MARINES

ON POINT

EQUIPPING THE WARFI

BUDGET BUILDER$

- DFM looks forward
- M-ATVs answer the call
- Historic Blockade

MARINE CORPS SYSTEMS COMMAND MAGAZINE
SPRING 2009, VOLUME 3, ISSUE 2

A message from the COMMANDER

To the Marines, Sailors, Soldiers and Civilian Marines of Marine Corps Systems Command,

Government finances and personal finances are on everyone's mind these days. This environment heightens Marine Corps Systems Command's (MCSC) responsibility to manage taxpayer resources and to ensure we use every dollar allotted to us in the most responsible, efficient way. This is one reason we are highlighting our Office of the Director, Financial Management, in this issue of *Marines on Point*. Our financial management people make great sacrifices to see that our lines of communication to the warfighter stay intact. On Page 18 you'll see how we are primed to embark into a much-needed automation of our entire financial management operation to give our people the tools they need to meet the demands placed on MCSC.

Elsewhere, rapid acquisition and MCSC are becoming synonymous as the Command stays apace of new requirements from the battlefield. One of these successes has been the acquisition and fielding of the Tactical Collaborative Work Suite (TCWS), as described on Page 16. With systems transported in six hardened cases, TCWS gives our fighting force a consistent, reliable and fast way to communicate among its units.

In another time, more than 140 years ago when the Civil War erupted, today's Hospital Point played a key role in the blockade of Washington, D.C. Our heritage feature, *Looking Back*, on Page 24 tells the tale of how well-placed gun batteries near present-day MCSC Headquarters – with the unintended cooperation of hesitant Union generals – might have extended the war from a short confrontation into a long, bloody struggle.

As our support to Operation Iraqi Freedom winds down, we are well into our increased support for Operation Enduring Freedom. The rough terrain and lack of established roads and bridges in the Afghanistan theater of operations requires a lighter and more mobile vehicle than the current Mine Resistant Ambush Protected (MRAP) family of vehicles. That's why we have asked industry to build MRAP All Terrain Vehicles. As you'll see on Page 10, these will be smaller, more mobile vehicles with MRAP-like survivability. Numerous other requests, from lighter body armor to "C2 On the Move" are also important to our deployed forces. Again, MCSC will press forward with rapid and effective acquisition.

These and other features show how everyone throughout MCSC pulls together to support our warfighters wherever they might be. Your continued hard work and dedication is essential to our success.

Semper Fidelis!

M.M. Brogan

M.M. Brogan
Brigadier General
U.S. Marine Corps

MARINES ON POINT

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On the Cover: Marilyn Thomas, Deputy Commander for Resource Management, leads Marine Corps Systems Command's budget builders and financial managers. The team managed a budget of more than $22 billion for 2008. See Financial Managers story on Page 18. *(Photo illustration by Bill Johnson-Miles and Kirk Nelson)*

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Technological breakthroughs lead to dawn of EFV

If ever there was an idea ahead of its time, the Expeditionary Fighting Vehicle (EFV) might fit the description.

"Marines recognized the need for this vehicle since World War II, but it's only in the last two decades that we've had the technology to support it," said Colonel Keith Moore, EFV Program Manager. He and his team at Woodbridge, Va., are leading the acquisition program for the EFV, a program that falls under the purview of the Marine Corps' Program Executive Office Land Systems.

According to EFV program officials, the vehicle will be the primary means of tactical mobility for the Marine rifle squad during the conduct of amphibious operations and sustained ground combat operations ashore. It will replace the Assault Amphibious Vehicle (AAV). Fielded in 1972, the AAV will be more than 40 years old when the EFV is fielded. Program experts said the EFV enables the Navy and Marine Corps team to project power from the sea base in a manner that will exploit intervening sea and land terrain, achieve surprise, avoid enemy strengths and generate never before realized operational tempo across warfighting functions.

For many years EFV was a concept waiting for a vehicle. Meanwhile, the Marine Corps called in a gap filler to fill the need. The AAV filled that need, but it was only considered an interim solution when it was fielded. That's because the Corps needed a fighting vehicle that could self-deploy and move ashore rapidly from Navy amphibious assault ships off the coast.

However, the AAV's slow water speed – the same 6 to 8 knots as the Corps' World War II amphibious tractors – limited the buildup of combat power ashore from a sea base. Marine Corps leaders knew even before acquiring the AAV that the ideal vehicle would be a high-water-speed amphibian that also could be effective in combat operations on land. That ideal remained a dream because the sophisticated technology required to achieve such a combination were immature or did not exist.

The turn of the century, Moore said, heralded technological breakthroughs everyone has waited for. As a new set of prototypes are prepared for delivery in 2010, the vehicle's reliability growth program can proceed.

The Colonel looks forward to the day the Corps will have over-the-horizon deployment capability. That means the amphibious vehicles can deploy from ships more than 20 nautical miles from shore. Offering a much smaller profile for enemy artillery and traveling much faster than the AAV – more than 20 knots compared to only 6 or 7 – the EFV's arrival on the beach would be almost stealthy by comparison.

The EFV bridges naval warfare and ground combat with armor that can withstand everything except a direct hit from a main-battle tank and three times the speed of the previous AAV, said Captain

An Expeditionary Fighting Vehicle moves on land during cold-weather testing at Fort Greely's Cold Regions Test Center in Alaska. *(EFV Program Office photo)*

SEA SKIMMER

An Expeditionary Fighting Vehicle enters the water to execute test exercises off the coast of Marine Corps Base Camp Pendleton, Calif., in October 2008. Marine Corps Systems Command's Amphibious Vehicle Testing Branch conducted the testing. *(Photo by Private Daniel Boothe)*

Paul Rivera, Developmental Test Officer for Marine Corps Systems Command's Amphibious Vehicle Testing Branch (AVTB) at Camp Pendleton, Calif.

"The EFV is a keystone for both the Marine Corps Expeditionary Maneuver Warfare and Ship-to-Objective warfighting concepts," Rivera said.

"This machine is the future of amphibious assault," said Sergeant Rady Marshall, EFV crew chief and technician for AVTB. "This vehicle is great in the water and even better on land with triple the speed taking less than a minute to transform for each environment."

"We'll have a vehicle designed for the fight of the day," the EFV Program Manager said. "EFV is customized for the folks who need high-speed transit toward the beach. It will also carry those who don't have seats in other tactical vehicles."

The EFV is essential to the Marine Corps mission, according to General James Conway, Commandant of the Marine Corps. He said, "There are programs that are absolutely and vitally important. One of those is our EFV. Navy ships are not going to go closer than 25 miles to another nation's shore for reasons that have to do with the security of the ships and the safety of the Marines and Sailors aboard.

"The EFV is actually a sea skimmer," he said. "It gets up on a plane at about 30 knots or so and gets us to where we need to go pretty quickly."

Speed represents just one of the EFV's technological advances. Its once insurmountable design challenges involved its engine, water jets and lightweight composite armor.

The vehicle's powerful compact diesel engine is a turbocharged version of that used on Germany's Leopard 2, the United Kingdom's Challenger, France's Leclerc and Israel's Merkava tanks. The basic 1,500-horsepower engine was boosted successfully to the 2,700 horsepower needed for the EFV's high water speed by adding two turbochargers. This makes it the most power-dense diesel engine in the world.

The EFV's armor had to be as light as possible to allow the vehicle's high water speed yet offer a high level of hull protection from enemy machine gun fire and artillery fragments. The answer was composite armor panels made of ceramics, S2 fiberglass and a Kevlar-like woven fabric in three separate layers. The combination weighs less than 20 pounds per square foot compared to typical rolled steel armor that weighs 56 pounds per square foot.

"We're preparing for where the next war's going to be," the EFV Program Manager said. "After years of research and preparation, we're anxious to put the prototypes through their paces."

– By Jim Katzaman, MCSC Corporate Communications. Private Daniel Boothe, Camp Pendleton, Calif., contributed to this story.

GREAT EXPECTATIONS

Do industry partners truly understand program needs?

Without question, according to Marine Corps officials, the defense industry is working to meet government expectations. As the U.S. enters its eighth year in the war on terrorism and its sixth year in Iraq, experts say industry is up to the challenge of providing the best and most capable equipment the world has to offer. Where past acquisition programs have taken 10 to 15 years to produce, warfighting

Chuck Lewis of the Robotic Systems Project Office speaks with a defense contractor at Marine Corps Systems Command's Advance Planning Briefing to Industry conference last spring in Baltimore. *(Photo by Jim Katzaman)*

capabilities have now been placed in the hands of Soldiers, Sailors, Airmen and Marines in a matter of one to two years or less.

But Colonel Michael Micucci, Program Manager for Light Armored Vehicles (PM LAV), wonders if industry partners truly understand most Marine Corps Systems Command program expectations.

"Cost, schedule and performance requirements are definitely important, and meeting them is key to program success," Micucci said. "However, they really represent the lowest common denominator in the professional partnership formed by the defense acquisition professionals and industry.

"The expectations for such a partnership – one formed for an exceptionally vital purpose – will never be fully identified by a contract vehicle that is, by necessity, an antiseptic document," he said. "In fact, doing so would be akin to working toward a minimum standard, which is directly opposed to how each of us must approach our work. With this in mind, we should explore establishing expectations for industry as a full partner in every success."

The LAV Program Manager talks about eight general themes that focus on his expectations for industry. They go beyond the basics of meeting costs, schedules and performance criteria.

"They speak to the relationship established between government and industry, which when most effective is a true partnership that ensures both the program's success and, more importantly, the delivery of needed capability to our armed forces," the Colonel said. "I would encourage all program managers to discuss with their industry partners their own expectations."

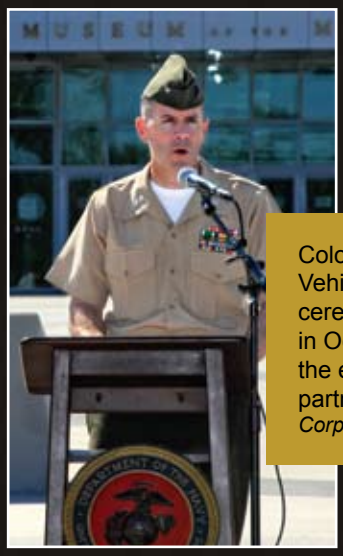
Micucci's expectation themes are reflected in a memory aid based on the acronym INDUSTRY:

Integrity – "Integrity is the foundation of an effective partnership," Micucci said. "It is imperative that industry maintains its integrity in an above-reproach manner because its reputation depends on it." The Colonel defined integrity as the element that allows for transparency in those areas of the government and industry partnership that must be crystal clear.

"I've seen industry partners clearly go into a contract with little chance for success and, although these incidents are few, they do occur," Micucci said. "We have all read case studies in which programs went sour and the crux of the problem always came back to someone who knew what was going on but did nothing. I call that a failure of integrity. As I say to my own workforce, your integrity is one of the few things only you can give away. No one can take it from you."

New Innovations and the Exploration of New Technologies – PM LAV expects industry to lead the way in new innovations and technologies. "This means pushing the envelope on the art of the possible," the Colonel said. "Industry has proven itself well in developing new ideas and capabilities, and its reputation within the Department of Defense is outstanding. We buy performance outcomes that support the needs of the warfighter, and it is imperative that industry remains the leader in exploring new technologies that are cheaper, lighter and more capable."

Meet Deadlines and Commitments – According to Micucci, it is critical that industry meet established deadlines and commitments. Trying to get a rough order of magnitude, request for proposal or an engineering change proposal through the industrial process



Colonel Mike Micucci, Program Manager for Light Armored Vehicles (LAV), speaks at the LAV 25th anniversary ceremony at the National Museum of the Marine Corps in October 2008. Micucci stated that "it is imperative that the expectations of program managers and our industry partners are met beyond the basics." *(Photo by Lance Corporal David Howard)*

Integrity
New Innovations and the Exploration of New Technologies
Meet Deadlines and Commitments
Understand the Basics of the Contract
Capability Must Support the Warfighter
Think Ahead and Anticipate Problems
Internal Research and Development
You and I, Together

can often take 60 days or more.

