

ON POINT

MARINES

EQUIPPING THE WARFIGHTER TO WIN



MARINE CORPS SYSTEMS COMMAND MAGAZINE
SPRING 2011, VOLUME 5, ISSUE 1

- ▶ LNOs, FSRs Provide Support In Theater
- ▶ OFTSSC More Than Just a Help Desk
- ▶ CRC: Global "Face" of Acquisition

A message from the COMMANDER



To all team members of Marine Corps Systems Command and Program Executive Officer Land Systems:

I want to thank everyone for thinking... for your leadership and commitment. These are unusual times, and the everyday examples I see of our people working the Commandant's priorities motivate me. I appreciate this and you. I also see that recognition of our team from the three-star deputy commandants makes its way up to the Assistant Commandant of the Marine Corps and Commandant. The leadership within the office of Assistant Secretary of the Navy for Research, Development and Acquisition is aware of what we do, how we are doing it and the difficult decisions that are in our Corps' future.

This issue of *Marines On Point* focuses on the tremendous work that our Command Response Cell (CRC) accomplishes under the leadership of Scott Allen (*Page 32*). For many of our programs, the face to the fleet is the CRC or a liaison officer (*Page 20*). For many in the fleet the CRC is Marine Corps Systems Command. They have never let us or our Corps down. Chris Anthony, Joey Linehan, Anthony Rico, Stephen "Magoo" Magee, Jose Vengoechea and Jules Mattocks are a force multiplier for the Command and the program executive officers we support. Scott Allen and I worked together in the Pentagon a few years ago. I would frequently go to Scott before I had to run to the front office. Funny how some things don't change.

Speaking of change, it is all around us. We need to be deliberate with regard to the changes impacting the operational and resource environment. If we find ourselves doing the same things we were doing over the last eight years, we need to adjust that approach. Jack Welch, former Chairman and Chief Executive Officer of General Electric, once said, "Change before you have to."

This issue also recaps the last Town Hall (*Page 22*). I spoke about our supported and supporting roles within the Command. Our assistant and deputy commanders have responded aggressively and deliberately. Their reputation among our leadership is spreading as a proactive and responsible partner in the future of our Corps. We would all do well to follow their lead.

Semper Fidelis!

A handwritten signature in black ink, appearing to read "F.L. Kelley".

F.L. Kelley
Brigadier General
U.S. Marine Corps

ON POINT

MARINES

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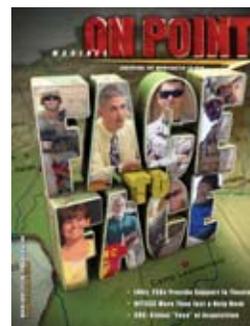
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On the Cover: Many Marine Corps Systems Command personnel work "Face to Face" with warfighters in Afghanistan and around the globe. This includes liaison officers and field service representatives (see story on Page 20), the Marine Corps Tactical Support Activity's Deployed Support Team (see story on Page 30) and the Command Response Cell (see story on Page 32). (Graphic art by Kirk Nelson)



Workers receive President's award for volunteer efforts

Collectively, the eight men and women from throughout Marine Corps Systems Command (MCSC) embodied an assortment of heroics – from supporting Young Marines, a highway patrol auxiliary, youth baseball league, amateur radio clubs and an aquatics club – compiling more than 3,000 hours of volunteer service in fiscal year 2010.

For their deeds, JoAnn Wesley, Karen Hartman, retired Master Gunnery Sergeant Randolph Scott, Robert Dague, John Lynch, Dan Torgler and David Garvin Jr. received the President's Volunteer Service Award. Another volunteer, Dr. Leanne Cannon, received a letter of appreciation from MCSC's Commander.

The President's Council on Service and Civic Participation created the President's Volunteer Service Award program as a way to thank and honor Americans who, by their demonstrated commitment and example, inspire others to engage in volunteer service.

"Recognizing and honoring volunteers sets a standard for service to others," the award's goals state. "It encourages a sustained commitment to civic participation and inspires others to make volunteering a central part of their lives. The President's

Volunteer Service Award recognizes individuals, families and groups that have achieved a certain standard – measured by the number of hours served during a 12-month period or cumulative hours earned over the course of a lifetime."

Wesley, assigned to Training Systems (TRASYS) in Orlando, Fla., has served USA Swimming and Seminole Aquatics since 2008, primarily at sanctioned USA swim meets as an official or timekeeper. She has also been an announcer at German-American Club of Central Florida events and volunteered at high-school swimming competitions as an official. She compiled 209 volunteer hours.

Hartman and Scott both served the Young Marines of Albany, Ga. Hartman, who works for Communications, Intelligence and Networking Systems at Albany, contributed about 160 hours coordinating events for the Parent Support Group and Young Marines, including flea markets, barbeque sales, CPR classes, resume-writing classes, recruit gradu-



Karen Hartman contributed about 160 volunteer hours in fiscal year 2010 coordinating the Parent Support Group and Young Marines with flea markets, barbeque sales, CPR classes, resume-writing classes, recruit graduations, Law Enforcement Day and other events. She works for Communications, Intelligence and Networking Systems at Albany, Ga. (Photo by Gunnery Sergeant Bobby Hicks)



Helping Hands

John Lynch of Training Systems in Orlando, Fla., serves as an Auxiliary and Reserve State Trooper with the Florida Highway Patrol. He compiled 1,013 hours in fiscal year 2010 responding to crashes, assisting motorists, providing backup to other officers, providing DUI enforcement and taking part in special events. *(Lynch photo)*



ations and Law Enforcement Day. Scott, assigned to MCSC's new Product Support organization at Albany, logged 338 hours for similar service with the Young Marines.

Dague and Lynch, both assigned to TRASYS, served as Auxiliary and Reserve State Troopers with the Florida Highway Patrol.

"As a sworn law enforcement officer, I patrol the streets and highways of Florida, predominantly in the Orlando metropolitan area," said Dague, who tallied 457 volunteer hours. He holds the rank of Lieutenant and serves dual roles as recruiter and Assistant Unit Commander. Lynch compiled 1,013 hours responding to crashes, assisting motorists, providing backup to other officers, DUI enforcement and special events, as did Dague. Lynch is a Captain and serves as the Central Florida Auxiliary Executive Officer for more than five counties.

Torgler, the Deputy Program Manager for TRASYS, volunteered 231 hours as a baseball, soccer, basketball and volleyball coach, and as a math tutor. He is a certified member of National Youth Coaches Association. For Winter Springs, Fla., Babe Ruth youth baseball, he coached and managed a team during fall and spring seasons and managed an all-star team during the summer tournaments. For St. Margaret Mary Catholic School, he coaches boys' basketball and volleyball teams, and tutors students in math. He also conducts sports clinics that teach boys and girls sports fundamentals and good sportsmanship.

Garvin, assigned to MCSC's Marine Air-Ground Task Force Command and Control Systems at Quantico, Va., contributed 655 hours to medical and fire suppression services as a member of King George Fire and Rescue Inc. As a Virginia Firefighter II and emergency medical technician-basic, he said, "I routinely respond to fire, motor vehicle accident and medical calls in King George County and neighboring jurisdictions." He contributed to emergency and public service communications as a member of the Rappahannock Valley Amateur Radio Club. As an Amateur Extra licensed operator, he participated in emergency communications efforts supporting public

safety in Stafford, Spotsylvania and King George counties during disasters. He also supported various community organizations such as the Marine Corps Half Marathon by providing communications support during their events.

Cannon, part of MCSC's Infantry Weapons Systems at Quantico, received her letter of appreciation for 90 hours' service for Girl Scout Troop 753 as an Assistant Leader and Bronze Award Coordinator. She designed, implemented and managed activities for the troop. She helped the girls plan projects and complete Girl Scout Council paperwork.

— By Jim Katzaman,
MCSC Corporate
Communications



David Garvin (right), assigned to Marine Corps Systems Command's Marine Air-Ground Task Force Command and Control Systems, is congratulated by Deputy Chief Ted Lovell of King George County (Va.) Department of Fire, Rescue and Emergency Services, for being the volunteer who ran the most calls in 2010. *(Garvin photo)*

Randolph Scott serves the Young Marines of Albany, Ga., and logged 338 volunteer hours in fiscal year 2010. He is assigned to Marine Corp Systems Command's new Product Support organization at Albany. *(Photo by Darlene Price)*



Ammo wins Navy award for AAIS portfolio

The most up-to-date, accurate information is both a necessity and a premium for the Marine Corps. Nobody knows that better than Ammunition's Inventory Management and Systems Division (IMSD) team, which has received honors for being able to provide Marines with the type of information they need – and at a relative bargain.

The IMSD team earned the Department of Navy Information Management/Information Technology (IM/IT) Excellence Award for their work with the Ammunition Automated Information Systems (AAIS) portfolio. The AAIS portfolio of products is an inventory system designed to provide a stable supply of ammunition to the warfighter and to decision makers. The five-member systems team was the only Marine Corps recipient the IM/IT award.

“Our five folks are high-performing and have a great breadth of knowledge and background,” said Dennis Zarnesky, IMSD Director. “They also have a great desire to succeed among themselves as well as a portfolio that allows them to do that.”

The two main products in the AAIS portfolio leading to the award are the Marine Ammunition Knowledge Enterprise (MAKE) and the Ordnance Information Systems-Marine Corps (OIS-MC).

OIS-MC replaced the Marine Ammunition Accounting and Reporting System (MAARS), the legacy system that kept its finger on the pulse of ground ammunition stockpiles for all the service branches, a supply with a value in the neighborhood

of \$6 billion. At the time of the switch, the percent error was between 4 and 10 percent. Most of those errors came from systems in different service branches that shared the same task as MAARS.

“You have to keep in mind that, when you're talking about a \$6 billion stockpile, a 10 percent error is \$600 million,” Zarnesky said. “You could make inaccurate readiness decisions or investments. Even worse, an operator might want ammunition that we overstated by 4 percent. They could open the door and the ammo wouldn't be there. That's extremely significant to us.”

A new logistics technology Zarnesky discovered at a presentation facilitated by the U.S. Transportation Command (TRANSCOM) turned out to be the solution to this problem. Logistics and delivery companies in the private sector use the new technology, but grocery stores use it the most to keep track of thousands of shelf items, much like ammunition. After a proof of concept from TRANSCOM later that year, IMSD began the process of integrating the new technology.

“During our visit with them, it appeared it had great applicability to our ever-changing requirements and the ability to embrace other services' information,” Zarnesky said. “The network's technology is absolutely built upon that. It lays a layer on top of all those other transactional systems. When we were introduced to it, we were the only service that participated in the proof of concept. We introduced their technology into OIS through an adaptive maintenance project at little or no developmental cost.”

The new OIS-MC inventory technology has lowered errors significantly, recently down to a fraction of a percent. That success rate garnered attention from the Department of Defense and European countries for wider application, according to Zarnesky.



(From right) Terry Halvorsen, Department of the Navy Chief Information Officer, and Colonel Jim Dillon, Chief, Marine Corps Network Plans and Policy, presents the Inventory Management and Systems Division (IMSD) team with the Navy's Information Management/Information Technology Excellence Award. The team includes (from left) Lieutenant Colonel John Oliver, Marines Corps Systems Command's Deputy Program Manager for Ammunition; Eileen Corkey, Program Support Section Manager for Expeditionary Systems Evaluation Division; Marsha Fleetwood, Project Manager with an industry partner; Rodney Hairston, Ammunition's Configuration Manager; Merv Medina, Ammunition's Information Assurance Manager; and Candy Burchett, Ammunition's System Technical Lead. (DoN photo)

LEAD

logistics

The other major endeavor of the AAIS portfolio helping the team earn the IM/IT award is MAKE, an online portal to several different information applications. Items such as budget, physical inventory and certification qualification applications are accessible through the site.

In standing up MAKE, the IMSD systems team used a change advisory board to dispense their IT funding where it would best serve their products.

“We believe we have more need than we have funding,” Zarnesky said. “What we do is try to match the highest priority driven by the change advisory board to invest those IT dollars and we make a very, very concerted effort to deliver those products. ... I usually tell people it’s like maintaining a fleet of cars. You know you’re going to have to do some maintenance on some cars over the course of the year, but you might drive a few extra miles on bald tires if it means you can fix another car’s engine. Sometimes, you realize that a car has so many things wrong with it that once you fix one thing, something else will go wrong, so it’s just easier to move on and fix another car.”

If a particular project runs longer than expected, the change advisory board puts it through set of reviews. These reviews keep projects from lingering and becoming wasteful.

“We just take a realistic look at it,” Zarnesky said. “If something needs to change or we just need to move on, we have the review system in place that allows us to do that.”

In the past two years, Zarnesky has seen only one project go incomplete. It’s the kind of efficiency that Zarnesky has become very familiar with thanks to the IMSD systems team.

“It’s a group of five extremely efficient, extremely motivated and talented people,” he said. “Their work continues to impress me on a regular basis.”

