

MARINE

ON POINT

EQUIPPING THE WARFIGHTER TO WIN

MARINE CORPS SYSTEMS COMMAND MAGAZINE
SPRING 2010, VOLUME 4, ISSUE 2

- ▶ Strategic Plan Moves Forward
- ▶ Warfighter Shares Experiences
- ▶ Expanding the MCSC Campus

A message from the COMMANDER



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

This is the last time I will write to you in this forum as Commander, Marine Corps Systems Command (MCSC). Like any departure from a wonderful assignment, this one brings mixed emotions. I will miss the professional relationships and friendships we've fostered through the years. We pulled together as a Command to overcome obstacles, while continuing uninterrupted support to our customer: the forward-deployed Lance Corporal. That has been, and will continue to be, MCSC and Program Executive Officer Land System's crowning achievement.

I depart with the confidence that we're on the right track. Our 2010-2014 Strategic Plan is coming together and moving forward, thanks to the participation of everyone in the Command. This issue of the magazine recaps the success of our Strategic Plan Expo (see story on Page 20), which involved more than 1,000 of our employees in lively give-and-take sessions. That event produced valuable data for our Strategic Plan Objective Teams as they move the overall Plan forward to its next stage (see story on Page 18). Later this year the Chief Management Office will follow up with another event to lead the process farther down the path.

Meanwhile, as we continue to produce the best up-to-date systems for our warfighters, communication with our industry partners is ever more critical. We stage many forums to interact with members of industry to emphasize our need for innovative, reliable and efficient products. Every two years one of our biggest events is the Advanced Planning Brief to Industry in Baltimore (see story on Page 22). We gathered again in April with more than 1,000 industry representatives to hear about the desires of MCSC and the entire Marine Corps. Military and civilian leaders consistently drove home our needs to become lighter, attain affordability and conserve energy.

If you have been a part of MCSC for even a year, you know that we have put an exciting, competent Command team in place to lead us to even greater success. Ms. Ann-Cecile McDermott has quickly taken charge as Deputy Commander, Resource Management. In a short time, Mr. James Smerchansky became well-versed as Deputy Commander, Systems Engineering, Interoperability, Architecture and Technology. Dr. John Burrow easily transitioned into his duties as Executive Director.

And now Brigadier General (select) Frank Kelley waits to assume his role as MCSC's Commander. Besides maintaining our Notre Dame connection, he has MCSC experience as Program Manager for Unmanned Systems and Program Manager for Training Systems, along with his current assignment as Chief of Staff. I am happy to leave the Command in such good hands.

It has been a privilege serving with you.

Semper Fidelis!

A handwritten signature in black ink that reads "M.M. Brogan".

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

ON POINT

MARINES

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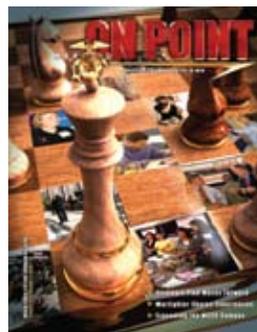
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- 2** **Commander's Message**
- 4** **Equip to Win:**
Making a Difference: Warfighter shares experiences operating in Afghanistan
- 7** Tight Squeeze: MCSC has designs on expansive campus to relieve close quarters
- 10** Early Success: Improved check-in process, orientation class win praise
- 12** Refit and Ready: Teamwork makes all the difference at MRAP Sustainment Facility
- 13** **Ooh Rah: (Awards and Achievements)**
- 16** LSS Awards: Command recognizes Lean Six Sigma achievements
- 18** **Front and Center:**
On the Mark: Strategic Plan moves forward, building on short-term gains
- 20** **Parade Deck: (Events and Activities)**
By the People: Strategic Plan Expo successful two-way discussion
- 22** APBI: Industry partners hear about Marine Corps needs as belts tighten
- 24** Going Green: MCSC helps build, test experimental FOB
- 26** POTUS Praises LAV: Vehicle showcases national security in energy initiative
- 27** Additional MCSC Events
- 28** **Spotlight:**
Motivating Speakers: AE Day focuses on innovation, change
- 30** **SysCom News**
Guidelines cover political activities
- 31** Preparation reduces workplace violence
- 33** Command prepares switch to AcqDemo
- 33** Student hire a tough job
- 34** **Snapshots**

On the Cover: More than 1,000 members of Marine Corps Systems Command and Program Executive Officer Land Systems attended and took part in the Strategic Plan Expo in March. See Strategic Plan stories on Pages 18 and 20. See related Facilities story on Page 7 and Strategic Plan early success story on Page 10. (Cover design by Kirk Nelson. Photos by Bill Johnson-Miles and Laura Bachmann)



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You are **DIFF** making a

Warfighter shares experiences operating in Afghanistan

Lieutenant Colonel Mike Callanan of 1st Combat Engineer Battalion (CEB) had two messages for those who work at Marine Corps Systems Command (MCSC) and Program Executive Officer Land Systems (PEO LS).

“What you’re doing back here makes a difference,” said Callanan, who was deployed to Afghanistan from April through November 2009. “It has made a difference. But we need you to work harder because the Marines and Sailors out there are facing a significant challenge. For what you have done, though, thank you very much.”

This is how the Lieutenant Colonel opened what was billed as a “Warfighter Lecture” in February at Quantico’s Little Hall. About 200 MCSC and PEO LS team members attended the lecture arranged by Strategic Plan Objective Team

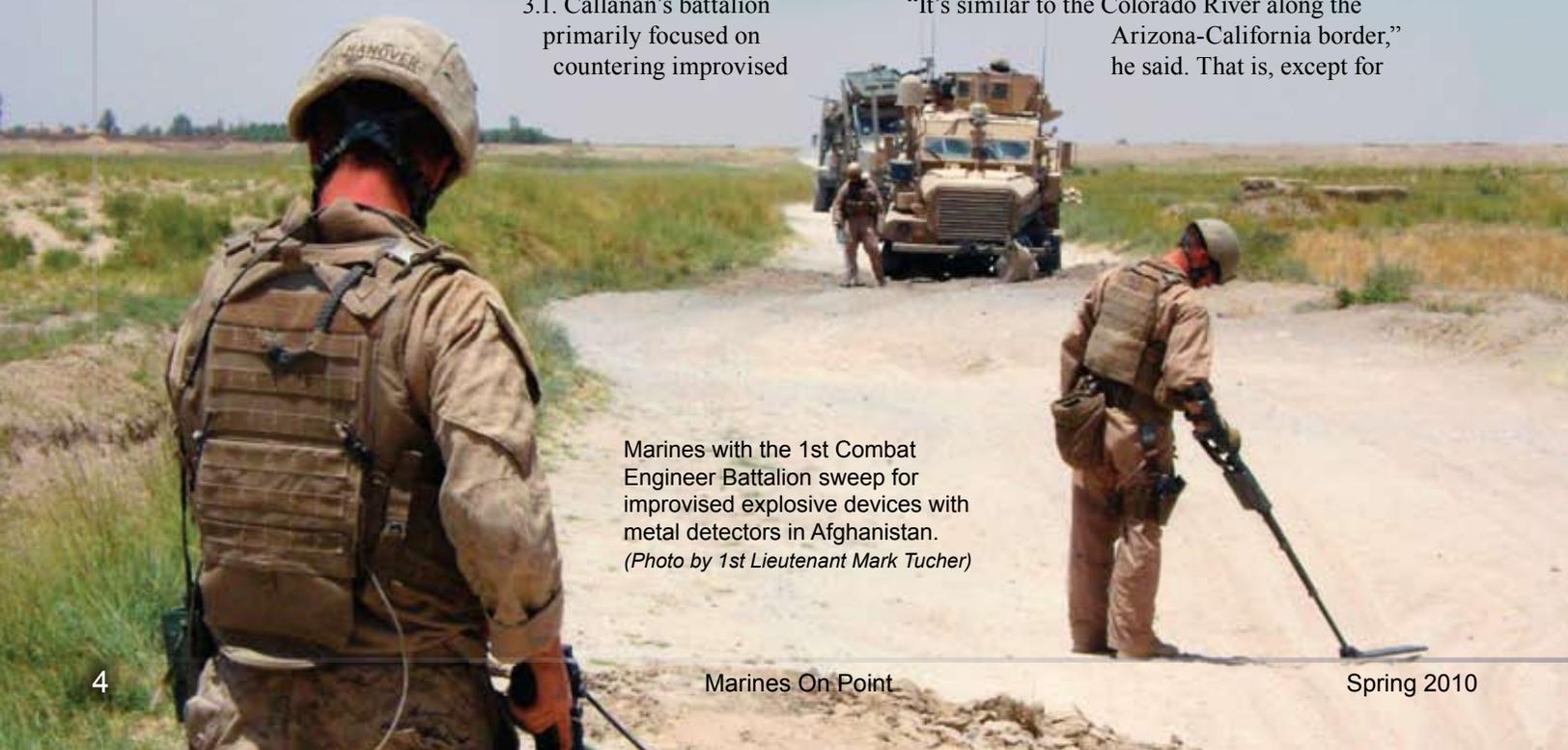
3.1. Callanan’s battalion primarily focused on countering improvised

explosive devices (IEDs) and route clearance during their seven months supporting Operation Enduring Freedom (OEF). In relaying the challenges his Marines faced in theater, Callanan mostly discussed equipment, vehicles and terrain.

“It looks like Twentynine Palms,” the Lieutenant Colonel said. “Hardly any of the roads over there are paved. The only paved roads are two-lane highways.”

The terrain is rough and varied with few roads and lots of sandy areas, according to Callanan, who indicated that Marines have to breach defenses very much like in World War I, with obstacles such as trenches, minefields and ditches. But there’s also green farmland areas along the Helmand River, which flows roughly in a north-south manner. His CEB operated often in this valley, which supports about 40,000 farmers.

“It’s similar to the Colorado River along the Arizona-California border,” he said. That is, except for



Marines with the 1st Combat Engineer Battalion sweep for improvised explosive devices with metal detectors in Afghanistan.
(Photo by 1st Lieutenant Mark Tucher)

ERENCE

the poppy and marijuana fields, the Afghan farmers' cash crops. The U.S. is trying to wean them away from these drug-related crops. The Afghans also grow a lot of corn, their main subsistence crop.

"Having walked through a number of different cornfields, you'd think you were in Kansas or somewhere back in the States," Callanan said. "They would get, at their highest, 10 or 12 feet. The enemy uses that to its full advantage."

Most of the population lives near the Helmand river, which does flood, plus there are many canals and levees "that are absolutely huge," according to the Lieutenant Colonel. He had recently spoken to the Commander of the 2nd CEB operating in the same area at the time of the lecture. "He wanted me to stress to everyone involved with the Foot Mobile

Assault Bridge that it's a homerun over there. It has been huge."