"A timely response in a competitive environment always occurs, but we need the same emphasis when the contracts have been awarded and the environment is now sole source," the LAV Program Manager said. "Approval of rough orders of magnitude for some industry partners are not typically delegated down to the director level, and therefore have to go to corporate headquarters for approval. This can add prohibitive time to the process when, in many cases, program managers are simply exploring a variety of courses of action to determine where additional funding for their program is best applied."

Understand the Basics of the Contract – The Colonel said to never forget the basics. All industry representatives sign a contract that says they will perform within cost and on schedule, and they will meet performance standards. "We all need to read and understand the contract, as well as stick to it," Micucci said.

According to the LAV Program Manager, costs can be the most difficult part of program planning. "In a cost-type contract, if industry cannot meet the program requirements, program costs increase," the Colonel said. "The government, by law, either adds funding to the program or descopes the overall requirement."

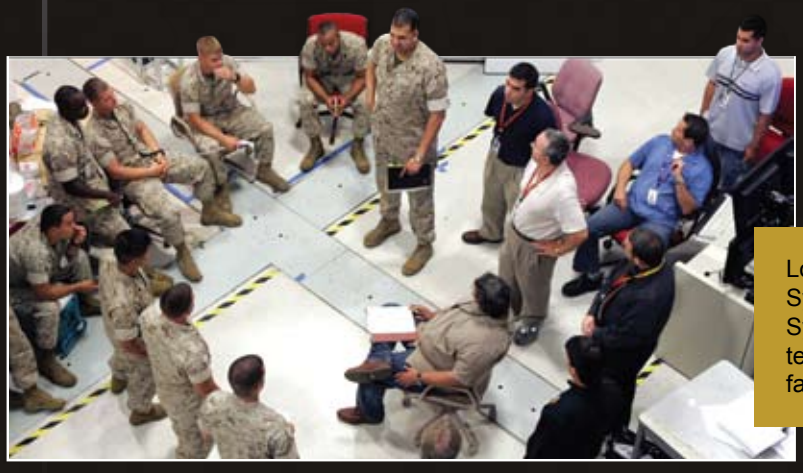
He added that government must take exemption to adjusting cost and schedule when it is clearly a result of industry's mismanagement of the program work effort. "As to performance, we expect industry to meet the threshold requirements and for its product to have the inherent reliability," PM LAV said. "Reliability is always the most difficult to meet."

Finally, according to Micucci, the contract should only be amended through proper procedures. "If something requires changing, then the contract should be modified accordingly through the government contracting officer," he said.

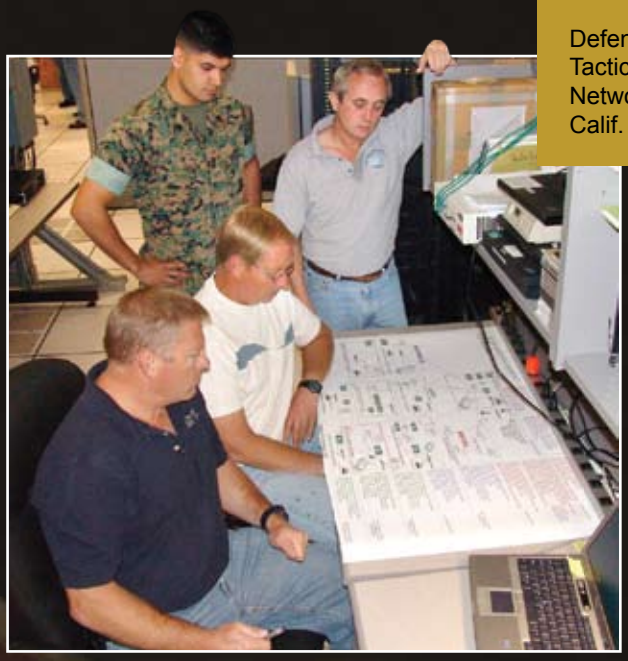
Capability Must Support the Warfighter – "First and foremost, we all serve the warfighter – Soldier, Sailor, Airman and Marine – and the procurement of equipment and technologies must support them," Micucci said. "If the capability is no longer needed for enhancing their warfighting skills, then we need to stop, rethink our acquisition strategy and move forward accordingly. If that means turning money back in, then turn it back in."

Think Ahead and Anticipate Problems – PM LAV said it is imperative that industry think ahead and anticipate problems. "If industry members identify potential issues, they need to propose courses of actions and let the government determine which one to use," the Colonel said. "I've seen contractors isolate themselves and then execute what they believe is the best solution only to find out that government is less than thrilled with the results."

Internal Research and Development – "We all know that industry has internal research and development funds," Micucci said. "When was the last time your industry partner asked you, as the pro-



Lockheed Martin defense contractors, members of Marine Corps Systems Command's Program Management Office for Training Systems and enlisted combat experienced Marines discuss the testing of the Combat Convoy Simulator at Lockheed Martin's facilities in Orlando, Fla. *(Lockheed Martin photo)*



Defense contractors and members of the Marine Corps Tactical Systems Support Activity's Nodes and Joint Mobile Network Operations team review plans in Camp Pendleton, Calif. *(Photo by Thomas Prothro)*

gram manager, what kind of investments should be made to impact the government's future?"

For example, a combat vehicle manufacturer, according to the LAV Program Manager, needs to know the future lies in lightweight materials and smaller and more efficient power packs.

"All of our combat vehicles should be on a weight-control program and need to be more energy efficient to reduce our logistical footprint," the Colonel said.

You and I, Together – Micucci tells industry that "you and I" are a team where "you" represents the industry partner and "I" represents the program manager. "I stress to them we are a partnership with the same ultimate goal," he said. "I also remind them that our business is personal because their reputation rests on program success and ours is an obligation to the warfighter and the taxpayers."

The LAV Program Manager said it is imperative that industry and government both put forth the maximum effort toward providing the best capability. "As a partnership, I expect that we'll share mutual trust and respect, and have an open exchange of ideas and concerns," Micucci said. "My best industry partners are those with whom I can passionately discuss issues and challenges, but without rancor. We must recognize that we are only successful together. This requires a high level of trust and active communications."

Additionally, the Colonel stresses and encourages open, candid and responsive dialogue be held at the lowest level of all organizations.

"This is essential in problem identification and resolution, but it is impossible if either of our organizations is stovepiped," Micucci said. "We expect our teams and theirs to talk and help each other solve problems. They must be honest, open, sincere and straightforward with their diagnosis. If I ask for additional expertise, I hope they will take me seriously."

For example, PM LAV once asked a director for additional engineering support because the Colonel did not believe the program had the resources it needed to be successful. "He told me he would add additional personnel but never did. As a result, the program had technical problems, deliveries got behind, and a cure notice (a notification that a condition endangers performance of the contract) followed shortly thereafter," Micucci said.

According to the LAV Program Manager, success and responsibility rests on providing the best warfighting capability to Marines. That, together with expectations of INDUSTRY, provides a foundation for mutual success. "It is a two-way street, and industry members should also have great expectations of me," Micucci said.

The President and the Commandant of the Marine Corps have both said the war on terrorism will be a long one. "I believe the last seven years since the Sept. 11, 2001, terrorist attacks have proven that," the Colonel said. "As we move down this road together, it is imperative that the expectations of program managers and our industry partners are met beyond the basics."

– By Bill Johnson-Miles, MCSC Corporate Communications

First M-ATV vehicles scheduled to be fielded before year's end

After great success protecting troops in Iraq, Mine Resistant Ambush Protected (MRAP) vehicles are headed to Afghanistan. Actually, as of Feb. 24, there were 1,772 MRAP vehicles supporting Operation Enduring Freedom (OEF), but by the end of the year there may be a new kind of MRAP treading tough around the country.

In response to an urgent need to provide warfighters in Afghanistan a more mobile vehicle with MRAP-like survivability, the Defense Department plans to acquire and field the MRAP All Terrain Vehicle (M-ATV). Marine Corps Systems Command (MCSC) is leading the acquisition process.

The effort was sparked by a Joint Urgent Operational Needs Statement (JUONS) from U.S. Central Command. The JUONS identified a critical requirement for a vehicle that combines the maneuverability of the High Mobility Multipurpose Wheeled Vehicle with the protection of the MRAP vehicle.

"The lack of established roads and bridges in the Afghanistan theater of operations requires a lighter and more mobile vehicle than the current MRAP family of vehicles," said Dave Hansen, Deputy Program Manager for the MRAP Joint Program Office (JPO). "Current MRAP vehicles, because of their size and weight, are well suited to operate on improved roads like we have in Iraq. Afghanistan, with a less mature infrastructure, requires a lighter vehicle with better off-road capability and tighter turning radius."

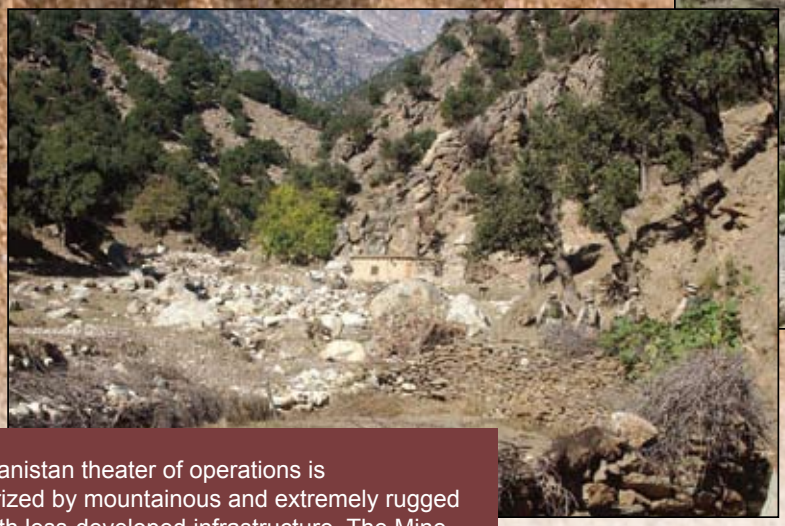
Brigadier General Michael Brogan, MCSC Commander and Joint Program Executive Officer for MRAP, said the first M-ATV fielding is scheduled for the end of 2009.

"We currently plan to field 2,080 of those vehicles," Brogan said, referring to the JUONS requested number for the MATV. "They will be used to compliment the other tactical vehicles already in the theater of operations rather than to replace them."

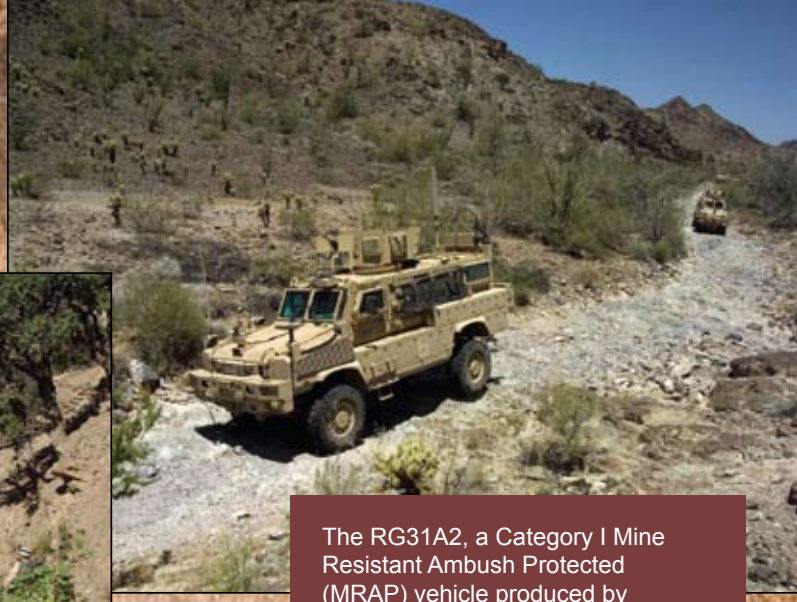
According to the request for proposal (RFP) released to industry Dec. 8 of last year, the maximum M-ATV quantity is 10,000 vehicles, but "Production contract quantities are contingent upon funding and may change with force structure, wartime and other program decisions."

