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From: Commandant of the Marine Corps
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Subj: THE MARINE CORPS URGENT NEEDS PROCESS (UNP) AND THE URGENT UNIVERSAL NEED STATEMENT (URGENT UNS)

Ref: (a) CJCSI 3170.01F, "Joint Capabilities Integration and Development System," May 1, 2007
(b) MCO 3900.15B
(c) CJCSI 3470.01, "Rapid Validation and Resourcing of Joint Urgent Operational Needs (JUONS) in the Year of Execution, "July 15, 2005

1. Situation. To define the Marine Corps Urgent Needs Process (UNP) and to refine guidance for the submission and processing of an Urgent Universal Need Statement (Urgent UNS). Marine operating forces are generally organized, trained, and equipped as multi-purpose forces via the Expeditionary Force Development System (EFDS), as described in reference (b). Forces conducting particular combat or contingency operations, typically in unique areas of operation, are likely to identify more specific gaps in mission-critical operational capability.

2. Cancellation. MARADMIN 533/03, MARADMIN 424/04, and MARADMIN 045/06.

3. Mission

a. General. Reference (a) identifies the need for Department of Defense requirements; acquisition; and Planning, Programming, Budgeting, and Execution processes to work in concert in order to provide capabilities needed by warfighters. It establishes joint policy and procedures for the requirements process. Reference (b) establishes Marine Corps policy and procedures to conduct capability-based planning in order to develop fully integrated future warfighting capabilities, along with their associated support and infrastructure. Both references (a) and (b) define deliberate processes, incorporating extensive analysis and integration in order to

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most efficiently provide the most effective capabilities. The Deputy Commandant for Combat Development and Integration (DC CD&I) will lead the UNP in order to rapidly field an interim solution to the mission-critical capability gap identified in an Urgent UNS, once certified by the supported Commander of Marine Forces (COMMARFOR) conducting the combat or contingency operations.

b. Definitions. The following are provided for clarification.

(1) The UNP synchronizes abbreviated requirements, resourcing, and acquisition processes in order to distribute mission-critical warfighting capabilities more rapidly than the deliberate processes permit. Subject to statues and regulations, it is optimized for speed and accepts risk with regard to doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) integration, sustainment, and other considerations.

(2) An Urgent UNS is used to initiate the UNP. Per reference (b), it is an exceptional request from a combatant command-level Marine component commander for an additional warfighting capability that is critically needed by operating forces conducting combat or contingency operations. Failure to deliver the capability requested by the Urgent UNS is likely to result in the inability of units to accomplish their missions or risks increased probability of casualties and loss of life.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) Purpose. To respond to urgent warfighting capability needs by providing the best available solutions to mission-critical capability gaps in a timeframe acceptable to operating force commanders.

(b) Method. Use the Urgent UNS as the single means to identify acute deficiencies in operational capability. Use the UNP to focus the development, resourcing, and distribution of interim capability solutions. Use the web-based "Virtual Urgent UNS" (VUUNS) system to provide concurrent end-to-end visibility in order to increase speed and integration, enable cross-functional collaboration, and facilitate senior leader oversight and intervention. The VUUNS system was designed

specifically to increase the speed with which urgent needs are addressed, by providing the

capability for concurrent action and early intervention by senior leaders and their staffs. It has proven highly effective in this regard, and should be the primary means for submitting an Urgent UNS. Speed and visibility are maximized when commands and organizations in the Urgent UNS review chain employ the VUUNS capability for internal virtual staffing and command endorsement of an Urgent UNS. Use of this feature will be mandatory, effective 1 October 2009. Training in the use of the VUUNS system is available through DC CD&I upon request.

(c) Endstate. Capability gaps are documented and interim solutions are fielded more rapidly than through the deliberate processes of EFDS. Subsequently, both capability gaps and interim solutions are deliberately considered for integrated development and sustainment.

(2) Concept of Operations. The UNP has three phases which are designed to overlap:

(a) Requirement Identification and Certification. An Urgent UNS is initiated to identify a mission-critical capability gap requiring solution and is endorsed via Service chains. The supported COMMARFOR conducting or preparing to conduct the specific combat or contingency operation certifies and submits the Urgent UNS to DC CD&I.

(b) Solution Development and Resourcing. The Capabilities Development and Integration Board (CDIB) refines the gap through coordination with the supported COMMARFOR, then develops and recommend a general DOTMLPF Course of Action (COA) for an interim solution to DC CD&I. DC CD&I presents his recommendation to the Marine Requirements Oversight Council (MROC).

(c) Solution Execution and Acquisition. The MROC evaluates the recommendation, authorizes required resources, and directs any other action, typically by publishing an MROC Decision Memorandum.

b. Subordinate Element Missions

(1) Marine Commanders. Identify and endorse mission-critical capability gaps via Service chains through the supported COMMARFOR when supporting, conducting, or awaiting imminent combat or specific contingency deployments. Assist in the development of acceptable solutions.