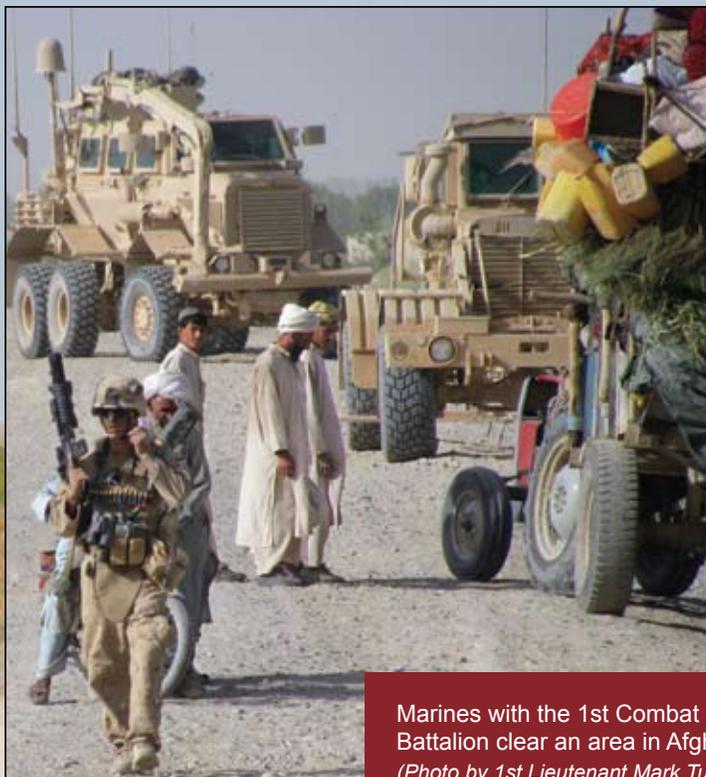
Callanan also heaped much praise on Mine Resistant Ambush Protected (MRAP) vehicles, saying there are many different types of MRAP vehicles in country.

"Those things were used to save lives," he said. "They are great. We've seen a lot of them. But if I had my pick right now, I'd pick the Cougar ISS [MRAP with independent suspension system]. That's the vehicle that can handle the terrain."

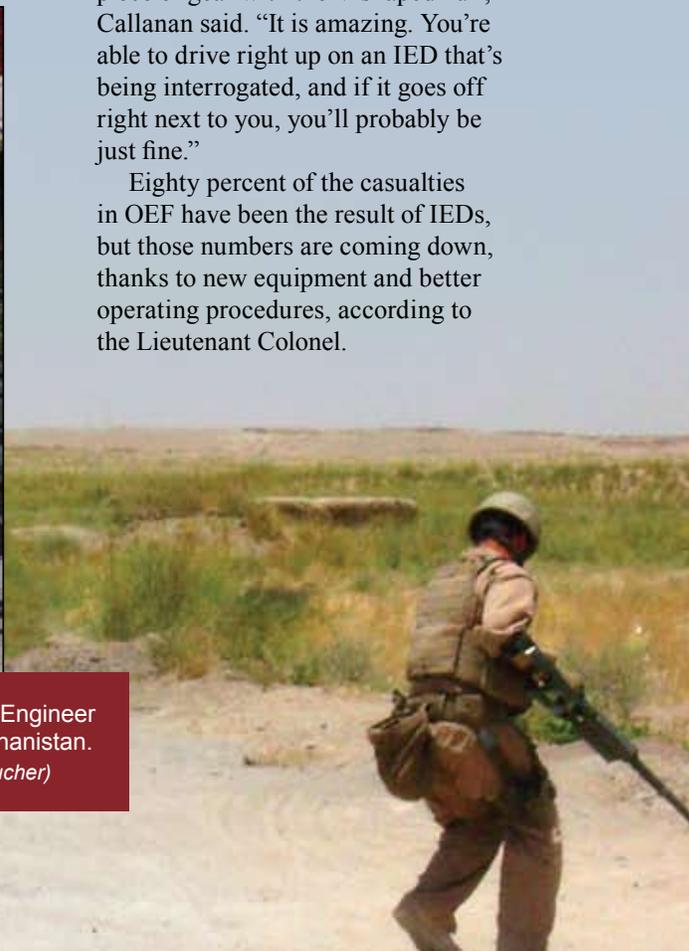
The MRAP All Terrain Vehicle (M-ATV) was just arriving as he was departing, so the Lieutenant Colonel did not get a chance to evaluate the M-ATV in theater. However, he did get to use the Buffalo, a Category III MRAP vehicle.

"It is very effective and a good piece of gear with the V-shaped hull," Callanan said. "It is amazing. You're able to drive right up on an IED that's being interrogated, and if it goes off right next to you, you'll probably be just fine."

Eighty percent of the casualties in OEF have been the result of IEDs, but those numbers are coming down, thanks to new equipment and better operating procedures, according to the Lieutenant Colonel.



Marines with the 1st Combat Engineer Battalion clear an area in Afghanistan.
(Photo by 1st Lieutenant Mark Tucher)





Marines with the 1st Combat Engineer Battalion patrol near a cornfield in Afghanistan. (Photo by 1st Lieutenant Mark Tucher)

“The Marines have had a lot of success finding about 80 percent of the IEDs that are out there,” he said. “What we found is that 75 to 80 percent of the IEDs are nothing more than a lot of ammonium nitrate. It’s readily available and usually present in homemade explosives.”

Training everyone, including infantry, how to operate metal detectors has also helped Marines find IEDs.

“One of the biggest things we did was pick one metal detector and train everybody on it,” Callanan said. “Everybody needs to use it so it has to be simple, and it has to be distributed to everyone.”

They also dismount their vehicles and use their eyes.

“It’s really one of the best, if not the best detection method we have,” Callanan said. “Using the trained eye of a Marine to see anything that might look a little bit different in the ground has been highly successful.”

And they use many noses; that is, the noses of their 52 IED detection dogs.

“It’s the largest deployment of dogs since the Vietnam War in support of Marine Forces,” the Lieutenant Colonel proudly stated. “I see a lot of promise in this program.”

Mine rollers are also used to find IEDs, usually by hitting them.

“We can’t have any convoy out there without at least one mine roller,” Callanan added. “The mine roller goes up front, and if we find an IED, then the mine roller is going to take the hit. It’s probably going to be destroyed, so mine rollers are absolutely huge.”

The Lieutenant Colonel’s personal favorite is the Assault Breacher Vehicle (ABV).

“It took a lot of convincing to get the ABV into theater,” he said. “Introducing a tracked vehicle provided us with the ability to move in areas the enemy never anticipated ... to be able to create those tracks, a safe passage where Marines have confidence walking behind the vehicle. ... It’s a good news story and it has saved lives.”

According to Callanan, Marines in Afghanistan are well equipped, “but the enemy is a thinking enemy – one that changes and challenges us each and every day,” he said. “We can’t let the system that we all operate in prevent us from getting the right gear to the Marines in the fight right now.”

The experienced warfighter ended his lecture with the same two messages he started with.

“We appreciate your efforts,” the Lieutenant Colonel said. “You’re doing a great job, but it’s not enough. No matter how hard you work, I need you to work harder. Marines and Sailors every day out there are moving forward into harm’s way with the confidence that you’ve put every effort and everything you can into getting them the right pieces of equipment.”

– By Bill Johnson-Miles, MCSC Corporate Communications



TIGHT Squeezes

MCSC has designs on expansive campus to relieve close quarters

Marine Corps Systems Command (MCSC) has launched a space program, but not so much up as out. Driven by the need to hire more people for an expanded mission, along with bringing contractor positions back under the government umbrella through in-sourcing, MCSC Headquarters is looking for a bigger home at Marine Corps Base Quantico, Va.

Even though it's only been a little more than seven years since MCSC moved into its present location at Hospital Point, the Command's almost 1,500 and growing Headquarters population has outgrown its facilities. International Programs, Ammunition and, for the most part, Information Systems and Infrastructure (ISI) have moved their operations off base. Except for about 40 people, most of ISI is now located at the Quantico Corporate Center.

MCSC has arranged for new swing-space trailers to be set up on the river bank. They are being used by people from Bldg. 2203 while their facility is renovated. This includes Program Executive Officer Land Systems and part of Infantry Weapons Systems. The temporary structures add 10,000 square feet of office space, but the squeeze continues. Every available plot of ground left is a candidate for parking spaces.

John Young has his hands full. The Director of Facilities, Services and Supply for MCSC has to

shoehorn as many people and work areas as possible into limited acreage. At the same time he and other leaders have a vision for the Command to relieve the congestion at a brand-new site with state-of-the-art facilities within the decade.

"The end state is our own campus for all of MCSC," Young said. "Our first shot at military construction funds is in Fiscal Year (FY) 2013. Our best-case scenario is to have our new facility ready by 2017."

By any measure, he explained, the all-encompassing facility will be a huge project. Even its plans are expanding.

"In 2008 our study said a facility costing \$93 million would accommodate 2,000 people," Young said. "However, in-sourcing and other growth projects us to have 3,500 people by 2015. So we'll need to do a new



In February, a crane lifts a new swing-space trailer into place on the riverbank. Program Executive Officer Land Systems and part of Infantry Weapons Systems have moved out of Bldg. 2203 and will occupy the newly installed trailers while their building is renovated. (Photo by Bill Johnson-Miles)





Karen Davis, Product Group Director for Information Systems and Infrastructure (PG10), discusses PG10's new leased facilities with Dr. John Burrow, Executive Director, Marine Corps Systems Command (MCSC). These new offices are located in the Quantico Corporate Center. The Chief Management Office orchestrated the April tour for Dr. Burrow covering most of MCSC's leased buildings in the Stafford, Va., area. (Photo by Bill Johnson-Miles)

study to adjust for the increased workforce.”

As he budgets to keep up with the current expansion while keeping an eye on the future, Young found out that the numbers add up quickly, including funds allotted for parking.

“We got approval for the 60 spaces by the river near Bldg. 2210, and we’re going to ask for 60 more spaces,” he said. “We’re using as much property as possible for temporary or paved parking. A single paved parking spot costs \$8,000 to \$10,000. Military construction projects are in the works for extra parking.”

For the short term, he added, the quickest solution for scarce parking is telecommuting or vanpools. Long term, MCSC pins its hopes on a new campus west of Interstate 95.

“By 2015,” Young said, “the Command could potentially double from 1,800 to 3,500 people. In our planning we look at 150 square feet per person, including break rooms and restrooms. The future facility will be more than 1 million square feet and more than doubles the area we have now, including warehousing.”

In total, today’s MCSC at Quantico encompasses 257,000 gross square feet. By 2015, the total requirement will be more than 600,000 square feet, or more than six times the size of Bldg. 2200, which was built in 1939.

Young and his staff are just one piece of the puzzle regarding MCSC’s expansion. The Strategic Plan’s Objective Team 4.1 is also looking at plans to bridge the gap between today’s initial growth and the Command campus of the future.

At the same time, Jim Irwin, Director, Workforce Management and Development, keeps his finger on the pulse of personnel changes. “Throughout MCSC, the on-board number at the end of FY 2009 was 1,420 civilians,” he said. “That’s forecast to be 1,854 by the end of FY 2010. The big leap is between 2009 and 2010. Then there’s a continuous climb, but not so drastically.”

