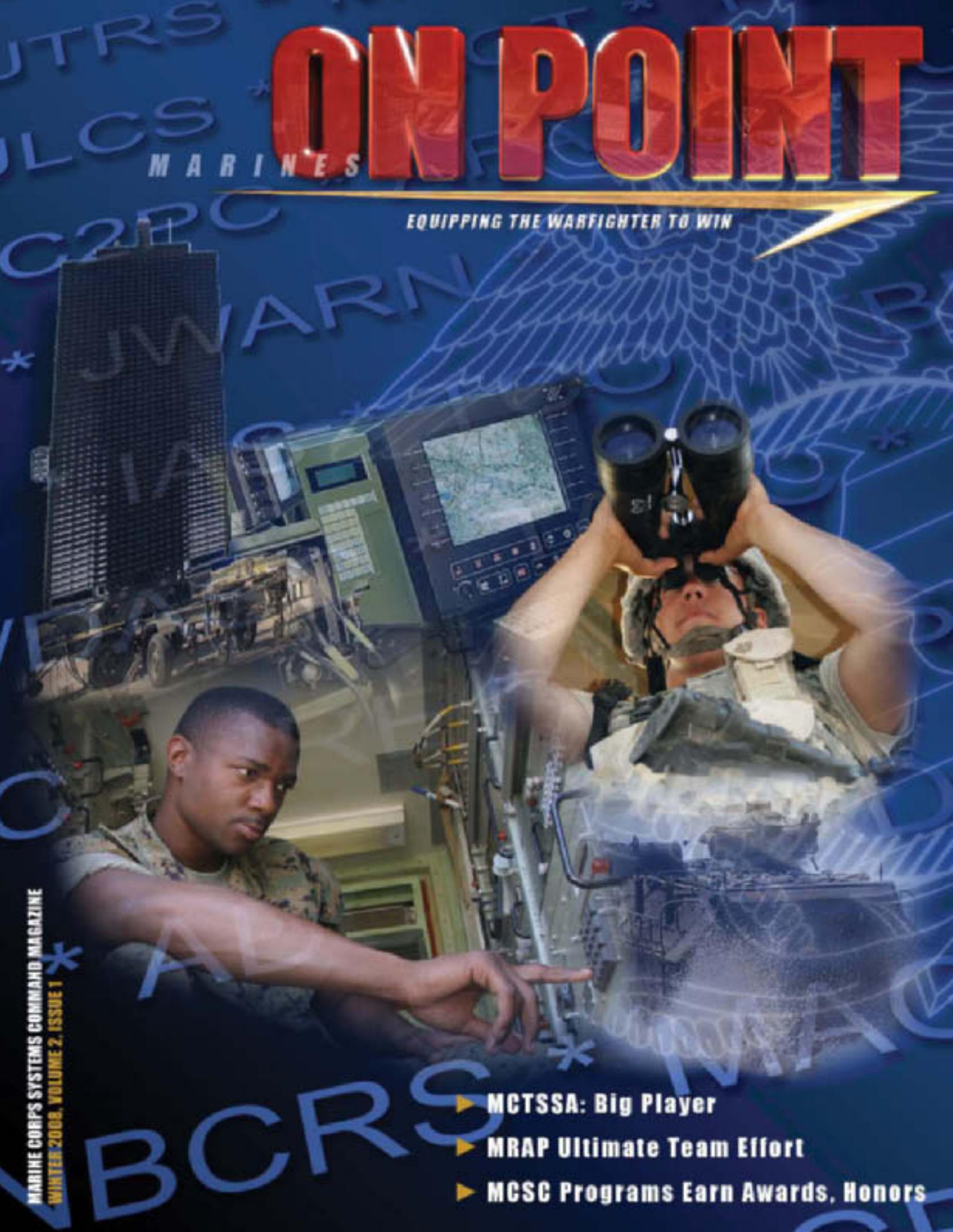


ON POINT

MARINES

EQUIPPING THE WARFIGHTER TO WIN



MARINE CORPS SYSTEMS COMMAND MAGAZINE
WINTER 2008, VOLUME 2, ISSUE 1

- ▶ MCTSSA: Big Player
- ▶ MRAP Ultimate Team Effort
- ▶ MCSC Programs Earn Awards, Honors

A message from the COMMANDER



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

Welcome to an award-winning issue of *Marines On Point*, which is to say you'll see a lot of Marine Corps Systems Command (MCSC) award winners from cover to cover, virtually on every page. We are extremely proud to tell you about leaders and team members who excelled throughout the command as well as the Department of Defense (DoD).

For your consideration, you can read about our Mobile Electric Power Distribution Replacement System team who received DoD's David Packard Excellence in Acquisition Award. They represent the broad swath of MCSC, including people from Quantico, Va.; Camp Lejeune, N.C.; Aberdeen Test Center, Md.; and Albany, Ga. Then there are our four Presidential Volunteer Service Award recipients who, again, represent MCSC excellence and dedication from coast to coast, and many more who have earned well-deserved recognition, including program managers, promotions, retirements and medals.

You'll also read how MCSC people excel in one of our largest, lesser-known and most important units, the Marine Corps Tactical Systems Support Activity, which hugs the Pacific shoreline at Camp Pendleton, Calif. Closer to headquarters at Quantico's Hospital Point, our article about Mine Resistant Ambush Protected vehicles reveals how a virtually unknown program in an amazingly short time has risen to become the pace-setter for acquisition with almost 12,000 vehicles on order and more than 3,000 already delivered to protect the warfighter at the front lines. This would never have happened without the help of industry partners and many other commands making up a great joint team effort.

Many MCSC achievements have been possible thanks to our aggressive push for continuous process improvement that you can also read about in these pages. You'll also see a recap of our most recent town hall meeting where the primary topic was the National Security Personnel System (NSPS) – which at that time many in the audience wondered and perhaps worried about. I said then and reiterate now, we are committed to doing our best to reward you under the new NSPS system for a job well done. Having seen the results from our pay pools in December 2007, I'm certain you'll agree our confidence was justified.

As we press ahead this year, you'll see more *Marines On Point* stories about our people and their accomplishments. The marathon continues, and we will not slow down.

Semper Fidelis!

A handwritten signature in black ink that reads "M.M. Brogan". The signature is written in a cursive style.

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

MARINES ON POINT

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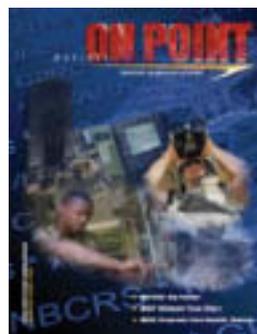
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On the Cover: Marine Corps Tactical Systems Support Activity (MCTSSA) might be one of the military's great unheralded successes. They provide satellite connections to almost every Marine unit worldwide; they develop test beds for tactical C4I ground, air and logistics systems; and they provide integration and interoperability support for command, control, computers, communications, intelligence, surveillance and reconnaissance systems. See story on Page 16. (MCTSSA graphic)



MRAP proves 'Art of the Possible' is indeed possible



A Mine Resistant Ambush Protected (MRAP) vehicle drives up the stern ramp of a Military Sealift Command large, medium-speed roll-on/roll-off ship in Charleston, S.C., in December 2007. (U.S. Navy photo)

The Herculean effort that has brought the Mine Resistant Ambush Protected (MRAP) vehicle program to its impressive level of success reaches far beyond Marine Corps Systems Command's (MCSC) Quantico campus, extending throughout the country and across the globe. The enviable accomplishments of the program can only be attributed to the loyal dedication and hard work of the MRAP team. That team includes the many agencies, services, manufacturers and literally thousands of people who play a role in equipping the warfighter to win.

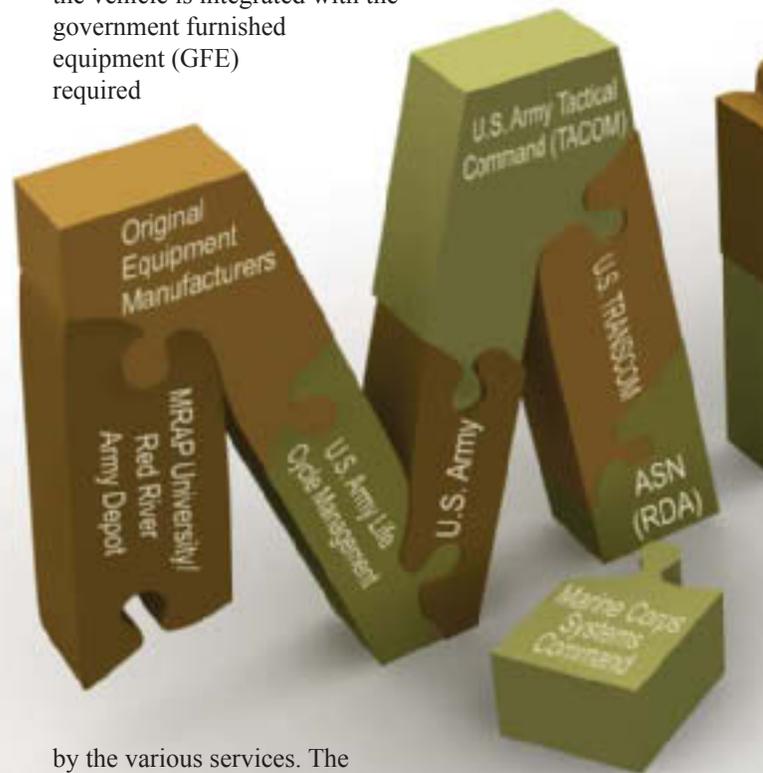
In just over one year, nearly 12,000 vehicles have been ordered. Of those, more than 3,000 are in theater protecting warfighters from explosive threats. The journey to the combat zone by an MRAP vehicle has numerous stops along its path, all critical to providing quality, mission-capable technology. *(All figures are current as of press time.)*

The first stop for a select number of vehicles is Aberdeen Testing Center in Maryland where production verification testing is carried out by Colonel John Rooney's crew of ballistics professionals who purposely try to destroy the vehicles. It is through this harsh process at the vast proving grounds that automotive capability and survivability are determined driving future delivery orders and program office decisions. Additional advanced testing is completed at a site in Yuma, Ariz.

"The success of delivering survivable vehicles

to the warfighter is a product of the ultimate team effort, with superhuman work accomplished at Yuma and Aberdeen Test Centers," said Major James Grooms, MRAP Vehicle Assistant Program Manager for Testing and Evaluation. "Our success is dependent upon them."

