



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

IN REPLY REFER TO:
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P&R (RA)
FEB 04 2008

MEMORANDUM FOR DISTRIBUTION

Subj: 2010 USMC QUADRENNIAL DEFENSE REVIEW INTEGRATION GROUP
(QIG) CHARTER

Ref: (a) Title 10 U.S. Code Section 118
(b) National Defense Authorization Act for Fiscal Year
2003 (updates §118)
(c) National Defense Strategy 2005
(d) Strategic Planning Guidance 2008
(e) CMC Planning Guidance 2006
(f) Department of the Navy Objectives for 2008
(g) Naval Capabilities Plan
(h) Quadrennial Defense Review (QDR) Report 6 February
2006

Encl: (1) QIG Plan of Action and Milestones (POA&M)
(2) QDR-10 Notional Timeline Chart
(3) QDR-10 Organization
(4) QDR Congressional Mandate

1. Situation. Per references (a) and (b) and in support of references (c) through (h), this Charter establishes the roles and responsibilities within the United States Marine Corps (USMC) for participation in the 2010 Quadrennial Defense Review (QDR). Director, Resource Allocation, Programs and Resources Department (P&R) acting as Director, QDR Integration Group (QIG) is responsible for establishing and leading the QIG in order to develop a unified Marine Corps position on all QDR relevant topics. He will be assisted in these duties by a Chief of Staff (C/S) assigned from P&R, Program Assessment and Evaluation (PA&E) Division. The nucleus of the QIG will be sourced from select PA&E personnel, but will at a minimum, be augmented by representatives from each of the Deputy Commandants, applicable Headquarters Marine Corps (HQMC) Departments, and Agencies. The timeline for this augmentation is contained in enclosure (1). Coordinating instructions are provided in paragraph 3d below. Necessary contractor support will also be requisitioned by PA&E.

2. Mission. The QIG will support the QDR process by keeping HQMC leadership informed on all QDR relevant issues, coordinating HQMC assessment efforts, ensuring efficient

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information flow, and developing recommended Marine Corps positions for Marine Requirements Oversight Council review and approval. The QIG will be the HQMC connection to the Navy, other Services, and Office of the Secretary of Defense (OSD) for QDR matters.

3. Execution

a. Concept of Operations. Five QIG functions:

(1) Strategic Preparedness. Guided by the Commandant's Guidance, the soon to be completed USMC Vision/Strategy, and Program Objective Memorandum (POM) 10, the QIG will identify USMC QDR objectives, develop supporting materials, and identify and address critical issues/positions to support and defend priority programs.

(2) Position Development and Approval. The QIG will prepare decision briefs and papers for senior HQMC decision-makers and then translate decisions into written deliverables for submission to OSD.

(3) Communications. The QIG will work with and through the Strategic Communications Council (SCC) to ensure key internal and external audiences are aware of and understand Marine Corps strategic roles, operational missions and resource demands. External communications will be coordinated with the SCC prior to release. In addition, outreach activities will provide an information feedback loop to the QIG to maintain Group situational awareness throughout this dynamic process.

(4) Outreach. QIG members will perform outreach activities to ensure necessary situational awareness. These activities will include attendance at Service symposia and wargames, various think-tank venues, and other Department of Defense and industry events relevant to QDR. Outreach will also include contacts with Marines in key external and joint billets and academic fellowships.

(5) Assessments. QIG will fully leverage existing studies, analyses, and assessments as well as conduct additional assessments as required to provide timely responses to support critical QDR decisions. This function requires that the QIG maintain close liaison with Program Committees within the Marine Corps, the Navy, Department of the Navy (DoN), Joint Staff and

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OSD, and requires that the Group develop and maintain the analytic tools and data that support such analysis.

b. Scheme of Maneuver. P&R, PA&E Division will establish the initial operating capability of the QIG in February 2008 to conduct assessments, maintain outreach to external audiences to ensure appreciation of Marine Corps equities, and begin development of official Marine Corps QDR positions.

