in ALMAR 028/03.
5. **Title:** 2010 USMC Asia Pacific Force Presence/Basing Analysis  
**Sponsor:** HQMC, PP&O (Plans Division)  
**Objectives:** Using the PACOM and USMC future strategic concepts for the Asia-Pacific region and the OSD Integrated Global Posture and Basing Strategy, provide a detailed analysis of the USMC strategic concept with supporting data to validate the concept and/or identify alternative options for non-supportable concepts outlined within the strategy. The USMC strategic concept outlines current and future Joint Main Operating Bases; Joint Forward Operating Bases; Joint Forward Operating Locations; and Joint

ENCLOSURE 1

Forward Support locations. The objective of the study is to provide a detailed analysis of each JMOB, JFOB, JFOL, JFSL, and develop a list of priority future JFOLs and JFSLs necessary to support the PACOM and OSD strategies based on specific measure of effectiveness.

6. **Title:** Flight Deck Manning for MPF(F) Aviation Capable Ships - Sea Viking 04

**Sponsor:** MCCDC, Dir EFDC

**Objectives:** This study should examine various alternatives for flight deck manning for MPF(F) Aviation Capable Ships and provide the impact each alternative will have on DOTMPLF for either or both the Marine Corps and the Navy, and recommend the most viable alternative to implement. This study will provide the framework for a proposal to the Navy Marine Corps Board for implementation.

7. **Title:** Marine Corps Prepositioning in 2025

**Sponsor:** HQMC, PP&O, Operations Division (PO)

**Objectives:** This study will take a global and futuristic look at Marine Corps prepositioning. The objective is to determine how to fully integrate NALMEB and MPF into a single, Marine Corps prepositioning program and produce an implementation roadmap. The study will take a future look (2025) and include findings from Center for Naval Analyses's recent NALMEB and MPF(F) studies as well as the DPG directed studies on Global Prepositioning and Operational availability. Additionally, the study will address future afloat basing options to include the utility of additional or split geo-prepositioning sites. The end state is to ensure USMC prepositioning programs support developing and future concepts and strategy.

8. **Title:** Transformation of C4 Training, Manpower, and Structure to Support the 21st Century United States Marine Corps

**Sponsor:** HQMC, C4 Department

**Objectives:** Investigate the correct training, manpower, and structure in the Command and Control Systems (06XX) Occupational Field and the Ground Electronics Maintenance (28XX) Occupational Field to meet the requirements of 21st Century Expeditionary Maneuver Warfare (EMW) and to achieve Information Superiority.

Reorganization of Operating Forces C4 Organizational Structure: Review the current structure (personnel, equipment, and organizational structure) of the Operating Forces C4 (Communication Battalions, Communication Squadrons, and Communication Companies)

ENCLOSURE (1)

to determine if a reorganization is warranted and, if so, how the forces should be organized, manned and equipped.

9. **Title:** Evaluation of USMC Operational Linguist Requirements & Resources

**Sponsor:** HQMC, Dir Intel

**Objectives:** Identify the operational linguist requirements in support of contingency/combat deployments, evaluate the adequacy of the inventory of interpreters or other language capable Marines to meet those requirements, and to recommend improvements to the Marine Corps language program to help better meet the requirement for operational linguists.

10. **Title:** MAGTF Integrity in an Environment of TACAIR Integration & Expeditionary Strike Force (ESF)

**Sponsor:** HQMC, Aviation

**Objectives:** Examine the impacts of TACAIR Integration and the emergence of the ESF concept on MAGTF integrity specifically on Marine Aviation and traditional control of MAGTF Aviation assets.

11. **Title:** Operational Analysis of the MAGTF Distribution Center (MDC)

**Sponsor:** HQMC, I&L (Code LP)

**Objectives:** Conduct an analysis to determine the best approach for implementing the MDC. The analysis will recommend personnel and equipment resource allocation, recommend necessary business rules, and identify planning tools needed to operate the MDC, all within the context of the Marine Corps Logistics Operational Architecture (OA) and Sea-Basing concept.

Towards Total Asset Visibility (TAV) in the Marine Corps: Identify processes, procedures, and technologies for achieving TAV within the Marine Corps. TAV is broadly defined as the ability to provide timely and accurate information on the location, quantity, and status of units, personnel, equipment, and supplies. During Operation Iraqi Freedom (OIF), the absence of TAV complicated efforts to track and account for both people and gear throughout the deployment, sustainment, and redeployment of Marine Forces.