Like the MRAP vehicle program, the M-ATV is a high-priority, accelerated acquisition program supporting the overseas contingency operations. The RFP emphasized the speed of

A Mine Resistant Ambush Protected (MRAP) vehicle undergoes testing at the Yuma Proving Ground in Arizona. MRAP vehicles are being tested on terrain very similar to what is found in Afghanistan. The MRAP Joint Program Office is also working on a new vehicle to support Operation Enduring Freedom in Afghanistan, the MRAP All Terrain Vehicle. *(Yuma Proving Ground photo)*



The Afghanistan theater of operations is characterized by mountainous and extremely rugged terrain with less-developed infrastructure. The Mine Resistant Ambush Protected (MRAP) Vehicle Joint Program Office is moving aggressively to produce and field the MRAP All Terrain Vehicle (M-ATV). The goal for the M-ATV is to have MRAP-like protection with High Mobility Multipurpose Wheeled Vehicle-like mobility. The first M-ATV is expected to be fielded to units by the end of this year. *(DoD photo)*



The RG31A2, a Category I Mine Resistant Ambush Protected (MRAP) vehicle produced by General Dynamics Land Systems of Canada, undergoes testing at the Yuma Proving Ground in Arizona. These vehicles are being built for fielding in Afghanistan to support Operation Enduring Freedom. The MRAP Joint Program Office is also working on a new vehicle for Afghanistan, the MRAP All Terrain Vehicle. *(Yuma Proving Ground photo)*

the program, which said "it will be produced and fielded based on a DX rating and an urgent materiel release." An urgent materiel release satisfies the need to field the M-ATV to meet its urgent operational requirement in support of OEF. A DX rating indicates the program is of the highest level for national defense.

The program began with an official "request for information" last August and remains on schedule today. In February selected companies each delivered two production-representative vehicles for testing. This spring, according to MRAP JPO officials, any of these selected vendors may be awarded contracts for three more test vehicles to undergo additional survivability and mobility testing. Following this testing, the government plans to select only one vendor for production delivery orders, but it is not limited to just one vendor. MCSC expects to award the first M-ATV production delivery order by early summer.

The MCSC Commander believes the M-ATV program will be as successful as the overall MRAP vehicle program.

"We have taken delivery of more than 15,500 vehicles since we first released that initial request for proposals in November of 2006," Brogan said, referring to MRAP. "I think it is unprecedented to have delivered this many lifesaving vehicles in that period of time."

Past MRAP experience should help the program office with the M-ATV acquisition.

"There are many lessons learned concerning the overall MRAP program, and we are taking all of them into consideration for the M-ATV," Hansen said. "That's why we wrote the M-ATV RFP the way we did."

Ultimately, according to the MRAP JPO, it's about providing a survivable vehicle to get troops safely through their mission and back to their home base.

"The M-ATV is meant to augment the vehicle fleet so they can transport troops where they need to go safely," Hansen said. "It's about keeping troops protected."

– By Barbara Hamby, MCSC Corporate Communications

REAPING BENEFITS

IUID implementation takes root

The Marine Corps is beginning to reap the benefits of Item Unique Identification (IUID). Since the Department of Defense (DoD) introduced IUID in 2003, it has been rapidly implemented by program managers, depots, automatic identification technology (AIT) solution providers, government leaders and DoD suppliers. IUID provides the standards, associated processes and technologies to assign a unique serialization to military equipment and garrison property.

According to Rick Triviso, Marine Corps Systems Command's (MCSC) IUID Project Lead, the benefits of the IUID program are numerous and multifaceted. The majority of these benefits stem from the fully automated system achieved with the implementation of an IUID program. Automation provides increased data quality by reducing manual entry and transcription errors, improving item and asset visibility across functional areas and multiple databases, and decreasing administrative error and processing time.

"The result is a greater degree of confidence and trust by decision makers across the Marine Corps," Triviso said.

The IUID Project Lead added that many stakeholders have fully embraced IUID and how it is revolutionizing existing business processes. IUID enables AIT personnel to identify and share equipment and plant property data across logistical, operational, financial and acquisition automated information systems.

The IUID Project Lead works for the Program Manager for Command, Control, Communication and Computers Systems, which is under the purview of MCSC's Operational Forces Systems, also known as Product Group 9 (PG9).

"PG9 is serving as the tip of the spear for IUID marking all legacy equipment in the Marine Corps," Triviso said. The Marine Corps has a requirement to improve serialized management capabilities of its equipment through compliance with IUID policies and standards.

"As IUID capability continues to mature across DoD, it is paramount the Corps keeps the strategic objectives in focus while facilitating material readiness," Triviso said. "IUID provides a critical common link between total lifecycle management, sense and respond logistics, and network centric warfare."

Good planning has helped the IUID program meet the challenges that normally accompany business process changes and paradigm shifts. According to Beth Mathews, a defense contractor assisting with IUID Program Planning, there are several components to planning and executing a successful legacy marking program.

The identification and collection of accurate and complete pedigree data critical to the legacy marking effort is required for effectively marking and ultimately managing serialized Marine Corps Automated Readiness Evaluation System (MARES)

Item Unique Identification labels are being placed on all weapons and equipment throughout the Marine Corps. *(Photo by Bill Johnson-Miles)*

Rick Triviso (right), Marine Corps Systems Command's Item Unique Identification (IUID) Project Lead, points out the weapon's IUID label to Lance Corporal Robert Daurman at The Basic School Armory on Marine Corps Base Quantico, Va. *(Photo by Bill Johnson-Miles)*

legacy equipment and small arms. Pedigree data collection efforts for the MARES legacy equipment commenced in June 2008 and are now in the final stages.

"There are only a handful of the 245 Table of Authorization Material Control Numbers (TAMCNs) across the Marine Corps left for data collection," Triviso said.

According to Ray White, a defense contractor assisting the IUID Engineering Team, the up-front engineering analysis, as documented in the Engineering Analysis Plan (EAP), determines marking location, type and technical documentation needed to support the legacy marking effort.

"Successful execution of the EAP is vital to the success of the legacy equipment IUID marking program," White said.

Ultimately, the IUID team will execute the Marine Corps' Legacy System Mobile Marking Execution Plan (MMEP).

"The MMEP identifies and describes the processes, criteria, tools and resources used to mark principal end items, secondary reparables and/or subassemblies," Mathews said, "like engines and transmissions."

Marine Corps locations, component type and quantities, marking team design, IUID marking equipment suites and follow-on sustainment requirements are also documented in the MMEP. To support mobile marking efforts, the IUID Mobile Marking Team conducted a marking analysis of labels and marking equipment to identify and determine an integrated solution.

"The development of requirements for IUID readers, verifiers and label machines was critical to this analysis," said Mike Bean, a defense contractor assisting with mobile marketing.

Mobile marking is scheduled to begin with III Marine Expeditionary Force later this year. Once the equipment is marked, the data will be uploaded and registered in the DoD IUID registry.

"An important follow-on step to IUID marking the equipment is the storage and management of all IUID data," Triviso said. "This will be accomplished through a temporary data storage/repository, which will maintain the data until the Marine Corps' Global Combat Support System becomes operational. This is good for the Marine Corps."

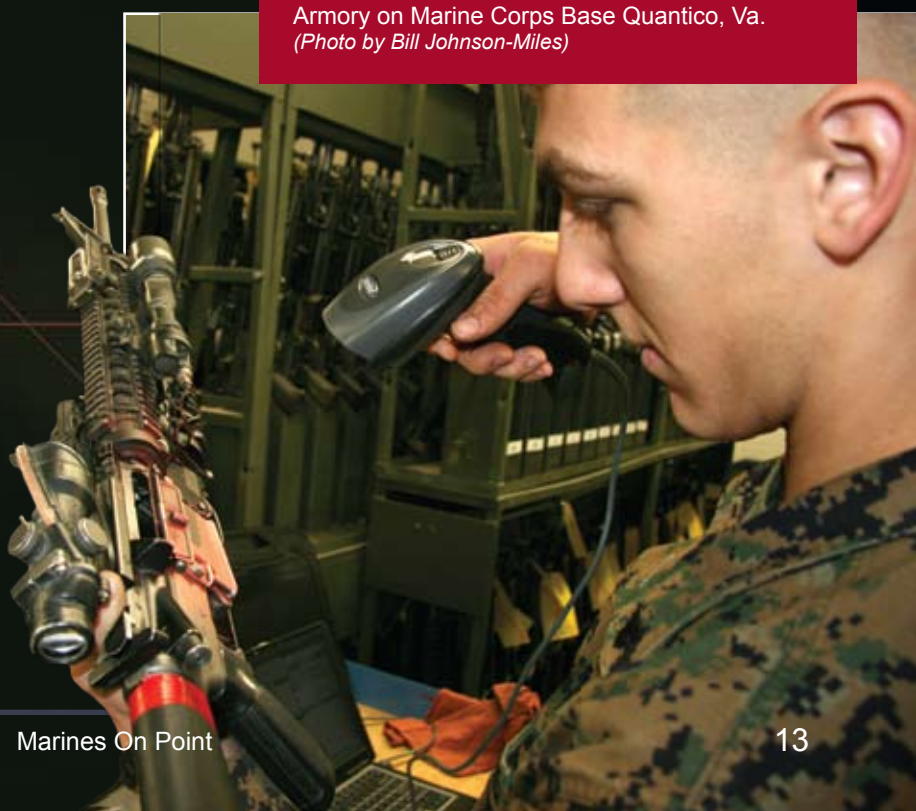
According to the IUID Project Lead, PG9 will coordinate with Headquarters Marine Corps to identify funding requirements necessary to support the IUID legacy ground equipment marking program.

"We will then begin marking all Marine Corps equipment, up to 895 TAMCNs," Triviso said.

By completing the tasking and supporting the program, the Marine Corps will continue to reap the many proven benefits of IUID and its associated business processes.

– Submitted by MCSC's Operational Forces Systems Product Group

Corporal Bryan McLain scans the weapon's Item Unique Identification label at The Basic School Armory on Marine Corps Base Quantico, Va. *(Photo by Bill Johnson-Miles)*



Corps narrows field for new infantry automatic rifle

All the way back to World War I, then into the "Chesty" Puller-era of the "Banana Wars," World War II, Korea, Vietnam and through today, Marines have preached "hits count." Accurate rifle fire is the hallmark of a Marine.

Marines know "spray and pray you hit something" is not the foundation for building Marine fire teams, particularly in the global war on terrorism. Well-aimed shots significantly reduce the possibility of wounding or killing innocent civilians. Commonly, the terrorists and insurgents strike from positions among the civilian population, and according to Major John "Ethan" Smith, Marine Corps Systems Command's Infantry Automatic Rifle (IAR) Project Officer, the new IAR will help the individual Marine engage his intended target.

"The IAR is a lightweight, magazine-fed, 5.56mm weapon," Smith said. "It will provide a one-for-one replacement for the M249 Squad Automatic Weapon (SAW) in the Marine Rifle Squad within infantry battalions and in the scout teams in Light Armored Reconnaissance battalions. The IAR seeks to enhance the automatic rifleman's (AR) maneuverability and displacement speed while providing the warfighter the ability to suppress or destroy those targets of most immediate concern to the fire team."

"The new IAR will be smaller, more accurate, easier to effectively employ and allow the squad leader the tactical flexibility of three maneuver elements within the squad to execute the full range of possible missions day and night," said Chief Warrant Officer 5 Jeff Eby, the "advocate" at Headquarters U.S. Marine Corps for the Corps' ground combat element.

It was noted by experts that in training exercises where the AR moves with his squad in the attack, he was worn out by the SAW's heavy weight. Movements with the SAW such as getting up, jumping to the ground, zigzagging, running toward the enemy and closing on the target were increasingly difficult. Team leaders were pulling ARs, armed with the SAW, out of the fire teams, and separating and grouping them for support-by-fire efforts. In these cases the AR used his SAW as a light machine gun, what they were meant for, rather than as an automatic rifle. According to the IAR Project Office, this left fire

Lance Corporal Daniel Muller, an infantryman with 1st Battalion, 6th Marine Regiment in Fallujah, Iraq, stands behind his M249 Squad Automatic Weapon (SAW) inside a post at Entry Control Point-One as he provides area security. According to Marine Corps Systems Command's Infantry Automatic Rifle (IAR) Project Office, the IAR will probably not replace the SAW for these kinds of missions. *(Photo by Corporal Mike Escobar)*

Major John "Ethan" Smith (left), Marine Corps Systems Command's (MCSC) Infantry Automatic Rifle (IAR) Project Officer, and MCSC's Corporal Gregory Walker discuss the four IAR candidates. *(Leatherneck photo)*

team leaders without the firepower necessary for the final meters in the assault. Should the fire team leader be "lost," there would be no assistant fire team leader.