(1) The Director, Resource Allocation, HQMC P&R, will be assigned as the QIG Director. The QIG will perform its mission in four phases:

- Preparatory (Feb 08 - Jun 08)
- Preliminary (Jul 08 - Dec 08)
- Execution (Jan 09 - Jan 10)
- Consolidation (Feb 10 - To Be Determined)

(2) During the Preparatory Phase, emphasis will be on establishing the physical and information technology infrastructure needed for success. Also beginning in the Preparatory Phase, PA&E will coordinate closely with the Strategic Vision Group and Strategic Initiatives Group (SIG) to ensure a solid strategic foundation in consonance with the most current Commandant of the Marine Corps and OSD guidance. Coordination with SIG will also include development of strategic networks and contacts to gather information on OSD and Service QDR-related activities. A Navy and Marine Corps forum will be established to address issues of common concern within the DoN. A Departmental position on shipping and aviation requirements will be a critical component of QDR preparation.

(3) During the Preliminary Phase, the QIG will attain full operation capability and will begin leveraging existing assessments, conducting new assessments, and begin populating the QDR database with current data.

(4) The Execution Phase will be greatly facilitated by the robust Preparatory and Preliminary Phases and will be characterized by quick-turn analysis, decision briefs, and production of deliverables.

(5) The Consolidation Phase activities will finalize inputs to OSD, assist in report development, and gather data and

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information to maintain continued situational awareness through the QDR Portal.

c. Tasks. Deputy Commandant (DC) for Manpower and Reserve Affairs, Deputy Commandant for Combat Development and Integration, Deputy Commandant for Installations and Logistics, Deputy Commandant for Plans, Policies and Operations, Deputy Commandant for Aviation will:

(1) Designate primary and alternate QDR representative points of contact to the QIG Director by 28 February 2008.

(2) Designate one full-time augmentee to QIG not later than September 2008.

(3) Support QIG through reachback analyses as required

d. Coordinating Instructions

(1) Each DC, HQMC Director, and Commanders of operating forces and the supporting establishment will provide responsive feedback to the request for information generated by the QIG.

(2) DC and Director designated primary and alternate QDR Points of Contact (POCs) will be the principal contact to the QIG during the Preparatory Phase and until designation of an augmentee. Once assigned, augmentees will fill the role as the principal POC for reachback. It is preferable that augmentees be assigned on-site throughout the Preparatory and Execution Phases, but in recognition of potential personnel constraints, augmentees are required full-time, on-site only during the Execution Phase. Additional coordination between the QIG C/S and sourcing agency leadership will tailor specific support requirements based upon personnel constraints and support requirements.

4. Administration and Logistics

a. Director, QIG will establish a Marine Corps QDR Knowledge Portal to facilitate collaboration and information sharing.

b. A searchable database containing all QIG products and reference materials will be established.

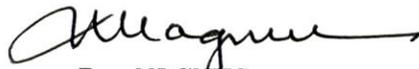
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c. Resources will be identified for development and fielding of an information portal to allow "one screen one fight" QDR execution and a database with semantic search and automated report generation capability. This database will initially be populated with historical data from past QDRs. This resource is intended to be maintained beyond QDR to ensure continuity and reduce "startup" costs for future QDRs.

d. Enclosures (1) through (4) provide respectively, a basic POA&M, a notional timeline for QDR activities, a QIG organizational chart, and an excerpt from Title 10 U.S. code mandating the QDR.

5. Command and Signal. POCs:

Director, PA&E	Mr. Novak (703) 693-0102 (DSN 223)
Operational Assessment Branch	Col Lembrick (703) 695-8584 (DSN 225)
Resource Assessment Branch	Mr. Petit (703) 692-5414 (DSN 222)