12. **Title:** Ammunition Logistics Chain Efficiency and Policy

**Sponsor:** MARCORSYSCOM

**Objectives:** The objective is to evaluate the ammunition logistics chain efficiency and policies as they relate to the focus areas of:

ENCLOSURE (1

- Current operations; including throughput
- Combat capabilities and deficiencies
- Sea-Basing; including connectors and MPF(F)
- EMW
- POM 06 acquisition issues
- Logistics modernization

This study is absolutely essential and critical as an initial lesson learned for OIF of deficient ammunition expenditure reporting has impacted several of the focus areas identified above. The efficiency of the ammunition logistics chain will be evaluated by assessing:

The munitions reporting process  
Ammunition logistics tactics, techniques, and procedures  
(TTP)

- Current and future policy that influences the ammunition logistic chain
- Current or planned Automated Information Systems (AIS) ensuring they are interoperable and/or integrated

Improving Ammunition Logistics Chain Efficiency and Policy:  
Evaluate ammunition logistics chain efficiency and policies. OIF revealed a variety of challenges related to munitions availability, throughput, and reporting processes. Based on this experience, there is a need to reexamine ammunition logistics TTPs, current and future policy that influences the ammunition logistics chain, and current AIS.

13. **Title:** Bulk Liquids Transportation Options  
**Sponsor:** MCCDC, Materiel Requirements Division  
**Objectives:** The objectives of this study are to examine the requirements for bulk liquid (fuel and water) transportation within the MAGTF at all levels, in order to determine accurate Motor Transport and Engineer lift requirements. This study should also include an examination of lessons learned from Operation Enduring Freedom (OEF) and OIF with respect to transportation requirements over and above those outlined in Operational Maneuver From the Sea.
14. **Title:** Recruiter Selection and Training: Analysis of Current Screening and Selection  
**Sponsor:** Marine Corps Recruiting Command  
**Objectives:** Identify recruiter attributes most likely tied to success and failure in recruiting assignments.

ENCLOSURE (1)

Recruit Quality Study: Analyze the identification, attraction and recruitment of high quality recruits.

15. **Title:** Developing an Optimal Strategy for Implementing Future Theater-Level Contractor Logistics Support (CLS)

**Sponsor:** HQMC, I&L (Code LP)

**Objectives:** Develop and recommend the best policy for implementing CLS in the logistics operational architecture supporting theater level, Marine Corps operations. The product produced will support future sea-basing policy decisions with personnel and training implications.

CLS Way Ahead: The objective of this study is to examine the current state of CLS, and including lessons learned from OEF and OIF, and to determine the best method for contracting for CLS. This study would use Motor Transportation as the start point, then expand to other commodity areas if results warrant. Potential methods include: a) Contracting with Original Equipment Manufacturer (OEM) (current method); b) Contracting with third party as single supplier/manager of CLS for all motor transport equipment; c) Combination of the above; and d) End use of CLS due to lessons learned from recent deployments.

16. **Title:** Marine/Future Combat Systems (FCS) Technology Strategy Study

**Sponsor:** MARCORSSYSCOM, PG14 Armor & Fire Support Systems/PM Tank Systems, MAGTF Expeditionary Family of Fighting Vehicles (MEFFV)

**Objectives:** To provide the MAGTF Expeditionary Family of Fighting Vehicles (MEFFV) Project Office the basis for the required (DoD 5000.2) Technology Development Strategy (TDS).

17. **Title:** USMC KC-130 Requirements

**Sponsor:** HQMC, Aviation

**Objectives:** To determine future USMC KC-130 requirements and recommend future KC-130 force laydown options based on emerging operational requirements.

18. **Title:** Capability Requirements for the Infantry Squad for Employment in Future Marine Corps Warfighting Concept of Expeditionary Maneuver Warfare and across the Spectrum of MAGTF Operations

**Sponsor:** MCCDC, Materiel Requirements Division

**Objectives:** To determine the required and desired capabilities the Infantry Squad will need to enable it to be

ENCLOSURE

employed effectively within the Marine Corps warfighting concepts with the advent of new mobility platforms and new technology advances.

19. **Title:** Officer Promotion System

**Sponsor:** HQMC, DC M&RA

**Objectives:** Support decision makers in identifying the most appropriate officer promotion system that is most compatible with Marine Corps ethics/culture, supports USMC structure requirements by grade and MOS, and supports DOPMA requirements.