Even though the IAR will replace the SAW on a one-for-one basis in Marine rifle squads, the Marine rifle company will retain six SAWs as organizational equipment, a commander's discretionary weapon, according to Eby. All other units currently possessing the SAW will continue to rate it and will continue to use it as a light machine gun. The total number of SAWs in the Marine inventory will reduce from about 11,000 to 8,000. The current Authorized Acquisition Objective for the IAR is 4,476. IAR fielding is scheduled to begin in late fall 2010.

In looking for a new IAR, ammunition commonality was key, according to Smith. A weapon chambered for the 5.56 mm round was a mandatory requirement. The four finalists in the evaluation process are all lightweight, magazine-fed, use the current 30-round magazines and provide the ability to suppress or destroy point and area targets.

MCSC's IAR team used an acquisition strategy that narrowed the field to the highest rated candidates. Ten total proposals were received and underwent verification testing. Four candidates were chosen for their capability to meet the stated requirements. Two of the finalists are made by Colt. According to officials, Colt received two different contracts because they have two acceptable candidate systems that are technically different enough to warrant further evaluation. The other two rifles in the final competition are produced by FN Herstal and Heckler & Koch.

The Corps contracted to acquire 10 test weapons from each of the four finalists in March and begin final testing later the same month.Testing will be conducted simultaneously at three sites.

Some testing will be conducted at the Army Aberdeen Test Center, Aberdeen Proving Ground, Md., a major range and test facility that also supports Defense Department test and evaluation. Smith described the testing at Aberdeen as environmental, such as extreme hot and cold climates, dropping the weapon, cargo handling, etc.

In Quantico, the final four competitors will undergo endurance testing at the MCSC's Ordnance Test Facility. The barrel life, functioning and other basic reliability requirements will be evaluated.

Also, Smith said the Expeditionary Support Evaluation Division of the Naval Surface Warfare Center Detachment Fallbrook, Calif., immediately adjacent to Marine Corps Base Camp Pendleton, will tap the 1st Marine Division to assist in testing. There the weapons will undergo a limited user evaluation to solicit feedback from infantry Marines. MCSC has had and will continue to have input from Marine Corps operating forces throughout the process.

Once testing is completed, a selection is made and the new IAR is fielded next year, hits will again count for the Marine Corps AR on today's battlefields and all battlefields in the future.

– By Colonel Walt Ford, USMC (Ret.), Leatherneck Magazine (Reprinted and edited with permission of Leatherneck Magazine)

Colt 6940

Colt 6940H

HR 416

FN IAR Mod

TCWS reinforces command and control

Urgent words pierced the heat and turmoil of the battlefield: The Internet information server Marines used to exchange information with staff, joint and coalition partners no longer met the need for a deployable command.

An Urgent Universal Needs Statement (UNS) described their plight: The training and additional software needed to post information was "a tremendous burden for Marines who are subject matter experts in combat fields but not in software tools." Many units tried to create their own collaborative systems to fill their needs, but the varying set-ups often did not communicate well with other organizations.

Out of the din in mid-2005, Headquarters Marine Corps received the Urgent UNS from I Marine Expeditionary Force (MEF) stationed in Iraq. The force, along with the rest of the Corps, needed a consistent, reliable and fast way to communicate among its units.

"I MEF requires a standard enterprise software suite that supports command element web use and the requirement for collaborative tools," the Urgent UNS began. Even with more than 50 percent of Secure Internet Protocol Router Network traffic directly attributed to web use, the statement continued, "there is no written requirement for websites or collaborative tools and no deployed enterprise suite for these products."

The deployed Marines had tried to carry on without enterprise-standard software, and they minced no words about the results: "Provisioning email, collaborative tools, websites and other similar information systems in combat without an enterprise-level approach is inefficient and counterproductive. These systems are critical to shared situational awareness. This leads to waste across the Marine Corps.

"Any equipment associated with the solution must be portable, rapidly deployable and redundant," the Urgent UNS stated. "Combat information stored by the system must be recoverable in case of disaster."

A disaster could be anything from a software virus to an artillery round striking the equipment, according to Maj. Ross Monta, Assistant Program Manager for Marine Corps Systems Command's (MCSC) Marine Corps Enterprise Information Technology Services (MCEITS). The Urgent UNS arrived at MCEITS, and there would be no time to lose. An Urgent UNS takes on added urgency when requests come from Marines under fire. Yet, this project took on unprecedented speed.

"It was extremely fast fielding," Monta said, "especially for such a complicated system."

Only four months passed between the day the Urgent UNS arrived and the request for proposal (RFP) hit the street in October 2005. During that time MCEITS, contract officers and subject matter experts fleshed out the basic design of what came to be called the Tactical Collaborative Work Suite (TCWS), which would offer deployable information management command-and-control (C2) capability.

A Marine works on the Tactical Collaborative Work Suite (TCWS). At 2,000 pounds, TCWS is lightweight relative to the current structure, and it's also mobile. *(Smartronix photo)*

cquisition

A Marine works on the Tactical Collaborative Work Suite. Each suite consists of six hardened cases weighing between 250 to 380 pounds each. *(Smartronix photo)*

In September the Marine Requirements Oversight Council (MROC) approved TCWS as "gap filler" until a permanent software system could be put in place. The MROC also noted that the broader Marine Corps could access the system.

The RFP closed after only 30 days, and the contract was awarded soon thereafter.

Each suite consisted of six hardened cases weighing between 250 to 380 pounds each. Calling a package approaching 2,000 pounds lightweight might seem a misnomer unless, as Monta said, you consider the context.

Before TCWS came along, Marine units stateside or deployed had walls brimming with racks of hardware that supported C2 functions. The huge, heavy collections were also locally built and assembled. They communicated in different formats and languages from counterparts in other combat units.

"Even at 2,000 pounds," the Major said, "TCWS is lightweight relative to the current structure. It's also mobile."

The initial contract called for eight suites to be built and sent to I MEF. The first three were built for testing and initial deployment in February 2006. They passed acceptance testing and were shipped the next month to the unit where it was deployed in Iraq. Feedback from the field was swift and mostly positive.

If TCWS sounds like the answers to I MEF and other Marine combat units' dreams, Monta would agree that the suite is an answer but not the complete solution. TCWS, as he is quick to remind, is a work in progress as noted by its MROC designation as a "gap filler." Feedback from the field backed up that assessment.

"It's a good system that has a lot of benefits with the virtual environment," Monta said. "In going forward we hope to have an even more integrated product that shows promise for disaster recovery.

"The road ahead is to get software to the Combat Operations Centers (COC)," he said. "Then they'll have an integrated service product for use throughout the Corps. We hope to have the COCs go virtual by 2010."

In just five years from I MEF's plea from the fog of war in 2005, command and control throughout the Marine Corps will sound off with one voice throughout the enterprise. It will mark a rapid response for the acquisition field, Monta said, "but you can never be too fast to help Marines under fire."

– By Jim Katzaman, MCSC Corporate Communications

The Tactical Collaborative Work Suite offers deployable information management command-and-control capability. *(Smartronix photo)*

MCSC financial managers peer ahead to meet tomorrow's challenges

BUDGE BUILDE

Eric Morris is a financial management analyst who would like to have more time to analyze. What would seem to be a major part of his job is more like a luxury. Instead, he and other workers in the Marine Corps Systems Command's (MCSC) Directorate of Financial Management (DFM) toil long hours as they manually load data into programs more than 10 years old.

Nelson Hernandez
Financial Management
Improvement Project Lead

In a world where MCSC would typically spend $2.6 billion per year in investment accounts, that would seem a daunting chore. However, that was eight years ago in the "good old days" before terrorist attacks and warfare on two faraway fronts. In fiscal year 2008, with only a minimal increase in the number of financial management people in the Directorate, MCSC executed more than $22.2 billion.

Marilyn Thomas, Deputy Commander for Resource Management, would like to say the huge increase in workload with roughly the same number of people is a sign of efficiency. In truth, she said, "Our people are working longer to get the job done. We've got a lot of dedicated people in this Command. They're doing their work at great cost to them and their families."

Amid the higher operations tempo to support Operation Enduring Freedom and Operation Iraqi Freedom, DFM workers have to manage multiple budgets for urgent universal needs statements, Mine Resistant Ambush Protected (MRAP) vehicles, upcoming MRAP-All-Terrain vehicles, along with the Next-Generation Intranet, Expeditionary Fighting Vehicle, Global Combat Support System and a host of other programs in development or production.

"From the financial management standpoint," Thomas said, "we need to make sure we have people with the skills and resources that our product group directors, program managers and program executive officers need. They each have different stakeholders and reporting requirements, and we have to be versatile to support each of them."

In the immediate future, she added, there is the war of today and the conflict of tomorrow. "We have to react quickly to Afghanistan," she said. "Then there's the war of the future that we've yet to fight. With all that ahead of us, we can't afford to respond

to the challenges today without an eye toward the challenges of the future."

Automation, Ms. Thomas said, offers hope for an overburdened workforce. Marcia Case, Director of Financial Management, agreed. "The more we can automate," she said, "the better for the community as a whole. We want to be less focused on transactions and provide analyses for program managers. Today, all our budgets are created from spreadsheets, which is a manual process that can have errors. Rather than spending so much time checking math, that process could all be automated. Then we could spend time making sure we have good budget profiles and justification."

The Directorate of Financial Management team is "working longer to get the job done," said Marilyn Thomas (front row, far left), Deputy Commander for Resource Management. "We've got a lot of dedicated people in this command." *(Photo by Bill Johnson-Miles)*

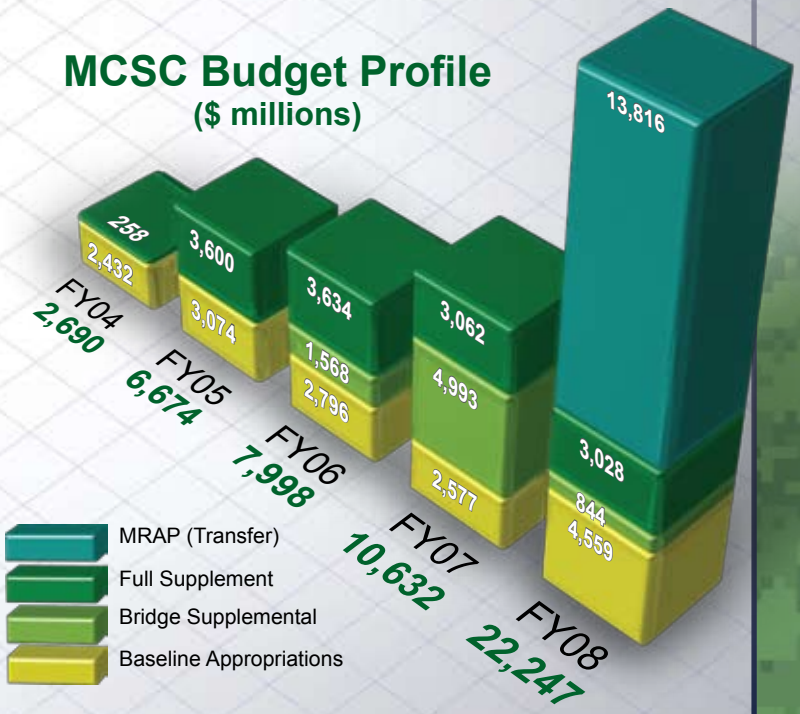
The solution to MCSC's budget and execution tracking needs might lie on distant shores. Computers at Groton, Conn., provide the budget execution brainpower for the Navy's Aegis weapons system program, and they can be tapped into to help MCSC automate its budget process hundreds of miles away, according to Nelson Hernandez, the MCSC Financial Management Improvement Project Lead.