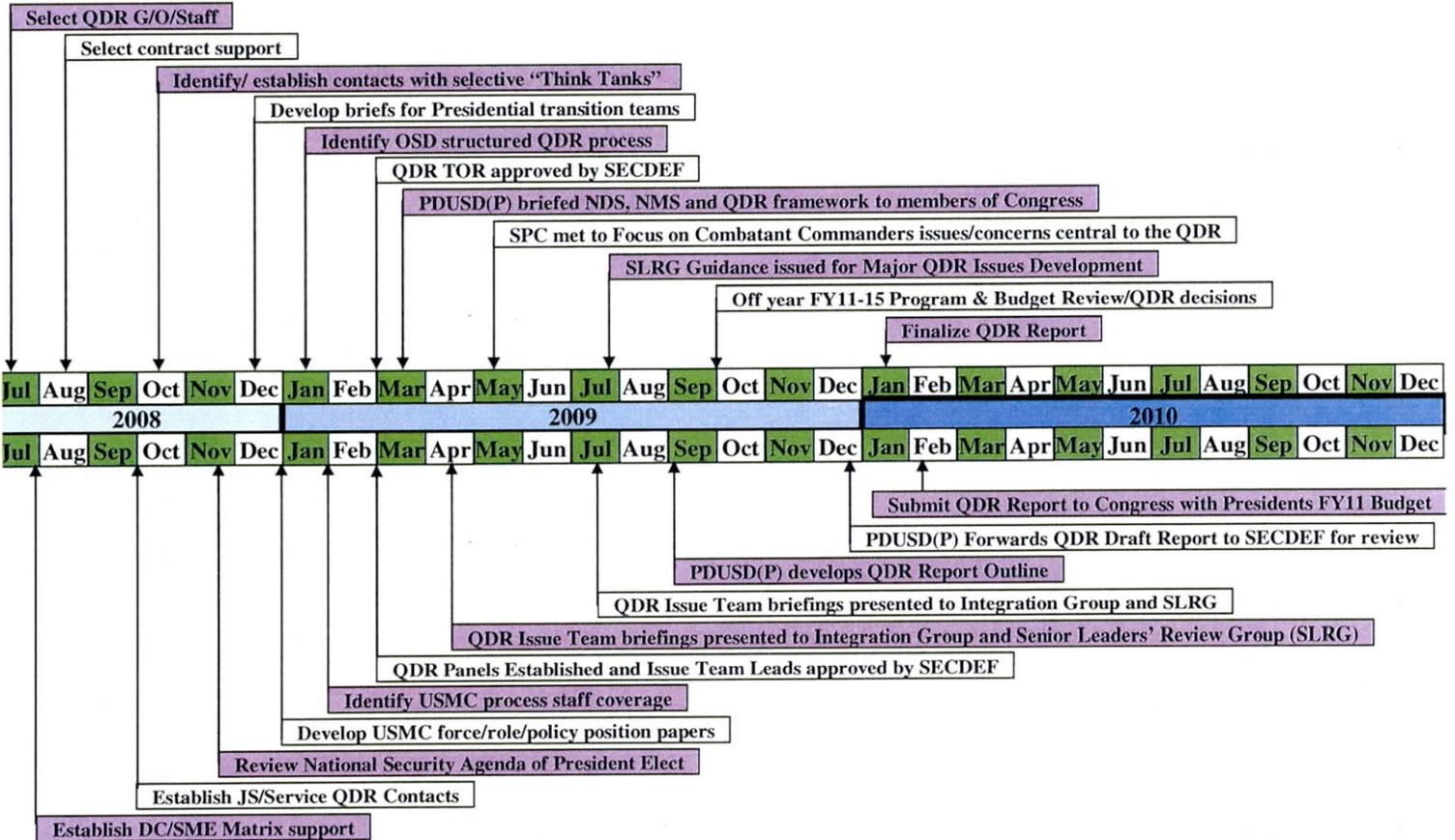
R. MAGNUS
Assistant Commandant
of the Marine Corps