Irwin also said the Command needs “to take a serious look at structured telework opportunities, where practical, that will actually produce workspace savings. Our participation thus far has generally been ad hoc, which, while more easily applied, does not improve workspace use. Because it’s ad hoc, people too often don’t use the code or may not know how to do it. I’m sure we’re underreporting telework.”

He explained that when employees enter their hours every two weeks “there’s a reporting code for teleworking. Our last annual report reflected that 39 people telework on a regular basis and 29 on an ad hoc basis. It’s to our benefit to report all telework use to our leaders to show how much is already being successfully done.”

Irwin’s staff is also trying to draw more people to MCSC to fill its expanding mission.

“We’re recruiting several hundred positions to get to our FY 2010 goal end state,” he said. “If we



Across from Bldg. 2210 there are 60 overflow parking spaces by the river. (Photo by Bill Johnson-Miles)

don't get these people on board, our labor funds risk being cut. We have 9 to 10 percent per year attrition, so that's another 150 people who have to be replaced. We hired 500 people last year, which was a real breakthrough, and so we are looking to do that again this year.

"One of the most effective ways to find quality people is through employee referrals," he said. "The Command pays a \$500 award to any employee who refers an individual who is selected for any position by a Competency Director. We are attending job fairs to collect more resumes, enhancing our website to attract resume submissions and planning our own Command hiring event."

Regardless of long- and short-term plans, Command security needs remain constant. Susan Jones, MCSC Security Manager, said flexibility is essential.

"One requirement affects the other requirement," she said. "When you start relocating the workforce away from its support elements, those support elements have to be duplicated in the new areas. The workforce expects security support on site. There are SIPRNet [Secret Internet Protocol Router Network] and information requirements."

Buildings will also need to have anti-terrorism force protection plans such as escape

routes and procedures. "It's paramount at deployed locations to hire quality security people who know what they're doing," Jones said. "We're working with John Young to get facilities that have amenities such as access control and SIPERNet connectivity, along with security specialists."

Overall, Young, Irwin and Jones agreed that they and their staffs must continue to work closely together to make the MCSC expansion succeed.

— By Jim Katzaman, MCSC Corporate Communications



Marine Corps Systems Command's Marine Air-Ground Task Force Command and Control, Weapons and Sensor Development and Integration Product Group (PG11) rearranged working space for its Combat Operations Center program office. The new arrangement provides more room for more people within PG11. (Photo by Bill Johnson-Miles)





Early Suc

Improved check-in process, orientation class win praise

Marine Corps Systems Command (MCSC) has always had a check-in process and orientation class for newly hired government employees, but with in-sourcing and an added personnel structure substantially increasing the Command's workforce, it was determined that both needed a facelift.

"The front end of this phenomenal success story took its impetus from a groundswell appreciation that this was an idea whose time had come," said Tim Ferris, Business Manager for the Chief Management Officer. "What better way to model the high expectations our Command invests in our new joins while exposing them to our cultural values for leadership effectiveness? We put our best foot forward in bringing them aboard in such a manner, giving them the very best start we can."

Ferris led the Check-in and Orientation Design Tiger Team while Jules Mattocks, Deputy Operations Manager, headed the Check-in Improvement Execution Team. Mattocks had been a member of Ferris' Tiger team along with functional experts from Security; Workforce Management; Training; the Command Information Office; Facilities, Services and Supply; and many others, totaling nearly 40 people.

"The design team built and put the initial elbow grease into making this dream end state a reality," Ferris said.

Their efforts resulted in a two-week syllabus with classroom presentations on many topics.

"But it was more than what was presented in class," Ferris added. "We tried to think of every detail: reserved parking on that sometimes hectic first day, a welcome banner at the classroom entrance, sponsor and supervisor involvement, how to manage security check-in for large numbers of personnel, a useful binder of reference material, administrative supply starter kits, a guided tour of the National Museum of the Marine Corps, and much more."

In addition, Marine Corps Base Quantico personnel now come to MCSC to help get folks checked in, including the Human Resources Branch and the Security Battalion, which provides base decals.

"We've also included Team Building 101 with the Strategic Change Management Center," Mattocks said. "You can't say we're a team-building organization and then not include that as part of the core curriculum. That was a huge addition."

There have been a large number of additions and improvements and a large number of team players implementing those improvements.

"The personnel who support the orientation and check-in process are dedicated and passionate about what they are doing," said Sue Jones, the Command's Security Manager. "They care." Jones was a member of both the design team and the implementation team, as was Angel Huertas, the Operations Manager for Marine Air-Ground Task Force Command and



New government employees take the oath of office during the orientation class. (Photo by Bill Johnson-Miles)

Jules Mattocks (right), Deputy Operations Manager and Team Lead for the Check-in Improvement Execution Team, talks with new employees in the orientation class. (Photo by Bill Johnson-Miles)

cess



Security's Crystal Bowser (right) checks in Benita Deane of Program Executive Officer Land Systems. (Photo by Bill Johnson-Miles)

Control, Weapons and Sensors Development and Integration.

“The Command’s new join orientation process prepares our new employees for the diverse workforce and workload they are soon to encounter while equipping the warfighter to win,” Huertas said. “The new process allows the Command to receive its new employees ready to hit the ground running.”

The check-in improvement process also falls under the Strategic Plan’s Objective 4.3 Team, with Mattocks as the Team Leader. Since August 2009 more than 200 new employees have been through the new procedure. Using surveys and feedback from new employees, the team has reduced the class from two weeks to four and a half days. The improvement is an early Strategic Plan win.

“I definitely think it’s a great success,” Mattocks said. “I think success can be measured in the feedback we get from students at the end of the week.”

“Overall, this orientation experience was extremely beneficial,” one survey response read. “I feel blessed to be a part of such an amazing and powerful organization. I am proud to say that I work for MCSC.”

“I gained a better appreciation for MCSC as an organization and its mission, and I made some valuable contact with other ‘new joins’ from across the Command,” said Scott Bey, a new employee with Systems Engineering, Interoperability, Architectures and Technology. “Perhaps most significant is what the orientation represented vice the information it sought to impart: the investment in our employees and an introduction to the Marine Corps family. You don’t see this kind of investment in personnel in industry or even in the other services.”

– By Bill Johnson-Miles, MCSC Corporate Communications



A graduating orientation class of new employees poses with Ann-Cecile McDermott (front center), Deputy Commander for Resource Management. Members of the Command’s leadership open and close the class with words of encouragement. (Photo by Bill Johnson-Miles)

REFIT —AND— READY



Mine Resistant Ambush Protected (MRAP) Cougar vehicles are refitted with independent suspension systems at the MRAP Sustainment Facility in Kuwait. (Photo by Barb Hamby)

Teamwork makes all the difference at MRAP Sustainment Facility

When Marines reported their Mine Resistant Ambush Protected (MRAP) Cougar vehicles operated well on-road but needed improvements to operate off-road in the rugged Afghanistan terrain, the MRAP Joint Program Office (JPO) took action.

“Because of the harsher conditions in Afghanistan, we knew we needed to do something differently to improve that suspension and off-road capability,” said Kim Yarboro, Assistant Program Manager for the MRAP Cougar Team.

In partnership with industry, the JPO developed an independent suspension system (ISS) that greatly enhances how the vehicle handles in rough terrain. They then began immediately modifying more than 2,500 Cougars with the

ISS. The bulk of the installations were completed at the MRAP Sustainment Facility (MSF) in Kuwait by a dedicated team from government and industry working toward one goal: equipping the warfighter to win.

“The Cougar upgrades at the MSF have been an enormous team effort,” said Colonel Stephen Ward, MRAP JPO Program Manager (PM) Forward. “The Marines in Afghanistan love the ISS Cougars, and we are glad we can help them in the fight.”

The first modified trucks came off the MSF line in July 2009. In April 2010 the facility completed its 1,000th fully mission-capable Cougar. Although the Marine Corps owns the majority of the Cougars, a portion of the ISS kits procured have also been installed on Navy and Air Force Cougars. Future retrofits will include Marine Corps vehicles loaned to the Army and coalition forces.

“I have nothing but praise and thanks for all the mechanics and personnel who have worked this program from the beginning and continue to see this lifesaving capability through today,” said Chris Berry, MRAP JPO Deputy PM Forward. “It is a testament to their unparalleled commitment to our mission and to the warfighter. They have gone well above and beyond.”

— By Barb Hamby, MCSC Corporate Communications

Colonel Stephen Ward, Program Manager Forward for the Mine Resistant Ambush Protected (MRAP) Vehicle Joint Program Office, thanks the mechanics and personnel at the MRAP Sustainment Facility in Kuwait as the 1,000th fully mission capable Cougar with the independent suspension system rolls off the line. (MRAP JPO Photo)



Marine Corps Systems Command Awardees

Meritorious Service Medal

- Colonel Anthony Land
TRASYS
- Lieutenant Colonel Kenneth Burger
MC2I
- Lieutenant Colonel John Calvert
CINS
- Major John Amiss
CESS
- Major Chris Beckford
MC2I
- Major Carl Brodhun
ISI
- Major David Cooper
GCSS-MC
- Major Mark Fontenot
PEO LS
- Major Sinclair Smith
MCTSSA
- Major Justin Swick
MCTSSA



Family members assist Marine Corps Reserve Master Sergeant Angel Huertas with his new collar devices during his April promotion ceremony at the National Museum of the Marine Corps. As a civilian, Huertas is the Operations Manager for the Marine Air-Ground Task Force Command and Control, Weapons and Sensors Development and Integration Product Group. *(Photo by Bill Johnson-Miles)*

Major Jonathan Swope
AFSS

Chief Warrant Officer 4 Robert Warnick
GTES

Master Gunnery Sergeant Tony Aldredge
GTES

Master Sergeant Eric Baker
PEO LS

Master Sergeant Erik Benitez
AFSS

Gunnery Sergeant Donald Crosser
AFSS

Gunnery Sergeant Mark Zaikarite
GTES

Navy and Marine Corps Commendation Medal

Major Kyle Murray
Counsel

Captain Jacob Johnson
MC2I

Master Sergeant Patrick Dues
PEO LS

Master Sergeant Randy Morrow
WMD

Gunnery Sergeant Donna Dineley
CINS

Staff Sergeant Brian Geraghty
CINS

Staff Sergeant Travis Greene
IWS

Navy and Marine Corps Achievement Medal

Major Erwin Wunderlich
Reserve Affairs

Chief Warrant Officer 2 Jamila Bransford
Reserve Affairs

Gunnery Sergeant Jonathan Brown
IWS

Laura Calvert, wife of Lieutenant Colonel John Calvert, receives a certificate of appreciation from Colonel Phillip Chudoba (left), Program Manager for Intelligence Systems, at her husband's retirement ceremony in March. *(Photo by Bill Johnson-Miles)*



Spring 2010



(From left) Rick Triviso, Marine Corps Systems Command's (MCSC) Item Unique Identification (IUID) Project Lead; Lindo Bradley, MCSC's Product Group Director for Operational Forces Systems (OFS); Jennifer Helton, OFS Financial Manager; and Major Brian Spooner of Headquarters Marine Corps display the Department of Defense IUID Team Excellence Award. MCSC's IUID Team earned the award in February at the UID Forum in San Antonio. *(DoD Photo)*