The lion's share of vehicles, however, do not make the trip to Aberdeen or Yuma. Once the vehicle rolls off the production line at one of the five manufacturer facilities, it is accepted by the government, and the first leg of the vehicle's journey begins with all roads leading to the Space and Naval Warfare Systems Command (SPAWAR) vehicle integration facility in Charleston, S.C. Under the command of Navy Captain Red Hoover, the vehicle is integrated with the government furnished equipment (GFE) required

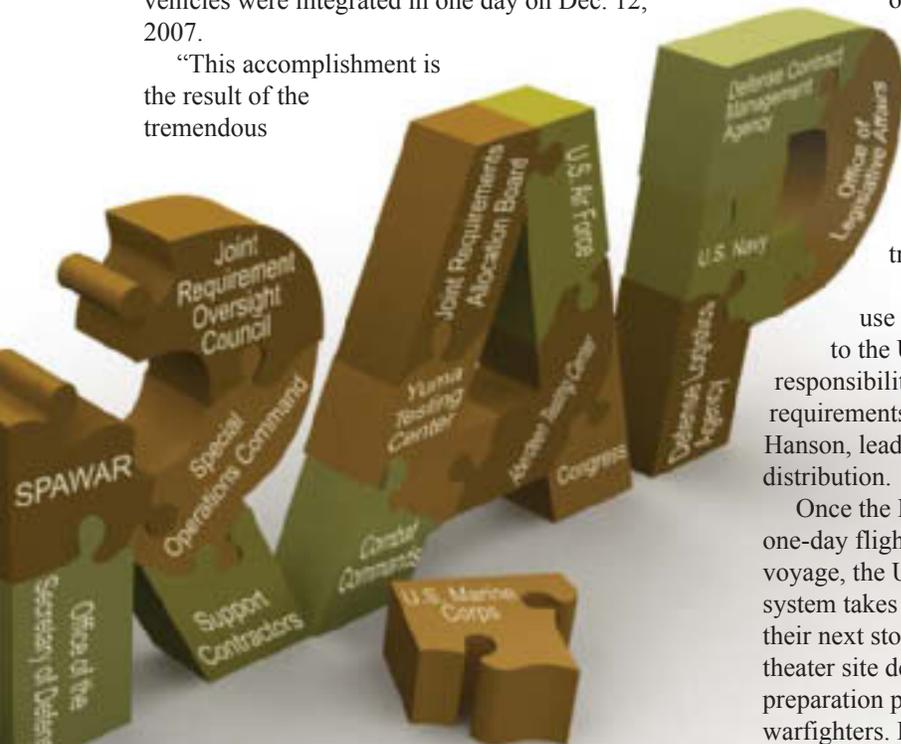


by the various services. The SPAWAR team installs the command, control, communications, computers, intelligence, surveillance and reconnaissance systems that provide troops with keen abilities to maintain situational awareness.

Great strides have been made to lessen the time it takes to integrate the many MRAP variant vehicles

at the SPAWAR facility. The Joint Program Office established a goal of integrating 50 vehicles per day through the facility to meet the maximum production expected from manufacturers during the January-April 2008 timeframe. That goal was met far ahead of schedule on Dec. 5, 2007, and a record high of 60 vehicles were integrated in one day on Dec. 12, 2007.

“This accomplishment is the result of the tremendous



teamwork that has been achieved within the enterprise,” explained Mark Billow, Assistant Program Manager for GFE. “Vision, scope and support from all areas including a sharp Lean Six Sigma team, engineering, manufacturer and field service representatives, all under the lead of the Joint Program Manager, have come together to accomplish this impressive success.”

Hoover is proud of his command’s performance. In an article appearing in the SPAWAR magazine, *The Chronicle*, he emphasized his feelings: “MRAP vehicles are having a direct effect on saving lives daily in the field, and we take pride in being able to be part of the support for that effort.”

Fully integrated vehicles then travel a short distance to a nearby U.S. Transportation Command

(TRANSCOM) hub where, by sea or by air, they cross the ocean closing in on their final destination. Until recently, all vehicles were being flown to warfighters in Iraq and Afghanistan. Now the sealift of hundreds of vehicles has begun providing a continual, steady flow of vehicles into the hands of the troops. TRANSCOM is responsible for planning and synchronizing shipment of the vehicles. The increase in both production of the vehicles and the number of vehicles moving through the integration process at SPAWAR have contributed to the need for the Department of Defense to expand transportation.

“By adding sealift, we can effectively use concurrent strategic airlift and sealift to the U.S. Central Command area of responsibility and meet that command’s priority requirements,” said Army Lieutenant Colonel John Hanson, lead for TRANSCOM MRAP end-to-end distribution.

Once the MRAP-loaded plane lands following a one-day flight or the ship docks after a monthlong voyage, the U.S. Central Command distribution system takes the wheel and moves the vehicles to their next stop. These vehicles are taken to an in-theater site designated for deprocessing and final preparation prior to turning over the keys to the warfighters. Familiarization training for drivers and mechanics is also highlighted at this junction prior



Secretary of Defense Robert Gates speaks with workers at the Space and Naval Warfare Systems Command vehicle integration facility in Charleston, S.C., in January. (Photo by Cherie Thurlby)

to final employment to the services in the field. Manufacturer field service representatives (FSRs), under the direction of the Joint Program Office, put Marines, Soldiers, Sailors and Airmen through a thorough vehicle orientation with safety and sustainability being the maximum priority.

Training is also the focus of the newly established MRAP University at Red River Army Depot (RRAD) in Texarkana, Texas. Fully operational in January, MRAP University is initially training original equipment manufacturer FSR's, government logistics assistance representatives and heavy vehicle mechanics on each MRAP vehicle variant in preparation for deployment to theater. In the future, members of the uniform services will also receive instruction at RRAD.

The MRAP vehicle joint designation includes much more than just the five branches of the military services set to receive the lifesaving vehicles. The Joint Program Office is dependent upon solid partnerships with agencies, services and manufacturers. It is the confidence in the strength of these partnerships and a positive track record that fuels the program's way forward to continued successes.

"We have set the bar very high and met that bar to date," said Paul Mann, Joint Program Office Manager. "I would bet the farm on this team to achieve our future goals like we hypothesized possible."

“The success ... is a product of the ultimate team effort, with superhuman work.”

First Lieutenant Geraldine Carey, MCSC Public Affairs Officer, expressed her awe of the process during a recent visit to the TRANSCOM hub and SPAWAR. "To see these vehicles roll five by five onto the ship and to see with my own eyes the incredible feats taking place at SPAWAR is incredible," she said in a telephone conversation. "I have never seen anything like it."

Secretary of Defense Robert Gates visited the Charleston SPAWAR facility in January. He cited President Franklin

Roosevelt, who called on the production lines to "raise their sights" and prove wrong anyone who said that what they were striving to achieve couldn't be done.

"Those in the MRAP program have shown that it can be done. So, keep raising your sights. Keep these vehicles rolling off the line. You are saving lives," Gates told the SPAWAR workers as he extended his thanks, along with those of "countless moms and dads, husbands and wives and sons and daughters of U.S. troops deployed abroad."

He cited a monumental partnership between government and industry, and the willingness of workers such as those at the SPAWAR to work around the clock six days a week to meet requirements.

"The last time American industry moved from concept to full-rate military production in less than a year was World War II," the Secretary said.

The journey for the MRAP technology from raw material to lifesaving mission-ready vehicles might

be multifaceted, but this ultimate team effort has made the estimated time of arrival a model for proving the "Art of the Possible" is indeed possible.

– By Megan McGarvey-Anglin, MCSC Corporate Communications

(Donna Miles of the Armed Forces Press Service also contributed to this article.)



Visitors and members of the media look at MRAP vehicles during an orientation held in August 2007 at Aberdeen Testing Center, Md. (Photo by Navy Petty Officer 2nd Class Molly Burgess)

RUN WITH IT

New running suit becomes Corps' spring standard

The phrase "First to Fight" is one that most are familiar with when it comes to the Marine Corps. This state of readiness is a cornerstone of the Corps, and the physical fitness readiness of Marines is essential as they defend the nation.

Within months of assuming his new position, General James Conway, Commandant of the Marine Corps, reinforced this ideal by initiating the development of a new running suit to enhance the existing physical training (PT) uniform suite. Never before has there been a uniformed running suit for Marines to wear in various climates.

Marine Corps Systems Command's (MCSC) Program Manager for Infantry Combat Equipment (PM ICE) hit the ground running with this project and quickly solicited the opinion of all active-duty and reserve Marines through a series of online surveys. Marines were participants in every aspect of the development of the new running suit, to include design and color.

"The feedback, from 35,000 Marines,

we received from the January 2007 survey was incorporated in the requirements process to ensure Marines were getting something they wanted," said Portia Blunt, clothing designer of the new running suit. "We serve as an instrument to ensure Marines' voices and needs are heard and executed."

In July 2007, PM ICE conducted another online survey. This web survey gathered a consensus from an aesthetic point of view, and the results were used in conjunction with other weighted factors to determine the final selected design.

"Marines are revered for their uniforms, and this running suit should be just as impressive and durable," Blunt said. "We wanted something that complements the rest of our uniforms, a running suit that is distinctively Marine."

This suit will also help with the image of the Marine Corps through recruiting and training."

Some of the design features found in the new running suit include underarm and back venting solutions, fold-down collar, full-length zip-through jacket and reflectivity. In addition, Marines wanted to have the running suit made with high-performance fabrics and technology. The fabrics



are lightweight, moisture wicking, quick drying and water resistant. The lining is anti-microbial, which prevents odor and bacteria.

“The Marine Corps is due for a new running suit,” said Gunnery Sergeant Ilich Bello of MCSC’s Combat Equipment and Support Systems product group. “The current

running suit has been in the system for decades and needs to be updated. The new technology gives us a better suit that performs better in cold weather and makes us feel better about being Marines.”

“The new running suit is very comfortable,” said Staff Sergeant Eugene Porter of Quantico’s

Headquarters and Service Battalion. “The design is nice and smooth, making it easier to conform to a variety of physical exercises.”

The new running suit will become standard issue in the sea bag this spring, in addition to what is currently provided. The running suit does not replace the existing green PT uniform and is compatible with other PT uniform items. The current T-shirts, shorts, sweatshirts and sweatpants will remain standard issue for Marines going through boot camp.