When he was Director of Naval Sea Systems Command's (NAVSEA) Research, Procurement and Shipbuilding Division, he oversaw the development of many of the automated budget and execution tools MCSC will be adopting. He saw first hand how such an automated system brought radical and welcome change to the NAVSEA budget and execution processes.

"The budget modules improved the speed and quality of budget submissions," he said of his time at NAVSEA. "At the same time, we realized significant savings."

The streamlined process – developed by applying Lean Six Sigma principles to the budget preparation process – results in fewer errors and thus eliminates unneeded phone calls, emails, rework and frustration. According to Hernandez, this results in improved quality and timeliness of the budget submission. Before the software was brought on line, it took five weeks to prepare and submit Budget Objective Classification System exhibits. The software shortened the process to two days and "eliminated math and coding errors, and that's what we can expect here." The software upgrade is projected to be in place in less than two years, and according to Ms. Thomas, it cannot come soon enough.

Besides software, DFM is tackling and planning to take on other high-visibility budget issues. This includes the resetting or rebuilding of stateside



forces while supporting those stationed overseas, and doing it in a coordinated way, and providing financial management needed to support forces as they come out of Operation Iraqi Freedom and go into Operation Enduring Freedom in Afghanistan. DFM is also addressing sustainment costs of all programs procured for overseas contingency operations, and completing all the procurement and support to the Corps as it reaches 202,000 Marines. This is expected to happen within a few months – two years earlier than expected.

Ultimately, Thomas added, "We need to support a clean audit opinion." That means MCSC must provide credible and auditable financial records and show that previously identified deficiencies have been corrected.

Any of these tasks, she said, would be a tall order. Taken together, she explained, they pose a great challenge to the DFM workforce.

Having seen what the planned automation can do, Hernandez is optimistic, even anxious about having the system up and running. "There's the quality of life," he said. "Automation will reduce everyone's workload, stress and improve job performance. We achieved tremendous worker support at NAVSEA because we made their lives easier."

At the same time, change of any kind, even from time-consuming manual systems to less stressful and more efficient software, can face resistance. As Hernandez noted, this is human nature. At NAVSEA, he recalled, there was initial reluctance to change to the unknown.

That might not be a factor at MCSC. "User acceptance at Systems Command has been phenomenal," he said. "It's very satisfying and pleasing that the community has been so receptive."

Part of the reason might be that others at MCSC have seen automation in action and hope for its swift arrival at MCSC. Eric Morris, the Financial Management Analyst, worked for 18 years at Naval Air Systems Command at Patuxent River, Md.

"I've gone through automation and seen how it works," he said. "It's a tough change, but once there, you can definitely see the incredible benefits."

Today, Morris and other analysts use the antiquated Financial Information Management System (FIMS) and Automated Funding Document Management System (AFDMS) to support Marine Corps Systems Command execution. Procurement requests are entered at several different places, each subject to operator error.

"Plus," he said with a twinge of frustration, "neither FIMS nor AFDMS connects to anything."

In place of FIMS and its companion AFDMS will emerge an Intranet-based structure. "This will do a lot of the reports and give us clear visibility of all funding, rather than just produce document numbers," Morris said. "We'll be able to analyze budgets, fix funding documents, monitor execution, review exhibits and complete drills all with increased speed and accuracy. I see great improvement in Marine Corps Systems Command's ability to retain critical resources, thus improving its ability to support critical needs of the warfighter."

With the Command's full plate of tasks, Case added, DFM workers will not suddenly have free time on their hands. Rather, she said, they would have more time available to perform their primary tasks – such as analysis – and not burn overtime and family time in the process.

"Our people are our biggest strength," she said. "Our challenge is to get them the tools they desire to get the job done in the most efficient way. That means we have to address how to adjust to an increased volume of work with the workers we have today."

– By Jim Katzaman, MCSC Corporate Communications

Marcia Case
Director
Financial Management

Unforgettable

At the front desk, Jarvis is the all-knowing presence

Will Jarvis is the face of Marine Corps Systems Command (MCSC). For most people who arrive at the headquarters' main entrance, he is the first person they see, especially if they need visitors' passes. They might even notice his added courtesy of telling them exactly where to find their point of contact.

Amazingly, he happens to know where most people work within the basement and upper decks. Outsiders might be more impressed to learn the coincidence was no accident. Although not all-knowing or all-seeing, Jarvis is a living personnel directory, among his other skills.

"My memory is one of my strong characteristics that started with my first job," he said. "I could click in my head quicker than I could click on the computer. I had both rolodexes memorized as well as the schedule." Later, as a dispatcher and scheduler at the Maryville, Va., post office, he found it easier to memorize all the trucks, licenses and drivers' names rather than spend time looking them up.

As a security specialist for MCSC, a great memory is nowhere to be found in his job description – but it doesn't hurt. As many as 1,000 visitors come to MCSC each month to see programs or attend meetings. Jarvis counts it among his customer service skills that he can prepare their visitor's badges and confidently direct them to anywhere on Hospital Point.

Rather than showing off a neat trick, Jarvis said his motivation is customer service.

"Sometimes you might not think you make a difference because you do the same thing day in and day out," he said. "The main thing is that I'm helping people. That makes my job rewarding."

His helping hand extends beyond the front desk according to Susan Jones, MCSC Security Manager. "He manages MCSC gift sales," she said. "He's a quasi gift shop." The sales support the command's annual Marine Corps birthday ball. Jones also noted that Jarvis is first to arrive in the morning, and other people in the office rely on him for guidance.

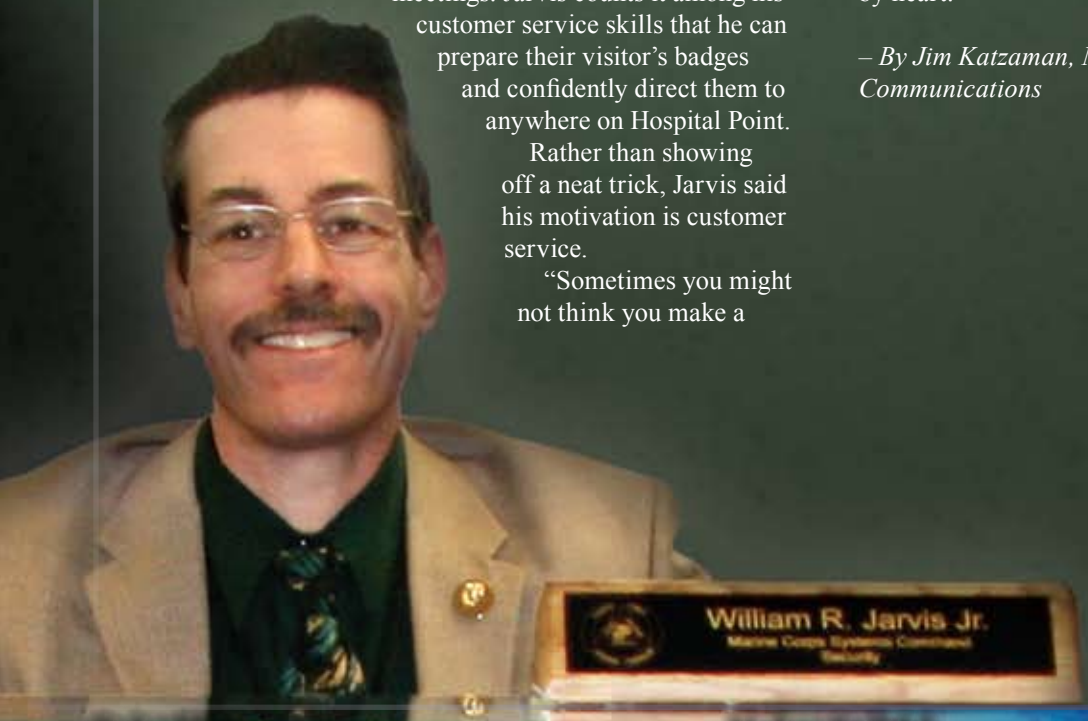
When his day is done by mid-afternoon at MCSC, Jarvis heads out but not to home. He also lends a hand in his second full-time job at the Navy Marine Coast Guard Residents Foundation where he assists widows and retirees.

"It's very rewarding to help these people," he said. "This is more than just a job."

When he finally goes home, another world awaits. In another past life, Jarvis said, "I ran sounds for a rock-and-roll band. I have a fairly high-end audio system at my house. It's not the same model – because I don't make enough money to afford a half-million-dollar system – but it's the same brand used at Abby Road Studios in England."

As the songs play, he assuredly knows every tune by heart.

– By Jim Katzaman, MCSC Corporate Communications



For most people who arrive at Marine Corps Systems Command headquarters' main entrance, Will Jarvis is the first person they see, especially if they need visitors' passes. *(Photo by Bill Johnson-Miles)*

MARINE West EXPO

Katie Leimbach of the Marine Enhancement Program speaks with a Colonel at the Marine West Exposition held at Camp Pendleton, Calif. *(Photo by Jennifer Gonzalez)*

Marines examine next-generation gear

As advertised on the Internet, the premiere Marine Corps military exposition on the West Coast "brings together leading defense contractors with those who depend on the equipment and information they provide." That's what took place in February at Marine West where Camp Pendleton Marines in Southern California examined items they are currently using or might one day be using.

According to Expo officials, it was the perfect opportunity for product developers to meet with the real experts, those who rely on these products every day. Product developers took the opportunity to find out what works, what doesn't and what can be done to make their products invaluable to the Marine Corps.

Cosponsored by Marine Corps Systems Command (MCSC), the Marine Corps League and Camp Pendleton, Marine West exhibits included visionary equipment displays and computer simulations of cutting-edge technology designed specifically for Marines. Expo officials said warfighters learned first hand about the new and improved combat equipment, systems and technology that helps the Corps meet intense performance demands as well as keep pace with the rapidly changing face of military combat operations.

"Coming to tradeshows allows me to see what the private sector has that can answer my problems," said Gunnery Sergeant Brad Colbert, 1st Reconnaissance Battalion, as he meticulously combed through each of the MCSC displays. "By interacting with vendors and distributors I get the opportunity not only to see what is out there, but also to make contact with the people who can get me the gear and equipment I want."

Colbert brought a group of young Marines with him to the show. As they looked over a piece of equipment he asked his Marines about the item, how it functioned, if they felt it was effective and how it could be improved.

"Younger Marines need exposure to these events because they often feel it's not their position to make recommendations about improvements to their gear," the Gunnery Sergeant said.

"Events like Marine West present an excellent opportunity to reconnect with the operating forces," said Katie Leimbach of the Marine Enhancement Program.

That connection is what expos such as Marine West are all about.