Marine Corps Systems Command Awardees

Navy and Marine Corps Achievement Medal (continued)

Staff Sergeant Aaron Brumley
MCTSSA

Sergeant Erik Rodriguezhuerta
Reserve Affairs

Sergeant Sylvia Soto
MCTSSA

Military Outstanding Volunteer Service Award

Captain William Lanham
AMMO

President's Volunteer Service Award

Robert Dague
CT

David Garvin
MC2I

Steven Lerner
MCTSSA

John Lynch
CT

Randolph Scott
OFS

Daniel Torgler
TRASYS



Lindo Bradley, Product Group Director, Operational Forces Systems, presents Shirley Siler with her retirement certificate in January. *(Photo by Bill Johnson-Miles)*

Meritorious Civilian Service Award

Julie Steadman
PROG

Certificate of Retirement

Lieutenant Colonel
John Calvert
CINS

Melvin Card
PEO LS

Richard Jones
MC2I

Shirley Siler
OFS

Julie Steadman
PROG

Federal Length of Service Award

Gregory Chambers (40 Years)
MC2I

Larry Hart (35 Years)
OFS

Thomas Jungerman (35 Years)
ISI

Darrell Kent (35 Years)
PEO LS

James Adams (30 Years)
GTES

Deana Hudson (30 Years)
MC2I

Tammy Belk (25 Years)
ISI

In February, Colonel Frank Kelley (center), Chief of Staff, Marine Corps Systems Command, presented Naval Postgraduate School Certificates to members of the Command for completing the MN3331 course during the school's fall 2009 session. *(Photo by Bill Johnson-Miles)*



Marine Corps Systems Command Awardees



Members of Marine Corps Systems Command (MCSC) pose with Brigadier General Michael Brogan (far right), MCSC Commander, and Dick Bates (far left), Assistant Commander for Programs, after graduating in April from Program Manager's Course 401 at the Defense Acquisition University's Defense Systems Management College-School of Program Managers at Fort Belvoir, Va. (Photo by Erica Kobren)

William Capozzoli (25 Years)
CESS

Alice Edwards (25 Years)
PEO LS

Kimberly Foster (25 Years)
CORP COMM

Dee Anne Frey (25 Years)
RES MGMT

Edith Garland (25 Years)
LCL

Lanetta Gibson (25 Years)
CT

Pankaj Guha (25 Years)
GTES

David Havrin (25 Years)
SIAT

Christine Huebner (25 Years)
PROG

Sandra Ingram (25 Years)
CT

Richard Kurz (25 Years)
PEO LS

Candy McMahon (25 Years)
SIAT

Malar Motley (25 Years)
GTES

Jennifer Sellers (25 Years)
CT

Diana Stone (25 Years)
LCL

James Westerholm (25 Years)
CINS

John Adams (20 Years)
CT

Jason Choi (20 Years)
OFS

Judith Grant (20 Years)
PROG

Pam Gulick (20 Years)
PROG

Mark Jones (20 Years)
GCSS-MC

Brian Kummer (20 Years)
TRASYS

Robert Langan (20 Years)
AFSS

Ann Pennington (20 Years)
CT

Patricia Sparks (20 Years)
RES MGMT



In February, Dr. John Burrow (right), Executive Director, Marine Corps Systems Command (MCSC), congratulates Gregory Chambers on 40 years of federal service. Chambers is a member of MCSC's Marine Air-Ground Task Force Command and Control, Weapons and Sensors Development and Integration Product Group. (Photo by Bill Johnson-Miles)

Lieutenant Colonel Scott Seybold receives his collar devices during his promotion ceremony in January at the National Museum of the Marine Corps. Seybold is currently assigned as the Deputy Program Manager of the Mine Resistant Ambush Protected Cougar family of vehicles. (Photo by Jim Katzaman)



Command recognizes Lean Six Sigma achievements

One of the newest and fastest growing programs at Marine Corps Systems Command (MCSC) recognized 19 of its rising stars in April. Lean Six Sigma (LSS) awarded its second highest honor – black belt – to Command personnel who proved themselves most adept at streamlining processes to save MCSC time and money.

Although the MCSC LSS organization delivered its first Command Champion-Project Sponsor course in November 2008, the LSS program took such huge first strides that MCSC received a 2009 LSS Continuous Process Improvement (CPI) Award from Headquarters Marine Corps.

“LSS is the right thing to do to help improve efforts throughout the Command,” said Gregory Boatright, Director, CPI-LSS Office and MCSC Master Black Belt. “LSS is how you can achieve benefits and do it while saving dollars. It’s a customer-focused issue – how to support the warfighter by getting better speed and quality.”

Formal LSS programs borrow martial arts ranking terminology to define a hierarchy that cuts across all business functions. Master black belts are coaches on LSS projects. They devote all of their time to LSS endeavors. They assist champions and mentor black belts and green belts. They ensure consistent application of LSS methodologies across various functions and departments of the Command.

Black belts work with the guidance of master black belts to apply LSS to specific projects. At MCSC they devote up to one day per week focusing on LSS project execution with their specific LSS Project Team. Green belts are employees who participate in LSS while continuing with other job responsibilities. They work under the guidance of black belts and master black belts. Yellow belts, trained in the basic application of LSS tools, are process

subject matter experts who work as team members on LSS projects.

“We established the Champion-Project Sponsor-level courses with front-office support. This support has gotten people into the classes, and we’ve continued to move forward,” Boatright said. “With all these LSS courses, we have trained several hundred Command personnel.”

Even with just a couple years’ experience at MCSC the LSS program has notched several cost and efficiency achievements. Most notable are efforts within the Mine Resistant Ambush Protected (MRAP) vehicle and Financial Management programs.

Dave Hansen, MRAP Deputy Project Manager, enrolled in the LSS Champion Class in June 2009 during the lull before delivery of the first MRAP All-Terrain Vehicles (M-ATV) to the Marine Corps. He then applied the LSS tools he learned to the M-ATV vehicle integration process at the Space and Naval Warfare Systems Command (SPAWAR) facility in South Carolina.

“The No. 1 thing we were interested in was saving hours of labor,” Hansen said. “At first it took two and a half days of labor to integrate one M-ATV.

“We laid out the entire process,” he continued. “We included throughput and checked the process nodes to see if there was value added or not. For instance, generating a report might not add value to delivering a truck.”



A Mine Resistant Ambush Protected All Terrain Vehicle (M-ATV) goes through the integration process at the Space and Naval Warfare Systems Command (SPAWAR) facility in South Carolina. Using Lean Six Sigma tools and techniques, processing went from four vehicles per day to more than 25 vehicles a day. With improvements, SPAWAR is currently processing 45 or more M-ATVs a day. (Photo by Rob Rhett)



Marine Corps Systems Command's (MCSC) Continuous Process Improvement and Lean Six Sigma (CPI-LSS) program awarded its second highest honor - black belt - to 19 Command personnel in April. Standing in the front center with 16 of the honorees are Gregory Boatright, CPI-LSS Director, and Brigadier General Michael Brogan, MCSC Commander. (Photo by Bill Johnson-Miles)

Hansen "used the LSS tools and techniques to identify pain areas," Boatright said. "He developed an LSS Project Charter to get the effort going. He coordinated with SPAWAR and Oshkosh [the contractor]. Everyone wanted to deliver M-ATVs cheaper, better and faster to the warfighter. Processing went from four vehicles per day to more than 25 vehicles per day. If Hansen had not engaged, this never would have happened."

In the end, two and a half days of labor per M-ATV was reduced to two-thirds of a day. Hansen noted that commanders in the field, along with MRAP and Department of Defense officials, are now using LSS to try to speed M-ATV delivery to the warfighters.

The MCSC Directorate of Financial Management (FM) reports similar success.

"We're halfway through the LSS process," said Marcia Case, Director, FM. "We're using LSS on the military intelligence program financial reporting requirements. We work with Product Group 12, which has the intelligence-reporting requirement for the Marine Corps. Oversight needs consumed a lot of time. It had errors and required improvement."

For instance, the Secret Internet Protocol Router Network report from the Office of the Secretary of Defense was badly formatted. "We couldn't see the whole thing on the screen," said Walt Warne, Budget Branch Head. "It was just a nightmare. We had a ton of processes we needed to work on.

"Thanks to LSS team efforts," he said, "we came up with savings of \$55,000 per year in analyst hours. In terms of productivity and morale, it's worth a million dollars to us."

Originally scheduled to finish in the spring, the LSS process will continue in FM indefinitely. As Case explained, one correction leads to another issue waiting for repair.

"LSS opened up so many things," she said. "If we can fix this area, what can we do over here? If we get people in the room with the right expertise and leaders who can keep them on track, it's amazing what you can accomplish. It's win-win-win all the way around."

- By Jim Katzaman, MCSC Corporate Communications

LSS AWARDS



Strategic Plan moves forward, building on short-term gains

Although it was deemed an important event, the Marine Corps Systems Command (MCSC) Strategic Plan Expo in March (see related story on Page 20) is just a steppingstone on an ever-changing path. Between now and late 2014, members of all 12 Objective Teams will work to meet their goals to support the overall Plan.

“Over the next five years, I expect us to move the ball downfield and achieve our strategic goals and objectives, as well as establish a solid foundation for developing and pursuing our 2015-2020 strategic goals,” said Dr. John Burrow, MCSC Executive Director.

Since then, according to Sandra Switzer, Deputy Chief Management Officer, “All teams have worked together to look at their overall objectives and initiatives and weighed how to make achievements based on short-, medium- and long-term timelines.”

In the short term, she explained, teams looked for some quick wins – the low-hanging fruit. One such gain already evident, she said, is the rejuvenated check-in process for newcomers (see related story on Page 10). “This has been an enormous win for

Objective 4.3 and the Command in our effort to welcome the huge influx of new employees in a professional manner,” Switzer said.

“This in turn, has had an impact to Objective 4.1, which focuses on building a modern and professional environment,” she added. “As a result we got the OK to get a statement of work that begins the process for military construction regarding our new MCSC campus [see related story on Page 7]. We’ve also moved ahead with some short-term space allocations that you can see in the new modular offices set up next to the river.”

Such progress only hints at what will follow, Switzer explained. “Many teams just got chartered. There’s a lot of work to do five years down the road.”

Lynda Fullem, Strategic Change Management Center (SCMC) Change Coordinator, said the Command “has a lot of subject matter experts who’ve volunteered to work at least part time on the teams. The teams also have been identifying interfaces across Objective Teams. That’s important so that all our work is integrated.”

For the most part, Switzer added, Strategic Plan progress seems to be on the mark. “We’ve received many interesting ideas that we can already pursue,” she said.

Interaction and feedback will move in many directions for the duration of the Plan. Objective Teams update the



Objective Team Leaders and members discuss the Strategic Plan during a seminar. (Photo by Bill Johnson-Miles)





Sandra Switzer, Deputy Chief Management Officer and the lead for the Strategic Plan Expo, discusses communications with Goal Champions and Objective Team Leaders during a seminar. (Photo by Bill Johnson-Miles)

Executive Steering Team on a regular basis regarding the progress made toward achieving the milestones identified in their Plan of Actions and Milestones. Goal Champions also give status updates on a regular basis.