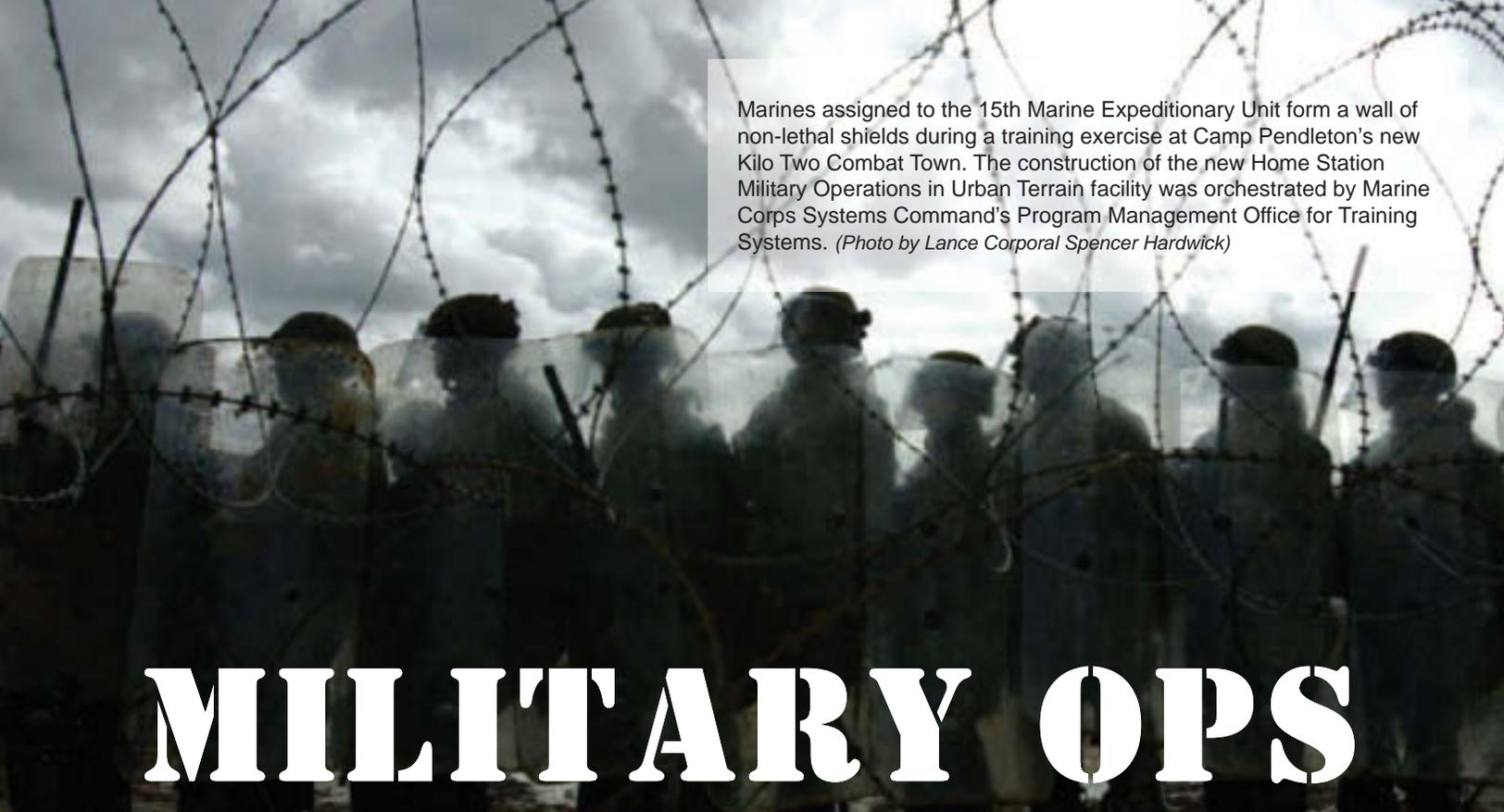
The Wounded Warrior Regiment will receive running suits first, followed by all other commands and units. It is anticipated the wide distribution of the running suits will begin in the fall. The Marine Corps Uniform Board is finalizing regulations regarding policy and conditions for wear of the running suit. Up-to-date information can be found at <http://www.marcorssyscom.usmc.mil/sites/mcub/>.

**“Marines are revered
for their uniforms,
and this running
suit should be just
as impressive and
durable.”**

– By Dedra Jones, MCSC Corporate Communications



Sergeant Major of the Marine Corps Carlton Kent (front right) leads a squad of Marines on a run through the woods at Marine Corps Base Quantico, Va. The Marines are wearing the new Marine Corps running suit. (Photo by Bill Johnson-Miles)

A black and white photograph showing a line of Marines in riot gear, including helmets and shields, standing behind a wall of barbed wire. The scene is set outdoors under a cloudy sky.

Marines assigned to the 15th Marine Expeditionary Unit form a wall of non-lethal shields during a training exercise at Camp Pendleton's new Kilo Two Combat Town. The construction of the new Home Station Military Operations in Urban Terrain facility was orchestrated by Marine Corps Systems Command's Program Management Office for Training Systems. (Photo by Lance Corporal Spencer Hardwick)

MILITARY OPS

URBAN TERRAIN

Marines expand MOUT training

By the end of March, Marine Corps Systems Command (MCSC) had expected to choose the prime contractor to deliver Home Station (HS) Military Operations in Urban Terrain (MOUT) facilities at permanent U.S. Marine Corps facilities both in the continental United States and overseas. HS MOUTs are intended to support joint forces training in a live- and non-live-fire environment up to the battalion level. Allied Container Systems is now building the Combined Arms (CA) MOUT system at the Air Ground Combat Center at Twentynine Palms, Calif., following the award of a \$460 million competitive contract last April.

The CA MOUT will be comprised of military construction (MILCON) projects and non-MILCON container buildings. "MILCON projects worth \$40 million to \$60 million include the construction

of three- to five-story buildings out of shotcrete cement," Brad Valdyke, Assistant Program Manager for Training Systems with MCSC's Training Systems, told *Show Daily*. "Intermixed among those will be containers in different configurations. Bringing both types of appropriation funding together has given us the ability to truly make a complex urban environment that we couldn't do alone as MILCON."

Covering an area of nearly 40 acres, the CA MOUT, known as "Primary Town," will consist of 935 container, 75 shotcrete and 490 modular buildings laid out as an urban core, an "old town," four "mixed use" areas and a sports stadium with the complex divided by a river through the middle. When work is completed in April 2010, Marine expeditionary brigades will be able to train in a live- and non-live-fire environment resembling the theater of operations.

"The CA MOUT is considered a piece of the entire maneuver space at Twentynine Palms as we try to get back to our roots of maneuver and combined



Lance Corporal Anthony Boonstra watches over a muddy area during a pre-deployment training evolution at Camp Pendleton's new Kilo Two Combat Town. The construction of the new Home Station Military Operations in Urban Terrain facility was orchestrated by Marine Corps Systems Command's Program Management Office for Training Systems. (Photo by Lance Corporal Spencer Hardwick)

arms fire support in conjunction with operations into and out of the urban landscape," Valdyke stressed.

Marine battalions rotate through the existing MOU facilities and ranges at Twentynine Palms for Mojave Viper, a demanding Phase 4 Pre-deployment Training Program (PTP) certification exercise. "Twentynine Palms was our initial focus, and we have gone from the PTP Phase 4 training to planning now for large-scale exercises," Valdyke said. "For the home stations we worked backward, and we are now in the process of putting MOUs at each of the home stations. The purpose of these is to give commanders the tool to conduct anywhere from squad training up to Mojave Viper preparation training – PTP Phases 1, 2 and 3 and the follow-on PTP 5 sustainment training."

On April 3, 2007, the Marine Corps opened its first HS MOU facility at

Camp Lejeune, N.C., consisting of 71 buildings including five 360-degree shoot houses, more than 100 automated targets and two tunnel complexes. A second facility has been completed at Camp Pendleton, Calif. Called Kilo Two Combat Town, the first training exercise was held there in January.

"This place really replicates the Arab landscape," Captain Brian Hutcherson, Commander, Company I, 3rd Battalion, 12th Marines, told the *Camp Pendleton Scout*. "The centrally located mosque, the courtyards, the narrow streets; it really reminded me a lot of the time I spent in Iraq."

MCSC plans to award \$30 million in contracts to provide HS MOUs at five or more locations on the Atlantic coast, \$25 million for systems at five or more locations on the Pacific coast and another \$5 million for facilities in Hawaii, Okinawa, Guam and other non-U.S. locations. However, the original two-contract acquisition strategy has been merged into a single requirements contract for five years including four option years.

"We don't know right now what our maximum build out is going to be because of the nature of the supplemental and Global War on Terrorism funding that has been fueling our MOU successes," Valdyke said. "It is essentially a 'winner takes all' contract. Any MOU we build external to Twentynine Palms will be built by that one vendor."



Marines assigned to Golf Company, 2nd Battalion, 3rd Marine Regiment, patrol alongside a tank during an infantry and tank integration exercise in the current Military Operations in Urban Terrain facilities during a Mojave Viper Exercise at Twentynine Palms, Calif., in November 2007. (Photo by Corporal Chadwick deBree)



Marines provide security for a supply truck through a smoke grenade in an attempt to suppress a disorderly “Iraqi” crowd. Marines and Sailors protected the truck as it moved toward the town center during training at Camp Pendleton’s new Kilo Two Combat Town. The construction of the new Home Station Military Operations in an Urban Terrain facility like this one was orchestrated by Marine Corps Systems Command’s Program Management Office for Training Systems. (Photo by Lance Corporal Spencer Hardwick)

“We are standing up an initial robust MOUT capability at each base, and then we are going back to fill in more purpose-built additional capabilities such as small-unit urban skills and [improvised explosive device] training lanes either in conjunction with existing urban facilities or live-fire training ranges,” he said. “Commanders can then achieve a combined arms mix.”

MCSC is seeking to leverage the best industry has to offer. “We have asked industry to provide three live-fire technical solutions and three non-live-fire technical solutions,” Valdyke said.

The contract will cover buildings and some infrastructure, such as conduits, to expedite the subsequent installation of instrumentation.

The size of each facility will differ depending upon a base’s existing range capabilities and geography. The follow-on effort to the initial construction program will be the

instrumentation of the surrounding maneuver areas and then the MOUT facilities.

“We have in solicitation the Tactical Video Capture System procurement, and it will field a video capability through the Marine Corps’ MOUTs over the next three years,” Valdyke said. “The requirement we are looking for is a generation leap to the next capability in video – as we are seeking a seamless stitching of the video throughout the MOUT that is less labor intensive than in present MOUTs – and the ability for that video to be recalled for a real-time after-action review.”

Valdyke said MCSC is enthusiastic about industry developments such as improved targetry and instrumentation that will provide more immersive training. With a growing need for MOUT training, Valdyke pointed out there is no “slack time” in the calendars of the existing MOUT facilities.

– Reprinted with permission from Show Daily, the official daily news digest of the Interservice/Industry Training, Simulation and Education Conference held in Orlando, Fla., in November 2007.



2nd Battalion, 10th Marines fire new LW 155 Howitzers



Sergeant Ryan Harshman, Section Chief of Gun Three, Battery L, 2nd Battalion, 10th Marine Regiment, 2nd Marine Division, II Marine Expeditionary Force, receives a fire mission on the chief of section display at Marine Corps Base Camp Lejeune, N.C. The display is one of the new features of the M777A2 Lightweight 155mm Howitzer. (Photo by Lance Corporal Joshua Murray)

In 1982, the Marine Corps adopted the M198 155mm Medium Howitzer into its arsenal. The Corps employed the M198s for nearly 26 years. Now the M777A2 Lightweight 155mm Howitzers, also known as the “Triple Sevens,” are replacing them. For the first time, Marines from Battery L, 2nd Battalion, 10th Marine Regiment, 2nd Marine Division, II Marine Expeditionary Force, used the M777A2 during a field training exercise at Marine Corps Base Camp Lejeune, N.C., in November 2007.

“As far as mission capabilities, the weapon

is a lot faster,” said Sergeant Ryan Harshman, Section Chief, Gun Three, Battery L. “We’re able to emplace and shoot a lot quicker than we could with the M198.”

Made mostly of titanium, the M777A2 weighs nearly 7,000 pounds less than the aluminum and steel M198s, allowing for more diverse transportation options.