– By Carden Hedelt, MCSC Corporate Communications

Corporal Will Hoover, Ammunition Technician with Headquarters Platoon, Combat Logistics Battalion 24, 24th Marine Expeditionary Unit, safeguards an ammunition load aboard a Landing Craft, Air Cushioned vessel from USS Ashland. (Photo by Sergeant Alex Saucedo)

ABV program wins Defense Logistics Award

The mine- and improvised explosive device-clearing Assault Breacher Vehicle (ABV) broke through walls from a logistical standpoint as the program won a Defense Logistic Award in the category of “Military-Military Collaboration of the Year,” held in Arlington, Va., in December 2010.

The award recognized collaboration between Marine Corps Systems Command’s Program Manager (PM) for Engineering Systems (ES) within Ground Transportation and Engineering Systems (GTES), and Anniston, Ala., Army Depot (ANAD) that began in 2002 with the design and development of a concept demonstration vehicle based on the M1A1 Abrams tank chassis. In addition to proving the concept of the ABV’s functionality, the team also demonstrated the functionality of a government-led development and assembly of a combat vehicle. PM ES served as the lead integrator while ANAD operated the ABV assembly line and built the unique turret.

“Instead of taking a big pile of money and throwing it over the fence to a single vendor, the government performed all the actions of the prime contractor,” said J.F. Augustine, former Project Officer for the ABV program and currently the Mobility/Counter-mobility Team Lead for ES, GTES. The resulting partnership with ANAD led to the building of

five production prototype vehicles that successfully completed operational testing in 2007. Since then, the PM ES/ANAD ABV Team has produced and fielded 34 ABVs.

In manufacturing costs, the collaboration saved \$3 million per vehicle. For the Marine Corps’ objective of 52 ABVs, the savings will be approximately \$156 million when measured against industry’s estimated cost figure. Also, since roughly 70 percent of the ABV’s parts are legacy, the team will drive up savings through lifecycle support.

The cost-saving fielded vehicle saw its first combat action in December 2010 in Afghanistan.

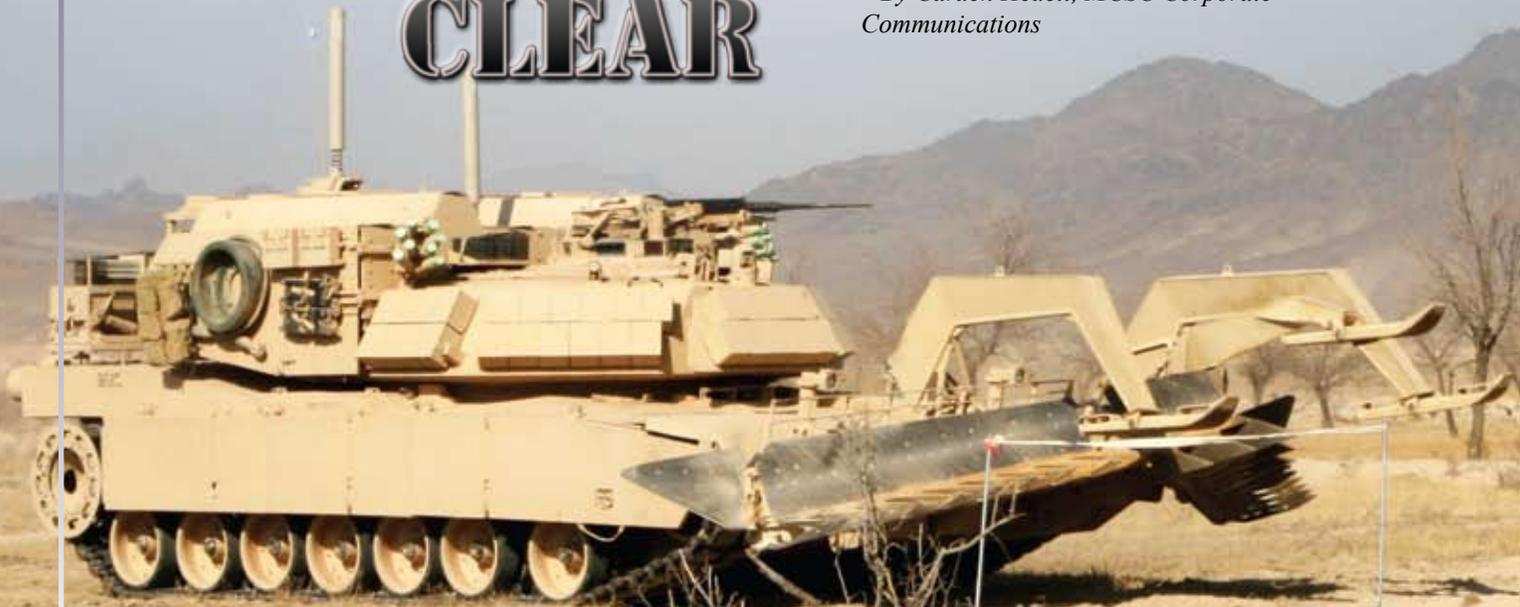
“It basically took the fight out of the belly of the insurgents when it got there,” said Lieutenant Colonel Kirk Cordova, Commander, 2nd Combat Engineer Battalion. “It was unbelievable. It performed better than expected.”

— By Carden Hedelt, MCSC Corporate Communications



Marines with 2nd Combat Engineer Battalion launch a line charge from an Assault Breacher Vehicle in Afghanistan for the first time in the fleet in November 2010. The M58 line demolition charge, a long string of C4 explosives attached to a rocket, is used to clear a lane of all mines or improvised explosive devices so that tanks and other large equipment have a safe path to navigate on. (Photo by Brian Woodruff)

BREACH AND CLEAR



Marines with 2nd Combat Engineer Battalion use an Assault Breacher Vehicle (ABV) to conduct combat operations in Afghanistan during Operation Cobra’s Anger in December 2010. The ABV weighs in at 68 tons and can be fitted with an array of mine plows and dozer blades. (Photo by Lance Corporal Walter Marino)

MCSC and PEO LS Awardees

Legion of Merit

Colonel Michael Micucci
GTES

Meritorious Service Medal

Colonel Robert Chappell
LCL

Lieutenant Colonel Patrick "Scott" Seybold
MRAP

Lieutenant Colonel Julio Villalba
TRASYS

Major Kevin Clyde
PEO LS

Major Shalisa Davis
RES MGMT

Major David Manka
SIAT

Chief Warrant Officer 5 Michael DeLeon
MC2I

Mastery Gunnery Sergeant Rodney Curry
PEO LS

Master Gunnery Sergeant Richard Johns
CESS

Navy and Marine Corps Commendation Medal

Major Kyle Murray
Office of the Counsel

Major Michael Villar
MCTSSA

Captain Quinn Nash
GTES

Captain D'Arcy Spiese
GTES

Master Sergeant Eric Ingram
GTES

Gunnery Sergeant Andres Lucero
AFSS

Gunnery Sergeant Spencer Truman
PEO LS

Staff Sergeant Robert Tieman
CESS

Navy and Marine Corps Achievement Medal

Chief Warrant Officer 1 Zachary McManigal
PEO LS

Sergeant Teresia Kamau
STAFF SEC

Corporal Jareld Jarrell
Reserve Affairs

Career Service Award

Sue Jones
Security

Meritorious Civilian Service Award

Sara Bateman
RES MGMT

Lindo Bradley
OFS

Stanley Chambers
ISI

Joanne Darden
CMDR

Donald Gregory
AFSS

William Harris
PEO LS



Brigadier General Frank Kelley, Commander, Marine Corps Systems Command, presents Donna Bradley with a Certificate of Appreciation during her husband Lindo Bradley's retirement ceremony in December 2010. (Photo by Bill Johnson-Miles)

Donald Hundley
ISI

Paul Mann
MRAP

Barry Myers
LCL

Pamela Snodgrass
AMMO



Brigadier General Frank Kelley, Commander, Marine Corps Systems Command, swears in Captain Keystella Mitchell of Communications, Intelligence and Networking Systems just prior to her promotion to Major during a ceremony at the National Museum of the Marine Corps in January. (Photo by Bill Johnson-Miles)

With Kelly Gibson, Assistant Commander for Life Cycle Logistics (LCL), watching, Paul Mann (left), former Joint Program Manager for Mine Resistant Ambush Protected (MRAP) Vehicles, pins the Meritorious Service Medal on Reserve Colonel Rob Chappell for his work on MRAP. Chappell is now a member of the LCL team. (Photo by Jim Katzaman)



MCSC and PEO LS Awardees

Special Awards

Gunnery Sergeant Brian Bond
SIAT
DoN Spectrum Leadership Award

Donald Shirk
PROG
Special Act Award



Brigadier General Frank Kelley (right), Commander, Marine Corps Systems Command (MCSC), talks about the Navy and Marine Corps Achievement Medal he awarded in January to Corporal Jared Jarrell of MCSC's Reserve Affairs Office. (Photo by Bill Johnson-Miles)

Marine Corps Enlisted Logistician of the Year

Staff Sergeant Jacob Reichert
IWS



Dr. Judith Wade of Life Cycle Logistics makes a presentation to Danny Hundley of Information Systems and Infrastructure during his retirement ceremony in February. (Photo by Bill Johnson-Miles)

President's Volunteer Service Award

Leanne Cannon
GCSS-MC

Robert Dague
TRASYS

David Garvin
MC2I

Karen Hartman
CINS

John Lynch
TRASYS

Randolph Scott
OFS (Albany, Ga.)

Daniel Torgler
TRASYS

JoAnn Wesley
TRASYS

Federal Length of Service Award

Susan Banach (35 Years)
PEO LS

Steve Caracciolo (35 Years)
Contracts

Michael Davis (35 Years)
PEO LS

Tony Taylor (35 Years)
PEO LS

Tracy Watson (35 Years)
LCL (Albany, Ga.)

Barbara Bullard (30 Years)
MC2I

Steven Butt (30 Years)
CINS

Stanley Chambers (30 Years)
ISI

Sharon Irlbacher (30 Years)
ISI

William Ponder (30 Years)
CINS

Darrell Schultz (30 Years)
MC2I

Judith Schutrum (30 Years)
LCL

Valerie Tolan (30 Years)
CINS



Captain Monica Perez, a Marine Corps Systems Command (MCSC) Contract Specialist, signs the MCSC Commander's oar, a symbol of rowing well for the Command, after she received her Certificate of Appointment in December 2010 as a Contracting Officer for the United States. (Photo by Jim Katzaman)

Theresa Walker (30 Years)
JPEO-CBD

Oiga Weldon (30 Years)
GCSS-MC (Albany, Ga.)

Charles Zintner (30 Years)
CINS

Dana Angellotti (25 Years)
TRASYS

Janice Brown (25 Years)
GCSS-MC (Albany, Ga.)

Nancy Buckle (25 Years)
RES MGMT

Bobbie Cave (25 Years)
Office of the Counsel

Alfredo Cruz (25 Years)
ISI

Keith Gooding (25 Years)
PEO LS



James Dade (left) and Fernando Pena were presented Navy Director, Acquisition Career Management Program Management Level I Certificates in February. For more information concerning the program, contact John Cocowitch in Programs, 703-432-4154. (Photo by Bill Johnson-Miles)

MCSC and PEO LS Awardees

Holly Goodson (25 Years)
ISI

Marcia Howard (25 Years)
AFSS

Janice Johnson (25 Years)
GCSS-MC

Jeffrey Keller (25 Years)
GTES

Carmelo Quijano (25 Years)
AFSS

Tarasia Remhof (20 Years)
MC2I

Jerry Stanchina (20 Years)
GTES

Heather Sullivan (20 Years)
RES MGMT

Certificate of Retirement

Lindo Bradley
OFS

Philip Caramanica
PROG

Stanley Chambers
ISI

Jacquelyn Corbett
LCL

Joanne Darden
CMDR

Peter Denega
OFS

Donald Gregory
AFSS

Donald Hundley
ISI

Sue Jones
Security

Richard Kurz
PEO LS

Colonel Michael Micucci
GTES

Barry Myers
LCL

Pamela Snodgrass
AMMO



Brigadier General Frank Kelley (right), Commander, Marine Corps Systems Command, swears in Sergeant Joshua Speer, the Commander's former driver, during his reenlistment ceremony in December. (Photo by Bill Johnson-Miles)



Brigadier General Frank Kelley (center), Commander, Marine Corps Systems Command (MCSC), and Sergeant Major Ethbin Hayes, then-MCSC Command Sergeant Major, pin new rank insignia on Staff Sergeant Coral Guilbe during her promotion ceremony in March. (Photo by Jim Katzaman)

Reginald Spann
TRASYS

Donald Wong
GTES



The family of Major Kyle Murray joined him at a December award ceremony where he received the Navy and Marine Corps Commendation medal. (Photo by Jim Katzaman)

Timothy Sullivan (25 Years)
FS&S

Daniel Torgler (25 Years)
TRASYS

Albert Whitley (25 Years)
CINS

John Williamson (25 Years)
ISI

Corine Anderson (20 Years)
ISI

Jeffrey Erickson (20 Years)
RES MGMT

Jeannette Evans-Morgis (20 Years)
MC2I

Craig Melton (20 Years)
AFSS

Colonel Michael Micucci, the former Product Group Director for Ground Transportation and Engineer Systems, and members of his family seated to his left listen to speakers at the Colonel's retirement ceremony at the National Museum of the Marine Corps in January. (Photo by Bill Johnson-Miles)





SIAT provides engineering in the seams

By its very name, Systems Engineering, Interoperability, Architectures and Technology (SIAT) is Marine Corps Systems Command (MCSC) and Program Executive Officer Land System's (PEO LS) technical arm. SIAT also supports Program Executive Officer, Enterprise Information Systems and is the Marine Corps' technical authority. The organization sports engineers and information technology professionals in nearly every program within the Command, and they handle system of systems – systems within a system – engineering and technical analysis.