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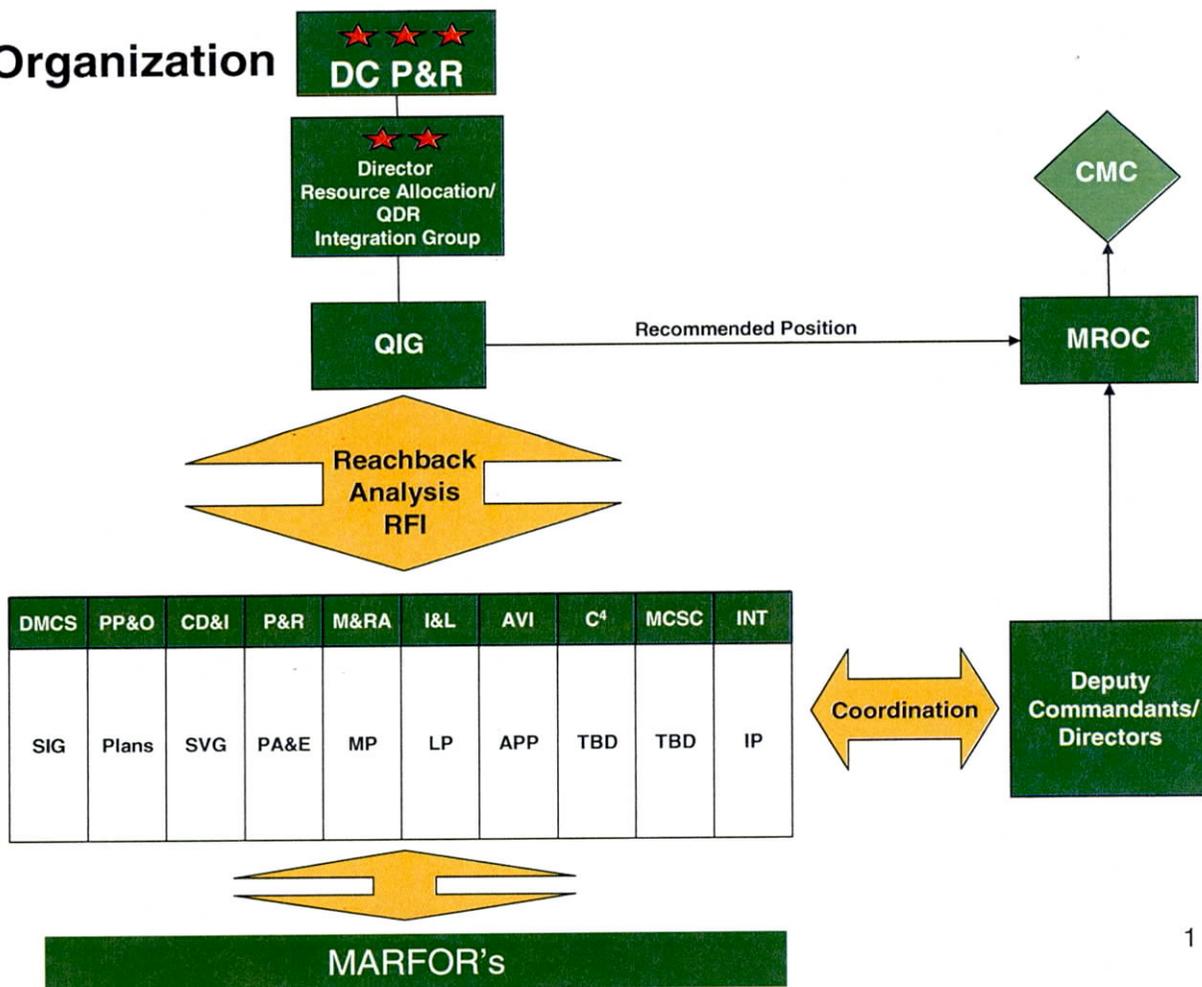
QDR Integration Group (QIG) Plan of Action and Milestones
(POA&M)

Dec 07	Review placement of USMC personnel in key Office of the Secretary of Defense/Joint Staff billets and fellowships (Strategic Initiatives Group)
Feb 08	Stand-up USMC QIG (Program Assessment & Evaluation)
Mar 08	Publish QDR Assessments Plan (QIG)
Sep 08	Assign Deputy Commandant augmentees to QIG (QIG Full Operation Capacity)
Jan 09	QDR begins
Feb 10	QDR report to Congress

QDR-10 Notional Timeline



QDR Organization



QDR Congressional Tasking

Per Title 10, US Code, §118(a), the Secretary of Defense (SECDEF) is tasked to "conduct a comprehensive examination (to be known as a 'quadrennial defense review') of the national defense strategy, force structure, force modernization plans, infrastructure, budget plan, and other elements of the defense program and policies of the United States with a view toward determining and expressing the defense strategy of the United States and establishing a defense program for the next 20 years." The National Defense Authorization Act for Fiscal Year 2003 updates §118 and delineates the content of the report from the SECDEF. The 15 line items in the Congressional language cover a broad range of issues for the DoD:

- 1 National Defense Strategy & Force Structure
- 2 National Security Interests
- 3 Threats and Scenarios
- 4 Assumptions
- 5 The Effects of OOTW & SSCs on High-Intensity Combat
- 6 Engagement Policies for Combat > 120 Days
- 7 Reserve Component Roles and Missions
- 8 "Tooth-to-Tail" Ratio
- 9 Lift
- 10 Required Forward Presence and Prepositioning
- 11 Intertheater Resource Shifting
- 12 Unified Command Plan Revisions
- 13 Effects of Anticipated Technologies
- 14 National Defense Mission of the Coast Guard
- 15 Any Other Matter SECDEF Deems Appropriate