Team members will also provide feedback to the workforce on what their groups have done. As a start, the Command can access the Objective Team Expo briefings on TIGER, the MCSC Total Information Gateway for Enterprise Resources.

So far, the reaction has been favorable as employees become more aware and involved in the strategic planning process. "I really enjoyed and liked the fact that the teams are reaching out to the workforce and obtaining feedback, suggestions, comments, etc., to implement the Command's Strategic Plan," said an employee in an Expo survey.

That bodes well for the Chief Management Office, which is planning an outdoor summer event

to provide an update or status to the workforce. Switzer envisions that, at the next event, Objective Teams will set up kiosks where

they can exchange information with employees. "More like the 'progressive dinner' concept – where each meal or dialog with an Objective Team builds on the next – this would be a less intense environment," she said.

"This is everyone's Plan," said Bob Williams, MCSC Chief Management Officer, after the Expo. "It's happening. They listened. They've said, *This is my Strategic Plan.*"

Even though it's only been a few months since the Plan was announced, Switzer said, "We're ahead of the power curve. Data collection opportunities are essential to developing the Plan. At the Expo we were able to get input from a thousand people in one day without surveying them to death.

"Our big emphasis," she said, "is to help the workforce feel this is their Plan. We want them to feel empowered because we all have to live with the outcome."

That result might not be perfect in everyone's eyes, but, as Voltaire once said, "The perfect is the enemy of the good." That is not the path the MCSC Executive Director plans to take.

"I don't expect us to get it perfect," Dr. Burrow said. "I do expect us to get it right. We have to move the Command forward from an organizational process and workforce perspective, and perseverance is the key."

– By Jim Katzaman, MCSC Corporate Communications



Dr. John Burrow, Marine Corps Systems Command's Executive Director, addresses attendees at the Command's Strategic Plan Expo in March. (Photo by Bill Johnson-Miles)

Parade Deck

By the

Strategic Plan Expo successful two-way discussion

Originally postponed by what Sandra Switzer called "the snowmageddon of February," Marine Corps Systems Command's Strategic Plan Expo in March provided a successful two-way discussion between Objective Team members and the workforce.

"The Expo attendees were the ones who made it such a success," said Switzer, Deputy Chief Management Officer (DCMO) and the lead for the event. "We publicized that we wanted them to come ready to be engaged, to be open-minded and ready to roll up their sleeves. My hat is off to all of them for helping us *Go for the Goal!*"

According to the DCMO, the goal of the Expo was to engage the workforce to provide feedback and new ideas to Objective Team members, to communicate each team's progress to date and to provide the status of implementing the Strategic Plan.

Switzer said that when she briefed team members about the Expo, most were a little apprehensive about what they would be doing at the event. But they were assured that

templates and all administrative work would be taken care of by Expo committee members and not the 12 Objective Teams.

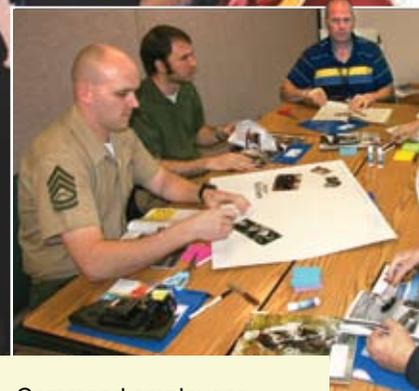
"With most of this weight off their shoulders, the real creative juices started flowing," Switzer said. "There was almost a feeling of competitiveness between the Objective Teams on who could come up with the most imaginative and engaging way to convey their information to the workforce."

The purpose was not only to inform the workforce, but to create avenues for attendees to easily provide input.

"We felt the best way to do that was to get their attention in a fun, creative way," said Jan Garvin, a member of Objective Team 2.1. "So, our presentation took the form of a TV show called 'The Human Goal,' a play on the current TV show 'The Human Target.' It was complete with a director and actors playing the roles of a Resource Manager named N.O. Bucks and a Competency Manager we called Mr. or Mrs. Needpeeps."



Strategic Plan Goal 3 representatives man a kiosk at the Expo in March. (Photo by Bill Johnson-Miles)



Command employees create posters during the Objective Team 3.3 workshop at the Strategic Plan Expo. (Photo by Bill Johnson-Miles)

People

"We asked attendees to build paper airplanes, first without directions and then with," said Judi Schutrump of Objective Team 1.2. "This was to show how much easier things can be with standard processes and procedures."

"We divided participants at each session into four teams, having each team design a poster using words and images cut out of magazines," said Objective Team 3.3's Michael Mallinger. "Each poster addressed one of four different themes, including team training, leadership training, awards and recognition."

No matter how the Objective Teams chose to present their information and engage employees, the Team members seemed to be enjoying themselves.

"It was all smiles and a real relaxed atmosphere," Switzer said. "This comfortable mood, in turn, spilled over to the workshop attendees, which led to a wealth of information, ideas, feedback, etc. We took back over 20 boxes of feedback from the Expo!"

"It was fun," said Pamela Null of Objective Team 3.3, "because we used an unconventional way of gathering information, starting each session with a cadence to introduce our Team. We helped the employees explore outside the box, and we generated over 231 comments and suggestions. I would say we met our goal."

Null is only one of more than 140 Objective Team members who have committed much time to the Strategic Plan outside their normal jobs and duties.

"Each of them is both compassionate and passionate about the Strategic Plan objective they volunteered to work on," Switzer said regarding Objective Team members. "They want to make a difference, and that feeling easily conveyed to the Expo audience, as exhibited in the amount of feedback received."

The event itself was no easy task.

"I know for a fact that putting on the Expo was a lot of hard work for many of the Objective Teams, as well as all those 'behind the scenes' folks like Corporate Communications and the Strategic Change Management Center," the DCMO stated. "Many of them put in extra hours to prepare for this event. Well, it paid off. Everybody seemed energized, attendees were attentive and eager to provide feedback, and we all had fun sharing and discussing our objectives with the workforce."

Was the Strategic Plan Expo a success?

"Absolutely," said Objective Team 4.2's Jarret Kuhfahl. "It was great to get feedback so we can understand how to develop a strategy that is really created *By the People!*"

— By Bill Johnson-Miles, MCSC Corporate Communications



Kelly Gibson, Team Lead for Objective Team 2.1, energizes people in the hallway before they attend the Strategic Plan Expo workshops. Gibson played a director during her team's TV show skit called "The Human Goal." (Photo by Bill Johnson-Miles)



Background Photo: Strategic Plan Expo attendees gather additional information at the goal kiosks before attending the Objective Team workshops. (Photo by Bill Johnson-Miles)



Lieutenant General George Flynn, Deputy Commandant for Combat Development and Integration, set the tone for the 2010 Advanced Planning Briefing to Industry in Baltimore. "We're in a period of change, and the Corps is doing well," said Flynn, who is also the Commanding General of the Marine Corps Combat Development Command. (Photo by Jim Katzaman)

Industry partners hear about Marine Corps needs as belts tighten

Bottom-line themes "lighten the load, energy and affordability" resonated throughout the conference. The two days of presentations and discussions in April encompassed the 2010 Advanced Planning Briefing to Industry (APBI) in Baltimore. This was Marine Corps Systems Command (MCSC) and Program Executive Officer Land Systems' biennial meeting between Corps officials and more than 1,000 industry representatives looking to do business with the military.

Lieutenant General George Flynn, Deputy Commandant for Combat Development and Integration, set the tone. "We're in a period of change, and the Corps is doing well," said Flynn, who is also the Commanding General

of the Marine Corps Combat Development Command.

During this period, military and industry alliances will be essential, Flynn stated, if the Marine Corps is to meet its missions today and in the future.

"We need to make smart choices," he said. "Get our requirements right. Get the right vehicles at the right cost. We need to move beyond reset and into modernization. We need to get lighter and get smarter about identifying our requirements. We need to lessen our requirements on energy. All that goes to our partnership with industry and where we are."

Getting more specific, Brigadier General Michael Brogan, MCSC Commander, told the industry representatives, "The Weapon Systems Acquisition Reform Act [of 2009] has an impact on all of you. There is oversight on [Capitol] Hill and in the [Pentagon]. The burden flows down to program managers and is aimed at major acquisition programs. You have to separate the wheat from the chaff and get down to the



Marine Corps Tactical System Support Activity's Glen McKenzie discusses acquisition with an industry representative at the 2010 Advanced Planning Briefing to Industry in Baltimore. (Photo by Jim Katzaman)

Working To

Erik Gardner of Marine Air-Ground Task Force Command and Control, Weapons and Sensors Development and Integration Product Group speaks with an attendee during the 2010 Advanced Planning Briefing to Industry in Baltimore. (Photo by Jim Katzaman)

kernel."

"We need to mature the acquisition process in the government," Brogan said, "and you will all have to respond to it."

As an example, the Commander described the evolution from Modular Tactical Vests to Scalable Plate Carriers, noting the challenges posed when trying to attain maximum protection without weighing down warfighters in armor. Technological breakthroughs, he explained, also require industry concessions to ensure continued protection for Marines under fire.

"If you respond to our requests for proposal and we pay for research and development costs," Brogan said, "we ought to own the data." He said this would guarantee that the Marine Corps retains the best possible products no matter who won future contracts.

"All this is driven by statutes because Congress says competition will drive down overall costs," the Brigadier General said. "At the subcontract level we must include government oversight and surveillance of the process."

Industry representatives were attentive and eager to participate in the proceedings, as shown in active question-and-answer periods, along with overcapacity workshops. Additional sessions covering Commercial Enterprise Omnibus Support Services, Doing Business with Marine Corps Systems Command, Small Business and the International Program Directorate had to be scheduled to accommodate demand. That might have steeled the participants for more tough messages as the APBI continued.

"Our goals won't be easy to achieve, but they will be met," said Brian Detter, Deputy Assistant Secretary of the Navy (Research, Development and Acquisition) Expeditionary Warfare. He said his role is to provide priorities, explain how the service is evolving and how Marines shine in acquisition excellence.

In addition to acquisition reform and making the Navy the leader in unmanned systems,



Detter addressed "greening" the department. "Energy reform is a strategic imperative," he said. "We want to cut petroleum use in the vehicle fleet by 50 percent by 2015."

The Deputy Assistant Secretary also listed achievements such as expeditionary energy, body armor and Mine Resistant Ambush Protected vehicles. Detter stated that for "lighter, affordable, high-quality solutions, Marines lead the way."

Supporting that kind of success costs money, and Lieutenant General Duane Thiessen, Deputy Commandant for Programs and Resources, said the Marine Corps faces "a huge fiscal challenge. Operations cost equipment and cost us money. Our equipment shortfall is \$5 billion. The cost to reset – the equipment we have to fix – is \$8 billion. This is a challenge; it's a Gordian Knot. Modernization of combat equipment has been delayed.

"It's going to take innovation on [industry's] part to deal with us," he said. "We won't have a lot of sensitivity or patience for programs that have runaway costs or don't start at all. The credibility of programs is always on the table because the margin is gone. We need to figure out how to get through this with the assets available. We *will* get through this by all working together."