“SIAT provides engineering in the seams,” said James Smerchansky, MCSC's Deputy Commander (DC) for SIAT and the Marine Corps' Chief Engineer. “We ensure the warfighters get more than just a product; they get a valued capability.”

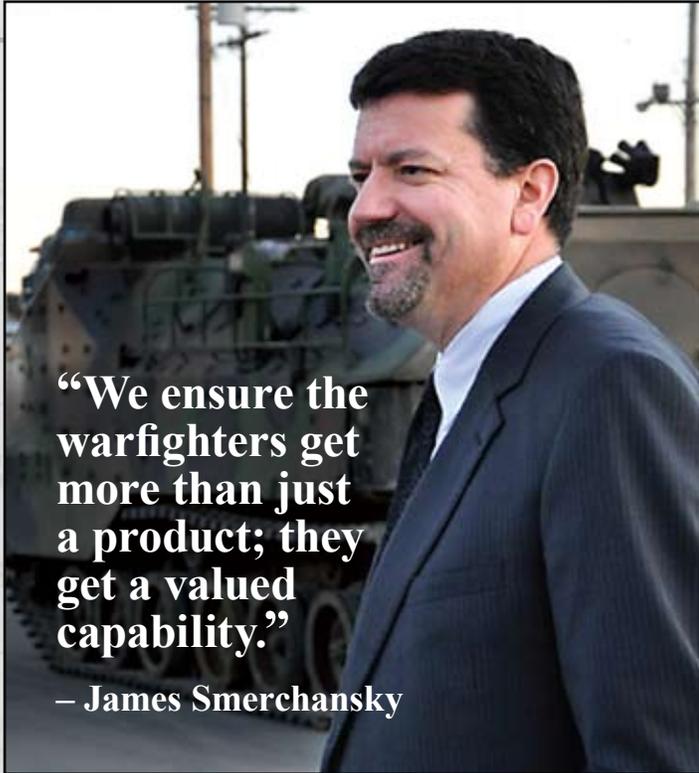
The SIAT team includes system of systems engineers, information assurance and anti-tamper experts, technical review cells and other important professionals. According to Mr. Smerchansky, a member of the Senior Executive Service (SES), his team strives to positively influence programs to consider critical technical hurdles early in a program lifecycle to avoid costly technical corrections later. SIAT maintains the technical architecture of the Marine Air-Ground Task Force (MAGTF) and keeps a finger on the pulse of technical policies and standards, representing MCSC, PEO LS and the Marine Corps in multiple venues worldwide. Smerchansky's team also coordinates all science and technology initiatives across the Command and conducts interoperability certifications, including joint and naval integration as well as transportability certifications.

In addition, SIAT coordinates across programs for Marine Corps energy and counter-improvised explosive device initiatives. And finally, a key element of SIAT is the Marine Corps Tactical Systems Support Activity (MCTSSA) located at Camp Pendleton, Calif. MCTSSA provides MAGTF and joint command, control, communications, computers and intelligence (C4I) systems technical expertise. They support all acquisition lifecycle phases ensuring C4I systems are engineered, tested, certified and supported.

“MCTSSA provides SIAT with significant indicators of shortcomings, quality



Lieutenant Colonel Brian Seiffert, Director, Amphibious Vehicle Test Branch (AVTB), speaks with James Smerchansky (left), Deputy Commander, Systems Engineering, Interoperability, Architectures and Technology, and Michael Canterbury, Technical Director, Marine Corps Tactical Systems Support Activity, during a tour of the AVTB aboard Camp Pendleton in January. (Photo by Wil Williams)



“We ensure the warfighters get more than just a product; they get a valued capability.”

– James Smerchansky

and operational issues to help detect and fix related problems early and avoid more costly fixes later,” said Colonel Alan Pratt, MCTSSA Commanding Officer.

MCTSSA has a direct link to warfighters in the theater with their Deployed Support Team and Operating Forces Tactical Systems Support Center (OFTSSC), a 24-hours-a-day, seven-days-a-week help desk. (See related story on Page 30.) When a Lance Corporal in harm’s way contacts MCTSSA about a complex C4I system that either isn’t working or isn’t integrating with another system, the Marine’s problem gets addressed, but it also becomes feedback and merges with additional testing, engineering and fielding assessments that MCTSSA forwards to SIAT.

“This continuous flow of feedback information from MCTSSA allows MCSC to adapt and tailor its acquisition requirements so that future systems better serve the needs of that Lance Corporal,” Pratt said.

“The Lance Corporal in harm’s way cares about one thing when it comes to DoD [Department of Defense] acquisition,” Mr. Smerchansky said. “Does my equipment work when it’s supposed to? Through a disciplined systems engineering process, SIAT helps ensure the answer to this question is 100 percent yes.”

Product groups and program management offices are responsible for fielding



equipment to warfighters that meets their requirements, but according to DC SIAT, they are not responsible for the technical coordination that must occur between the products within systems, or that make up systems of systems. That’s SIAT’s job. They fill this coordination gap by providing system of systems engineering and technical analysis to multiple programs. To do so, SIAT developed an integrated master schedule of all the systems that highlights the dependencies and interdependencies between systems.

“Because we buy our systems by programs, this effort highlighted dependencies between programs,” the SES said. “This perspective is useful to program managers, financial analysts and logisticians who are all looking beyond the lines of a single program.”

The master schedule is handled by SIAT’s MAGTF and Joint Integration Certification (M&JIC) Division and was developed in “war rooms” for the air combat element (ACE) and ground combat element (GCE). According to Paul Tice, M&JIC Division Director, the war rooms were established to define the system components within the command and control (C2) domain of these war-

Paul Tice (center), Systems Engineering, Interoperability, Architectures and Technology’s (SIAT) Director for Marine Air-Ground Task Force (MAGTF) and Joint Integration Certification Division, discusses MAGTF Systems Integration with Lieutenant Colonel Tyrone Ferrel, SIAT Operations Officer, and Craig Barrett, SIAT Operations Manager. (Photo by Bill Johnson-Miles)



fighting elements and to identify functional gaps and inefficient redundancies looking out to 2016.

“The ACE and GCE efforts are currently in sustainment and are actively leading efforts such as consolidating the Marine Corps approach to ‘chat’ and developing an implementation strategy for IFF [identification friend or foe] Mode 5 capability,” Tice said. “The war room for the logistics combat element is ongoing and is currently in the functional decomposition stage. A final war room effort focused on C2 that addresses systems within the MAGTF’s command element is planned.”

“The MAGTF war rooms are valuable tools that SIAT compiled and continues to maintain,” Mr. Smerchansky said. “These assets are used not only by the acquisition programs to see where their system fits in, but also by other Marine Corps agencies such as CD&I [Combat Development and Integration], and various branches at HQMC [Headquarters Marine Corps] to get a God’s-eye view of the way ahead.”

The war rooms provide assistance to the Command’s acquisition programs, but there are many SIAT teams involved in the technical aspect of just about every program, such as the Systems Engineering team that guides programs through required major technical reviews.

“What is important to note here,” said Lloyd “Bud” Sawyer, SIAT’s Branch Head for the Systems Engineering team, “is that members of our team are not checkers of the process but are there to guide the programs through the process, to assist them in becoming more successful meeting both the technical and programmatic milestones through the technical review processes.”

The dedicated members that make up the Systems Engineering team are just some of SIAT’s professionals eager to provide support to MCSC and PEO LS programs.

“The SIAT team is comprised of a multi-disciplined, highly experienced group of professionals that operate effectively in challenging and complex fields,” Mr. Smerchansky said. “I am both extremely proud of their ability to provide quality technical expertise and support to programs and humbled at how much they can accomplish during these dynamic times. The Marine Corps acquisition landscape is changing from one that was heavily focused on procurement to one that is focused on complex system acquisition. As wartime funding comes down, we need to be postured to acquire systems in a manner that considers cost as heavily as capability. The team in SIAT is leading the charge to put the disciplines in place to accomplish this.”

Mr. Smerchansky’s vision is for SIAT and the rest of the Command’s engineering competency to be the recognized engineering and technical experts for the Marine Corps.

“I believe we are beginning to see that vision come to fruition,” he said. “We are more and more asked by the requirements community to participate and help them generate requirements that are informed by sound system engineering. This is a major accomplishment for the community and for the Command.”

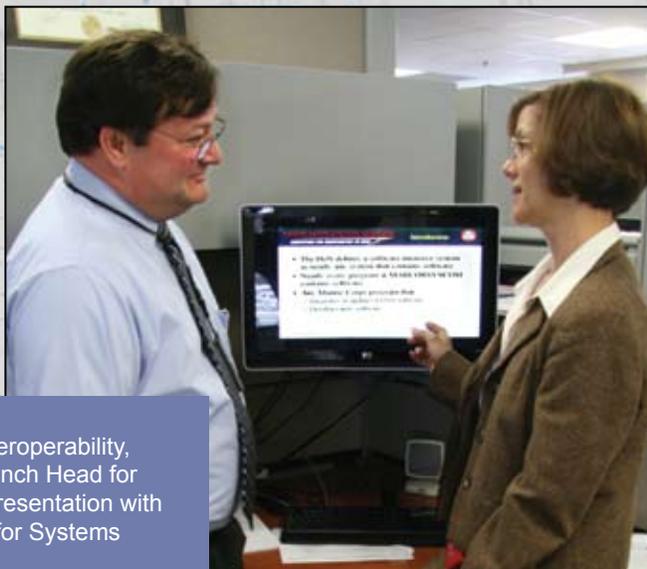
“The SES believes he has the best job in the Marine Corps, the best job he has ever had, providing “valued capability” to warfighters.

“My time so far at MCSC has been both educational and rewarding,” Mr Smerchansky said.

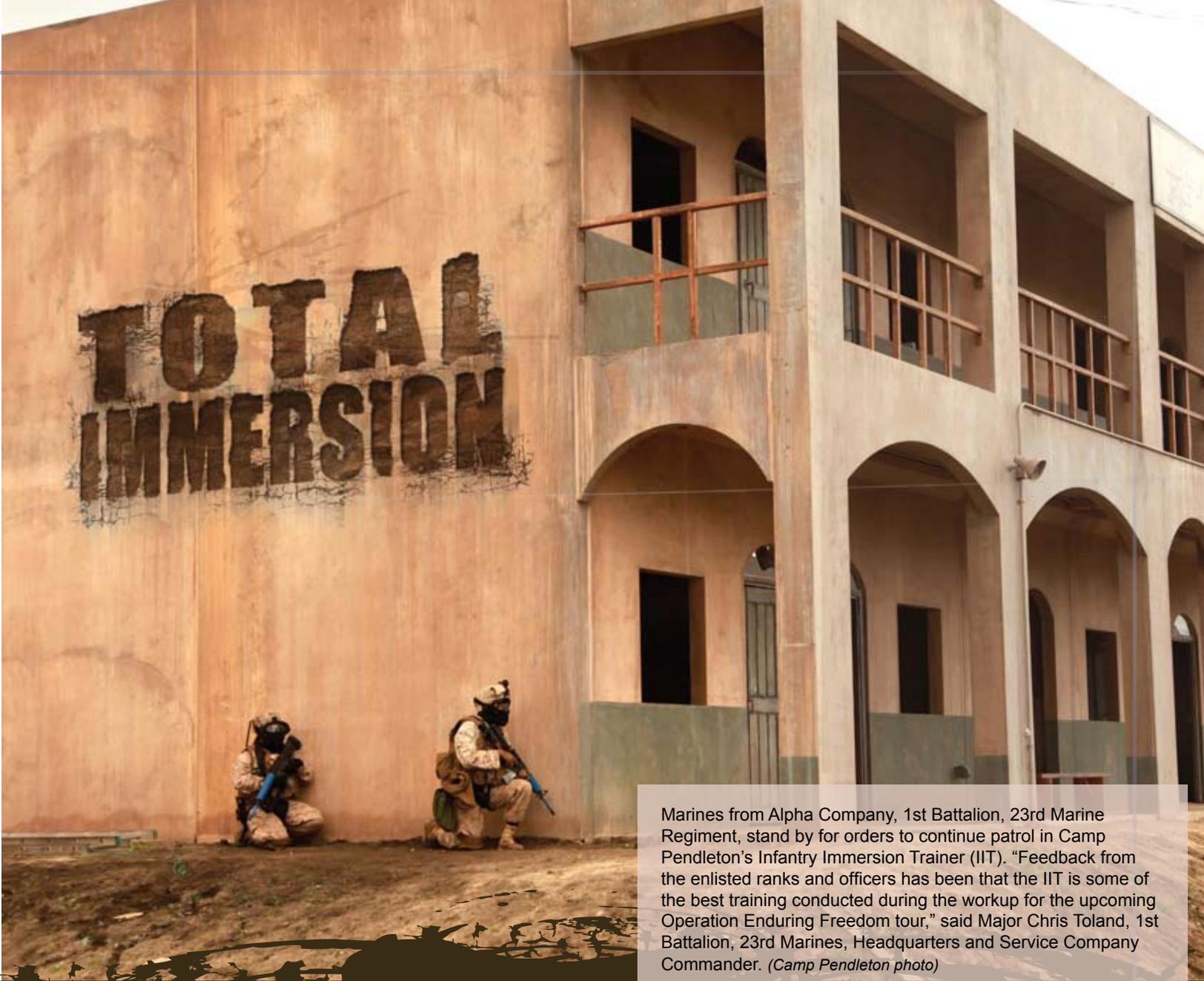
“I greatly look forward to continuing to serve the

Marine Corps alongside MCSC and PEO LS’ dedicated Marines and civilian Marines. I love my job!”