“Now that [the howitzer] is under 10,000 pounds, it can be lifted a lot easier with all the aircraft,” Harshman said. “It being lighter is also a lot easier on the Marines.”

The reduced weight is only one advancement on the artillery gun line. The Fire Direction Center (FDC) can send command messages to the gun line through a VHF radio linked to a digital display called the “chief of section” display. The gunner and assistant gunner also have displays that allow them to aim the gun before the quadrant (aiming

up and down) and deflection (aiming left and right) are called out.

“Once I acknowledge a fire mission, they already

The new M777A2 Lightweight 155mm Howitzer is displayed during the Modern Day Marine Expo on Marine Corps Base Quantico, Va., in October 2007.

(Photo by Bill Johnson-Miles)



BIG BANG

have the deflection and quadrant,” Harshman said. “They’re moving the tube before I even say it. Receiving messages through the displays saves about seven seconds, which is a lot when sending rounds down range.”

The voice fire commands for the M198 that were sent to the gun line via wire communications were accurate when transmitted to the gun, but could be heard or written down incorrectly by the Marines on the gun line. The digital link removes the chance of human error, said Sergeant Daniel Barron, Assistant Operations Chief for the FDC, Battery L.

The new computers and a new hydraulic

breech make it a smooth operating machine, Harshman said.

The loading tray and breech are now hydraulically powered. Crew members still ram rounds into the barrel, but with the M198, loading the howitzer was a completely manual process.

“The breech was opened and closed by hand,” Harshman said. “The loading tray would sit on the deck, and two Marines would pick it up to seat the round and then ram it. From what I’ve seen, the new hydraulic loading tray is saving time between rounds.”

Harshman and his gun crew have only worked together with the weapons system for about three weeks, but he has faith his crew is capable of deploying and using the M777A2 right now.

– By Lance Corporal Joshua Murray, 2nd Marine Division



A high-explosive round soars toward an impact area using the new M777A2 Lightweight 155 mm Howitzer at Marine Corps Base Camp Lejeune, N.C. This was the first opportunity to fire the “Triple Sevens” for Marines from Battery L, 2nd Battalion, 10th Marine Regiment, 2nd Marine Division, II Marine Expeditionary Force. (Photo by Lance Corporal Joshua Murray)

Eye in the Sky

Corps' bird's-eye view gets sharper

Marines traversing inner cities in Iraq searching for insurgents no longer have to pop corners or stealthily peek above ridge lines during foot patrols hoping there is no ambush ahead. With help from unmanned aerial vehicles (UAV) patrolling high in the sky, Marines can be alerted to enemies or improvised explosive devices (IEDs) before it is too late.

The Marine Corps recently upgraded from the aged "Pioneer" UAV to the new "Shadow" system. Marine Unmanned Aerial Vehicle Squadron 1 (VMU-1) gathered intelligence and conducted surveillance during the Shadow's maiden flight in October 2007. The squadron joined VMU-2 in theater at Al Asad, Iraq, and took

over all duties in November 2007.

The primary mission of the UAV is to gather information, provide surveillance and conduct reconnaissance (ISR). They are employed to support troops conducting operations, scan routes searching for IEDs or ambushes and provide overwatch during combat.

The Shadow is a brand new system compared to the Pioneer, which has been in use since the 1980s and is used by other countries' militaries. The Shadow is a smaller, but overall a more efficient aircraft that requires less manpower



Marines of Unmanned Aerial Vehicle (UAV) Squadron 2 pose for a group photo with two of its new Shadow UAVs. (VMU-2 photo)

than its predecessor.

“The plane is smaller, more fuel efficient, quieter, requires much less maintenance and doesn't require as many operators,” said Sergeant Charles Cook, a VMU-2 Internal Operator. “The new system took out the need for an external pilot.”

The camera is a lot easier to control on the Shadow system, according to Corporal Glenn Matsumara, an internal operator with VMU-1. The camera is steadier, allowing greater control of what you can do with the picture.

Transition to the Shadow UAV system required VMU-1 to complete a 12-week training cycle before its current deployment. The transition at the unit's deployed operating center was almost seamless, requiring a few rerouted wires and exchanging Pioneer ground control systems with Shadow units, according to Lieutenant Colonel Geoffery Field, VMU-1 Commanding Officer.

The squadron has already had success with their early operations of the aircraft providing information and video for ground commanders.

“We can do in three

missions a day what Pioneer did with four,” Field said. “My Marines have already picked up and are running with the ball. Corporals, lance corporals and sergeants are running the show here, that's the beauty of this. The Marines love this system.”

While the Marines of VMU-1 were excited to arrive in theater and employ new battlefield technology, the Marines of VMU-2 realized and accepted the need to switch from the aged Pioneer.

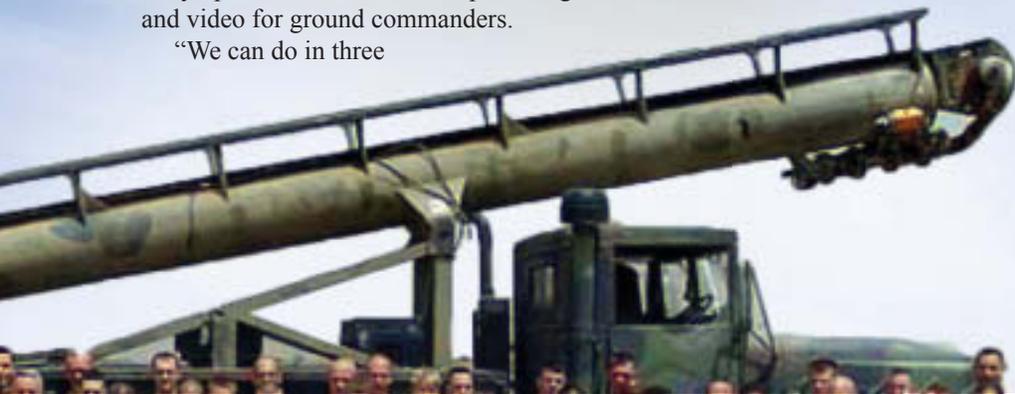
“Right now there is an insatiable appetite for ISR access,” said Lieutenant Colonel Mark Nelson, VMU-2 Commanding Officer. “Commanders from the [Air Combat Element] to [Multi National Force-West] always want more, which is why we're shifting to the Shadow because we can provide more ISR with less manpower.”

The squadron demonstrated their determination and flew the Pioneer like it was going out of style during their seven-month deployment, flying 2,000 ISR sorties providing commanders throughout the theater with essential information.

“We set and broke the record for Pioneer flight operations three separate times during this deployment,” Nelson said. “We never missed a sortie, which speaks volumes.” During VMU-2's upcoming pre-deployment training cycle, they will spend

between 12 and 16 weeks learning the new Shadow system to prepare for their next rotation to Iraq.

— By Corporal Ryan Jackson, 2nd Marine Aircraft Wing (FWD)





Big player in a quiet corner of the world

In many ways, the Marine Corps Tactical Systems Support Activity (MCTSSA) at Camp Pendleton, Calif., might be one of the military's great unheralded successes. Say "MCTSSA" to almost anyone – military member or civilian – even those at its parent, Marine Corps Systems Command (MCSC), and the likely response is a quizzical look.

But then say "the 24-hour help desk" for operating forces; the Support Wide Area Network that has brought satellite connections to almost every Marine unit worldwide; or the team that provides integration and interoperability support for command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) systems. Then maybe – just maybe – the person will reply, "Oh, those guys." There might be a hint of familiarity.

"Those who know us rely on us. Those who don't know us are missing out," said Carmelo Gutierrez, MCTSSA's Manager for Marine Air-Ground Task Force C4I Capability Certification Testing (MC3T).

MCTSSA is nestled among the tomato fields on Camp Pendleton's Pacific shoreline providing a must-have service for state-of-the-art C4I tactical systems, whether potential customers know it or not. Within its confines are almost 400 people equally

divided between active-duty Marines and civilian Marines. This team represents a highly technical workforce of electrical engineers as well as the largest number of computer scientists in the Marine Corps. They have developed test beds for tactical C4I ground, air and logistics systems that are deployed throughout the Marine Corps and, in some cases, the other military services. Indeed, one of MCTSSA's goals is to develop and support products that break out of "stove pipes" and are interoperable with systems used in the Marine Corps, Navy, Army and Air Force.

In Marine Corps Systems Command, MCTSSA is part of the Systems Engineering, Interoperability, Architectures and Technology Directorate. It's a geographically distant connection brought up close and personal through frequent coast-to-coast contact.

All tasking for MCTSSA is directed through the Operations Department, which assesses and evaluates all support requests. It ensures the tasking fits within the activity's mission and that resources are available to handle the tasking. Operations then coordinates the work effort throughout the command to the appropriate MCTSSA division.

MCTSSA is organized into Headquarters, Program Support, Systems Engineering and Interoperability, and Operating Forces divisions. Each functionally organized division is matrixed to provide cross divisional support. Technical support officers (TSOs) from the Program

Sergeant Chirag Shah works on the newly fielded Tactical Data Network Data Distribution System-Refresh at the Marine Corps Tactical Systems Support Activity located at Camp Pendleton, Calif. (Photo by Thomas Prothro)



SSA

Support Division, such as Edi Radnoti, MCTSSA Joint Tactical Common Operational Picture Workstation (JTCW) TSO, provide the prime link between MCTSSA and the program managers at MCSC for previously approved project work.

“As a TSO, I coordinate with a liaison person within each division at MCTSSA,” Radnoti said. “That way we have a specific point of contact that

I can go to in order to get the process moving. We can respond quickly to red flags and meet the program manager’s expectations, which will eventually serve the needs of the operating forces. In addition, programs change so quickly that we frequently need to pause and rethink with our counterparts at Quantico. It’s very important to get together on the phone or in person for in-progress reviews. JTCW is such a big program with so many moving parts that we all need to focus to be effective.”

Along with focus comes flexibility and versatility because many C4ISR systems affect not only the Marines but all the military services. “We have the capability to plug in anyone we need to,” said Tony Stewart of the MCTSSA JTCW team.

MCTSSA takes the all-service aspect into consideration at every step, having gone so far as to build a notional Marine Expeditionary Force (MEF)-sized Marine Air-Ground Task Force (MAGTF), which has been designated as VII MEF. This scalable MAGTF environment, also known

as the C4I Systems Integration Facility (SIF), provides an operationally representative environment where different C4I architectures and configurations can be replicated. The compact yet field-accurate environment provides a test bed where the C4I systems of a MAGTF can be integrated together and tested to ensure systems are interoperable with one another as well as with the other services.

“We want this doctrinal environment to reproduce, as closely as possible, the C4I environment out there in the fleet,” said Gutierrez.