– By Jim Katzaman, MCSC Corporate Communications

gether

Going Green

MCSC helps build, test experimental FOB

The Marine Corps is going green, and Marine Corps Systems Command (MCSC) is supporting the cause. Working through the snows of February, the Command helped build and set up an Experimental Forward Operating Base (ExFOB) at MCSC's Transportation Demonstration Support Area (TDSA) just off Highway 1 south of Marine Corps Base Quantico, Va.

"The ExFOB was designed to help the Marine Corps understand our current power requirements and to investigate ways to reduce our reliance on fossil fuels," said Jon Carpenter, MCSC's Lead Engineer for Expeditionary Power Systems (EPS). "Fuel savings could be in the form of renewable power generation, reduction in transportation requirements or

in energy-saving technologies."

The experimental base is a continuing effort that stems from the Commandant of the Marine Corps' (CMC) Energy Summit in August 2009.

"The daily effort required to meet the energy needs of our Marines in Afghanistan is compelling," said General James Conway, CMC. "It demands that we work smartly to integrate reliable, alternative and renewable energy sources to reduce our current demand and the risk inherent in moving fuel across the battlefield."

"In the drive for energy reform – and this is critical – the goal has got to be increased warfighting capability," added Secretary of the Navy Ray Mabus at the Marine Corps Summit.

That is one of the areas at which ExFOB is looking. Can the Marine Corps save energy and, at the same time, increase warfighting capability? Officials are hoping this four-phase experiment will answer that question. The first two phases took place in early March. Phase I evaluated currently fielded equipment, and Phase II concentrated on commercial off-the-shelf technology. Phases III and IV, an extended user evaluation and a review board, will take place at a later date.

The Marine Corps Warfighting Lab led the first two phases of the experiment supported heavily by MCSC and four other commands. To evaluate the different equipment and technology, the ExFOB simulated and measured critical



Jon Carpenter (not in uniform), Marine Corps Systems Command's Lead Engineer for Expeditionary Power Systems, discusses solar panels with General James Conway, Commandant of the Marine Corps, at the Experimental Forward Operating Base in March. (Photo by Bill Johnson-Miles)

Gunnery Sergeant Jason Parrish (Marine on far left), a Marine Corps Systems Command Project Officer with Ground Transportation and Engineering Systems, discusses water systems with General James Conway, Commandant of the Marine Corps, at the Experimental Forward Operating Base in March. (Photo by Bill Johnson-Miles)



consumption metrics, developed and tested potential material and non-material solution models, and established baseline data for use in future experiments.

“MCSC was responsible for providing the baseline equipment for the first phase of the ExFOB, including the generators, power distribution, shelters and water treatment capabilities,” Carpenter said. “MCSC was also responsible for the testing of the Phase II commercial equipment.”

Carpenter managed the testing of all power systems and coordinated outside test organizations. He works for Mike Gallagher, MCSC’s EPS Program Manager. Gallagher led the planning cell that pulled together the general scope of the ExFOB, the physical environment and the organizations that supported the effort.

“This effort happened very, very fast,” Gallagher said. “There were many unsung heroes, but one that rises above all others is Michael Anderson, the TDSA site manager. He and his crew, supported by John Young and Anthony Parker of MCSC’s Facilities, Services and Supply, did Herculean tasks with physical facility support.”

Once the experiment began, Major Travis Green, EPS Deputy Program Manager, took over as Camp Commandant. During the middle of Phase II, the CMC toured the ExFOB and received briefs from many, including Carpenter and Gunnery Sergeant Jason Parrish, an MCSC Project Officer with Ground Transportation and Engineering Systems.

As the ExFOB water lead, Parrish briefed the CMC about the Marine Corps’ current water

equipment deployed in Afghanistan, including the new Light Weight Water Purification System (LWPS).

“This expeditionary system answers the mail on

efficiency,” Parrish said. LWPS is currently in limited production for 40 systems. The Gunnery Sergeant also explained the experimental systems being evaluated at ExFOB as nearly 30 commercial vendors showcased their equipment.

“The Commandant was very interested in the vendors’ participation, initial results of the ExFOB, early lessons learned and how we were moving forward to help reduce the energy footprint of the average FOB,” Carpenter said. “My specific part of the brief was to discuss our approach to testing, the vendors who brought power solutions and my initial thoughts on the technologies presented.”

“It was a good feeling to see the CMC take interest in something that most take for granted,” Parrish added. “ExFOB is important because it puts us in an ‘operational pause’ to ensure we are on the right track, that we are providing Marines with equipment that is not only adequate but efficient. I believe working with industry to help keep Marines off IED- [improvised explosive device] laden roads in Afghanistan is a win-win for everyone.”

“It is my hope that the ExFOB will help generate more interest and understanding about energy, and by doing so help craft future procurements to use energy more efficiently,” Carpenter added. “By using energy wisely, we can reduce the number of Marines in caravans on the road delivering diesel fuel and bottled water, and let Marines focus on their primary mission.”

With ExFOB, the Marine Corps may be learning that going green can also save lives.

— By Bill Johnson-Miles, MCSC Corporate Communications



Mr. James Smerchansky (left), Marine Corps Systems Command’s Deputy Commander for Systems Engineering Interoperability, Architectures and Technology, speaks with Colonel James Fritz, Chief of Staff, Marine Corps Warfighting Laboratory, at the Experimental Forward Operating Base in March. (Photo by Bill Johnson-Miles)

POTUS
PRAISES LAV



Marine Corps vehicle showcases national security in energy initiative

The spotlight shined brightly on the Marine Corps' Light Armored Vehicle (LAV) when President Barack Obama announced a series of energy initiatives in late March. The President delivered his remarks from a podium placed near one of the Pentagon's environmental contributions, an LAV that Marine Corps Systems Command (MCSC) is attempting to power with a mixture of biofuels.

MCSC manages the LAV program through its Program Manager for Light Armored Vehicles (PM LAV) in Warren, Mich. The LAV-25 is an eight-wheeled amphibious infantry fighting vehicle. Through the initial efforts in the LAV, MCSC has established service-wide working groups for coordinated efforts in improving fuel efficiency and using alternative fuels across selected tactical vehicles and ground equipment.

"The LAV program office continues to support the Environmental Security Technology Certification Program," said Bob Lusardi, Deputy Program Manager, PM LAV. "We are evaluating the operational parameters for using biodiesel blends in the LAV power pack, as well as the impact on existing fuel management and handling procedures."

President Obama delivered his remarks from inside a hangar at Joint Base Andrews-Naval Air Facility Washington in Maryland. Besides the LAV, the President also spoke near a modified F/A-18 strike-fighter called the "Green

Hornet" that the Navy hopes soon will be the first aircraft to break the sound barrier using eco-friendly fuel. He told the military audience that he chose the venue to underscore environmentally conscious measures that military leaders are spearheading with a view toward long-term U.S. defense interests.

"If there's any doubt about the leadership that our military is showing, you just need to look at this F/A-18 fighter and the light armored vehicle behind me," Obama said. "The Army and Marine Corps have been testing this vehicle on a mixture of biofuels."

The President praised Navy Secretary Ray Mabus, whose stated goal is to use 50 percent alternative fuels in all planes, vehicles and ships by the next decade, and cited the Defense Department's \$2.7 billion investment in fiscal 2010 to improve energy efficiency.

"Now the Pentagon isn't seeking these alternative fuels just to protect our environment; they are pursuing these homegrown energy sources to protect our national security," Obama said. "Our military leaders recognize the security imperative of increasing the use of alternative fuels, decreasing energy use and reducing our reliance on imported oil."

— *The American Forces Press Service contributed to this story.*



From inside a hangar at Joint Base Andrews-Naval Air Facility Washington in Maryland, President Barack Obama delivers remarks next to a light armored vehicle (LAV) that Marine Corps Systems Command (MCSC) is attempting to power with a mixture of biofuels. The President told a military audience that he chose the venue to underscore environmentally conscious measures that military leaders are spearheading with a view toward long-term U.S. defense interests. MCSC manages the LAV program through its Program Manager for LAVs in Warren, Mich. (Photo by Airman 1st Class Perry Aston)

MCSC additional events

Brigadier General Michael Brogan, Commander, Marine Corps Systems Command, speaks to an audience at the 3rd Annual Motor Transport Symposium in San Diego in March. *(Photo by Wil Williams)*



Patty Smith (left), Management Analyst with Marine Corps Systems Command's (MCSC) Workforce Management Services, listens to an attendee at the Wounded Warrior Career and Education Fair held at the Clubs of Quantico in March. MCSC held its own Job Fair May 22 in Fredericksburg, Va., and that event will be covered in the summer issue of *Marines On Point*. *(Photo by Bill Johnson-Miles)*

David Nguyen of Information Systems and Infrastructure talks with a visitor at the Marine West 2010 exposition at Camp Pendleton, Calif., in late January. *(Photo by Jennifer Gonzalez)*



Dr. Vincent Covello, the founder and Director of the Center for Risk Communication, speaks with Marine Corps Systems Command's and Program Executive Officer Land Systems' leadership in February at Quantico's Gray Research Center. *(Photo by Bill Johnson-Miles)*



MOTIVATING SPEAKERS

AE Day focuses on innovation, change

This year's motivational speakers at Acquisition Excellence (AE) Day include a Marine Corps Commanding General who led warfighters in Afghanistan, the creator of the "For Dummies" book series and an "Agent of Change" who has completed the Himalayan 100-Mile Stage Race four times.

"This Himalayan race is truly the most beautiful course in the world," said Pat Johns, an athlete, adventurer, photojournalist and motivational speaker. "You can't deny that because you are in view of four of the world's tallest peaks. The payback in part is the beauty, the cultural experience and the camaraderie. The race is so gut-wrenchingly hard; it is really whipping. Once you come out on the other end of a deal like that you are forever changed. At this point, no payback is tied to

endorphins. You are past the point of endorphins."

Johns will speak about his experiences in the afternoon at Marine Corps Systems Command (MCSC) and Program Executive Officer Land Systems' (PEO LS) AE Day on June 9 at the Hylton Events Center in Woodbridge, Va.

The late-morning featured speaker is John Kilcullen. One evening in 1987 over dinner with a friend, Kilcullen was kicking around some new ideas for computer books. He kept coming back to a remark made by a customer who requested a book about the Disk Operating System (DOS). The customer said that he needed a simple, basic book because he didn't know anything about computers. "Something," he suggested, "like DOS for dummies." The rest, as they say, is history, with 750 different "For Dummies" titles on technology and general reference topics, and with more than 100 million "For Dummies" books in print.

AE Day's keynote speaker is Brigadier General Lawrence Nicholson, Commanding General, Marine Expeditionary Brigade-Afghanistan. He will discuss the "Ramp up in Afghanistan" as the inaugural speaker of the day. He will provide firsthand experience on how innovation and hard work by MCSC and PEO LS team members have helped Marines in harm's way succeed.