– *By Bill Johnson-Miles, MCSC Corporate Communications*



Carmen Graver, Systems Engineering, Interoperability, Architectures and Technology’s (SIAT) Branch Head for Software Engineering, discusses a slide presentation with Lloyd “Bud” Sawyer, SIAT’s Branch Head for Systems Engineering. (Photo by Bill Johnson-Miles)



Marines from Alpha Company, 1st Battalion, 23rd Marine Regiment, stand by for orders to continue patrol in Camp Pendleton's Infantry Immersion Trainer (IIT). "Feedback from the enlisted ranks and officers has been that the IIT is some of the best training conducted during the workup for the upcoming Operation Enduring Freedom tour," said Major Chris Toland, 1st Battalion, 23rd Marines, Headquarters and Service Company Commander. *(Camp Pendleton photo)*

Training facilities prepare Marines for austere environment

The Marines Corps has earned a reputation as the world's premier warfighting organization because Marines "train like they fight." That's according to Colonel David Smith, Marine Corps Systems Command's Program Manager for Training Systems (TRASYS). He leads the primary team providing training solutions to the Marine Corps, which includes the Infantry Immersion Trainer (IIT). The Corps' unveiled a \$30 million expansion of the IIT

at Marine Corps Base Camp Pendleton in November 2010, and another opened in January at Marine Corps Air-Ground Combat Center Twentynine Palms. Both of these bases are located in southern California.

"The goal is to close the gap between the last day of training and the first day in Afghanistan," Smith said.

According to Smith, IIT systems are the best places to put General Charles Krulak's concept of the



Marines from Alpha Company, 1st Battalion, 23rd Marine Regiment, scan and assess the situation before moving through a dangerous area in Camp Pendleton's Infantry Immersion Trainer. They are preparing for a seven-month combat tour in Afghanistan beginning this spring. *(Camp Pendleton photo)*

the smell of manure emanating from sheep pens that replicate the livelihood of many Afghans. The scent of elements used to make homemade explosives helps Marines recognize and become familiar with warning signs they will need to be aware of in theater.

Tactical Sound Capture systems are used to familiarize Marines with sounds heard in country. For example, bazaars will often have dogs barking and men and women talking in different languages, helicopters

overhead, prayers being played over loudspeakers, mortars being fired, followed by the sound of impact on the other side of the village. Their environment will be loud and maybe confusing or stressful, but TRASYS officials say Marines will know what to expect after their IIT sessions.

After a training scenario is completed, it is possible to review warfighter actions and identify lessons learned. Did they seek cover? Did they follow tactics, techniques and procedures? Is there a better approach to clearing the stairwell or building? These are all questions that can be answered thanks to a complex camera system that records the scenario taking place. According to TRASYS officials, this training aid gives Marines a chance to learn from mistakes prior to combat and will help them be successful on the battlefield.

Three Block War to practice. The concept, described by the former Commandant of the Marine Corps in the late 1990s, illustrates the complex spectrum of challenges likely to be faced by Marines on the modern battlefield. The idea is that Marines are likely to be faced with extreme challenges requiring them to conduct full-scale military action, peacekeeping operations and humanitarian aid within the space of three contiguous city blocks.

TRASYS officials described how the IITs do their job. They reason that stress inoculation is conducted in these facilities when riflemen are put into multiple situations that replicate stressors and physiological responses faced in combat, thus building the individual's capability to instinctively react in a combat situation. IIT systems require Marines to use all five senses, forcing them to believe they are not in sunny California or 20 miles away from home, but in a different country on the other side of the world. The smell of gangrene near the hospital adds to the realism, as does

Marines with 1st Battalion, 5th Marine Regiment talk to Afghan role players at a vehicle inspection checkpoint at the Marine Corps Air-Ground Combat Center Twentynine Palms's new live-fire Combined Arms Military Operations on Urban Terrain training range in search of improvised explosive devices as part of a training exercise Viper in February. *(Photo by Corporal Andrew Avitt)*





Flanked by two role players, (from left) Colonel Nicholas Marano, Commanding Officer, Marine Corps Base Camp Pendleton; Major General Michael Regner, Commanding General, 1st Marine Division; Major General Melvin Spiese, Deputy Commanding General, I Marine Expeditionary Force; Colonel David Smith, Marine Corps Systems Command's (MCSC) Program Manager for Training Systems; and Dr. John Burrow, MCSC Executive Director, cut the ceremonial ribbon, unveiling the second phase of the nearly \$30 million Infantry Immersion Trainer at Camp Pendleton in November 2010.

(Photo by Lance Corporal John Robbart)

At a ribbon-cutting ceremony marking the overhaul of Camp Pendleton's training aid and the opening of the IIT's Phase II, Smith said it was completed five months ahead of schedule and under budget by \$696,000. Designed to replicate a village in Afghanistan, the 130,000-square-foot "village" is complete with a market street, mosque, mounds of broken concrete, corn and poppy fields, heroin production mill and two-story buildings where snipers and Taliban combatants may lurk.

"It's a reminder of what simulation can do," said Admiral Mike Mullen, Chairman of the Joint Chiefs of Staff, during a recent visit to Camp Pendleton's IIT. "It certainly is great preparation for the Marines as they prepare to go to combat."

A second southern California IIT opened two months later at the new Twentynine Palms \$170 million Combined Arms Military Operations in Urban Terrain (CAMOUT). CAMOUT has been in progress for nine years and is the largest immersion training site in the Marine Corps.

"It will allow not only Marines, but all Department of Defense, interagencies and coalition partners to train together and provide a realistic environment to support a variety of complex and challenging scenarios in an urban setting," said Brigadier General Stacy Clardy, Commanding General of the Combat Center at Marine

Air-Dround Task Force (MAGTF) Training Command.

CAMOUT is roughly the size of downtown San Diego with 1,560 buildings spread out over 997 acres. It consists of seven districts (Urban Core, Stadium East, Old Town, Hospital District, Stadium West, Industrial District and Diplomatic District) complete with housing, hotels, even basements that can be used as possible hiding places, bomb-making facilities and weapon caches.

With these two new facilities training Marines like they fight, TRASYS continues to improve the warfighting effectiveness of the MAGTF and globally deployed maritime expeditionary forces by closing the gap between training and combat. They are in the process of completing two more IITs, one at Camp Lejeune, N.C., and the other at Marine Corps Base Hawaii.

— By First Lieutenant Jamie Larson, MCSC Corporate Communications

Marines with 1st Battalion, 5th Marine Regiment patrol the streets of the Combined Arms Military Operations on Urban Terrain training area. *(Photo by Corporal Andrew Avitt)*



SCMC helps teams start off on the right track



TRAINING
DAYS

One of Marine Corps Systems Command's (MCSC) goals from the Strategic Plan 2010-2014 is to achieve excellence in teaming. To help MCSC and Program Executive Officer Land Systems (PEO LS) reach this goal, the Strategic Change Management Center (SCMC) conducts team-building workshops and teaches a wide variety of team-development tools.

In February alone, SCMC facilitated team-building workshops for the Command's Infantry Combat Equipment leadership team; Intel Budget Team; Facilities, Services and Supply (FS&S) team; and several others. During these team off-sites the groups participated in a variety of team-building exercises and challenges that enhanced their collaboration and communication skills.

"SCMC's leadership team training, led by Lynda Fullem, was right on target," said John Young, FS&S Director. "The training was similar to a 360-degree-view of the organization, yet better in some cases. It focused not only on all of the directorate leadership, but also on individual section leadership. The results will allow all our leaders to improve, in turn, making FS&S as a whole much better."

The theme of this specific training was "taking FS&S from good to great." That could stand in as SCMC's goal for all of MCSC.

"We want to get every team in the Command to a high-performance level," said Clyde Bentley, SCMC Director. "We focus on teams that are going to be around for a while and doing work within the Command."

SCMC's training aids include team-tools training, team-assessment workshops, team-development workshops, team-building workshops and team-formation workshops. For example, SCMC team-building activities are featured in a half-day session during orientation week for all



The Infantry Combat Equipment Leadership Team completed a team-building off-site in February where they worked collaboratively to address challenges and develop goals and objectives. (Photo by Lynda Fullem)



Members of the Infantry Combat Equipment Leadership Team participate in an exercise during a team-building off-site in February. (Photo by Lynda Fullem)

new hires at MCSC and PEO LS.

Teams solve problems and make decisions all the time, according to Bentley, but high-performing teams used structured tried and true methods for solving those problems and making those decisions. These methods include increased efficiency and productivity when discussing ideas, analyzing cause and effect, and making good decisions. These are all hallmarks of high-performing teaming.

“Team tools training looks at up to 10 different methods that have stood the test of time and are especially useable by teams,” Bentley said. “Many people have been taught and have used some of these approaches, but this training is structured such that the team can walk away with a set of standalone resource materials to use at regular team meetings.”

All these tools are in modular form, tailored to specific team needs in time and focus.

“Team-building exercises consist of a variety of team activities that we have gleaned from a number of respected expert sources on this subject,” Bentley said. “This workshop helps existing teams develop better communication, build trust and increase their problem-solving skills. These fast-paced exercises

also help teams see things differently and use different thinking styles.”

In the last few years SCMC has expanded its repertoire of teaming services, each customized to a particular client.

“We interview the team lead and a few members to get a picture of what the team needs and wants so we can prepare a training plan,” Bentley said. “We have a dialog and analyze what makes sense. Then we can support a team on a year-to-year basis.”

For new groups, SCMC creates team development workshops focusing initially on charters.

“Generally,” Bentley said, “the basis of any well-performing team is a good charter. Our customized workshops move teams forward by clearly defining the specifics of the basic elements needed for a high-performing team. This includes looking at mission and vision as well as defining the goals and objectives the team wants to achieve in the next year or two. Also very important, but often overlooked, is defining the team’s performance measures, which will tell the team how they are doing. Several teams have completed this workshop in one to two days.”

As Bentley implied, team building is a continuing process, sometimes starting over from scratch. Even in cases where SCMC held formation and chartering sessions for a group several years ago, the team needs to run the process from the beginning because of personnel turnovers and changing conditions.

SCMC training goes beyond the classroom as the Center follows teams and tests them to see if their performance improves. That, along with return business, is the ultimate sign of success for SCMC and the Command.

“Repeat business implies that we’ve helped teams and provided value to their program,” Bentley said. “If customers are willing to come back because they like the product we offer – and are willing to pay for that product – we must be doing something right.”

– By Jim Katzaman, MCSC Corporate Communications



The Intelligence Budget Team cuts loose after completing a team-building off-site in February where they participated in a variety of exercises and challenges to enhance their collaboration and communication skills. (Photo by Lynda Fullem)

THE CENTER

LNOs, FSRs provide face-to-face assistance to warfighters

For Ron Willis, his Marine Corps Systems Command (MCSC) day is much different than most in the Command.

“My commute is both shorter and faster, and I never have parking problems,” said Willis, MCSC’s Senior Liaison Officer (LNO) at Camp Leatherneck in Afghanistan.

Willis is one of hundreds of MCSC personnel in theater, and the number there varies based on warfighter needs. As new or improved equipment is fielded or equipment quantities increase in theater, MCSC sends additional Marines, government civilians and defense contractors as requested or needed.

“Most of our personnel are in theater to provide maintenance, training, installation and supply support for systems fielded by MCSC,” Willis said. “The Marine Corps continually evolves to effectively combat current and future-thinking

opponents. As requirements, material solutions or the employment of systems change, MCSC support to those systems changes as well.”

As an example, in early February, MCSC’s

support included 732 people – 597 in Afghanistan, 58 in Iraq and 77 in Kuwait. Of that grand total, 721 were defense contractors or Field Service Representatives (FSRs).