– By Bill Johnson-Miles and Jennifer Gonzalez, MCSC Corporate Communications

Chief Warrant Officer Terry Carden of Chemical, Biological, Radiological and Nuclear (CBRN) Defense Systems explains CBRN gear to Camp Pendleton Marines at the Marine West Exposition in Southern California. *(Photo by Jennifer Gonzalez)*

Additional Events

Mark Richter (right), Marine Expeditionary Rifle Squad Program Manager, discusses how the Marine Corps Systems Command Gruntworks facility in Stafford, Va., designs and tests systems to protect people in combat. He spoke during a Gruntworks open house for visitors from Soldier Technology U.S. 2009, the Second North American Soldier Modernization Conference held in February at Crystal City, Va. *(Photo by Jim Katzaman)*

Captain Donnie Mayo (right), Lead Systems Engineer at Marine Corps Tactical Systems Support Activity (MCTSSA), Camp Pendleton, Calif., discusses virtualization during the MCTSSA Road Show in February at Quantico's Gray Research Center. From left are Jon Wills, Program Executive Office, Land Systems; Joe Sholander, Armor and Fire Support Systems; and Captain Michael McVicker, Weapons and Sensors Development and Integration. The Road Show provided a comprehensive view of the services and capabilities MCTSSA offers to both its parent organization, Marine Corps Systems Command, as well as Marine Corps operating forces. *(Photo by Jim Katzaman)*

Lieutenant Colonel Arthur Pasagian, Marine Corps Systems Command's Program Manager for Infantry Combat Equipment, notes improvements in Marine combat boots to General James Conway, Commandant of the Marine Corps, during the General's visit to Marine Corps Combat Development Command in February to review rifles and personal protective equipment. *(Photo by Jim Katzaman)*

Marine Corps Systems Command's Strategic Change Management Center held an offsite team building training session for the Joint Light Tactical Vehicle Program Management Office in February. More than 80 Army and Marine Corps active-duty members and civilian employees attended the three-day event held in Williamsburg, Va. *(SCMC photo)*

The Virginia Times

October 17, 1861

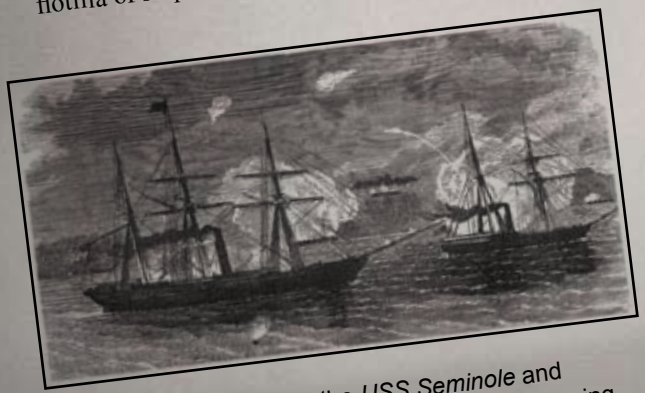
BLOCKADE

Confederates use Hospital Point to cut off sea access to Washington

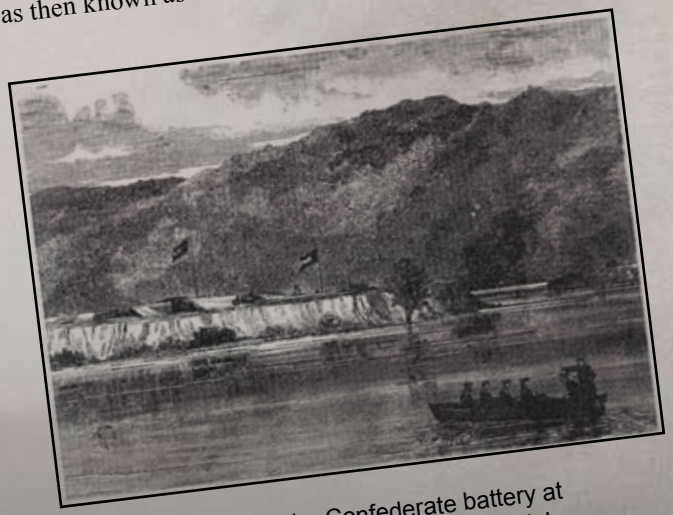
From eight batteries in the Quantico area, with the two largest and most fortified located at what is now Hospital Point, the Confederate States of America virtually blockaded the Potomac River to commercial shipping creating hardship, inconvenience and embarrassment for Washington, D.C., in 1861 and 1862.

"For a period of nearly five months, despite the erection of over 40 Union forts to protect the capital city, and the deployment of thousands of men and a flotilla of ships, the Confederacy cut off all access to Washington from the sea," wrote Joseph Mitchell, author of *Decisive Battles of the Civil War* and *Military Leaders of the Civil War*. "By order of the United States Navy, ships were prohibited from attempting to use the Potomac River to bring supplies to the Capital for fear they would be destroyed by the Confederate forts and batteries blockading the river."

According to retired Marine Lieutenant Colonel Ron Smith, a member of the Historical Commission for Prince William County, the town of Quantico, Va., was then known as Evansport, and the spit of land



This engraving shows the *USS Seminole* and *USS Pocahontas* of the Potomac Flotilla engaging Confederate batteries at Shipping Point. *(Harper's History of the Great Rebellion)*



This engraving of the Confederate battery at Shipping Point was printed in *Frank Leslie's Illustrated Newspaper.*

where the headquarters for Marine Corps Systems Command (MCSC) now stands was called Shipping Point.

"What happened here for a few short months during the Civil War is very significant," Smith said. "What could have happened here might have shortened the duration of the war."

What did happen here is not as well known as Gettysburg or the historic battles that took place near Fredericksburg, Va., but Smith said that with a bit of digging, the history of the area can be uncovered. According to the book *Quantico: Semper Progredi, Always Forward* by Bradley Gernand and Michelle Krowl, "Evansport seemed an ideal location for river batteries as the Potomac River narrows at that point … General Robert E. Lee concurred on Evansport's strategic worth in August 1861, and ordered the erection of batteries there." The first battery (an earthen fort with one or more gun placements) was ready for service on Sept. 29 and another on Oct. 9.

"Most of the work was done at night behind a shield of trees," said Mary Alice Wills in her book *The Confederate Blockade of Washington, D.C., 1861-1862*. "In spite of being on the river's edge, they were so cautious their activity went undetected by the U.S. Navy."

That is until the South started shelling their ships. The U.S. Navy had created a Potomac Flotilla and placed Captain Thomas Craven as its Commander. Once the flotilla ships came under fire, the Union started to worry.

"So long as the batteries stand at Shipping Point and Evansport the navigation of the Potomac will effectively be closed," Craven reported to Secretary of the Navy Gideon Welles, according to Wills. On Oct. 17 Craven recommended that no more government stores be sent to Washington via the Potomac until the batteries were removed or silenced.

Soon after George McClellan became the General-in-Chief of the U.S. Army in November 1861, he sent General Joseph Hooker with 8,000 men and three field batteries of 18 guns to southern Maryland, directly across the Potomac river from the Confederate's Virginia batteries. Hooker used aerial observations, information gathered by balloon ascents, to devise plans of operations and attacks on the batteries.

"Three plans to attack the batteries were made by General Hooker," Smith said. "All were rejected by McClellan."

According to Gernand and Krowl, Welles largely blamed McClellan for the debacle on the river, saying he allowed "the closing of the only avenue from the National Capital to the ocean."

The co-authors wrote that people found it difficult to understand how Washington could become the only besieged northern city with an army of

This Union map was illustrated by Army Private Robert Sneden in 1862. Shipping Point and Evansport are located in the bottom left corner. What is called a fort at Shipping Point was actually a rebel battery. *(Art courtesy of Ron Smith)*

This Potomac River view of a Confederate battery at Shipping Point was illustrated by Army Private Robert Sneden of the Union in 1862. *(Art courtesy of Ron Smith)*

210,000 men, armed, equipped and in an apparent state of readiness, encamped within the city and a flotilla of U.S. Navy ships on the Potomac River.

"Every resident of the Capital immediately felt the effects of the blockade through a general increase in commodity prices and lack of some less essential provisions," Wills said. "The prices of coal and wood became astronomical. The trains, after the Potomac was closed, could not meet the demand for fuel."

According to Wills, the only factor that prevented the blockade from being catastrophic was the single line railroad connection through the state of Maryland to Baltimore, Washington's only other link to the North. "The importance of Maryland remaining in the Union was brought home when the Confederates blockaded the Potomac River," she said. "Had Maryland seceded, a complete rather than partial blockade would have befallen the Federal Capital."

The railroad, however, managed the supply of Washington satisfactorily. "Although it caused inconvenience, the blockade did not result in any catastrophic suffering," Wills wrote. "It did cause mental anguish and can be regarded as an early example of psychological warfare."

That anguish may have been heightened by the fact that rebel batteries actually did very little damage. According to historians, more than 5,000 shots were fired by Confederate guns during the blockade, but few rounds found their mark.

"Regardless of the extent of actual damage inflicted on the Potomac Flotilla and other vessels which attempted to outrun the Confederate batteries, the true measure of the success of the Confederate blockade of the Potomac was the psychological toll it took on the Union for five months," Gernand and Krowl said.

This toll extended to elected officials. The Congressional Joint Committee on the Conduct of the War found the Potomac blockade most irritating. Wills wrote that in addition to the inconvenience and humiliation it caused, representations had been made to the committee by New York businessmen and U.S. citizens abroad of the "disgrace they felt and the contempt in which the United States was held in foreign countries for allowing its Capital to be blockaded."

The committee, along with Secretary of War Edwin Stanton and President Abraham Lincoln, were "furious, indignant and greatly disillusioned with McClellan," Wills said.

Lincoln ordered McClellan to take action, but before an operation was launched, "the Confederates at Evansport disappeared – almost overnight," Gernand and Krowl wrote.

According to Wills, General Joseph Johnston, Commander of Confederate Forces in Northern Virginia, had about 40,000 men at his command, much fewer than McClellan. "Realizing the Confederate vulnerability and expecting to be attacked at any time after mid-February, he selected a new line of defense for the Army of Northern Virginia along the southern bank of the Rappahannock River," the author wrote.

Because unusual activity was observed on the Maryland side of the river, "Johnston accelerated the speed of his evacuation, ordering his troops to take whatever they could carry and destroy the rest," Gernand and Krowl stated. "This order included the batteries along the Potomac near Evansport."

"At that time weather was terrible," Smith added. "It rained for days prior to the withdrawal. Roads were not passable, and the Confederates couldn't carry supplies or equipment through the thick mud. So they spiked guns, burned supplies and

buried personal effects."

March 7 to 9 witnessed Confederates on the Potomac setting fire to their batteries and sabotaging the guns left behind. According to Wills, Lieutenant R.H. Wyman, who had assumed command of the flotilla in December, telegraphed the Secretary of the Navy on March 9, 1862… "Cockpit and Shipping Point batteries have been abandoned; they have been shelled for an hour without reply. The enemy has set fire to everything at Shipping Point, and frequent explosions give evidence to the destruction of ammunition."

Finally able to see the garrisons in person, Wyman discovered them to be "of a much more formidable nature than I had supposed, and great labor has been expanded in their construction," according to Gernand and Krowl. Shipping Point's guns included one weighing 9,068 pounds, a long 32-pounder weighing 6,200 pounds, two 6-inch rifled guns, six long 42-pounders and a 7½-inch rifled gun weighing 10,759 pounds.

The next day, men from Hooker's Division visited Shipping Point, which turned out to be the most heavily fortified, according to Wills. They found 16 guns. "Three of them, white oak Quakers (made of wood), were obviously designed to fool the balloon observers," the author wrote. "Four other guns had burst during the winter. Care had been taken to destroy the remainder of the guns, which had to be abandoned because of the wet conditions of the roads." Some were saved by the Federal troops and acquired by the North. One of those guns still exists today and can be found displayed on Walter Hill overlooking the town of Quantico.

Wills said Colonel Charles Wainwright, Hooker's Chief of Artillery, was surprised to see how well the Shipping Point batteries were built. "They were at least half sunk in the bank and from 15 to 50 feet thick making it impossible for the gunboats to injure them," the author wrote. "The magazines were cut into the solid bank. The gunners were screened by bomb-proofs, and their sleeping compartments sunk several feet in the ground. There was a good supply of cannonballs, canister and grapeshot, and shells. Rifle pits and breastworks covered the areas adjacent to the batteries."

According to Smith, one Shipping Point battery stood where the east wing of Building 2200 is now. The other was only about 300 yards to the south. As he walks around the area, he can't help but wonder what might have been if McClellan had tried to take out these batteries. Could it have shortened the Civil War?

Wills has her opinion. "If a campaign against them had been launched, the Confederates would have abandoned the batteries," she wrote. "Opening the Potomac River during the winter of 1861-1862 would have provided the Union with a great moral boost. It would have had a beneficial effect on the morale of the troops, and the spirit of the country, as well as bolstering the position of U.S. diplomats abroad in winning support for the Union's cause."