(2) Supported COMMARFORs

(a) Ensure early visibility of likely Urgent UNS submissions in order to enable initial identification of requirements and development of interim solutions. Provide solutions to subordinate element capability gaps within available assets. Modify each Urgent UNS as desired, based on operational experience in theater. Define the capability gap before identifying any specific DOTMLPF solution. Certify that each is both mission-critical and applies to forces awaiting or conducting a combat or contingency operation. Ensure submissions to DC CD&I include the personal endorsement of at least one General Officer.

(b) Assist DC CD&I to further refine capability gaps requiring solutions, in order to determine DOTMLPF COAs that are actionable in an acceptable timeframe. Provide a representative to the CDIB. Upon request, prioritize submissions in order to enable allocation of resources required to provide capability solutions.

(c) Report the operational effectiveness and utility of those capabilities provided via the UNP in order to enable continued improvements to interim solutions and to inform the deliberate processes of the EFDS.

(d) Identify those capabilities provided through the UNP which require continued sustainment until satisfied by a program of record.

(e) Monitor Marine Corps equities in supported combatant command Joint Urgent Operational Needs (JUON) submissions and staffing.

(3) DC CD&I

(a) Direct the continuous development of procedures for the UNP; maintain systems for Urgent UNS submission, tracking, and processing; and ensure end-to-end visibility throughout the process. Establish the CDIB, assign a Chairman, and provide members as determined by the Chairman.

(b) Anticipate urgent warfighting requirements and initiate solutions. On receipt of a certified Urgent UNS, develop and recommend a DOTMLPF COA to the MROC. Validate its urgency, include the strategy for any required resourcing, and report any action taken. Ensure all applicable laws, regulations, and other directives are observed.

(c) Approve requests for quantity increases to a previously approved Urgent UNS or modifications to existing fielding plans, unless units would be removed from those plans or other programs would be adversely affected.

(d) Assign a TAMCN to each materiel solution provided via the UNP in order to facilitate their lifecycle management.

(e) Develop Urgent Statements of Need, Solution Planning Directives, and other documents to validate Marine Corps warfighting requirements and enable urgent acquisition and distribution of solutions.

(f) Conduct planning for the continued sustainment of capabilities fielded via the UNP, unless further resolved by programs of record. Ensure every capability gap identified in an Urgent UNS, regardless of resolution, is entered into the Capabilities Based Assessment, as described in reference (b), for further deliberate development as an enduring requirement.

(g) Report the status of approved Urgent UNSs to the MROC.

(4) Deputy Commandant for Programs and Resources (DC P&R). Provide a representative to the CDIB. Assist the CDIB to develop DOTMLPF COAs and make recommendations to DC CD&I. Determine appropriate funding strategies supporting DC CD&I recommendations to the MROC. Allocate funding to each Urgent UNS when approved by the MROC.

(5) Deputy Commandant for Manpower and Reserve Affairs (DC M&RA). Provide a representative to the CDIB. Assist the CDIB to develop DOTMLPF COAs and make recommendations to DC CD&I. Present estimates of supportability from a personnel perspective. Advise the CDIB on processes to close manpower deficiencies, to include global sourcing.

(6) MAGTF and Functional Advocates. Provide a representative to the CDIB. Assist the CDIB to develop DOTMLPF COAs and make recommendations to DC CD&I.

(7) Commander, Marine Corps Systems Command

(a) Provide a representative to the CDIB. Assist the CDIB to develop DOTMLPF COAs and make recommendations to DC CD&I. Provide information regarding initial market analysis and estimates of supportability for materiel solutions.

(b) When authorized, lead acquisition and limited sustainment of materiel solutions to urgent warfighting requirements.

(c) Provide continuous information updates concerning the procurement and fielding of materiel solutions to DC CD&I, including all funding committed to distributing and sustaining capabilities provided via the UNP.

(8) Chairman, CDIB

(a) Manage the UNP, direct the CDIB, and execute other tasks in accordance with reference (b).

(b) Assisted by the supported COMMARFOR, refine the capability gap identified in an Urgent UNS. Determine DOTMLPF COAs to provide interim solutions in a timeframe acceptable to the supported COMMARFOR. Provide DC CD&I with a recommended DOTMLPF COA supported by the seasoned military judgment and cross-functional expertise of the CDIB. Include a recommendation as to whether or not the submission should be considered urgent.

(c) Consider unique situations that do not qualify for the priority afforded to an Urgent UNS but which might be solved by available resources without jeopardizing the development of other capabilities.

(d) Ensure that all capability gaps identified in an Urgent UNS are subsequently considered deliberately in the EFDS.

c. Critical Information Requirements. The Urgent UNS must identify a capability gap, "what can't be done". While a specific solution may also be recommended, gap identification allows the CDIB to consider the widest range of timely and effective solutions despite technological, industrial, or other limitations. Earliest visibility of a draft Urgent UNS, even one that may be modified or cancelled in staffing, will enable the most rapid development of the most effectively integrated capability solution.

d. Coordinating Instructions

(1) Immediate Action. Upon receipt of an Urgent UNS, each commander will attempt to immediately provide an interim solution to the capability gap with organic assets. An Urgent UNS will be endorsed and forwarded when no solution can be provided or when that interim solution further requires a backfill or other action by higher headquarters.