FSRs make up the largest percentage of the MCSC team. According to Willis, these defense contractors provide “long-term subject matter enterprise, training, troubleshooting, supply support and repairs on many programs, most often working side by side with Marines.”

Contractors providing long-term support are typically on one-year renewable deployments. However, most members of the MCSC team in theater stay for the duration of their task, which could be weeks to months. The personnel in the MCSC Liaison Cell at Camp Leatherneck are on six-month tours, but if circumstances warrant, those tours can be extended. Willis is expected to return to his stateside job at Marine Corps Tactical Systems Support Activity (MCTSSA), Camp Pendleton, Calif., in April or May.

Willis isn’t the only MCTSSA representative in theater. The activity also provides a Deployed Support Team to assist with Command, Control, Communications, Computers and Intelligence issues. *(See related story on Page 30.)*

Of the 11 MCSC members deployed in February who are not defense contractors, two are government civilians and nine are Marines. One of those Marines is Captain Chris Radel, an MCSC LNO at Leatherneck.

“We interact with both the Marines in Afghanistan and our



Major James Utsler, Marine Corps Systems Command’s (MCSC) Deputy Program Manager for Counter Radio-Controlled Electronic Warfare (CREW) and the CREW Fielding Officer, conducts an assessment of solar electrical power generation systems at Patrol Base Gambadi in Afghanistan for Headquarters Marine Corp’s Expeditionary Energy Office. *(Photo by Ron Willis)*

Captain Chris Radel, a Marine Corps Systems Command Liaison Officer, stands at the entrance to Camp Leatherneck in Afghanistan. *(Photo by Ron Willis)*

Chief Warrant Officer 5 William Kelly, Marine Corps Systems Command Liaison Officer, and Field Support Representative Wayne Gillis discuss the installation of a Counter Radio-Controlled Electronic Warfare Vehicle Receiver Jammer on an M1A1 Abrams Tank in Afghanistan. *(Photo by Ron Willis)*



SUPPORT

MCSC co-workers in Quantico [Va.],” Radel said. “We address issues involving the several thousand systems used by Marines. Such systems range from satellite communication assets to MRAP [Mine Resistant Ambush Protected] vehicles, to personal clothing, weapons, radars, heating systems and more. We also manage the defense contractors who work alongside Marines providing training, fielding or maintenance support.”

“In theater, we need eyes on and hands on. The ability to translate acquisitions speak to warfighter speak and back is important,” said Chief Warrant Officer 5 William Kelly, another MCSC LNO in Afghanistan. “Having boots on the ground allows me to see things as they happen – from equipment use, effectiveness, to all the logistics that goes behind that equipment being here. It provides me with insight that I can feed stateside, giving the program office better information to do what is needed.”

LNO responsibilities in Kuwait differ from those in Afghanistan.

“Our primary purpose is to make the transition for MCSC personnel and FSRs from one area to another as easy and simple as possible,” said Gunnery Sergeant Donald McGuigan, one of two MCSC Marine LNOs in Ali Al Salem, Kuwait. “We do a lot of logistics support via travel arrangements, individual issues such as acquiring lost baggage and most importantly, moving personnel into theater as quick and effectively possible.”

Field Support Representative Mike Sage installs a Counter Radio-Controlled Electronic Warfare Vehicle Receiver Jammer on an M1A1 Abrams Tank in Afghanistan. (Photo by Ron Willis)

No matter where they serve in theater, LNOs say their experiences are very positive.

“This deployment has been most rewarding,” Radel said. “Being out here with fellow Marines, sharing these times together in semi-austere conditions is a powerful experience.”

“I am extremely proud to be a part of the history that the Corps is making over here,” Kelly said. “I am also profoundly blessed to meet and work with this greatest generation of young Marines. To me, what is the most important and most rewarding – to be able to look that warfighter in the face and provide him with what he needs to get the job done.”

As with most LNOs, Kelly makes sure that Marines know how MCSC is supporting them.

“Once I explain what happens at MCSC, these young warfighters are quick to ask for faster, better, stronger, lighter – you name it – vehicles, weapons, etc. Traveling, living, eating and working with the Marines in a battlefield environment you become keenly aware how small improvements can impact lives – shaving five pounds off a combat load or having a battery that lasts two hours longer. Back at Quantico, fighting for that small change can seem like a wasted effort. Here, that small effort is multiplied exponentially and can vastly improve combat conditions. What happens, what we do at MCSC, matters. It sets the pace for the current and future fight.”

– By Bill Johnson-Miles,
MCSC Corporate Communications



Marine and Liaison Force to Afghanistan.

LEATHERNECK

MEF (FWD)
COMMANDING
GENERAL
JGEN MILLS





Parade Deck



Brigadier General Frank Kelley, Commander, Marine Corps Systems Command, talks about the Command at Town Hall II in February. (Photo by Bill Johnson-Miles)

Town Hall

'An incredible opportunity with tremendous people'

Filled to the rafters in Quantico's Little Hall, Marine Corps Systems Command (MCSC), Program Executive Officer (PEO) Land Systems (LS) and PEO Enterprise Information Systems team members awaited the details on what the future held in light of a personnel system change, hiring freeze and possible reorganizations at the behest of the Marine Corps and Congress. Brigadier General Frank Kelley, MCSC Commander, offered insights to the gathering in February, even though, as he explained, the future is not set in stone.

"There are some things that are going to make immediate sense to you," the Commander said. "There are some things that may not make sense to you. There are some things that I'm going to tell you, and we're continuing to develop that plan. The 'we' is all of us. The attempt here is to provide information."

The Brigadier General billed his presentation Town Hall II, his second Command-wide gathering since he assumed his position. Within a few months of the Town Hall, he noted, the MCSC civilian workforce will revert from the National Security Personnel System (NSPS) to the Department of Defense (DoD) Civilian Acquisition

Workforce Personnel Demonstration Project (AcqDemo), which preceded NSPS; the Marine Corps Force Structure Review release was pending; and DoD guidance on efficiencies have to be met.

The challenges, Kelley said, are many but not new.

"We've been here before," he said. "We've been engaged in major conflicts and been tremendously successful on the battlefield. We've had tough times. We've gotten through it. We are facing some challenging times today, and we're going to get



Lieutenant Colonel Kenneth Burger, Marine Corps Systems Command's Program Manager of Improvised Detection Dogs, signs the Commander's oar during Town Hall II in February. (Photo by Bill Johnson-Miles)

through it. I honestly can't think of a better time to be in our Corps or Marine Corps Systems Command or PEO Land Systems than right now. We've got an incredible opportunity with tremendous people to shape the future of our Marine Corps."

The Commander said MCSC is "going to be fine, but we are not going to be the same." Decisions are being made "at higher and higher levels," according to the Commander, because those decisions will have consequences across the entire enterprise. He noted that everyone feels pressure, yet "there is a level of work that needs to be done. That is probably not going to get any smaller, but it's going to increase. However, we're in a growth freeze. That means we've got to work harder and smarter."

The solution, he said, was evident throughout the auditorium: "This is our workforce, and our people are the key to solving this dilemma. One of the first steps that we took is to complete the work we started in competency alignment. We have an excellent path for how to get to competency alignment. It's going to be our own model, one that makes sense for MCSC as we support CD&I [Combat, Development and Integration], as we support PEO LS, which is already a competency-aligned organization, and other acquisition partners. This will align our organizations more closely."

To illustrate seamless alignment, the Commander summoned Colonel Andrew Bianca, Product Group Director for Infantry Weapons Systems; Jack Cave, Product Group Director for Ground Transportation and Engineer Systems (GTES); and Master Sergeant Eric Ingram, also of GTES, to create Möbius strips. These are loops of paper with a special twist. Turning the paper before completing the loop gives the strip one continuous side. A line drawn from any point on its side will eventually reach its starting point having traversed every part of the strip without going over an edge. This single continuous curve demonstrates only one boundary.

Using the Möbius strip as an organizational model, the Brigadier General illustrated the MCSC goal of "one team, one side, our side."

For his efforts as a team member supporting "our side" and as the first Program Manager of Improvised Detection Dogs, Lieutenant Colonel Kenneth Burger became the second person to sign the Commander's oar. This is a symbol of the entire

Command rowing well together, a theme from the Commander's first Town Hall.

Kelley next addressed AcqDemo, which has its transition set for May 22 in MCSC. Its reinstatement, according to Kelley, will be a welcome change from NSPS.

"I prefer AcqDemo," he said, "because it is designed to recognize a contribution someone makes to the enterprise, and it's not really based on discrete number values that are so binary, so digital that it can really wind up undermining any sort of motivation that you want to provide somebody. It also shows people where there is room for growth."

These and other changes pose great challenges for the Command, Kelley said, adding, "I intend to make MCSC more responsive and relevant in this changing environment. As a Command, it is imperative that we recognize the changes ahead along with associated challenges and pressures that confront us as we move forward. We must be proactive in preparing our organization in the future."

Brigadier General Kelley said everyone has a role to play in the Command's success.

"I am asking you to be a steward," he said. "When I think of stewardship, I want you to know what the vision is and work toward that vision, Align yourself to the vision; provide leadership; be committed; plan – I can't tell you how much I value planning; execute deliberately, with precision.

"Finally," he added, "hold yourself accountable. I talked about being empowered. If you're not accountable, you're not empowered."

– By Jim Katzaman, MCSC Corporate Communications



Brigadier General Frank Kelley, Commander, Marine Corps Systems Command, discusses Möbius strips with Jack Cave, Product group Director for Ground Transportation and Engineer Systems at Town Hall II in February. (Photo by Bill Johnson-Miles)

(Background) The Commander's Town Hall in February was so well attended that many had to sit up in Little Hall's balcony. (Photo by Bill Johnson-Miles)

Command provides information to spouses, families

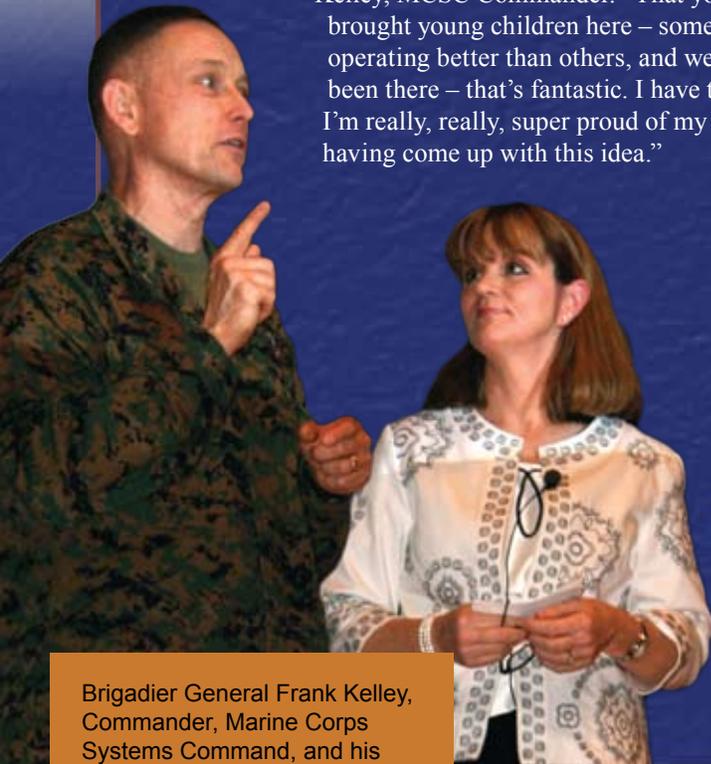
In February Marine Corps Systems Command (MCSC) and Program Executive Officer Land Systems (PEO LS) held the first-ever Spouses Town Hall for the Command at Quantico's Little Hall. This event might be the first Spouses Town Hall in the Marine Corps, especially one that includes civilian and military spouses.

"The fact that you folks are here, away from your job, says a lot," said Brigadier General Frank Kelley, MCSC Commander. "That you brought young children here – some are co-operating better than others, and we've all been there – that's fantastic. I have to say, I'm really, really, super proud of my wife for having come up with this idea."

Mrs. Traci Kelley, the Commander's wife, spoke alongside her husband during the Town Hall and indicated that it was a unique event for two reasons.

"One, it's a town hall for spouses," Traci said. "Normally, town halls are for people who work in the Command, but this is our Town Hall. It's for the spouses and families and children. I love seeing children here. The second reason why it's so unique, it's a town hall for all spouses: male spouses, female spouses, civilian spouses, military spouses. We want to start a spouses program for everybody because we all support Marines at our Command, and we're all a team. We have a wonderful team of families at our Command."