All three speakers will touch on the AE Day theme: "Changing Times...Creative Minds, A Strategic Focus on Innovation and Change." The conference focuses on the professional development, professional and personal wellness, and morale of

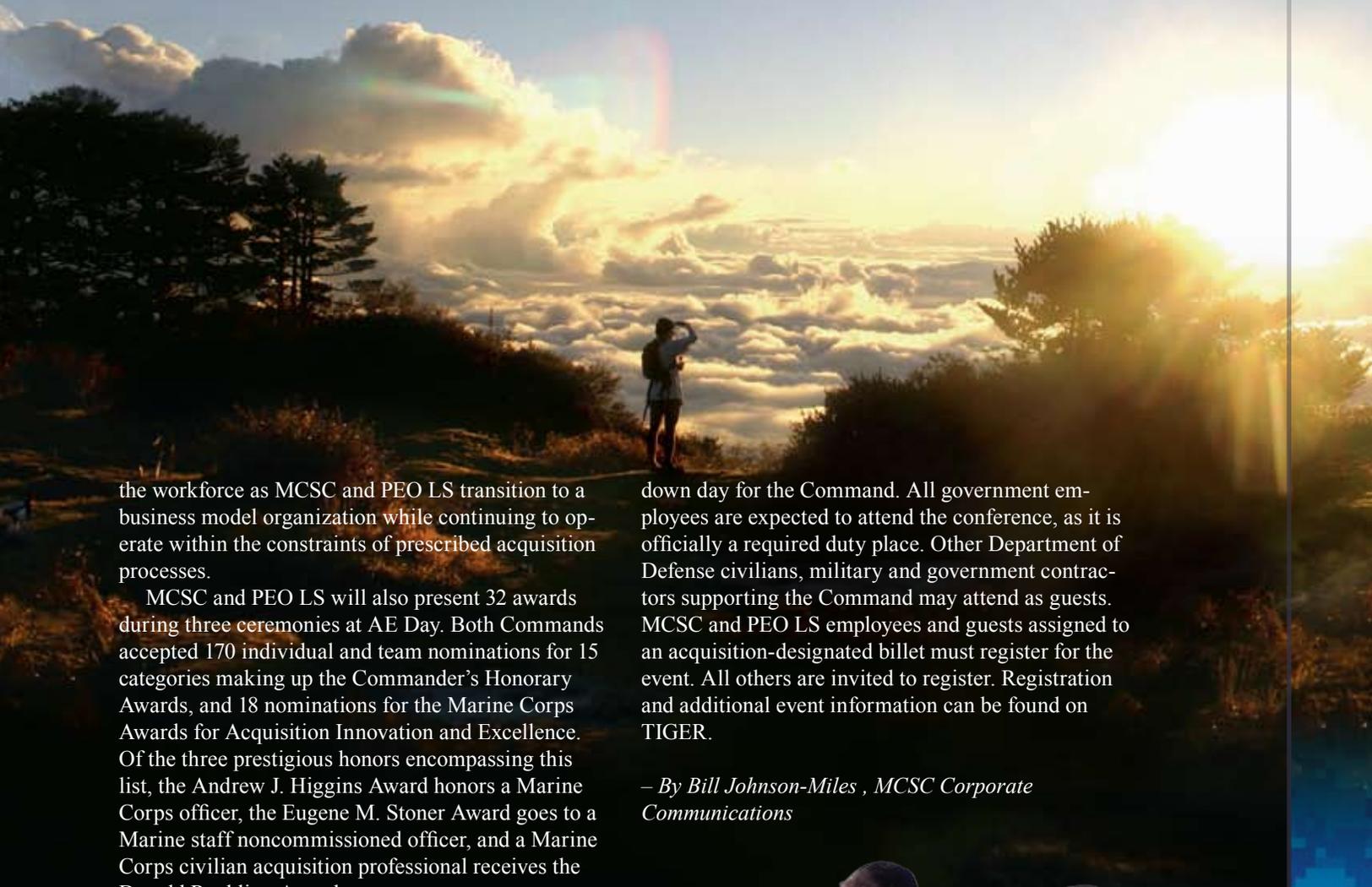


John Kilcullen, the creator of the "For Dummies" book series, is the featured late morning speaker for Acquisition Excellence Day. (Kilcullen photo)

Adventurist Pat Johns admires the view during the Himalayan 100-Mile Stage Race. Johns is a featured speaker for Acquisition Excellence Day. (Johns photo)

“This Himalayan race is truly the most beautiful course in the world.”

– Pat Johns



the workforce as MCSC and PEO LS transition to a business model organization while continuing to operate within the constraints of prescribed acquisition processes.

MCSC and PEO LS will also present 32 awards during three ceremonies at AE Day. Both Commands accepted 170 individual and team nominations for 15 categories making up the Commander’s Honorary Awards, and 18 nominations for the Marine Corps Awards for Acquisition Innovation and Excellence. Of the three prestigious honors encompassing this list, the Andrew J. Higgins Award honors a Marine Corps officer, the Eugene M. Stoner Award goes to a Marine staff noncommissioned officer, and a Marine Corps civilian acquisition professional receives the Donald Roebling Award.

The entire workforce is invited to watch the award ceremonies, listen to the speakers and visit the many exhibits on display at AE day, considered a stand-

down day for the Command. All government employees are expected to attend the conference, as it is officially a required duty place. Other Department of Defense civilians, military and government contractors supporting the Command may attend as guests. MCSC and PEO LS employees and guests assigned to an acquisition-designated billet must register for the event. All others are invited to register. Registration and additional event information can be found on TIGER.

– By Bill Johnson-Miles , MCSC Corporate Communications

Brigadier General Lawrence Nicholson (right), Commanding General, Marine Expeditionary Brigade-Afghanistan, speaks to Chairman of the Joint Chiefs of Staff (CJCOS) Admiral Mike Mullen during the CJCOS’s visit to Afghanistan in December 2009. Nicholson is the keynote speaker for Acquisition Excellence Day. (Photo by Sergeant Brian Tuthill)





Kelley earns star, will assume MCSC command

The Marine Corps has nominated Colonel Frank Kelley, Marine Corps Systems Command's (MCSC) Chief of Staff, for appointment to the rank of Brigadier General. He will also soon assume command of MCSC. At press time, the promotion and change of command ceremonies were expected to take place in early July, but a specific date had not yet been confirmed.

Kelley, a native of Philadelphia, graduated from the University of Notre Dame with a degree in Aeronautical and Aerospace Engineering. Upon graduation, the Marine Corps commissioned him as a second lieutenant, and he spent most of his early career flying and serving with Marine Corps air squadrons and air groups.

In addition to his other military assignments, he attended the Marine Corps War College and taught at the Command and Staff College. He then transferred to MCSC where he served as the Program Manager for Unmanned Systems. The Colonel next served as Military Assistant to the Assistant Secretary of the Navy for Research, Development and Acquisition.

In August 2007 Kelley accepted the position as MCSC's Program Manager for Training Systems



Colonel Frank Kelley, Chief of Staff, Marine Corps Systems Command, speaks during a promotion ceremony in February. (Photo by Jim Katzaman)

in Orlando, Fla., followed by his current post. He has served as the Command's Chief of Staff since August 2009.

Guidelines cover political activities

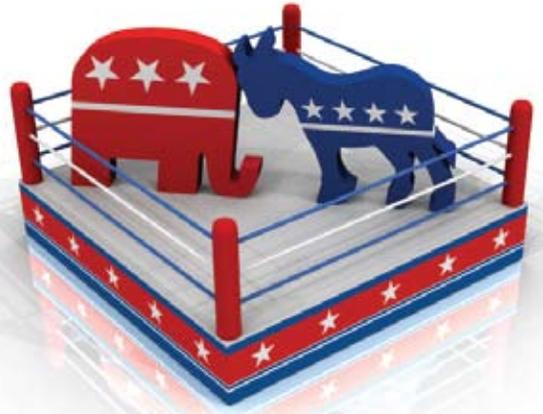
In this national election year, Headquarters Marine Corps and the U.S. Office of Special Counsel have reissued reminders about guidelines for political activities for Marines and civilian government employees.

"Marines are encouraged to participate in the political process and to voice their views," the Marine Corps guidelines state. "However, Marines must be aware of the rules and regulations related to political activity that govern the conduct of all service members."

Specifically, the guidelines state that Marines may only participate in the political process in ways that protect both their individual freedoms and

the Marine Corps. The most important aspect is the separation between wearing a uniform or otherwise identifying someone as a Marine and expressing personal views.

Questions concerning the scope of permissible political activities should be directed to the Staff Judge Advocate or Marine Corps legal counsel before engaging in the activity. Additional information is available in Department of Defense (DoD) Directive 1344.10



(Political Activities by Members of the Armed Forces) and DoD Instruction 1325.06 (Handling Dissident and Protest Activities Among Members of the Armed Forces).

All civilian employees in the executive branch of the federal government, except the President and the Vice President, are covered by the provisions of the Hatch Act. Part-time employees are also covered by the Act.

Federal employees fall within two categories under the Hatch Act, further restricted and less restricted. Most federal executive branch employees (except those in Senior Executive Service) are considered less restricted. These employees may take an active part in partisan political management or partisan political campaigns.

The Hatch Act prohibits less restricted employees from using their official authority or influence to interfere with or affect the result of an election; knowingly soliciting, accepting or receiving a political contribution from any person; knowingly soliciting or discouraging the participation in any political activity of anyone who has business pending before their employing agency; being candidates for public office in partisan political elections; or engaging in political activity while on duty, in a government office, wearing an official uniform or using a government vehicle.

For more information about prohibited activities or other areas covered by the Hatch Act, visit www.osc.gov.

Preparation reduces workplace violence

According to the U.S. Bureau of Labor Statistics, between 2003 and 2008 there were 2,978 workplace homicides.

That's nearly 500 a year, which is down from the 1990s when there was an average of 900 a year. The Department of Justice estimates that about 2 million violent crimes are committed annually against people in the workplace. This includes simple assaults, aggravated assaults, rapes and sexual assaults, robberies and murders.

DeeDee Collins, Executive Director of the National Security Training Institute, is a survivor of violence and murder in the workplace. In 1988 she worked at Electromagnetic Systems Labs in Sunnyvale, Calif., where Richard Farley went on a shooting spree, killing seven people and wounding four others. She now speaks about her experiences and in April conducted a "Violence in the Workplace" seminar for Marine Corps Systems Command.

"Being proactive and being prepared is what it's all about," Collins said. "I have seen, first hand, proper planning, just being on top of things and being proactive really makes a difference."

She emphasized elements that should be in place to reduce the chance of violence in the workplace. These include a policy statement covering what is acceptable or unacceptable behavior in the workplace and an established workplace response team so employees know that there's a place to come and report their concerns. According to Collins this team needs to be made up of quality, high-integrity people who will seriously investigate those concerns.

"You must also have awareness training," she said. "The people on the



DeeDee Collins (left), Executive Director of the National Security Training Institute, uses Lynn Frazier of Contracts as an example during her Violence in the Workplace seminar in April. (Photo by Bill Johnson-Miles)

front lines need to know this stuff. If a person is going to act out, it will more likely happen in front of a co-worker and not a manager. Employees need to be taught to trust their gut instincts."