(2) Signatures. Marines at any level may initiate an Urgent UNS. Both supporting and supported COMMARFORs will ensure each is personally approved by himself, his deputy, or his chief of staff prior to forwarding. Deployed units conducting combat or contingency operations without another Marine General Officer in the Service chain of command, such as Marine Expeditionary Units, will forward an Urgent UNS directly to the supported COMMARFOR. In any event, the supported COMMARFOR will ensure that endorsements include the personal approval of at least one General Officer, either at the COMMARFOR Command Element, or at a subordinate headquarters. A certified Urgent UNS will be presented as the supported COMMARFORs warfighting requirement, may be withdrawn only by him, and may be approved or disapproved only by the MROC.

(3) Types. Capability gaps and solutions are not restricted to commercially available equipment or technologies. They may identify a critical need for new or additional quantities of existing warfighting capabilities, or require the rapid development of new capabilities. Gaps and solutions typically require consideration across the DOTMLPF pillars, and might not include a Materiel component.

(4) Time Frame. There are no time limits for the UNP, as each Urgent UNS is unique and requires a unique DOTMLPF response. The CDIB will use 60 days as its target from the receipt of a certified Urgent UNS to a recommendation to DC CD&I.

(5) Limitations. The UNP does not provide full integration of resulting capabilities and will likely result in DOTMLPF deficiencies, to include accompanying training, associated manpower, or lifecycle sustainment. Solutions are theater-specific and generally will not be fielded to all operating forces. As no un-programmed resources are available, the establishment of an urgent warfighting requirement is likely to adversely impact the delivery of other capabilities developed through the deliberate EFDS. All statutory and regulatory restrictions regarding acquisition remain in effect.

(6) Relationship to the Universal Need Statement (UNS)

(a) The Urgent UNS is a distinct type of UNS. It serves a particular purpose within a different process and the two should not be directly compared. A deliberate UNS is a document that can be used to initiate the Capabilities-Based Assessment portion of the EFDS. A UNS recommends a change, including the development of a new capability, an improvement to an existing capability, or the elimination of redundant or

unneeded capabilities. It can be submitted by Marines across the Operating Forces or Supporting Establishment, including those not deployed to combat or contingency operations. Unlike an Urgent UNS, a deliberate UNS takes full advantage of time in order to consider comprehensive development, DOTMLPF integration, and relative prioritization with respect to other capabilities and available resources.

(b) Every Urgent UNS also becomes an UNS after completion of the UNP. Each, especially those to which an acceptable interim solution cannot be rapidly developed, will be converted to a deliberate UNS in order to enable detailed and integrated development of the most effective and efficient capability solutions. In unique situations, the CDIB may determine that a deliberate UNS submission should be more immediately processed as an Urgent UNS, and may recommend urgent action to DC CD&I.

5. Administration and Logistics

a. Joint Urgent Operational Needs (JUONs). The UNP is outside the scope of JUON processes as detailed in reference (c) and is complemented by it. A JUON identifies a capability gap as does an Urgent UNS, and both may depend upon the same resources for solution, to include cognizant staff effort and Service funding. To avoid duplicative effort, commanders should coordinate with DC CD&I and the supported COMMARFOR prior to submitting identical JUONs and Urgent UNSs.

b. Naval Innovation Laboratory (NaIL). The NaIL provides entry to an additional and alternative DON response channel for the Rapid Development and Deployment (RDD) of Naval prototype solutions within 270 days. To access this channel, DC CD&I may identify the capability gap identified in an Urgent UNS as an Urgent Capability Need (UCN) and, in collaboration with the NaIL Director, propose the development of a prototype. RDD efforts do not restrict the UNP, but may provide supplementary options and resources.

c. Urgent UNS Format. VUUNS provides a secure, web-based form to capture the information required to submit and speed processing of an Urgent UNS. The submission may also be prepared using a downloadable form. DC CD&I will assist in submission of an Urgent UNS by any available means.

d. Classified Submissions. To speed processing and enhance collaboration, an Urgent UNS will be submitted by unclassified methods whenever possible. If classified submissions are necessary, an unclassified version containing any appropriate

information will be also submitted via unclassified channels. Both submissions will have the identical title.

e. Voting. If votes are conducted by the CDIB, each member of the MROC will be represented with a single vote, regardless of the number of representatives provided to the CDIB.

(1) Online Access. An Urgent UNS shall be submitted, processed and tracked whenever possible using the secure, web-based VUUNS system, accessed via links available at www.mccdc.usmc.mil.

(2) Email. Access to VUUNS, questions and all other issues may be sent to DC CD&I staff at UrgentUNS@usmc.mil.

6. Command and Signal

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

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

GEORGE J. FLYNN
Deputy Commandant for
Combat Development and Integration

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