Providing support for families was a major theme at the Spouses Town Hall. In addition to Command personnel, members of Quantico's Marine Corps Community Services manned tables and discussed the support they provide. But according to the



Spouses TOWN

Brigadier General Frank Kelley, Commander, Marine Corps Systems Command, and his wife Traci provided important information to family members at the Command's first-ever Spouses Town Hall in February. (Photo by Bill Johnson-Miles)

Spouses raise their hands when asked a question during the Command's Spouses Town Hall in February. (Photo by Bill Johnson-Miles)



Spouse and Family Information Website

Spouses On Point and the Spouses Town Hall video are available on line at www.marcorsyscom.usmc.mil/families. There's also additional publications, information, website links and phone numbers important to spouses and family members on the website. Plus, spouses are invited to use this website to submit their email addresses. Anyone who does not have access can visit or contact MCSC Corporate Communications, (703) 432-3958, mcscpao@usmc.mil, to submit email addresses or to receive a copy of the magazine.

Commander's spouse, the most important support may come from the spouses themselves.

"We need to support each other and be there for each other," Traci said. "We all really have the same mission, and that's to support that Marine warfighter who is giving his all for his country or giving her all for her country. Families really are the source and the rock, the source of our strength. We really appreciate the families in our Command and what you do."

Another priority for the Spouses Town Hall was to explain the mission of MCSC and PEO LS so that spouses might understand the importance of the job their loved ones are working so hard to complete.

"We want to tell you a little more about what your spouse is doing at the Command all day," Traci told the Town Hall audience. "We know your spouses are pulling long hours and even on the weekend sometimes. We want to help explain what your spouse does in the Command because I know a lot of times I'm not quite sure what my spouse is doing there all the time."

According to the Commander, what these spouses are doing is very important. Kelley said the Marine Corps acquisition team headquartered at Quantico's Hospital Point in Virginia is the only

Command in the Marine Corps that procures and acquires the gear, equipment and systems for the Marine warfighter.

"Nobody else can do that in the Marine Corps," the Brigadier General said. "Not one other organization can do it. We do it."

According to Kelley, this includes, but is not limited to, uniforms, body armor and protective equipment that helps to save lives, items such as small-arms protective insert plates, new helmets and weapons.

"That's really important stuff," The Commander said. "If you've ever sent a loved one out there, and they've gotten shot at, you can probably thank someone at MCSC for developing the gear that probably saved their life."



Two spouses talk in Little Hall's lobby following the Command's Spouses Town Hall in February. (Photo by Bill Johnson-Miles)



Mrs. Ann-Cecile McDermott, Deputy Commander for Resource Management, discusses how Marine Corps Systems Command supports Program Executive Office Land Systems during the Command brief at the Spouses Town Hall in February. (Photo by Bill Johnson-Miles)

By “out there” the Brigadier General was referring to the war against terrorism in Afghanistan, Operation Enduring Freedom.

“Many of your husbands, wives and significant others are providing gear to our Marines and Sailors out there in Afghanistan right now,” Kelley said. “Be really, really proud of what your spouses are doing. It’s amazing, hard, different work.”

Kelley indicated that while he was at The Basic School he never raised his hand and said, ““Hey, when I’m doing this warfighting thing, I want to be a professional shopper for the Marine Corps.’ Didn’t happen. But it’s the only place that it does happen, right here.”

Continuing the theme regarding the Command’s mission, Mrs. Ann-Cecile McDermott, Deputy Commander for Resource Management, provided a Command overview presentation, and officials distributed the magazine *Spouses On Point*. It includes a “What We Do” section about the Command, along with additional information for spouses and family members.

“This *Spouses On Point* edition I think is absolutely fantastic,” Kelley said. “I mean we’ve never done anything like that before. I had the chance to

look through it ... and there’s good information to be found there.”

The magazine is a good communications tool according to Traci, and good communications can help the Command provide better support. It can make it easier for the Command to invite spouses and families to upcoming events, such as Family Fun Day and the Holiday Social.

“If you weren’t at either of these events, put them on your calendar for this year because they were fun, they were great times for the family,” Traci said. “And at the Holiday Social we had Santa Claus and Mrs. Claus, food, entertainment, the Marine Corps band sent a few players and a little quartet for music. It was absolutely a blast, standing room only, by the way.”

Besides social events, the Command is also looking at additional spouses or family town halls. Plus, a spouses team building luncheon is now scheduled for May 10. (*See story Page 38.*)

“Please come to the future events,” the Commander’s spouse said. “We have a lot of things we’re planning for families. We want you to come, get to know each other and support each other.”

– *By Bill Johnson-Miles, MCSC Corporate Communications*



Gerald “Mac” McManus, the Command’s Family Readiness Officer, poses for a photo with Santa and Mrs. Clause at the Holiday Social in December 2010. McManus heads the committees that organize the Holiday Social and Family Fun Day, scheduled for June 28 (*see story Page 37*). He is also a primary member of the new “Families On Point” Command Team (*see story Page 38*). (*Photo by Bill Johnson-Miles*)

Two spouses socialize in Little Hall’s lobby after the Command’s Spouses Town Hall. (*Photo by Bill Johnson-Miles*)



Good Business



Conference helps industry representatives promote products

Large or small, Marine Corps Systems Command (MCSC) has opportunities for many sizes and types of businesses, as hundreds of industry representatives learned in late 2010 at the MCSC and Program Executive Officer Land Systems Small Business Opportunities Conference in Fredericksburg, Va.

Before the 325 registered attendees, Command representatives provided information on how small businesses can partner with the Command, how to do business with the Marine Corps and federal government, and ways to market products and services to the government.

“One of the main things is to be timely. Follow up whenever there’s a request for a proposal or information,” said Mrs. Ann-Cecile McDermott, MCSC Deputy Commander for Resource Management. “Ask questions and ask them in writing so there is no miscommunication, and we’ll make sure we’re getting the right answers.

“Know what the rules are,” she added. “Make sure you understand when we’re talking about a federal acquisition [regulation], when we’re talking about specific contract types and the like. Make sure that you fully understand. If you have any questions, make sure that you engage and ask those questions. If I can really foot stomp something: Make sure your

formal communications are only with that cognizant contracting officer.”

Small businesses actually have an advantage when working with the Command.

“The small size of most of our programs and their flexibility really lends itself to maximum use of small businesses,” said Mr. James Smerchansky, MCSC Deputy Commander for Systems Engineering, Interoperability, Architectures and Technology. “We can send a billion dollars out to small businesses, and we did that in fiscal year 2010.”

The day concluded with an afternoon of business matchmaking sessions in which industry representatives met directly with some of the 125 Product Group and Independent Program Manager representatives to exchange information about Marine Corps needs and company offerings.

“These types of conferences help build relationships and confidence between companies and the government,” said David Dawson, MCSC Associate Director for Small Business Programs. “Attendees really want to meet with the people who have the requirements and show that they can do the work. When they demonstrate how they can support the warfighter, they give the product group directors confidence that the companies can do the job.”

— By Jim Katzaman,
MCSC Corporate
Communications

Valerie Mosqueira (far right), Lead Contracting Officer for Program Executive Officer Land System (PEO LS), answers a question during a panel session at the Marine Corps Systems Command and PEO LS Small Business Opportunities Conference in Fredericksburg, Va. (Photo by Bill Johnson-Miles)



David Dawson, Marine Corps Systems Command’s (MCSC) Associate Director for Small Business Programs, kicks off the MCSC and Program Executive Officer Land Systems Small Business Opportunities Conference in Fredericksburg, Va. (Photo by Bill Johnson-Miles)





Brigadier General Frank Kelley, Commander, Marine Corps Systems Command, presents Jack Cave, the new Product Group Director for Ground Transportation and Engineering Systems, with his official charter during the product group change of charter ceremony in January. *(Photo by Jim Katzaman)*



Dave Hansen (right), Program Manager (PM) for the Joint Mine Resistant Ambush Protected (MRAP) Vehicle Program, presents Paul Mann, the outgoing PM for MRAP, with a memento at his farewell event in January. Mr. Mann has been appointed to the Senior Executive Service and is assigned as Assistant Deputy Director, Ground Systems, Office of the Under Secretary of Defense (Acquisition, Technology and Logistics). *(Photo by Bill Johnson-Miles)*



In February, Kelly Gibson, Marine Corps Systems Command's Assistant Commander for Life Cycle Logistics, and Marc Borkowski, Director of Maintenance Engineering for the Naval Sea Systems Command (NAVSEA), signed a memorandum of agreement establishing a collaborative framework for sharing NAVSEA training, technical information, information technology and infrastructure support related to developing Marine Corps maintenance programs. *(Photo by Bill Johnson-Miles)*



Mark Richter (right), Marine Corps Systems Command's Program Manager for the Marine Expeditionary Rifle Squad, shows Captain Elizabeth Montcalm-Smith, Program Manager for Medical Development at the Naval Medical Research Center, new medical supplies at Gruntworks in February. *(Photo by First Lieutenant Jamie Larson)*



Support Center is anything but a typical help desk

One of the great strengths of the Marine Corps today is its ability to employ information technologies (IT) tactically, getting knowledge to, from and within the battlefield electronically. Labeled “C4I” (Command, Control, Communications, Computers and Intelligence), the role of information technology continues to grow and to adapt. Computer-driven tactical systems and the rapid transfer of electronic information have not only become force multipliers but also a pervasive way of life: the central nervous system of Marine Corps operations.

The problem is that IT, like any other technology, occasionally has technical problems or “bugs,” leaving Marines faced, often under the worst of conditions, with having to address various high-tech systems that simply aren’t operating the way they should.

So who do Marines call when C4I systems aren’t working, when things are really going wrong in the sophisticated cyber world and when there’s an immediate need for help and answers?

Formally, it’s called the “Operating Forces Tactical Systems Support Center” (OFTSSC), but it’s anything but a typical “help desk.” Located in a relatively small, windowless building within the Marine

Corps Tactical Systems Support Activity’s (MCTSSA) Camp Pendleton compound, 40 OFTSSC “systems experts” – working six overlapping shifts and augmented by technical personnel embedded with operating forces around the world – are continually responding and resolving C4I calls for assistance 24 hours per day, seven days per week. Remarkably, in 2010 alone, OFTSSC, which started operations in 1995, handled well over 18,000 C4I trouble calls, a workload increase of 10 percent over 2009 and more than 400 percent since 2005.

“We resolve 82 percent of incident calls quickly on the first call,” said Major David Norton, OFTSSC’s Branch Head. “Within 24 hours we resolve over 91 percent of them.” Speedy service is just one reason OFTSSC has become the place to go for C4I systems issues.

When dealing with the MCTSSA’s Support Center, no one talks to a computer. Rather, each trouble ticket is handled personally by a systems expert via phone,



OFTSSC



Steven Nguyen, Command and Control (C2) Systems Team Lead, oversees all the analysts supporting C2 systems, ensuring fielded systems within the Marine Corps are provided adequate, speedy and precise assistance. Quick service is just one reason Marine Corps Tactical Systems Support Activity’s Operating Forces Tactical Systems Support Center has become the place to go for Command, Control, Communications, Computers and Intelligence systems issues. *(Photo by Wil Williams)*

Major David Norton, Operating Forces Tactical Systems Support Center (OFTSSC) Branch Chief, and Steve Oakley, a Command, Control, Communications, Computers and Intelligence tactical networking expert, discuss after-action items resulting from Oakley's recent deployment supporting Operation Enduring Freedom in Afghanistan. All of OFTSSC's analysts have served on a Deployed Support team either in an exercise or directly in Iraq or Afghanistan. (Photo by Wil Williams)



by email or in a chat room in real time. Additionally, systems issues are resolved through face-to-face, over-the-shoulder exchanges with a member of the Deployed Support Team or other team members operating in the field and around the world.

"All of our analysts have served on a Deployed Support team either in an exercise or directly in Iraq or Afghanistan," Norton said. "Our experts – active-duty Marines, civilian Marines and in some cases contractors – work collaboratively to resolve any issue that may arise, the most complex usually involving the integration of systems. We work hard to resolve any problem we find so Marines aren't faced with the issue in combat."

The Center's experts use an ever-adapting, massive "help desk" database, the primary knowledge management tool for capturing, addressing and resolving problems, especially those that are recurring. The database is collaborative among the Center's experts with everyone not only capturing "work-arounds" and innovative solutions but also sharing those techniques and lessons with other team members. In fact, the OFTSSC knowledge management system has become so dynamic that any Marine in the field can search this database to address more than 4,000 current solutions that have been compiled across the board, allowing them the possibility of resolving their own incidents without ever having to call OFTSSC.

"Our mission, MCTSSA's mission, is to enable Marines to continue to win battles," Norton said. "Our experts feed off this collected knowledge, and Marines, no matter where they are, can feed off it as well."

This knowledge tool database, however, serves another important role.

"When working with any C4I technology or system, you may encounter egregious, prominent problems occasionally or subtle, recurring and annoying problems frequently," said Colonel Alan Pratt, MCTSSA's Commanding Officer. "It doesn't matter

what the problems are or how often they occur, our knowledge database compiles all that information. We then combine that trending data with other MCTSSA test reports, engineering assessments or other field inputs to form accurate, unvarnished feedback pictures that Program Offices can use for fixing or improving current systems or procuring future ones. That's one of the most important things we do in support of Marine Corps Systems Command acquisition and the Marines in the field."