The test of realism comes in the follow-up, for which MCTSSA operates its Operating Forces Support Division (OFSD). One key part of OFSD is the Operating Forces Tactical Systems Support Center, commonly referred to as the help desk. Brad Detwiler, Tactical Communications Team Lead, recalled the help desk’s humble origins in 1995. In those days, support was mainly for Secure Internet Protocol Router Network (SIPRNET) infrastructure. From that six-day, 60-hours-per-week operation, the center’s ramp-up was spurred by 9/11 and Southwest

Contracts Specialists (from left) Susan Humann and Carol Amano talk shop with Contracting Office Branch Chief Sandra Ingram. They help to administer the purchase and acquisition of Marine Corps Tactical Systems Support Activity equipment and support services by means of bid solicitation and contract awards.

(Photo by Thomas Prothro)



MARINE CORPS SYSTEMS SUPPORT



Members of the Marine Corps Tactical Systems Support Activity's Nodes and Joint Mobile Network Operations team review plans. (Photo by Thomas Prothro)

Asia warfare into its now full-up 24/7, 365 support via phone or online chats. "When we started the support center," he said, "the field loved us to death."

OFSD support today goes well beyond simple support via phone lines for SIPRNET problems. Today, OFSD not only offers the support center but also sends many small teams out to the operating forces each year to offer a first-hand assist with hardware and software problems.

"Deployed support teams are where MCTSSA makes our money," said Captain Bert Rakdham, Officer-in-Charge of a team recently returned from Iraq. OFSD supports a multitude of C4I systems through their help desk and field teams, and they stay abreast of the changes and upgrades to the supported systems through their interaction with the ongoing testing within the SIF.

As with other MCTSSA enterprises, the deployed support teams bring help from places warfighters never knew existed.

"People sometimes don't know where to get help even from within their own chain of command," Rakdham said. "It takes a physical presence for people to know about us. Once they know what we can do, we hear a lot from them until they're trained on what to do or they rotate out of theater."

With TSOs, the SIF and 24-hour help desk, MCTSSA would already have a full plate, but there is even more support at the ready. In the last four years the activity has assisted the Marine Corps with expanded deployment of a satellite-based Support Wide Area Network, known as SWAN,

Sergeant Marlana Ybarra (right) of the Marine Corps Tactical Systems Support Activity listens to questions from I Marine Expeditionary Force warfighters during Transition Switching Module (TSM) new equipment training in preparation for the TSM Operational Assessment. (Photo by Thomas Prothro)



Members of the Marine Corps Tactical Systems Support Activity gather around the command's sign. (Photo by Thomas Prothro)

MARINE CORPS TACTICAL SYSTEMS SUPPORT ACTIVITY



Marine Corps Tactical Systems Support Activity's Deployed Support Team
(Photo by Thomas Prothro)

from an inventory of 71 satellite communication terminals to 346. A final expansion to almost 400 will bring instantaneous satellite communication to every infantry battalion in the Marine Corps.

The explosion of services is possible because SWAN lets the tactical user send information over commercial satellites instead of only military spacecraft, according to

Captain Billy Cornell, SWAN Engineer Support Officer.

“At the advent of the war in Iraq,” he said, “all the bandwidth in military satellites was congested. So, we had to overflow onto commercial satellites. With so many commercial satellites circling the earth, our bandwidth is now almost unlimited. SWAN has enabled the Marine Corps to get a little diversity in our communications. We now have a fully redundant, robust asset that supports the warfighter.”

Mentioning “MCTSSA” may still garner a curious look from those unacquainted, but without a doubt, MCTSSA’s operations – its 24/7 C4I Support Center, deployed support teams and technical engineering and testing support of MCSC acquisition programs – are beginning to slowly but surely increase the Marine Corps’ overall awareness, understanding and reliance upon this vital component nestled quietly among the tomato fields of Camp Pendleton.

– By Jim Katzaman, MCSC
Corporate Communications



Technical controller Staff Sergeant Robert Carney makes adjustments to the Joint Enhanced Core Communications System during a Marine Corps Tactical Systems Support Activity training exercise.
(Photo by Thomas Prothro)

Lightweight Multiband Satellite Terminal (LMST) operator Sergeant James Powell and LMST technician Staff Sergeant Richard Groves troubleshoot links during a Marine Corps Tactical Systems Support Activity training exercise.
(Photo by Thomas Prothro)





Inside MCSC Reorg

Leaders explain competency alignment, NSPS at town hall

With most of the Marine Corps Systems Command (MCSC) workforce anxiously gathered, Brigadier General Michael Brogan, MCSC Commander, told the audience to relax. “Everyone should rest at ease,” the Commander said, explaining how MCSC had moved into a competency aligned organization and that all workers would benefit under the new National Security Personnel System (NSPS).

The General, along with two of the command’s competency leads, addressed an MCSC town hall meeting in November 2007. They emphasized that the command was well along in competency alignment and NSPS, thanks to steps taken several years ago.

“The good news is that we’re going to pay people for their performance,” Brogan said. “The trend lines show that our salary increases will be greater under NSPS than if we were working under the General Schedule system. We’re going to continue to work that.”

He added, “We want everyone to understand what it means to work as a competency aligned organization under NSPS.”

Research and Systems Engineering Competency Domain Director John Burrow noted that “competency aligned structures are not new. It’s not just Marine Corps Systems Command, but all commands under the Department of Defense getting aligned. We’re only making minor

adjustments to get more aligned with the Department of the Navy” because the command was well on the way to alignment.

During the town hall, Burrow said that MCSC’s planning for a competency aligned organization “has progressed well and began implementation throughout our command Oct. 1.”

He said the competency alignment goals and intent were largely met by the command redesign begun in 2001 and 2002. However, Burrow added, the Assistant Secretary of the Navy for Research, Development and Acquisition wanted more emphasis on functional management.

“We still have an opportunity to improve

competency effectiveness and refine professional development in our workforce,” said Burrow, who is also MCSC’s Deputy Commander for Systems Engineering Interoperability, Architecture and Technology.

Under MCSC’s competency aligned organization, the oblong organization chart known as “the football” retired in October 2007. In its place emerged a wiring diagram that condensed the command’s previous eight competency domains into five: contracting, resource management, systems engineering, logistics and

Marilyn Thomas, Resource Management Competency Domain Director, discusses the National Security Personnel System during Marine Corps Systems Command’s town hall in November 2007. (Photo by Bill Johnson-Miles)



program management. These domains have absorbed the other original competencies: workforce management moved under resource management; information technology moved to systems engineering; and operations research is now under program management.

“We wanted the flexibility to meet the requirements of our organization at any particular time,” Burrow said. “It’s consistent with what we’ve done in the past and includes protection for the workforce.”

He emphasized from the outset that the competency alignment “is not going to be 100 percent. We want to put it in play, define the processes, get people used to it, and it’ll be full speed ahead.”

From the process and structure point of view, Burrow explained, “you’ll see very little difference between organizations. The competency structure will not change the grouping of individuals. It’ll change how they’re evaluated. Competency directors will now be involved with evaluations of people within their structure. We will do competency reviews within product groups. We’ll have some hiccups, but we’ll work through them.”

The MCSC bottom-line goal remains the same, Burrow said, adhering to the Commander’s description: “Simply manage and simply execute.”

Marilyn Thomas, Resource Management Competency Domain Director, talked about NSPS, including the 2007 and 2008 rating cycles and pay pool procedures.

Training is critical to success, she explained. “We may have experience with pay banding and pay for performance,” she said, “but the NSPS requirement to assess performance against objectives is new.

“Our mock rating profiles support our belief that good results can be achieved if objectives are clear, concise and measurable,” she said. “We will work on having more concise objectives in 2008.”

For Spiral 1.1 rating and share distributions in the 2007 mock pay pool, 61.2 percent of workers were rated at Level 3. “That’s considered a good result,” said Thomas, who is also MCSC’s Deputy Commander for Resource Management.



Research and Systems Engineering Competency Domain Director John Burrow speaks about competency alignment during Marine Corps Systems Command’s town hall in November 2007. (Photo by Bill Johnson-Miles)

Her prediction of good results hit the mark when actual 2008 pay pool results mirrored the favorable outcome of the mock pool.

She also talked about pay norms at the town hall and how they benefit employees. “The greater the flexibility, the greater the need for guidelines to maintain equity in applying flexibilities,” Thomas said. “Pay norms give us a method to assess and manage compensation of like position responsibilities. They were needed to achieve pay equity using NSPS.”

Pay norms provide better process transparency in how compensation is managed across the command, according to Thomas. “They provide incentive to seek additional responsibility to achieve greater pay potential.”

In a recap, Brogan said, “We will make sure all competencies are treated equitably across the command. What we did in the past has served us very well. We are far, far ahead of other organizations that have to take giant steps from the general schedule system.”

The Commander added that MCSC employees should be rewarded with every possible benefit that reflects their hard work throughout the year. “As a command,” he said, “we ought to have a shot at all of that money because, as a command, we all do a great job executing the mission.”

— By Jim Katzaman, MCSC Corporate Communications



Honor, courage and commitment celebrated at Birthday Ball

As the personification of Marine Corps tradition, Lieutenant Colonel Stanford Pike, at 61, the oldest active-duty Marine at the joint Birthday Ball celebration, accepted a slice of cake from an officer's saber to the tune of the Marine Corps Hymn. Standing alongside the experienced warrior, the youngest Marine, 19-year-old Private First Class Adrian Silva, accepted the next slice of birthday cake. Together, they represented the unbroken lineage between the current Corps and the Continental Marines formed Nov. 10, 1775, in Philadelphia's Tun Tavern.

This was all part of a traditional ceremony that occurs every November, at hundreds of different

locations around the world, wherever Marines are deployed and serving their country. In 2007, more than 900 people from Marine Corps Systems Command (MCSC), Program Executive Officer Land Systems and Marine Corps Operational Test and Evaluation Activity celebrated the Marine Corps' birthday at the Renaissance Hotel in Washington.

The opening ceremony began with a stirring video message from Commandant of the Marine Corps General James Conway, followed by the march on of the ceremonial detail, official guests and the Colors. In addition to the cake-cutting event, the Quantico Marine Band provided patriotic music and the adjutant read General John Lejeune's historic message. Lejeune, the Marine Corp's 13th Commandant, published the message in 1920, and it is a Marine tradition to cite it at every birthday ball. Comments by the MCSC Commander and the Guest of Honor concluded the ceremony.