– By Bill Johnson-Miles, MCSC Corporate Communications

Retired Marine Lieutenant Colonel Ron Smith, a member of the Historical Commission for Prince William County, said this cannon on Quantico's Walter Hill is one of the many used at the Confederate's Shipping Point batteries to blockade the Potomac River. *(Photo by Bill Johnson-Miles)*

Marine Corps Systems Command Awardees

Bronze Star Medal

Colonel Shawn Reinwald
Infantry Weapons Systems

Meritorious Service Medal

Colonel Edward Daniel
Information Systems & Infrastructure

Lieutenant Colonel
Bradley Schieferdecker
Information Systems & Infrastructure

Major Timothy Jones
Light Armored Vehicles

Major Edmond Zaide
Marine Corps Tactical Systems
Support Activity

Captain Thomas Guthrie
Systems Engineering Interoperability,
Architectures & Technology

Captain Jeffrey Wrobel
Marine Corps Tactical Systems
Support Activity

Chief Warrant Officer 5 Jeffrey Farmer
Ground Transportation & Engineer
Systems

Chief Warrant Officer 4 Joseph Toscano
Communications, Intelligence &
Networking Systems

Master Sergeant Steven Oatridge
Communications, Intelligence &
Networking Systems

Gunnery Sergeant Jacob Williams
Communications, Intelligence &
Networking Systems

Jerry Mazza, Marine Corps Systems Command's (MCSC) Program Manager for Ammunition, receives a medal representing the Superior Civilian Service Award in March from Brigadier General Michael Brogan, MCSC Commander. *(Photo by Jennifer Gonzalez)*

Navy/Marine Corps Commendation Medal

Major Jeffrey Buffa
Infantry Weapons Systems

Captain Mark Hobin
Ammunition

Captain Brian Leahy
Infantry Weapons Systems

Captain Keith Luzbetak
Life Cycle Logistics

Master Sergeant George Williams
Marine Corps Tactical Systems
Support Activity

Staff Sergeant Gene Gibbs
Marine Corps Tactical Systems
Support Activity

Staff Sergeant Nick Nicosia
Marine Corps Tactical Systems
Support Activity

Meritorious Unit Commendation

Major Kevin Reilly
Ground Transportation & Engineer
System

Superior Civilian Service Award

Jerry Mazza
Ammunition

James Riordan
Communications, Intelligence &
Networking Systems

Meritorious Civilian Service Award

Beverly Hobbs
Contracts

Mary Jean Sholander
Program Executive Office
Land Systems

Patricia Sparks
Resource Management

Certificate of Achievement 23d Black Engineer of the Year Awards

Rommel Simpson
Ground Transportation & Engineer
Systems

Certificate of Retirement

Christopher Duponte
Armor & Fire Support Systems

Mary Partlow
Global Combat Support Systems
– Marine Corps

Linda Salisbury
Information Systems & Infrastructure

Mary Jean Sholander
Program Executive Office
Land Systems

Betty Tharp
Information Systems & Infrastructure

Staff Sergeant Tremakia Summerlin (right) of Operational Forces Systems was reenlisted by Major Shalisa Davis of Financial Management in December 2008. *(Photo by Captain Geraldine Carey)*

Marine Corps Systems Command Awardees

MCTSSA Civilian of the Quarter Award

Christine Nelson
Marine Corps Tactical Systems Support Activity

Federal Length of Service

Gigi Brown (40 Years)
International Programs

Barbara Johnson (35 Years)
Armor & Fire Support Systems

Sandra Davey (30 Years)
Training Systems

Michael Dement (30 Years)
Information Systems & Infrastructure

Christopher Duponte (30 Years)
Armor & Fire Support Systems

Nelson Hernandez (30 Years)
Resource Management

Naomi Melendez (30 Years)
Contracts

Wilma Tuttle (30 Years)
Financial Management

Susan Cranshaw (25 Years)
Mine Resistant Ambush Protected Vehicles

Francisco Yerena (25 Years)
Facilities and Services

Charles Zoric (25 Years)
Programs

Brigadier General Michael Brogan, Commander, Marine Corps Systems Command, pins on Corporal Adrian Silva's new rank insignia during his promotion ceremony in March. *(Photo by Bill Johnson-Miles)*

Sherrie Jones (20 Years)
Training Systems

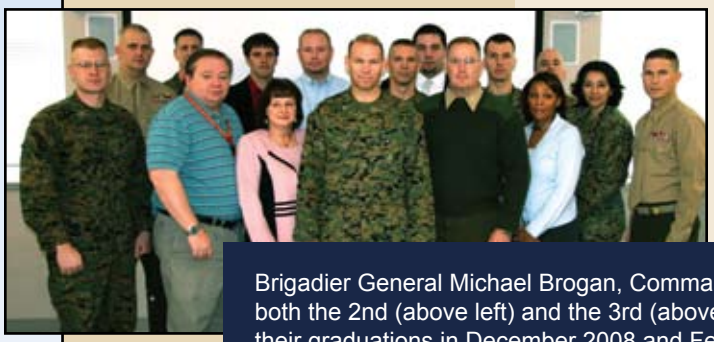
John Linnstaedt (20 Years)
Information Systems & Infrastructure

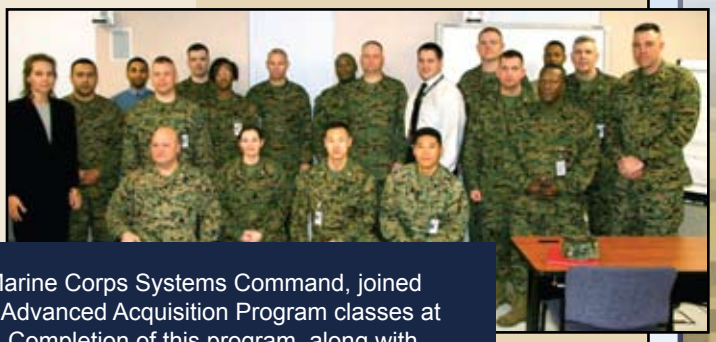
Stephen Riffe (20 Years)
Contracts

Yvonne Romero (20 Years)
Operational Forces Systems

Linda Whitt (20 Years)
Combat Equipment & Support Systems

Lisa Woerner (20 Years)
Mine Resistant Ambush Protected Vehicles





Brigadier General Michael Brogan, Commander, Marine Corps Systems Command, joined both the 2nd (above left) and the 3rd (above right) Advanced Acquisition Program classes at their graduations in December 2008 and February. Completion of this program, along with acquisition experience, gives students the opportunity to apply for the Program Management Defense Acquisition Workforce Improvement Act of 1990 career field Level II certification. In addition, the Command's military population can take training that would be difficult to attain before they leave on their next tour. *(Photos by Jim Katzaman)*

Burrow promoted to Executive Director

John Burrow, Marine Corps Systems Command's (MCSC) Deputy Commander for Systems Engineering Interoperability, Architectures & Technology (SIAT), is the Command's new Executive Director. The recommendation of an executive review board was concurred with by the Marine Corps' senior leadership; Assistant Secretary of the Navy for Research, Development and Acquisition; and then approved in late January by the Assistant Secretary of the Navy for Manpower and Reserve Affairs.

John Burrow
Executive Director

"Mr. Burrow has made a lasting impact on the Marine Corps' combat capability, saving the lives of our Marines, Sailors, Soldiers and Airmen who use our equipment every day," said Brigadier General Michael Brogan, MCSC Commander. "He is a leader with an unmatched work ethic, and he stands ready to assist our workforce as we accomplish the Command's mission."

Serving in his new position as Executive Director, Burrow provides executive direction and oversight of command wide resources, acquisition strategies, management systems and programs. During a period of transition, the new Executive Director will retain his responsibilities as Deputy Commander for SIAT until a replacement is selected.

Prior to his position as Deputy Commander for SIAT, he served as the Systems Engineering Competency Director, the Technical Authority Deputy Warranting Officer, and the lead for the Marine Corps System Engineering Community of Interest. He was appointed to the Senior Executive Service in December 2004.

Before reporting to MCSC, he served as Department Head, Force Warfare Systems, for the Naval Surface Warfare Center Dahlgren Division. As Head of the Force Warfare Systems Department, he was responsible for the leadership and supervision of over 400 scientists and engineers. During this period, he also served as the Naval Sea Systems Command Technical Warrant Holder for Combat and Weapon Control Systems and the Technical Process Owner for Navy Open Architecture.

Mr. Burrow has 24 years of civilian service. He is a Certified Level III Acquisition Professional in the Advanced Systems Planning, Research, Development and Engineering, and Program Management acquisition career fields. He holds a Bachelor of Science degree in Mathematics from the University of Mississippi and a Masters of Public Administration degree from Virginia Polytechnic Institute and State University.

Editors Note: *Marines On Point plans to provide an in-depth article on the new Executive Director's vision, direction and priorities in the summer issue.*

Randolph prepares for new SES position

William Randolph, Marine Corps Systems Command's (MCSC) Assistant Commander for Contracts, has been selected for appointment to the Senior Executive Service. He will assume a position at the Department of Homeland Security. At press time his departure date had not been announced.

"Although it is hard to lose one of our best and brightest, his selection recognizes his accomplishments and those of the Command," said Brigadier General Michael Brogan, MCSC Commander. "I am pleased that he has the opportunity to serve our nation in an even greater capacity."

Randolph has led the contracting community of MCSC in the execution of an "unprecedented number of contracting actions" during the last four years, according to the Commander. These contracting actions have contributed to the warfighting mission of the Marine Corps by providing quality, timely, cost-effective and value-added procurement solutions.

William Randolph
Assistant Commander
for Contracts

BOB opens new café in old cafeteria

Marine Corps Systems Command customers receive service at the new Riverside Café in the basement of Bldg. 2200. The eatery opened for business on April 1. *(Photo by Bill Johnson-Miles)*

A new café is now open where the old cafeteria used to be in the basement of Marine Corps Systems Command's (MCSC) Bldg. 2200. Renovation started in early January, and "Riverside Café" opened for business April 1.

MCSC created an eatery "because the majority of the Command wanted hot fresh food service," said John Young, Assistant Commander (Director) for Facilities, Services and Supply. "This is the result of a survey we conducted."

The Virginia Bureau of the Blind and Visually Impaired (BOB) paid for all construction and setup, and they are managing the café. This is in accordance with Marine Corps Community Services and federal regulations, which gave BOB first right of refusal, the first chance to accept or turn down the opportunity.

The new café is "a place where you can order and watch your meal being cooked," Young said. "There's a salad bar, coffee, fresh fruit and much more." The menu has been posted on the Command's Tiger website.

N.C. Marines to attend expo

Marine South is a Marine military exposition scheduled for April 22-23 at Camp Lejeune, N.C. It is co-sponsored by Marine Corps Systems Command (MCSC), the Marine Corps League and Camp Lejeune.

It is also endorsed by the Marine Corps Aviation Association.

According to expo officials, the focus of this expo is the user, the Marine who benefits from the equipment, systems, services and technology provided by defense contractors and suppliers from around the world. Marines from Camp Lejeune and Marine Corps Air Stations Cherry Point and New River are expected to attend.

MCSC is providing a static display of systems and equipment with a focus on the individual Marine. Held since 1993, this annual exposition showcases the latest innovative displays, trailblazing computer simulations and state-of-the-art technology systems and equipment designed specifically for the Marine Corps.

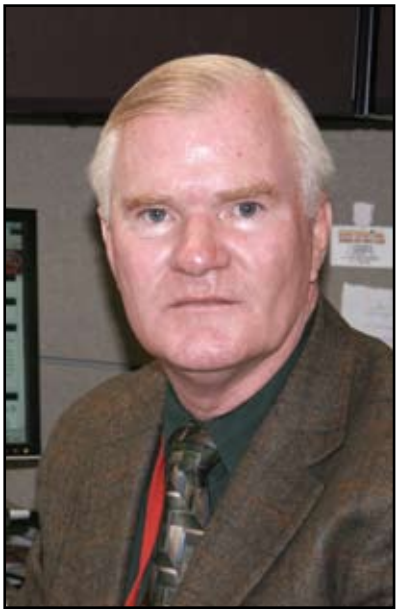
MCTSSA liaison works to close gaps

Kevin Leahy has a nationwide reach all the way from Virginia to California. Helping to pilot the new position of Marine Corps Tactical Systems Support Activity (MCTSSA) Liaison Officer at Marine Corps Systems Command (MCSC) headquarters, he is trying to fill that geographical gap.

"There are 2,752 miles from the front gate at MCTSSA to Hospital Point," he said, "but aren't there times when it seems even farther? The distance and time difference can complicate project coordination and planning."