Joint C4I programs are common among the military services and government agencies today. As a result, it isn't surprising to see that OFTSSC support to non-Marine Corps customers includes a significant number of Navy, Army and Air Force clientele. In fact, OFTSSC was the first, and for a lengthy time the only, Help Desk institute-certified support center within the entire Department of Defense.

As General James Amos, Commandant of the Marine Corps, stated in his planning guidance, "My challenge to all Marines is that, while holding firm to our rich heritage, you remain ready to adapt and respond to the ever-changing demands and conditions of the 21st century." That's exactly what MCTSSA's OFTSSC is doing, seven days a week, 24 hours a day.

– By Wil Williams,
MCTSSA Public Affairs



Civilian Marine Eric Healey, an information technology expert with Marine Corps Tactical Systems Support Activity's Deployed Support Team, conducts a class on configuring Network Appliance Storage devices for Marines of the 1st Battalion, 2nd Marines at Forward Operating Base Musah Qaleh District, Helmand Province, Afghanistan. (Photo by James Regan)



CRC is face of acquisition around the world

They work out of sight and speak a different language from the rest of Marine Corps Systems Command (MCSC). Yet, the Command Response Cell (CRC), from behind locked doors atop the headquarters building, reaches out from the Command to take the pulse of combatant commanders a world away from Quantico, Va. MCSC and its customers rely on the CRC clique to talk “operations” and bridge the gap between the field and the acquisition community.

“We are a sponge for information,” said Joey Linehan. In his role as coordinator for personnel movements into combatant commanders’ area of operations, he works out requirements with all product group directors and program managers. “We work

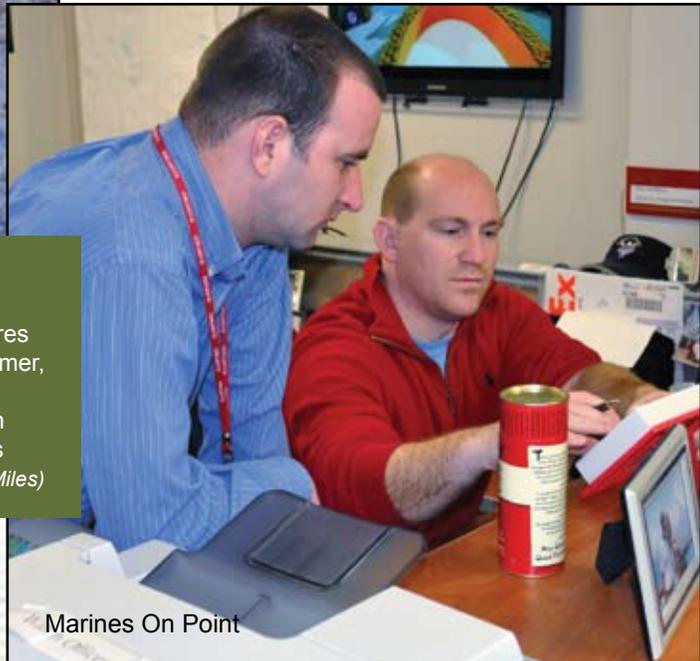
closely with program managers and operations managers to learn everything we can about their products and systems. Then, when a combatant commander asks for information, we’ll have it at our fingertips and can respond quickly with solid data.”

The CRC, also known as the Ops Cell, is designed to assist program offices as they field capability to Marine Corps Central Command (MARCENT), focused on Urgent Universal Needs Statements (UUNS). The cell itself was stood up in 2003 as a way to help MCSC support 1st Marine Expeditionary Force (MEF) as an UUNS came in. The CRC hopes to get a head start on all these activities through MCSC liaison officers in direct support of the deployed MEFs. *(See story on Page 20.)*

Interaction throughout the acquisition-operations system is active and near instantaneous as shown each week during Wednesday morning secure video teleconferences led by the CRC from behind its closed doors.

Jose Vengoechea, Coordinator of Contingency Operations, works all the support for MARCENT – specifically I MEF (Forward). “We’re here to act as facilitators between program offices and the supported commander, in this case I MEF (Fwd),” he said. “Any success we have is directly attributed to the quality of work the program offices do.

“When we support the commander and adjacent command, and they have questions, they can ask us,”



Above: Scott Allen, Marine Corps Systems Command’s (MCSC) Chief of Staff for Operations, speaks with Chief Warrant Officer 4 James Lee (left), MCSC’s Armor and Fires Support Systems, and Chief Warrant Officer 5 Jeffrey Farmer, Headquarters Marine Corps Installations and Logistics, in MCSC’s Command Response Cell (CRC). Right: Stephen Magee (right), a CRC Logistics Analyst, speaks with Chris Anthony, a CRC Program Analyst. *(Photos by Bill Johnson-Miles)*

EACH

Vengoechea said. “Doing our job, we can shortstop those questions and provide information. We try to be value added, which we can do because our program offices and operations managers educate us.”

Vengoechea also works feasibility of support. These include taskings and additional requests for forces.

In another area, Chris Anthony manages inputs to the Marine Corps Automated Tasker System (MCATS). He uses MCATS to take final taskings that come into the Command, assign them for action and send packages back to whomever tasked the Command.

Special projects, including reset and reconstitution, brings Stephen “Magoo” Magee into action. “When we bring equipment from Afghanistan,” he said, “we help coordinate whether it will go to its next unit or be repaired.”

Through Magee and others, the CRC has organized an equipment sustainment strategy keyed to the Afghanistan Marine Air-Ground Task Force, which is how CRC workers refer generically to military forces in country. As with all of its far-flung operations, the CRC’s Operation Enduring Freedom ground equipment sustainment strategy was created in coordination with program offices, MARCENT and Marine

“We bridge acquisition and operations.”

– Stephen McGee

Corps Logistics Command (LOGCOM).

“We bridge acquisition and operations,” Magee said. As he explained, the CRC works so closely with operators that the team “speaks operations,” complete with terms and language in a dialect foreign to the rest of the acquisition community. Magee can count on quizzical looks when he ventures out of the cell and lets slip “operator speak.” Nevertheless, being bilingual serves the CRC well when communicating between two different arenas.

Much of the CRC’s activity is centered on its



Members of the Command Response Cell (CRC) and representatives from various Marine Corps Systems Command (MCSC) and Program Executive Officer Land Systems programs attend a weekly secure video teleconference with forward deployed units and support organizations, including MCSC liaison officers. (Photo by Bill Johnson-Miles)

Operational Forces. It acts on the Joint Urgent Operational Needs Statement that supports the President’s strategic goals to get equipment to forces, such as the whole family of Mine Resistant Ambush Protected (MRAP) vehicles. For the MRAP Joint Program Office, Anthony Rico tracks all MRAP vehicles by serial number from production through fielding. This includes procurement, integration, transportation and fielding to support U.S. Services and Coalition Forces. In addition, the team coordinates MRAP transportation with U.S. Central Command, U.S. Transportation Command and service components.

“When DoD [Department of Defense] asks for numbers, we can supply them in an hour, and our numbers are trusted,” Rico said. “These are considered ‘boss numbers’ for DoD and MARCENT.”

In addition to Scott Allen, MCSC’s Chief of Staff for Operations, who leads the CRC, the team is rounded out by his Deputy Julie Mattocks, who is earning her Master’s Degree at Air Command and Staff College. The team has filled in during her one-year absence, figuring it will be worth the tradeoff.

“Completing college enhances her credentials to work with the other military services,” Allen said. “The school will pay dividends for the Command when she comes back. Jules’ leadership with the team – and their interaction with the program offices – is what makes the CRC successful in supporting the MARCENT and I MEF (Fwd).”

– By Jim Katzaman, MCSC Corporate Communications



MCSC supports Japan quake, tsunami recovery

In March, thousands of U.S. service members plus 14 U.S. Navy ships and more than 100 aircraft were either assisting or preparing to assist the Japanese people in the aftermath of their massive earthquake, tsunami and nuclear power plant emergencies.

Marine Forces Pacific and III Marine Expeditionary Force are leading the Marine Corps contingent for Operation Tomodachi (Japanese for “friendship”). At press time Marine Corps Systems Command (MCSC) program offices were supporting or preparing to support the early efforts, specifically in the areas of water purification; Chemical, Biological, Radiological and Nuclear Personal Protection Equipment; and support to the Chemical-Biological Incident Response Force.

According to Scott Allen, MCSC’s Chief of Staff for Operations, other MCSC systems and equipment very likely will be required to support the disaster area as Operation Tomodachi develops, so coordination will continue through the Command Response Cell to ensure a well-coordinated approach across the Marine Corps Logistics Command-MCSC team.

New Command Sergeant Major arrives

In a March relief and appointment ceremony, Sergeant Major James Dalgarn replaced Sergeant Major Ethbin Hayes as Marine Corps Systems Command’s Sergeant Major. At press time Hayes’ retirement was scheduled for April. Coverage of both ceremonies



Marines with the Combat Logistics Regiment 37, 3rd Marine Logistics Group, III Marine Expeditionary Force (MEF), at Marine Corps Air Station Futenma, load Chemical, Biological, Radiological and Nuclear gear onto a cargo pallet in March to be transported to mainland Japan. Marines and Sailors from III MEF are actively providing support and equipment provided by Marine Corps Systems Command for foreign humanitarian assistance and disaster relief operations in Japan. (Photo by Corporal Dengrier Baez)

will be included in the summer edition of *Marines On Point*.

Dalgarn, a native of Columbus, Ohio, enlisted in the Marine Corps in December 1981. He served as a recruiter in Williamsport, Pa., and completed a tour of duty at Marine Corps Combat Development Command. In 2000, then-First Sergeant Dalgarn completed a deployment supporting Operation Enduring Freedom in Afghanistan with the 10th Marine Regiment. In November 2004 the Sergeant Major was selected to his current rank and was ordered to Marine Attack Squadron 542 in Cherry Point, N.C. where he deployed to Al Anbar, Iraq, during Operation Iraqi Freedom 2006-2008. Prior to MCSC, Dalgarn was the Command Sergeant Major for Security Battalion, Marine Corps Base Quantico.



Sergeant Major James Dalgarn
Command Sergeant Major

Command stands up Product Support

Increasing Marine Corps Systems Command’s (MCSC) focus on efficiency and effectiveness, the Command has established the Assistant Commander (AC) for Product Support. Colonel Ed Mays leads the organization that intends to bridge the gaps and interstitial spaces between acquisition, operations and sustainment planning.

Simultaneously, Operational Forces Systems Product Group (PG), known as PG9, has been stood down with all of its programs returned to their originating PGs. The transition to “standup of our nascent and fledgling capability,” as Mays described it, is now at Phase 0. Phase 1, initial product support capability, should be attained in approximately six months. However, AC Product Support has already started to engage in many areas with respect to readiness, operations and sustainment issues.

“AC Product Support is part of the Command’s staff,” Mays said. “Its emphasis is on equipment already fielded with an eye toward readiness and sustainment. Our role is to support program managers, product groups and program executive officers in relation to their Total Life Cycle System Management and to provide the link to Total Life Cycle

Management – becoming the readiness, operations and sustainment focal point at MCSC for operating forces, Marine Corps Logistics Command and Deputy Commandant, Installations and Logistics.

“AC Product Support, by helping the enterprise make difficult choices for operations and sustainment,” he added, “will also support rebalancing the force – meeting the demands of today and those of tomorrow.”

MCSC picks up IED Detector Dog program

More than 600 Labrador retrievers are now under the Marine Corps Systems Command (MCSC) umbrella as the Command assumes control of the Improvised Explosive Device Detector Dog (IDD) program. Formerly under Marine Corps Plans Policy and Operations, the transfer to MCSC took place April 1.

Lieutenant Colonel Kenneth Burger, with a background in artillery, logistics, contracting and acquisition, said managing the dog program is a natural, if interesting, fit. “A dog has a mind of its own,” he said, “but we have to treat each one as a piece of equipment, complete with serial number.”

The IDD program, as Burger described it, has a lot of moving parts. He and his core team of seven people – with more on the way – will bring in training units from all over the country. Dog and handler training

takes place at Southern Pines, N.C., and Hartsville, S.C. The program is focused on having 647 dogs by the end of the year. Of those, 288 are projected to be deployed at any given time. The rest would be in different stages of sustainment and training.

Training is conducted in conjunction with the Bureau of Alcohol, Tobacco and Firearms. Initial training is done at Yuma Proving Grounds, Ariz., where the dogs are “imprinted” with the substances they will likely encounter in Afghanistan. After that, the dogs go to the training exercise Enhanced Mojave Viper and put in an acclimatization phase that involves 70 days of training before the dogs are ready to deploy with handlers.

By that time the dogs will be trained to detect homemade explosives; operate off leash and conduct searches more than 200 meters from their handlers; work in austere environments and be effective despite the sights, sounds and smell of war; and be tolerant with Marines and civilians while staying calm and non-aggressive.

“These are all hunting blood line Labrador retrievers,” Burger said. “A lot of research went into finding the right breed, one with a friendly disposition that knows how to hunt explosives. We hope to get four to five years out of each dog before it retires.”