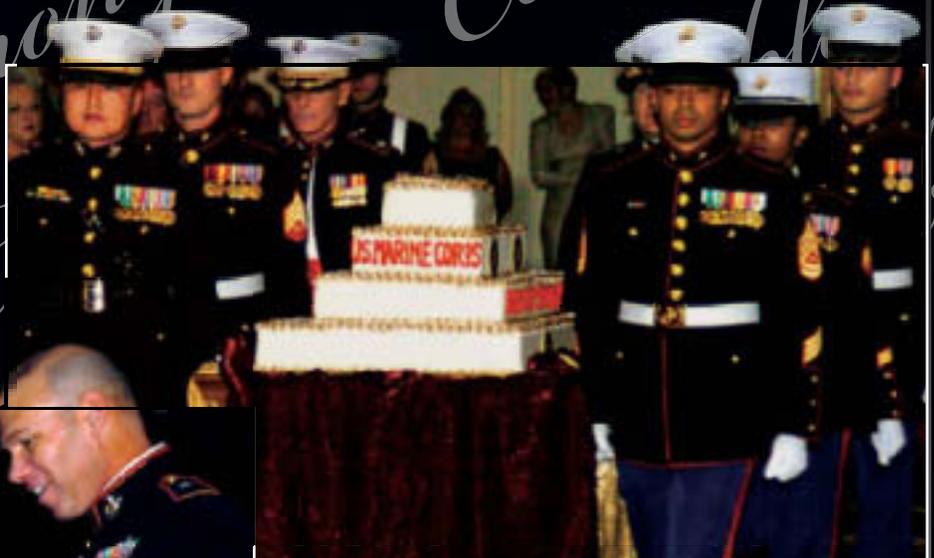
"Two hundred thirty-two years ago, we were born in a bar, and we've been fighting ever since," said retired Lieutenant General Wallace Gregson, the Guest of Honor. "And you at Systems Command and your predecessors have been fighting to get us the right stuff, operating



Dancing and revelry are as much a part of the Marine birthday tradition as the cutting of the cake. (Photo by Bill Johnson-Miles)



Retired Lieutenant General Wallace Gregson, Marine Corps Systems Command Birthday Ball Guest of Honor, accepts a gift from Brigadier General Michael Brogan, MCSC Commander. (Photo by Sergeant Kara Coonrod)



Marine Corps Systems Command's ceremonial Marine detail escorts the Marine Corps birthday cake into the ballroom. (Photo by Sergeant Kara Coonrod)

in the wonderful arena between the federal bureaucracy, commercial industry and our Congress. I'm keenly aware that beneath the button-down exterior of MCSC beats the heart of bureaucratic gorilla warriors dedicated to making this system do the right thing."

Dinner and music filled the rest of the evening as guests danced late into the night, quite often overflowing the dance floor. And even though everyone seemed to enjoy the ball and birthday cake, not far from their thoughts were Marines in places such as Al Asad and Al Quiem, who also toasted the Corps' birthday in similar ceremonies before shouldering their weapons, climbing into their vehicles and aircraft, and patrolling the streets and skies of Iraq.

— By Bill Johnson-Miles, MCSC Corporate Communications





Martin Kane is the volunteer president of the Lake Hopatcong Historical Museum in Landing, N.J. (Kane photo)

Volunteers earn presidential honor

They represent a diverse array of interests: firefighter, horse club leader, baseball coach and museum president. Individually they compiled hundreds of hours of volunteer service and qualified for the President's Volunteer Service Award in Marine Corps Systems Command (MCSC). Gold Medal award recipients include:

- David Garvin of Marine Corps Tactical Systems Support Activity (MCTSSA) volunteered as a firefighter and licensed emergency medical technician for the Intermountain Fire and Rescue Department in Ramona, Calif. He received the award for 869 hours of volunteer work in 2007.
- Leah Roehl, formerly of Product Group 12, is club leader of the Jolly Ranchers 4-H Horse Club in Spotsylvania, Va. She earned the award for 1,210 volunteer hours in 2007.
- Daniel Torgler of Training Systems coaches and manages a baseball team during fall and spring seasons, and manages an all-star team during the

ABOVE BEYOND

summer tournaments in Winter Springs, Fla. His 280 hours of volunteer work in 2007 resulted in the presidential recognition.

- Martin Kane of Lightweight 155 is the volunteer president of the Lake Hopatcong Historical Museum in Landing, N.J. His volunteer work in 2007 totaled 780 hours.

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."

"I am extremely proud of you for receiving the President's Volunteer Service Award," stated MCSC

Commander Brigadier General Michael Brogan in his letters to the recipients. "Each volunteer hour you contributed makes a difference in improving the quality of life for others. Your efforts foster the traditions of volunteering that are a foundation of the principles of America."

The award recipients' dedication to their community is evident.

Garvin responded to fire, motor vehicle accident and medical

Colonel Frank Kelley, Program Manager for Training Systems, presents Daniel Torgler with the President's Volunteer Service Award. He earned the honor for coaching and managing a baseball team during fall and spring seasons and managing an all-star team during the summer tournaments in Winter Springs, Fla. (PM TRASYS photo)



calls in his district and other areas of San Diego County. He also participated in department fundraisers and emergency medical services standbys at community events.

A technical support officer for MCTSSA at Camp Pendleton, Calif., Garvin and Intermountain Fire and Rescue most recently made headlines during Southern California's widespread and deadly wildfires in late October 2007.

"I logged about 96 hours during the major part of them," he said. Flames from the 200,000-acre blaze whipped through the fire department's grounds in six minutes, leaving the building standing amid scoured hills and blackened trees. "About a month and a half after that we were still chasing rekindles," Garvin said, surveying his surroundings where charred and spared homes symbolized the fickle path of the destruction.

Roehl said she was "really proud" to receive her award. "We don't really read too much about my co-workers and volunteers within the community," she said.

Until June 2007, she had worked in MCSC's Communications, Intelligence and Networking Systems. Since then she has been at Marine Corps University where she is an Institutional Systems Designer and Curriculum Developer.

She wants to "develop youth and adults working with those youth to realize their full potential – becoming effective, contributing citizens through participation in research-based, non-formal, hands-on educational experiences."

Torgler is Deputy Program Manager for Training Systems in Orlando, Fla. Besides managing youth baseball teams, he has also volunteered as a soccer, basketball and volleyball coach for the St. Margaret Mary Catholic School in Winter Park, Fla. The coach is instrumental in assisting and providing mentorship and instruction to the boys and girls' soccer, basketball and volleyball teams.

Receiving the award was "very nice," he said. "I like coaching and working with the kids. It's good to have someone say thanks for giving your time and volunteering for the community. I told my players, 'Thank you very much.'"

David Garvin volunteers as a firefighter and licensed emergency medical technician for the Intermountain Fire and Rescue Department in Ramona, Calif. (Photo by Jim Katzaman)



Leah Roehl is club leader of the Jolly Ranchers 4-H Horse Club in Spotsylvania, Va. (Roehl photo)

He got into coaching the way many parents do: His sons played the games, and he became the coach. Besides his own sons, Torgler said the rewards go beyond teaching youngsters the fundamentals of the games.

"I might be walking down the street and kids I coached years ago will come up and say, 'Hi, Coach. How ya doing?' I enjoy that."

Kane began his volunteer work at the Lake Hopatcong Historical Museum in 1991. "It was one of those things where you walk in and volunteer and never get out again," he said, adding that volunteering is a welcome change of pace from the job. The museum president works for the Lightweight 155 Howitzer program at Picatinny, N.J., where he has served since 1998 and is currently the budget manager.

"One of the rewarding things we do is our work with several school groups," Kane said. "This is one of the oldest areas in New Jersey, and it's not well known to fourth-graders and high-school youngsters who come to the museum."

Putting the museum first in his spare time, he said, gives him the greatest satisfaction. "It's an honor to receive any type of presidential award, but I'm not doing this for the recognition."

– By Jim Katzaman,
MCSC Corporate
Communications



**Marine Corps
Systems Command
Awardees**

Legion of Merit

Colonel Jeffrey Krongaard
Reserve Affairs

Lieutenant Colonel
Stanford Pike
MAGTF, Weapons &
Sensors Development &
Integration

Bronze Star

Lieutenant Colonel
Donald Gordon
MAGTF, Weapons &
Sensors Development &
Integration

Major Bradley Pennella
Armor and Fire Support
Systems

**Meritorious Service
Medal**

Lieutenant Colonel
Mark Bryant
Communications,
Intelligence and Networking
Systems

Lieutenant Colonel
Edwin Coyl
Training Systems

Major Chip Brodhun
Information Systems and
Infrastructure

Major Robert Crum
Combat Equipment and
Support Systems

Major David Joseforsky
Combat Equipment and
Support Systems



Major Chip Brodhun of the Information Systems and Infrastructure product group receives the Meritorious Service Medal. (Photo by Bill Johnson-Miles)

New course primes acquisition newcomers

A new course approach is helping Marine Corps Systems Command (MCSC) expedite the delivery of training for new military and civilian members of the defense acquisition community. This approach helps them more quickly gain qualifications required under the Defense Acquisition and Workforce Improvement Act (DAWAI, Public Law 101-510, 1990) and lets MCSC gain more immediate benefits from the graduate's tours at the command.

The Advanced Acquisition Program graduated its first class in December 2007. Most of the 28 military and civilian students were newly assigned to the command. For 11 weeks they met for two hours every Tuesday and Thursday in Dumfries, Va. This distance-learning course was connected by video teleconference to their Naval Postgraduate School instructor, Dr. Keith Snider, on the other side of the country in Monterey, Calif.

"It's been challenging," said LaVerne Rodriguez of Product Group 15, Ground Transportation and Engineer Systems. "I had only worked at MCSC for four months before coming straight to class. I've been in training and attending class at the same time. It's been good because we've covered certain issues in class that will come up on the job."

She typifies why command officials wanted to put the Advanced Acquisition Program in place. In the past, military and civilians new to MCSC might have waited up to two years to attend an equivalent acquisition course in Arlington, Va. This entailed a daily commute up I-95 to the course site for eight



The Advanced Acquisition Program graduated its first class in December 2007. (Photo by Dedra Jones)

straight weeks. Marines on three-year tours might barely complete the course before packing up for their next assignments, limiting the potential return on investment provided by their newly acquired DAWAI knowledge and skills.

This led the Program Management Competency Leadership Board, under the direction of Dick Bates, Program Manager Competency Director, to establish a team to look at alternatives to the current method of training delivery. The team found that the Naval Postgraduate School provided the course locally through distance learning. This allowed all new military and civilian personnel to fulfill certain certification requirements of their rank or position.

"We're not trying to make all course attendees of this training Level 3 program managers," said John Cocowitch, the Program Management Competency Team Lead. "Our goal is to provide everyone the same knowledge base as soon as possible."

As a result, all new project officers, research and development coordinators, program office people and program managers are considered eligible candidates to attend the program.

— By Jim Katzaman, MCSC Corporate Communications

Meritorious Service Medal (cont.)

Major John Gonzales
Communications,
Intelligence and Networking
Systems

Chief Warrant Officer
Anthony Andrew
Infantry Weapons Systems

Chief Warrant Officer
Gerard Givens
Ground Transportation and
Engineer Systems

Chief Warrant Officer
John Thompson
Information Systems and
Infrastructure

Chief Warrant Officer
Sean Thompson
Communications,
Intelligence and Networking
Systems

Chief Warrant Officer
Joseph Toscano
Communications,
Intelligence and Networking
Systems

Master Gunnery Sergeant
Anthony Tripp
Ammunition

Master Sergeant
Greggory Parker
Combat Equipment and
Support Systems

Master Sergeant
Teresa Terry
Ground Transportation and
Engineer Systems

Master Sergeant
Lucien Sejour
Ground Transportation and
Engineer Systems

Master Sergeant
Timothy Barrons
Ground Transportation and
Engineer Systems

Master Sergeant
Loretta Thompson
Global Combat Support
System – Marine Corps

Gunnery Sergeant
David Brown
Communications,
Intelligence and Networking
Systems

Staff Sergeant Jacob Wiese
MAGTF C2, Weapons and
Sensors Development and
Integration

Shaffer receives Progam Manager award

James Shaffer of Marine Corps Systems Command has been named Project Manager of the Year by John Kubricky, Deputy Under Secretary of Defense for Advanced Systems and Concepts. Shaffer led the test and fielding of the High Performance Standard Advanced Dewar Assembly II (HP SADA II) Defense Acquisition Challenge (DAC) Program.