Leahy arrived March 3 at MCSC as the second liaison officer, each one serving on a two-month tour from MCTSSA at Camp Pendleton, Calif. As did his predecessor, Brad Detwiler, he has been busy bridging barriers to communication and coordination between MCSC Product Groups and Program Managers and their MCTSSA counterparts. "My to-do list never seems to get smaller," he said.

Located at 1A707 in Bldg. 2200, Leahy can be reached at 703-432-3900 or at kevin.leahy@usmc.mil.



Kevin Leahy
Marine Corps
Tactical Systems Support Activity
Liaison Officer

Congressional staffers to visit Quantico

The annual "Marine Day" held aboard Quantico gives Congressional staffers "hands on" experiences with Marine Corps gear and equipment. Last year, 375 staffers attended the invitation-only event. This year, 450 staffers are expected to attend the day of demonstrations, displays and activities scheduled for Friday, May 1.

Previously referred to as Congressional Marine Day and sponsored by the Commandant of the Marine Corps, the purpose of the event is to showcase the Marine Corps' current and future capabilities.

Marine Corps Systems Command product groups, support groups, independent program managers and support contractors will be providing large displays of systems, equipment and vehicles.

During last year's Marine Day, Congressional staffers listen while Major Jody White (left) and Staff Sergeant Travis Green, both with Infantry Weapons Systems, talk about the weapons Marines use. This year's Marine Day is scheduled for May 4. *(Photo by Dedra Jones)*

CMC sponsors 'Marine Week'

The Commandant of the Marine Corps (CMC) General James Conway said the success of the Corps depends on how effectively the Corps communicates to the American public "what we stand for, what we do, who we are and what we aspire to be." That is the goal of a new strategic communications event sponsored by CMC called "Marine Week."

Marine Week is scheduled to be held in Chicago May 11-17 and is modeled after the Navy's Fleet Week in New York. The Marine Corps plans to partner with the city and participate in planned civic events.The mission is to preserve and mature the Corps' relationship with the American public, increase public awareness of the Corps' service to country and set positive conditions for recruiting efforts.

Marine Corps Systems Command will provide large displays of systems, equipment and vehicles at the event. The displays will be hosted at Chicago's Lakeview Terrace on the Navy Pier. Another Marine Week is also being planned for Boston sometime in the fall.

During last year's Acquisition Excellence (AE) Day, before the scheduled speakers and during breaks, members of Marine Corps Systems Command visited more than 30 kiosks and information booths at the Hylton Memorial Chapel and Conference Center. This year's AE Day is scheduled for June 3. *(Photo by Bill Johnson-Miles)*

AE Day scheduled for June 3

The Marine Corps Systems Command's (MCSC) annual Acquisition Excellence (AE) Day is scheduled for June 3 at the Hylton Events Center in Woodbridge, Va. Each year, the Command assembles approximately 800 Marines, federal civilians and support contractors for this event.

AE Day focuses on the professional and personal development and growth of the MCSC workforce. According to AE Day officials, the event brings in speakers from across government and industry to expose the command to new and innovative ideas, to motivate and teach, and

to impart methodologies and practices which can aid the Command in reaching its goals of being a high-performing, team-based learning organization.

A new Command video will debut at AE Day, and the Command's product groups and support groups will present static displays. The Marine Corps Birthday Ball Committee will also be selling items to support this year's ball.

This day is usually considered a stand-down day for the Command, and the entire workforce will be required to attend the event. For more information, visit the Command's Tiger website.

Family Fun Day set for June 18

Marine Corps Systems Command is holding its annual Family Fun Day picnic from 11:30 a.m. to 3 p.m. June 18. All command personnel are invited along with their spouses and children. The fun will take place at Lunga Park's Big and Little Oak pavilions, which are located next to Lunga Lake on the western portion of Marine Corps Base Quantico past the FBI Academy.

A Commander's Cup competition will highlight the day's events with teams going toe to toe in volleyball, horseshoes and tug of war. Games and activities for children include boats, moon bounce, playground, cotton candy and snow cone machines. Traditional picnic fare includes hamburgers, hot dogs, baked beans, potato salad, watermelon, deserts and refreshments. Alcohol and pets will not be allowed.

A live DJ will provide entertainment, and everyone will have a chance to win door prizes. Children under 11 are free. Tickets for everyone else are $5 in advance and $7 at the event. Contact your section or unit Family Fun Day point of contact for tickets. Visit the Command's Tiger website for additional information.

Young Marine Corps Systems Command family members get their hips moving for the hula hoop competition during last year's Family Fun Day. This year's Command picnic is scheduled for June 18. *(Photo by Bill Johnson-Miles)*

Supervisory development training available

The level of responsibility and accountability for supervisors has increased significantly. That's why Marine Corps Systems Command (MCSC) designed the Command Supervisory Development Program (CSDP). This training provides supervisors with the basic knowledge and skills required of all federal supervisors and managers. It also covers the Command's unique policies and procedures related to leading and managing human capital resources. CSDP, a mandatory program for all MCSC supervisors, consists of three modules. Supervisors are required to complete all three modules – in any order – to satisfy this requirement and receive a certificate. Team leaders are also encouraged to attend.

Module I emphasizes leadership and communication as well as how to deal with difficult employees and conflict resolution. Module I classes are being held May 5-6 in Bldg. 2207, June 16-18 at MKI and Sept. 1-3 in Bldg. 2207.

Module II covers a supervisor's responsibilities in a pay for performance system and includes communication challenges, performance feedback and performance planning. Module II classes will be held in Bldg. 2207 on July 21-22, Aug. 11-12 and Sept. 22-23.

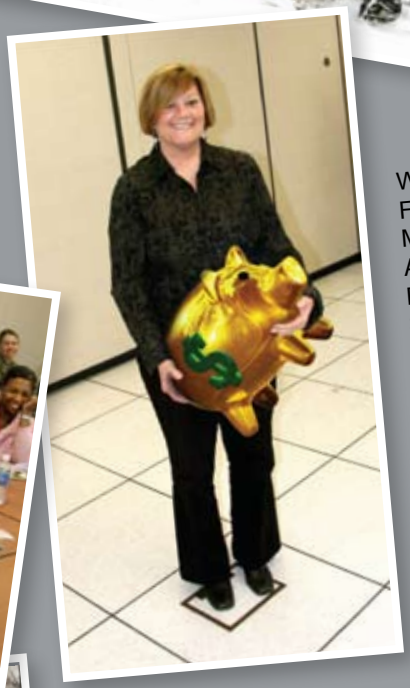
Module III provides supervisors with instructions and briefings from subject matter experts responsible for Command human resource processes such as hiring, employee relations, time-keeping and more. Module III classes will be held in Bldg. 2207 on April 21-22, July 7-8 and Sept. 9-10.

To enroll in these classes, you must have your team leader and/or first level supervisor's approval in accordance with your unit's chain of command. If you have questions about this program, contact Ashley Welsh at (703) 432-4462 or ashley.welsh@usmc.mil.

Snapshots

CrossFit diehards do pushups in the snow in January. *(Photo by Jim Katzaman)*

Susan Moore of Marine Corps Systems Command's Mail Room receives flowers from a loved one on Valentine's Day. *(Photo by Bill Johnson-Miles)*



Wilma Tuttle, Financial Management Administrative Program Specialist, helps the Deputy Commander for Resource Management keep track of every cent Marine Corps Systems Command spends. *(Photo illustration by Bill Johnson-Miles and Kirk Nelson)*

Captain Geraldine Carey enjoys a baby shower gift provided by the ladies of Security in February. *(Photo by Bill Johnson-Miles)*

Major Ethan Smith of Infantry Weapons Systems catches the Frisbee during a CrossFit Frisbee football game on Hospital Point in February. *(Photo by Bill Johnson-Miles)*

Lavonne Robinson (left) of Information Systems and Infrastructures watches Sally Hall of Communications, Intelligence and Networking Systems perform during Quantico's Black History Month Theater Celebration at Little Hall in February. *(Photo by Jim Katzaman)*

Marines On Point encourages members of the Command to submit photos. Printed photos may be delivered to magazine staff members in Building 2200, Room 153, or mailed to *Marines On Point* magazine, Corporate Communications, 2200 Lester St., Quantico, VA 22134. High resolution digital photos should be emailed to MCSCPAO@usmc.mil. Please identify all people in each photo and include event details.

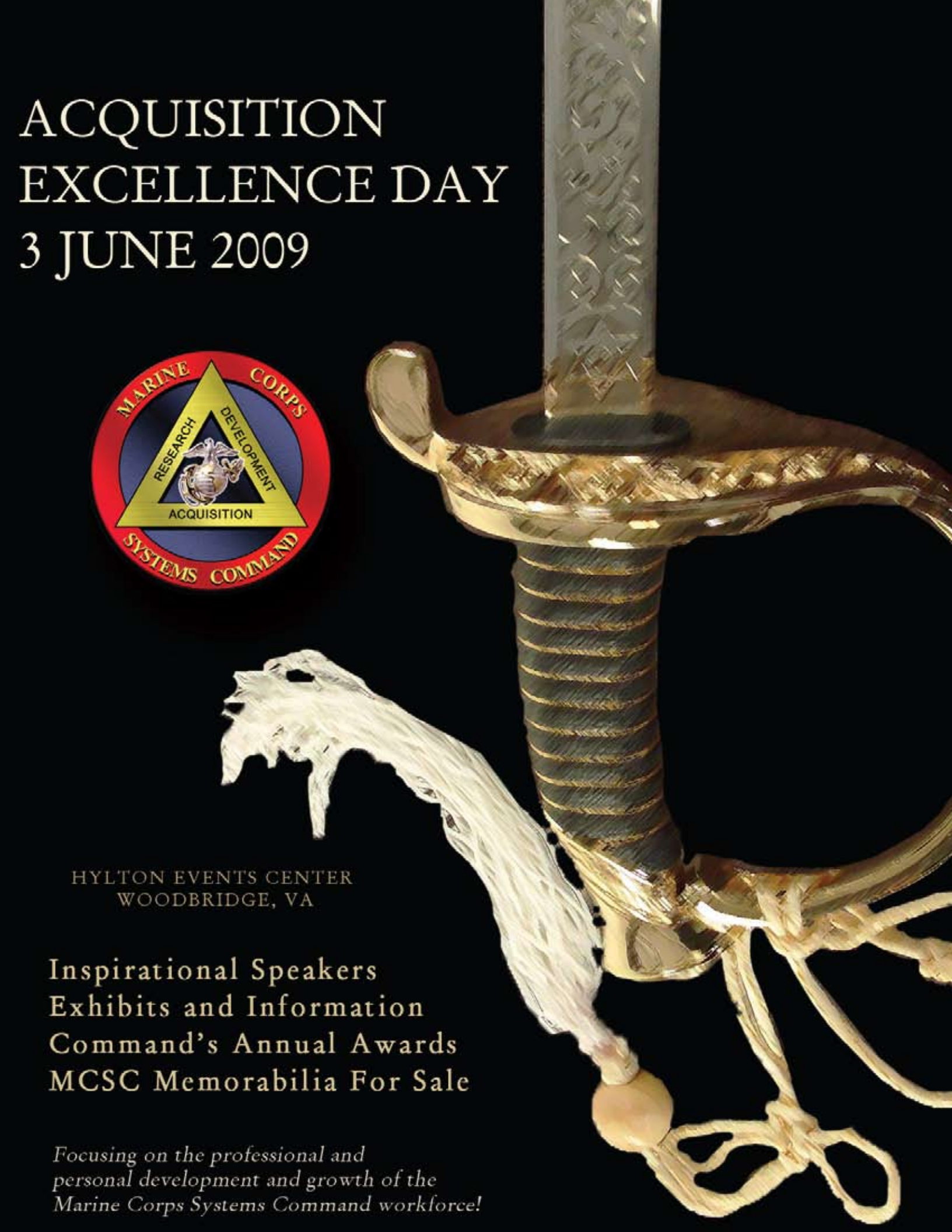
WANT STEAK?

THE CLUBS AT QUANTICO HAVE IT

Every 2nd Wednesday of the month is Steak Night.

For more information about **STEAK NIGHT**, and other **MCCS** events and services visit the **MCCS KNOWLEDGE CENTER** on **TIGER**

ACQUISITION EXCELLENCE DAY
3 JUNE 2009



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