A Marine from 1st Battalion, 9th Marines, and his dog complete the first week of a five-week Improvised Explosive Device Detector Dog Handlers Course in Hartsville, S.C. (Marine photo)

MCSC selects ITSS Program Manager

Steve Cabrian has been selected as the Program Manager for Information Technology Strategic Sourcing (PM ITSS), located in the Information Systems and Infrastructure (ISI) product group.

Marine Corps Systems Command (MCSC) established PM ITSS from the reorganization of the Common Computer Resources (CCR) program management office. The new program consists of the three primary programs: Production, Marine Corps Software Enterprise License Management System and the Marine Corps Common Hardware Suite.

“Steve is particularly well qualified to assume this very demanding position,” said Brigadier General Frank Kelley, MCSC’s Commander. “We are fortunate to have someone with Steve’s qualifications, experience and credentials to take on this challenging assignment in support of our important mission.”

GySgt earns leadership award

In January the Department of the Navy (DoN) presented Gunnery Sergeant Brian Bond with the John J. Lussier Electromagnetic Spectrum Leadership Award for his superior performance as the Spectrum Management Chief for Marine Corps Systems Command. He is assigned to Systems Engineering, Interoperability, Architectures and Technology.

According to his award citation, DoN honored the Gunnery Sergeant for the dedication and leadership he has demonstrated educating program

managers and project officers in spectrum management techniques

operations. Medical Supply strongly supports the Marine Corps' system modernization.

Continued Marine Corps Medical Support of the Fleet

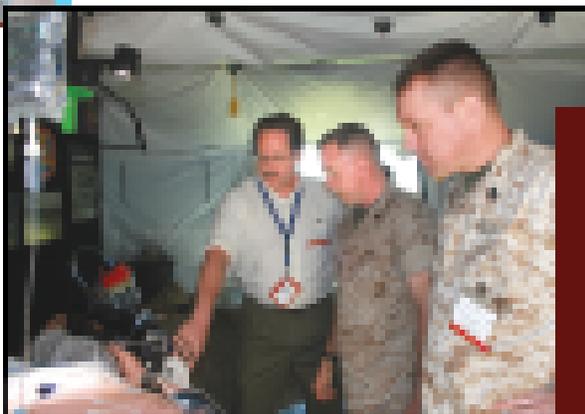
By the 7th Asstt Marine Corps Operations Group (AMCG) at Camp Lejeune, North Carolina In February, the 7th Asstt Marine Corps Operations Group (AMCG) at Camp Lejeune, North Carolina, supported the 1st Marine Division's (1st MARDIV) medical support of the Fleet. The AMCG provided medical support to the 1st MARDIV's 1st Marine Logistics Group (1st MLOG) and 1st Marine Amphibious Brigade (1st MAB) during their deployment to the Fleet. The AMCG provided medical support to the 1st MARDIV's 1st Marine Logistics Group (1st MLOG) and 1st Marine Amphibious Brigade (1st MAB) during their deployment to the Fleet.

The AMCG's support of the Fleet is a testament to the Marine Corps' commitment to providing medical support to our Marines wherever they are. The AMCG's support of the Fleet is a testament to the Marine Corps' commitment to providing medical support to our Marines wherever they are.

AMCG Provides Support to the Fleet

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Gene Kester (left) and Hospital Company's Chief Petty Officer Greg Tedlow (right) of Marine Corps Systems Command's Family of Field Medical Equipment office speak with a Camp Lejeune captain at a past Marine South Expedition. (Photo by Jennifer Gonzalez)

Operations to Support Ground Operations

The AMCG's support of the Fleet is a testament to the Marine Corps' commitment to providing medical support to our Marines wherever they are. The AMCG's support of the Fleet is a testament to the Marine Corps' commitment to providing medical support to our Marines wherever they are.

AMCG Support for Fleet

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Jim Houston (right) of Armor and Fire Support Systems explains the Internally Transportable Vehicle to Congressional staffers and Rep. Mike McIntyre (near vehicle), North Carolina, during Queen's Marine Day in 2012. (Photo by WJ Johnson/Army)



and procedures. His efforts have significantly improved the Marine Corps' spectrum certification process.

Command Marine named Logistician of the Year

At the 7th Annual Marine Corps Association (MCA) Ground Logistics Awards Dinner in Arlington, Va., in February General James Amos, Commandant of the Marine Corps, presented Staff Sergeant Jacob Reichert, Assistant Air Delivery Project Officer for Marine Corps Systems Command, with an award naming him the 2010 Marine Corps Enlisted Logistician of the Year.

The MCA in conjunction with



"The Commandant's Own" U.S. Marines Drum and Bugle Corps performs during the Sunset Parade. This year's event is scheduled for Aug. 9. (Photo by Bill Johnson-Miles)

Headquarters Marine Corps, Installations and Logistics Division sponsored the awards dinner honoring professional achievements of the top performing ground logisticians for the Marine Corps in 2010.

MCSC heads south

Quantico to host Congressional staffers

More than 350 Congressional staff members are expected to attend



Marine Corps Tactical Systems Support Activity (MCTSSA) has for the 13th time in 10 years won first place in the semi-annual, Division III Camp Pendleton Cup, an array of sport tournaments and competitions scheduled throughout the year that include volleyball, skeet and trap shoots, racquetball, football, soccer, rifle and pistol matches – and many more. Besides receiving the hefty trophies, MCTSSA's Executive Officer Lieutenant Colonel Tony Randall (left) and Master Sergeant Dean Price, MCTSSA's Supply Chief and Sports Coordinator, were presented a \$750 check by Tom Fisher, Athletic Director, Marine Corps Base Camp Pendleton, for the Activity's first-place win. (MCTSSA photo)

to Lejeune

Marine Corps Systems Command (MCSC) will participate in the Marine South exposition at Camp Lejeune, N.C., April 27 and 28. MCSC will provide static displays representing several of the Command's programs.

Marines from Camp Lejeune and Marine Corps Air Stations Cherry Point and New River will be among the attendees. The event focuses on the user, the Marine warfighter who benefits from the equipment, systems, services and technology that defense contractors and industry will have on display.

this year's "Marine Day" slated for April 29 at Marine Corps Base Quantico. Sponsored by the House Liaison Office, the purpose of the event is to showcase current and future Marine Corps capabilities. Marine Corps Systems Command and Program Executive Officer Land Systems product groups, support groups, independent program managers and support contractors will provide many displays of systems, equipment and vehicles.

AE Day set for June 8

Acquisition Excellence (AE) Day, an all-day event for the entire Marine Corps acquisition community, will take place June 8 at the Hylton Events Center in Woodbridge, Va. The conference focuses on the professional development, professional and personal wellness, and morale of the acquisition workforce.

Marine Corps Systems Command (MCSC) and Program Executive Officer Land Systems (PEO LS) will also present more than 30 awards during three ceremonies at AE Day. Both



Snapshots

Staff Sergeant Jeremie Lovejoy of Marine Corps Systems Command's Staff Administration Office watches as Master Gunnery Sergeant Andres Garcia drags Master Sergeant John McGraw, both with Global Combat Support Systems-Marine Corps, toward the finish during the Combat Fitness Test in December 2010. (Photo by Bill Johnson-Miles)



Marine Corps Systems Command Marines parade out the flowers for Colonel Michael Micucci's family members during the Colonel's retirement ceremony at the National Museum of the Marine Corps in January. Micucci is the former Product Group Director for Ground Transportation and Engineering Systems. (Photo by Bill Johnson-Miles)



Laurie Holcombe (right) of Security watches as Sue Jones, Marine Corps Systems Command's former Security Manager, shows off a present she received at her retirement luncheon in December 2010. (Photo by Bill Johnson-Miles)



John Baker, a Contract Specialist with Ground Transportation and Support Systems, prepares to take a foul shot for the Command's basketball team in January as an opponent watches. (Photo by Bill Johnson-Miles)



David Riley, a Marine Corps Systems Command Contract Specialist, picks up Valentine's Day gifts on Building 2200's Quarterdeck that a loved one had delivered to the Command. (Photo by Bill Johnson-Miles)



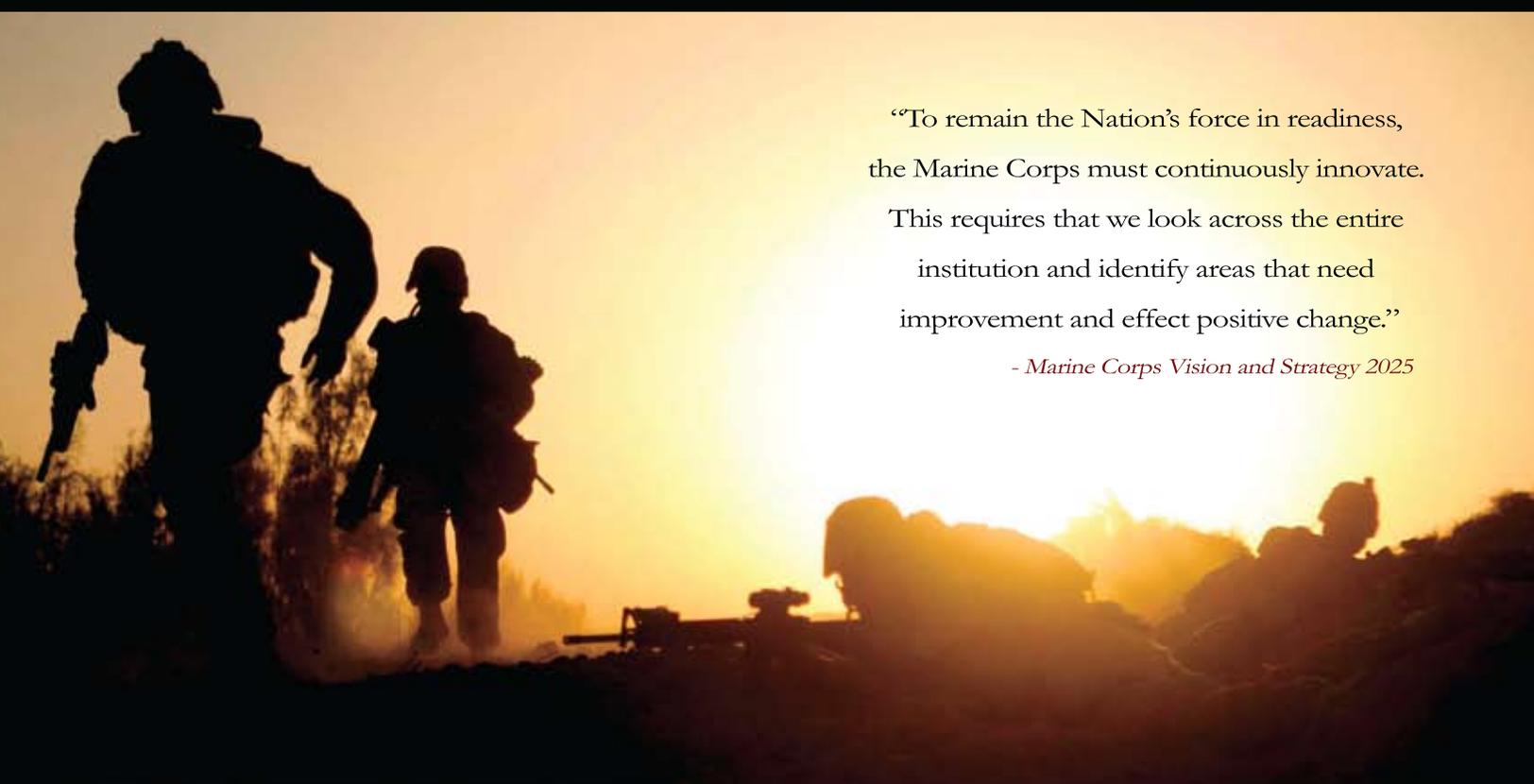
Tricia Padgett (right) of Quantico's Semper Fit Health Promotion Branch at the Navy Health Clinic checks the blood pressure of Robin Roberts, Ground Transportation and Engineer Systems, during the Command's Go Red for Women health promotion event in February. (Photo by Jim Katzaman)



At the Command's holiday social in December 2010, children and a parent have fun at the activities and crafts table. (Photo by Bill Johnson-Miles)

Marines On Point encourages members of the Command to submit snapshots of co-workers. 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 may also be emailed to MCSCPAO@usmc.mil. Please identify all people in each submitted photo and the person who took each photo as well.

Priorities of The 35th Commandant of The Marine Corps



“To remain the Nation’s force in readiness, the Marine Corps must continuously innovate. This requires that we look across the entire institution and identify areas that need improvement and effect positive change.”

- Marine Corps Vision and Strategy 2025

We will continue to provide the best trained and equipped Marine units to Afghanistan. This will not change. This remains our top priority!

We will rebalance our Corps, posture it for the future and aggressively experiment with and implement new capabilities and organizations.

We will better educate and train our Marines to succeed in distributed operations and increasingly complex environments.

We will keep faith with our Marines, our Sailors and our families.