The HP SADA II program was approved as a fiscal year 2006 out-of-cycle project with fiscal year 2005 funds to meet the continuing Marine Corps requirement to improve the under armor thermal sighting capabilities of the M1A1 Main Battle Tank. The only system on the M1A1 that allows the gunner and tank commander to overcome harsh visual conditions is the Thermal Imaging System (TIS) of the M1A1 Firepower Enhancement Program (FEP). The HP SADA II is a drop-in replacement for the current component that focuses the multi-spectral image within the TIS.

“The completion of this project represents an exceptional example of program management flexibility and adaptation under critical funding constraints and scheduling obstacles,” Kubricky said.

Leveraging the Marine Corps FEP, Shaffer orchestrated an accelerated DAC project that qualified a significant M1A1 upgrade, increasing situational awareness and reducing possible incidents of fratricide and collateral

damage by the M1A1 tank crew.

The Program Manager streamlined the acquisition strategy by accelerating qualification testing and user evaluation by five months and executing procurement options at the completion of the test contract. Shaffer’s efforts completed a successful DAC project for \$665,000, resulting in an initial HP SADA II procurement of \$825,000 with an additional procurement of \$3.3 million expected in fiscal year 2008.

– *By Jim Katzaman, MCSC Corporate Communications*

An M1A1 Main Battle Tank, from Company D, 2nd Tank Battalion, Regimental Combat Team 5, casts a daunting image in the desert near Dra Digla, Iraq, north of Fallujah. High Performance Standard Advanced Dewar Assembly II improves the under armor thermal sighting capabilities of the tank. (Photo by Gunnery Sergeant Mark Oliva)



**Joint Service
Commendation
Medal**

Captain Lawrence Arnold
Communications,
Intelligence and Networking
Systems

**Navy/Marine Corps
Commendation
Medal**

Major Jeffrey Lark
Global Combat Support
System – Marine Corps

Captain Brian Broderick
MAGTF C2, Weapons and
Sensors Development and
Integration

Captain Clinton Kappel
Training Systems

Gunnery Sergeant
Steven Pozza
PEO Land Systems

Staff Sergeant Jacob Wiese
MAGTF C2, Weapons and
Sensors Development and
Integration

Chief Warrant Officer
Anthony Andrew
Information Systems and
Infrastructure

Edward Lerner
Armor and Fire Support
Systems

Sushil Balusa
Armor and Fire Support
Systems

Sheila Hartmann
Global Combat Support
System – Marine Corps

Presley Robertson
Global Combat Support
System – Marine Corps

Team powers to DOD acquisition award



Members of the Mobile Electric Power Distribution Replacement System program received the David Packard Excellence in Acquisition Award for exemplary innovation and best acquisition, technology or logistics practices in November 2007. (Photo by Jim Katzaman)

Almost direct from the Broadway stage, an updated version of Marine mobile power distribution passed its “out-of-town” tryout. In the process its Marine Corps Systems Command (MCSC) project team earned a Department of Defense award for acquisition innovation.

Members of the Mobile Electric Power Distribution Replacement System program received the David Packard Excellence in Acquisition Award for exemplary innovation and best acquisition, technology or logistics practices in November 2007 during a luncheon at Fort Belvoir, Va. They represented a joint effort of people from Marine Corps Base Quantico, Va.; Camp Lejeune, N.C.; Aberdeen Test Center, Md.; and Albany, Ga.

“We were recognized for our innovative and rapid development, testing and fielding of the Mobile Electric Power Distribution Replacement System,” said Mike Gallagher, Program Manager of Expeditionary Power Systems.

Faced with a drastic increase in demand and low production rates of the legacy tactical electric power distribution system then in use, the team

found a suitable commercially-available system. They used commercial item procurement with a statement of objective for the contracting approach. Then they teamed with industry, in the small business sector, to develop and test a system consisting of 20 major components that can be tailored to individual Marine unit needs.

As Gallagher explained, the updated system relies heavily on electric power distribution systems already used in the commercial lighting and rental industry. This industry supports entertainment functions such as concerts, stage shows and carnivals that require key capabilities including rapid setup and teardown, all-weather operation, minimal training, rough handling and highly supportable components and systems.

“These are the same features the Marine Corps requires,” Gallagher said. “We also determined from our research that small business enterprises are the principle sector that provides this service.”

A key feature of the new system was reducing weight, lower lifecycle cost and improved time to delivery for product.

– By Jim Katzaman, MCSC Corporate Communications



Robert Williams presents Edward Lerner of Armor and Fire Support Systems with a letter during his retirement ceremony last fall. (Lerner photo)

Ream, team share Foreign Comparative Test award

Robert Ream and his team members have received the award for Project Manager of the Year for the Fiscal Year 2007 Foreign Comparative Test (FCT) Program for testing and fielding Marine Corps Systems Command's Urban Deployable Instrumented Training System (UDITS).

The UDITS is a portable range instrumentation system that can be deployed anywhere, expanding Marine Corps training capabilities by wirelessly instrumenting structures, warfighters and vehicles. Easily transportable to deployment sites, the UDITS provides near-real-time tracking and exercise control, allowing commanders to adjust training scenarios modeled after reports from theater. The UDITS records live 3-dimensional mapped views of an exercise and provides after-action review briefing data within minutes.

"This project illustrates the Marine Corps' commitment to defense cooperation

with allies and friends, while increasing the Marines' capability to explore and improve urban warfare tactics using state-of-the-art instrumentation," said John Kubricky, Deputy Undersecretary of Defense for Advanced Systems and Concepts.

Ream and his team streamlined the acquisition strategy by implementing the Kaminski Approach and executing procurement options at completion of the test contract, expediting production by 13 months instead of the originally anticipated 24 months.

Ream's aggressive financial planning and management completed a successful FCT project for \$500,000, resulting in a UDITS procurement of \$10 million and achieving an initial 20-to-1 return on investment.

— *By Jim Katzaman, MCSC Corporate Communications*



Stephen Oakley, a C4 Analyst at Marine Corps Tactical Systems Support Activity's Operating Forces Tactical Systems Support Center, received the Armed Forces Communications and Electronics Association Copernicus Award in February. (Photo by Thomas Prothro)

Federal Length of Service Award

Dennis Cooper (30 Years)
Ground Transportation and Engineer Systems

Philip Caramanica (30 Years)
Life Cycle Logistics

Kip Johnson (30 Years)
Safety

Joanne Martin (30 Years)
Ground Transportation and Engineer Systems

Rosario Rodriguez (30 Years)
Resource Management

George Seidl (30 Years)
Strategic Change Management Center

Reginald Span (30 Years)
Training Systems

Diana Wyatt (30 Years)
MAGTF C2, Weapons and Sensors Development and Integration



Marines walk back to their unit after finishing a patrol at the Camp Lejeune Military Operations Urban Terrain facility following a Basic Urban Skills Training course. Using the Urban Deployable Instrumented Training System, structures, warfighters and vehicles are instrumented wirelessly in order to record live 3-dimensional mapped views of an urban exercise. This provides after-action review briefing data within minutes, allowing commanders to adjust training scenarios modeled after reports from theater. (Photo by Lance Corporal Thomas Griffith)



Operations Security: Think before you speak

When Alexis de Tocquville was traveling through the United States in the 1830's, he said Americans were results and technology oriented, had poor long-term planning, sought fast solutions, had short attention spans, were open and up front, prone to compromise, emphasized individuality, strove for perfection and were materialistic.

information can be used against us.” Benjamin noted, “We can’t protect everything. The task would be daunting, really impossible. Yet, as a nation, we need to understand we are not exempt from an adversary targeting our information.”

The responsibility for protecting information rests with all Americans, he said, making this “a part of our daily culture, a routine, regular part of our lives.”

He recalled the words of Frederick the Great who said, “Great advantage

people got a copy of a set of documents. Too often we assume that if information is unclassified, it is releasable.”

This is where, he said, Operations Security (OPSEC) comes into play. The process is designed to identify what information needs protection, taking into account these factors:

- Critical information: what adversaries are likely to exploit the information;
- Threats: what means an adversary might use to get the information;
- Vulnerabilities: what happens if the information is lost;
- Risk: what can be done to correct the associated problems; and
- Countermeasures: what can be done to safeguard the information.

“In other words,” Benjamin said, “OPSEC offers a means by which we can protect certain unclassified information before it gets released, before it can be aggregated enough to reveal classified intentions or capabilities. Since we can’t really recover information once it has been released and aggregated, we need to control it before it is released.”

He advised everyone to “think through what is being released. Most of what is released is simply nice to know information, but it’s not needed to complete the task or for public information consumption. Ask yourself if the people I’m talking to really need to know this.”



Be careful when talking about work in public places. You never know who's listening. Always follow OPSEC guidelines. (Mason Street Grill photo)

That assessment might still hold true today, which makes it a challenge to protect sensitive information in a free society.

“The problem of data aggregation has long been one of the most difficult issues facing those of us who deal with the protection of information,” said Stephen Benjamin, Technology Protection Specialist for Marine Corps Systems Command. “We cannot operate in a world where everything is classified, but we live in a society that has difficulty understanding the value of unclassified information and how that

is drawn from knowledge of your adversary, and when you know the measure of his intelligence and character, you can use it to play on his weaknesses.”

This, Benjamin said, could be the job description of a terrorist or any other enemy of the United States, which emphasizes the danger of casually discussing office work in open settings such as restaurants, malls or on the Internet.

“The Information Age has only made our task harder,” Benjamin said. “It’s no longer a matter of tracking which 50



Command embarks on continuous process improvement

According to Clyde Bently, Program Manager of the Marine Corps Systems Command Strategic Change Management System, “Everything we do can be defined as a process. Therefore, applicability of Lean Six Sigma is endless.” Bentley leads the command’s endeavor for continuous process improvement.

The lynchpin of the effort is Lean Six Sigma, a combination of management philosophies adapted from private industry. Lean is based on the Toyota Production System, and Six Sigma was pioneered by Motorola. As one entity, Lean Six Sigma is implemented to deliver products and services with speed, customer satisfaction and lower cost through operations excellence. It has a strong customer and business focus.

Lean Six Sigma deployment is based on action-oriented training and a tiered structure of certification levels, organized by “belt” colors. The introductory training level is referred to as yellow belt. The first level of certification, requiring one to two weeks of training – and often completion of a successful Lean Six Sigma project – is called green belt.