20. **Title:** Investigation into the Manning, Equipping, and Organization of Naval Engineer Forces in the III Marine Expeditionary Force Area of Responsibility

**Sponsor:** Marine Forces Pacific, III MEF

**Objectives:** To validate the need for enhanced Naval Engineer capabilities in Asia; examine appropriate force structure and manpower changes; and determine appropriate command and control changes and solutions to equipment inadequacies directly impacting the ability of the Naval Engineer Force to function in its traditional role as a force multiplier for the MEF.

21. **Title:** ASVAB Validation

**Sponsor:** HQMC, M&RA (MPP-50)

**Objectives:** To establish a template for validating the minimum ASVAB requirements required for enlistment into a particular program.

22. **Title:** Impact of Mobilization Process on Reserve Marines

**Sponsor:** HQMC, M&RA

**Objectives:** Evaluate the effectiveness of the current mobilization process from initial notification through mobilization, deployment and demobilization. The target audience of the study will be Marine Reservists mobilized as individuals and as members of Selected Marine Corps Reserve units in support of Operation Noble Eagle (ONE) and OEF. This study will be qualitative in nature.

23. **Title:** Reachback Intelligence Support to Expeditionary Operations

**Sponsor:** HQMC, Dir Intel, Marine Corps Intelligence Activity (MCIA)

**Objectives:** Examine the role of the Service Intelligence Center, MCIA in supporting the current and emerging expeditionary maneuver from the sea concept.

ENCLOSURE (1

24. **Title:** USMC Security Cooperation Study Proposal  
**Sponsor:** HQMC, PP&O (Plans Division)  
**Objectives:** Review guidance from OSD and the Joint Staff, Combatant and USMC Component Commander's Strategies, and the USMC service policy on international relations. The study should analyze the processes used throughout planning and execution of both service-level and component-level activities from all geographic theaters, using the following questions to frame data collection and analysis.
25. **Title:** Development of O&MMC Metrics to Support Base Operations Funding Requirements  
**Sponsor:** Marine Forces Atlantic, AC/S, Comptroller  
**Objectives:** Develop a common set of generally accepted metrics that equate operation and maintenance requirements for Marine Corps installations to levels of activity and output. Develop metrics similar to those currently used (e.g., Aviation Cost Per Flight Hour and Backlog in Maintenance and Repair).
26. **Title:** Effectiveness of the Warrior Transition Program  
**Sponsor:** Marine Forces Pacific  
**Objectives:** Determine the relative effectiveness of the Warrior Transition program. HQMC has endorsed a deliberate debriefing program called "Warrior Transition" to facilitate the transition of Marines from a combat environment to a home environment. The objective is to reduce the effects of post-traumatic stress disorder (PTSD) and other self-destructive behavior. How effective is this program? Was there an increase or decrease in reportable incidents such as DUIs, assaults, drug use, underage drinking, date rape, and/or other NJP offenses of units exposed to Warrior Transition as compared to previous units not exposed to the program?
27. **Title:** The Use of Technology by the Marine Corps Recruiter  
**Sponsor:** Marine Corps Recruiting Command  
**Objectives:** Analyze the use of information technology by recruiters and target market then evaluate the information technology needs of recruiters.
28. **Title:** TADIL Exchange Requirements  
**Sponsor:** MCCDC, Materiel Requirements Division  
**Objectives:** To identify digital information transfer requirements in support of command and control.

29. **Title:** Logistics Transformation Impact on the MAGTF  
**Sponsor:** HQMC, I&L (Code LP)  
**Objectives:** Identify the impact of selected logistics transformation initiatives on the combat effectiveness of a notional MAGTF (e.g., Marine Expeditionary Unit).

Receipt and Acceptance Procedures Analysis for Goods and Services Procured from Non-DoD Sources (Commercial Vendors): Determine the best approach for implementing receipt and acceptance procedures/processes associated with financial, contracting, and supply, in order to increase accountability and reduce interest payments for supplies and services (end-to-end).

30. **Title:** Measure of Training Transfer in Urban Operations  
**Sponsor:** MCCDC, TECOM  
**Objectives:** Determine metrics in which exercises in urban areas can be evaluated and measured. These metrics could be used to evaluate training exercises and unit readiness. They could also be used to conduct analysis of alternative training devices, simulations, and technologies. These metrics could be used to measure live, virtual, and constructive training in urban operations.

31. **Title:** An Assessment of Voluntary Attendance at Marine Corps Career and Intermediate Level Schools  
**Sponsor:** MCCDC, TECOM, Marine Corps University  
**Objectives:** To assess the impact of the decision to make attendance at Marine Corps Career Level Schools and Intermediate Level Schools voluntary.