Individual preparation is also important. During the seminar, Collins covered hostage situations.

"Stay in place and try to be as calm as you can," she said. "Let the person vent and rephrase what they say. Develop some sort of rapport with the person to help save your own life. Acknowledge the person by his or her name as soon as you can."

In an active shooter situation, the expert pointed to three things you need to do, "Get out, hide out, or take out." By

taking out she means as a group, taking out the shooter.

You can learn more about what Collins had to say at the seminar by contacting Sue Jones, MCSC's Security Manager. According to Jones, the Command is working up policy, plans and training regarding violence in the workplace, and this information will soon be posted on TIGER and distributed around the Command.

Concluding her talk, Collins made this observation: "People in our society have become more angry as a whole. This manifests itself in the workplace, but it also happens out in society. You can make a difference every single day. Acknowledge the people you see every day – call to them by their names. Make a connection. Focus on the things that make you joyful and happy, and remember that there is much to be thankful for. Get people help if they need it. And remember what matters most in this life."

Sunset Parade marches July 6

On behalf of the Commandant of the Marine Corps, Marine Corps Systems Command is hosting the

"The Commandant's Own" U.S. Marine Drum and Bugle Corps performs during last year's Command-sponsored Sunset Parade. This year's Parade is set for July 6. (CIVIC Photo)



Sunset Parade beginning at 7 p.m. July 6 at the Marine Corps War Memorial near Arlington National Cemetery.

Members of the Command are invited to attend, and bus transportation will be provided. There should be enough reserved seats at the event for all bus riders, but spectators can attend with their own transportation. Those not riding the bus will join the general public, which usually covers every inch of grass around the parade field with lawn chairs and blankets. Additional information will be posted on the Command's TIGER website.

Marching and musical units from the Marine Barracks in Washington, D.C., the "Oldest Post of the Corps," have been presenting the parades since 1956. These unique military ceremonies are conducted in the shadow of the 32-foot-tall bronze sculpture of warfighters pushing up a 60-foot flag pole modeled after the raising of the Stars and Stripes on Iwo Jima during World War II.

The parade features "The Commandant's Own" U.S. Marine Drum and Bugle Corps and the elite Marine Corps Silent Drill Platoon. The one-hour performance concludes with probably the most poignant moment of the evening when a lone bugler, from atop the imposing sculpture, lifts his instrument and plays the solemn notes of taps.

Bring the kids for a Family Fun Day

Grab the kids and bring all your loved ones to work for a Family Fun Day! Marine Corps Systems Command (MCSC) will hold this year's event in the same location as last year's: on Hospital Point in front of the



Three young ladies try their luck dipping for ducks during last year's Family Fun Day. This year's Family Fun Day is scheduled for June 24. (Photo by Bill Johnson-Miles)

Command's Headquarters, Building 2200, on the parade deck from 11 a.m. to 3 p.m. June 24. The rain date is June 30.

Tickets in advance are \$5 per person, and children under age 12 are free. There is also a \$20 maximum charge for an entire immediate family. Advance ticket sales end June 22. Individual tickets at the event will cost \$15, and family tickets will not be available.

Each section or unit in MCSC and Program Executive Officer Land Systems has selected a representative who is now selling Family Fun Day tickets. The Command's ticket coordinator is Bobby Cave, (703) 432-3934, and her ticket assistants are Nicois Harris, (703) 432-3546, and Cindy Washington, (703) 432-3817.

The Commander's Cup will not take place this year during Family Fun Day. Instead, parents and their children will be invited to participate in traditional picnic-type competitions such as three-legged and sack races, water balloon and/or egg tosses, volleyball and many more. Prizes

or ribbons will be awarded. Additional activities for the little ones will include face painting, balloon animal creations and the moon bounce. A DJ will spin tunes and door prizes will be given away.

Traditional drinks and eats such as hot dogs, hamburgers and chicken will be available. Kids will also enjoy cotton candy, popcorn and snow cones.

Additional volunteers are still needed for the day of the event. To volunteer, or if you have questions, contact Mac McManus at (703) 432-3861.

Earn \$500 for job referrals

The Recruitment Referral Bonus is now \$500. Marine Corps Systems Command (MCSC) and Program Executive Officer Land Systems (PEO LS) government employees could earn that bonus by referring quality candidates for positions within the Command.

The criteria for employees earning the \$500 Recruitment Referral Bonus are:

- Candidate is approved by the applicable competency director for assignment to a valid vacancy.
- Candidate is not a current defense contractor supporting MCSC or PEO LS.
- Candidate cannot be selected from an active referral certificate.
- Candidate cannot be a family member.

The \$500 Recruitment Referral Bonus is an ongoing incentive program. When asked how they heard about the

job, candidates need to provide the referring employee's name. For more information regarding the referral program, contact Lisa Weaver at (703) 432-4475.



Command prepares switch to AcqDemo

With the upcoming transition of Marine Corps Systems Command's (MCSC) workforce out of the National Security Personnel System (NSPS), Command officials want employees to know how their changeover will differ from much of the rest of the Department of Defense (DoD).

Most of DoD is moving back into the General Schedule [GS] System because the National Defense Authorization Act requires that NSPS be terminated and personnel be converted back to the system they were in prior to NSPS being implemented. For MCSC and Program Executive Officer Land Systems (PEO LS) that previous system is the Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo).

AcqDemo is designed around grouping the GS equivalent grades into what are called broadbands, similar to the concept of NSPS pay bands. In addition, AcqDemo's appraisal system that assesses the contribution of employees against their assigned objectives has the capability to reward them in the form of pay increases and bonuses, also similar to the rating concept of NSPS.

"The specific details of these two features are different from NSPS," said Dr. John Burrow, MCSC Executive Director. "We will provide training in the months to come on those specific differences. Our intent is to convert to AcqDemo in early 2011. However, the timeline will be further determined by the DoD AcqDemo Program Office in coordination with the NSPS Transition Office as they manage conversion of all of the former AcqDemo participants across DoD."

According to the Executive Director, MCSC and PEO LS will complete the current full NSPS rating cycle and payout in



January 2011 before converting to AcqDemo.

"We will provide additional updates and training for the entire workforce in the weeks and months to come," Burrow stated.

Government careers attract students

Marine Corps Systems Command (MCSC) has redesigned the Command's Student Temporary Employment Program (STEP), making it more attractive to college students, providing them with summer employment and enticing them to consider a government career.

While the resourcing of the program has increased each year, applications have also increased, resulting in keener competition. This is why Laura Tyler, Business Manager for Workforce Management Services (WMS) in the Workforce Management and Development Directorate (WMD), created standard criteria for rating applicants to help a selection panel arrive at objective qualification decisions. As a result of meetings with senior leaders, she developed applicable standards comparing a student's major with MCSC's core competencies, the student's current grade point average and the student's previous Command experience.

"A scoring system was established, and now applicants are able to be formally ranked on their own merit," Tyler said. "This way we are always choosing the best candidates and giving them incentives to return to the Command. Our ultimate goal is to lay the groundwork for a permanent employment opportunity after graduation."

This year, vacancy announcements and related information were posted on the Command's TIGER website in March. TIGER was used to



target the local area, but any student may apply for the federally sanctioned program.

"Having a parent employed at MCSC is not taken into account," Tyler said. "Our parents and friends of students, however, are the

first to know of our program, and we encourage them to get the word out."

For 2010, the Command was primarily looking for students to fill roles as office automation clerks and engineering technicians. After compiling and weighing submissions from more than 200 applicants, MCSC has filled 45 positions. The hiring process was extremely competitive, despite the fact that available positions had increased from more than 30 openings in 2009.

The selection panel – including members outside WMD – performed blind assessments of all applications and resumes, assigning points for each of the criteria areas. Students with the highest number of points were chosen, but before announcing the selectees, WMS coordinates the proposed hiring actions with Human Resources Services Center East.

Upon approval and after related administrative actions, selected students should receive notices within a two-week timeframe. If any decline, WMS next contacts those atop the initial non-select list. Students not selected are not notified until all positions have been filled. Those selected are assigned to the areas within the Command where student hires were requested.

"Some Program Managers make a by-name request," Tyler said. "We explain that name requests do not guarantee selection into the program. If the student they requested is selected for STEP based on MCSC's criteria, then we will assign the student to that Program Manager."

For more information, call Tyler at (703) 432-4472 or Denise Lambert at (703) 432-3139.



Snapshots



Captain Tony King receives a piece of cake from Jules Mattocks during a Strategic Plan Objective 4.3 team meeting in January. The cake was decorated with the quote, "Attitudes are contagious. Are yours worth catching?" It was meant to inspire the team. (Photo by Bill Johnson-Miles)



Tricia Padgett, Health Promotion Nurse with Quantico's Semper Fit Branch, checks Tonya Russell's blood pressure while Betty Cartis investigates health information during February's Go Red for Women event held in Marine Corps Systems Command Headquarters' cafeteria. (Photo by Bill Johnson-Miles)

Dr. John Burrow, Executive Director, Marine Corps Systems Command, presents Dr. Judy Wade of Life Cycles Logistics a Command Degree Completion Award commemorating her earning her doctorate degree in March. (Photo by Bill Johnson-Miles)



Nicois Harris of the Chief Management Office was one of many Marine Corps Systems Command personnel who took part in Quantico's Black History Month Theater Presentation at Little Hall in February. (Photo by Bill Johnson-Miles)



Valerie Mosqueira entertains Bryan Prosser and Sandra Switzer with a rap song during lunch at the Strategic Plan Expo in March. (Photo by Bill Johnson-Miles)



During her retirement luncheon in February, Julie Steadman (left) receives a gift from Elizabeth Miller and Steve Zoric of Programs. (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.



FAMILY FUN DAY

Advance Individual Tickets - \$5
Advance Immediate Family - \$20
Individual tickets at the event - \$15
Children under age 12 - free

**Advance ticket sales
end June 22!**

See your unit's Family Fun Day ticket rep
or contact Command ticket coordinators:
Bobbie Cave, 703-432-3934
Nicois Harris, 703-432-3546
Cindy Washington, 703-432-3817

**Thu., June 24
11 a.m. to 3 p.m.**

**In front of MCSC Headquarters,
Building 2200, on the parade deck**

**Rain date:
June 30**

Volunteers Needed

To volunteer contact:
Mac McManus, 703-432-3861

AE DAY 2010

"CHANGING TIMES...CREATIVE MINDS"

A STRATEGIC FOCUS ON INNOVATION AND CHANGE

HYLTON EVENT CENTER, WOODBRIDGE, VA. | JUNE 9, 2010 | 8 A.M. (DOORS OPEN AT 7 A.M.)



BGEN LAWRENCE NICHOLSON
COMMANDING GENERAL
MARINE EXPEDITIONARY BRIGADE-AFGHANISTAN

KEYNOTE
& FEATURED SPEAKERS



JOHN KILCULLEN
CREATOR OF THE
"FOR DUMMIES" BOOK SERIES



PAT JOHNS
ATHLETE, ADVENTURIST,
PHOTOJOURNALIST AND
MOTIVATIONAL SPEAKER