The expert level of certification, requiring four to five weeks of training over a period of several months and completion of a successful Lean Six

Sigma project is called black belt. Beyond the black belt level, with a certain amount of practical experience and additional training, it is possible to acquire a master black belt certification. Most organizations using Lean Six Sigma have at least one master black belt available who serves as the black belt trainer and highest-ranking coach or advisor.

“A year and a half ago Systems Command started to get serious about applying Lean Six Sigma to processes within the command,” Bentley said. “Taking a ‘walk before you run’ approach, only a few processes have been focused upon for application of the Lean Six Sigma methodology.”

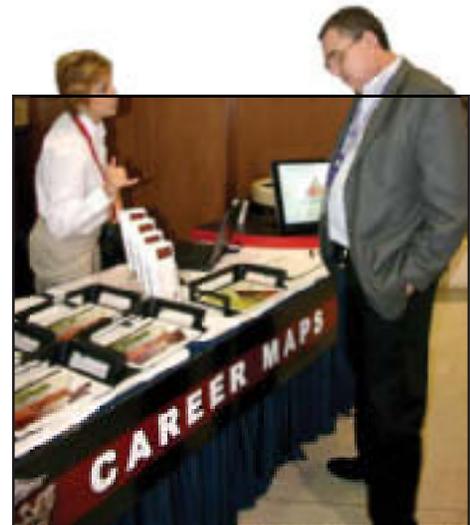
Command teams were formed, composed primarily of subject matter experts but also including command personnel trained in the application of Lean Six Sigma tools and the ability and training to facilitate the teams. The first phase of the Lean Six Sigma approach is to thoroughly define the existing processes and problems associated with the process being examined. A charter is signed that formalizes the team and identifies a sponsor for the effort.

Lean Six Sigma is becoming prevalent throughout the Department of Defense, with the Navy reporting significant service improvements and cost reductions. Implementation has begun throughout the Marine

Corps, and Marine Corps Systems Command is already demonstrating success.

Shaping an acquisition workforce

Command personnel were given an opportunity to learn more about the Primary Acquisition Military



Rose McRoberts explains the Acquisition Military Occupational Specialty career maps at the Program Management Town Hall. (Photo by Dedra Jones)

Occupational Specialty (MOS) Program initiative during the half-day Program Management Town Hall meeting in November. Brigadier General Michael Brogan, Commander, Marine Corps Systems Command, addressed this initiative during his opening comments. Brogan serves as the Marine Corps Executive Agent for the Acquisition Career Field and Acquisition MOS. Rich Reager, Assistant Ground Acquisition Occupational Field Sponsor, and Colonel Shawn Reinwald teamed to provide the audience an update and to talk about acquisition tour opportunities, the MOS and the career paths of interested Marines.

Complementing the Town Hall topic was the debut of the career maps. An interactive station gave people an opportunity to walk through their career progression in the program management and the test and evaluation acquisition career fields. The online version of the career maps is user-friendly with its point-and-click function. Available now at <http://www.marcorssyscom.usmc.mil/sites/acqworkforce/default.aspx>, these career maps allow Marines to learn about certifications, schools and billets. Hard copies of the maps have also been published in a magazine format and are now available.



Using Lean Six Sigma, a Marine Corps Systems Command team had a rapid improvement event to help command program managers work urgent universal needs statements and associated statement of needs. Standing from left to right are Rod Montgomery, Pat O'Bryan, Dean Johnson, and Yvette Keeler. Seated from left to right are John Gonzales, John Wahl, and Clyde Bentley. (MCSC Photo)

APBI set for May

Marine Corps Systems Command (MCSC) will be hosting the 2008 Advanced Planning Briefing to Industry May 13 and 14 at the Hyatt Regency Hotel in Baltimore, Md. The goal of the event is to increase industry awareness of the critical requirements for innovation that will ultimately protect warfighters.

Throughout the conference, guest speakers from industry, as well as Marine Corps general officers and high-ranking Navy officials will present relative subject matter. Each MCSC Product Group Director and their Program Managers will conduct briefs followed by panel question and answer periods. Additionally, the Marine Corps Program Executive Officer for Land Systems, all MCSC Independent Program Managers and MCSC's International Programs will present briefs.

Simultaneously, workshops will be conducted on Commercial Enterprise Omnibus Support Services and product contracts using Navy Electronic Commerce On-line, and overviews will be given on small business, how the MCSC budget works and how to bid for service contracts. Throughout the entire conference, static displays from each MCSC product group, Marine Corps Combat Development Command and Marine Corps Warfighting Lab will be on exhibit. There will be subject matter experts and support staff in each display to answer questions or set up appointments for more in-depth meetings.

Life-Cycle Logistics emerges from command realignment

Marine Corps Systems Command's (MCSC) Assistant Commander for Product Support has had its name changed to Assistant Commander for Life-Cycle Logistics. In the process, a reorganization absorbed many of the functions of the Assistant Commander for Product Support (AC PROD).

The changes took effect October 2007 at which time the remaining AC PROD functions were absorbed by the Deputy Commander for Systems Engineering, Integration, Architecture and Technology along with the Assistant Commander for Programs.

The realignment grew out of the Sustainment Integrated Product Team formed in January 2007 at the direction of MCSC Commander Brigadier General Michael Brogan. The General agreed with the team's recommendations and ordered the changes to be put in place.

In its newly created form, Life-Cycle Logistics provides technical support to the program management offices throughout MCSC. This includes technical documentation and integrated logistics support.

Kelley now PM for Training Systems

Colonel Frank Kelley is the new Program Manager for Training Systems, part of Marine Corps Systems Command (MCSC), in Orlando, Fla.

His organization provides services and products to support the development and lifecycle support of the Marine Corps' training requirements. Training Systems also provides various types of training analyses including manpower and support of MCSC acquisition programs.

Originally from the city of Philadelphia,

Kelley attended the University of Notre Dame and earned a degree in aeronautical and aerospace engineering. Upon graduation, he was commissioned a second lieutenant in the Marine Corps.

This is Kelly's second stint with MCSC. Previously he was the Program Manager for Unmanned Systems. His most recent assignment was Military Assistant to the Assistant Secretary of the Navy for Research, Development and Acquisition.

Marine South expo held at Camp Lejeune

Marine Corps Systems Command (MCSC) will participate in the Marine South exposition at Camp Lejeune, N.C. This event, held April 2-



Colonel Frank Kelley



3, focuses on the user – the Marine who benefits from the equipment, systems, services and technology provided by defense contractors and suppliers from around the world. North Carolina Marines stationed at Camp Lejeune, Marine Corps Air Station Cherry Point and Marine Corps Air Station New River will attend Marine South.

MCSC will exhibit the command's "Educating the Warfighter" display, targeting the warfighter and educating them on the acquisition process and the new Acquisition Military Occupational Specialty. It includes displays of systems and equipment currently fielded and available for their use. Equipment currently being used in the field will be showcased. This includes Infantry Combat Equipment; Chemical, Biological, Radiological and Nuclear Systems; and Family of Field Medical Equipment. Additionally, representatives from Corporate Communications and the Marine Enhancement Program will be available to offer information and solicit feedback.

New York's Fleet Week invites MCSC

New York's Fleet Week provides an unprecedented opportunity May 21-28 for the Marine Corps to assist the recruiting mission and generate extensive awareness of the Marine Corps mission, core value and expeditionary maneuver warfare capabilities. To support this national outreach mission, Marine Corps Systems Command has been invited to provide displays featuring equipment being used by or expected to be used by the operating forces to accomplish their warfighting mission.

These displays may include Infantry Combat Equipment; Chemical,

Biological, Radiological and Nuclear Systems; Mine Resistant Ambush Protected vehicles; a High Mobility Artillery Rocket System, an M32 Multiple Grenade Launcher, Robotic Systems, an Expeditionary Fighting Vehicle; and a Light Armored Vehicle Marine Personnel Carrier.

MCSC runner heads to the top

After completing a very hard race, Joe Murgo stated, "I felt great. I wanted to finish feeling good because I didn't know what to expect."

He could well have been speaking of 1976 when he ran in the very first Marine Corps Marathon. Through the years he posted a personal best 3 hours, 11 minutes in that event.

He might also have been recalling his days as a triathlete, pushing himself through grueling days of swimming, cycling and running throughout the country.

Then there is his normal start to every day: He wakes up at 3:15 a.m. and "hits the door running by 4:40 a.m." after squeezing in 1,000 sit-ups before heading to work as the Test and Evaluation Lead for the Joint Light Tactical Vehicle, under the Program Executive Officer for Land Systems

Actually, it was none of that. Murgo had just gone all out for 19 minutes 20 seconds to complete the toughest two-tenths of a mile of his life the morning of Feb. 5. The distance might sound short until one notes that he ran straight up 1,576 steps from the lobby to the



Joe Murgo, Test and Evaluation Lead for the Joint Light Tactical Vehicle, under the Program Executive Officer for Land Systems, wears the medal and T-shirt he earned for completing the 31st annual New York Road Runners Empire State Building Run-Up –1,576 steps from the lobby to the 86th Floor observation deck.
(Photo by Bill Johnson-Miles)

86th Floor observation deck of the Empire State Building.

This 31st annual New York Road Runners Empire State Building Run-Up attracted 250 competitors of which 215 finished, including Murgo. The former Marine emphasized that he did not run for himself but for all the wounded warriors who would like to run but cannot. "I wanted to do it for them," he said.

And he will continue to run, even to the top of the Big Apple. "I felt good enough afterward so that I'd want to do it again," he said. If he does, he will likely warm up the same way he did in February: on a brisk three-block run from his daughter Jennifer's apartment.



Snapshots



Santa presents Bobbie Cave with a special gift at Marine Corps Systems Command's Christmas Party. Cave, who works for the command's Counsel, won the holiday door decorating contest. (Photo by Bill Johnson-Miles)



John Linnhstaedt, of Systems Engineering, Interoperability, Architectures and Technology, participates in Marine Corps Systems Command's Cardiopulmonary Resuscitation class in December 2007. (Photo by Dedra Jones)



Craig Pritzker, of MAGTF C2, Weapons, and Sensors Development and Integration Product Group, has fun with the Corpsman as he receives his flu shot in December 2007. (Photo by Bill Johnson-Miles)



Susan Crosswait (left) and other members of Marine Corps Tactical Systems Support Activity at Camp Pendleton, Calif., enjoy the food at the command's Multicultural Day in the fall of 2007. (Photo by Thomas Prothro)



Sonia Kitchen, of the Information Systems and Infrastructure Product Group, was one of 97 people who volunteered swabs for the Marine Corps Systems Command's Bone Marrow Screening in November 2007. (Photo by Jim Katzaman)

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

MARINE CORPS SYSTEMS COMMAND ADVANCED PLANNING BRIEFING TO INDUSTRY



13-14 MAY 2008
HYATT REGENCY BALTIMORE, MD



For additional information please contact
Ms. Claudia Diaz, NDIA, 703-247-2596
or visit: <http://www.marcorssyscom.usmc.mil> -or- <http://www.ndia.org>

Think OPSEC



One drop of information, whether leaked from a conversation, email, blog, website or by phone, can pool together an ocean of volatile details and send ripples across many lives.

Operations Security