



MCTSSA is a unique place within Marine Corps Systems Command—and the Marine Corps writ large. The Corps' ability to shoot, move and communicate is often a direct result of Team MCTSSA's ability to troubleshoot, innovate and create solutions to some of the most challenging problems. Your expertise in engineering, testing and providing direct support to the fleet, will ensure that our technically-adept adversary are kept in check. Your mission helps ensure the success of the Corps and the defense of our Nation. The team of Marines and civilians at MCTSSA remain dedicated to one goal: "Making Marines More Capable."

Your bias for action and unflinching support to our Program Managers—our Focus of Main Effort— ensures that MCSC and its supported PEO's field and maintain the best capabilities for our Marines. Your cohesive and seamless engineering-testing-support model is unlike any other in the DoD. I encourage you to continue to push the boundaries in finding solutions to the problems of today, while anticipating the challenges of tomorrow. Take the vision in this strategy and use it to guide your efforts as you continue to play a pivotal role in equipping our Marines. I know this vision will drive the organization into the future and continue to support the collective efforts of the entire MARCORSYSCOM team.

> Semper Fidelis BGen A. J. Pasagian Commander, Marine Corps Systems Command





MCTSSA

Further Together

Published July 17, 2020

OUR MISSION

MCTSSA conducts testing, evaluation, engineering, and provides direct technical support to the Fleet Marine Force for Marine Corps and Joint Service command, control, computer, communications, intelligence (C4I) systems and expeditionary combat vehicle systems in order to inform acquisition decisions to make Marines more capable.

~~ MAKE MARINES MORE CAPABLE ~~ Lieutenant Colonel Michael Liguori Commanding Officer Marine Corps Tactical Systems Support Activity

INTRODUCTION TO STRATEGIC PLAN

INTRODUCTION

We find ourselves in an environment to which air, land, sea, cyber, and space domains have converged, requiring us to prepare our workforce to meet the requirements of the CMC's Force Design 2030. "The passing of our Nation's unipolar moment and the emergence of revisionist great power competitors in China and Russia, coinciding with a sea change in the character of warfare driven by social and technological change, demands that we move rapidly to adapt to the circumstances of a new era", General Berger. The world of C4I is changing and Marine Corps Tactical Systems Support Activity needs to be prepared to not only change but more importantly anticipate the change --- we need to be ready, relevant and up to the challenge. The best way to prepare for the future is to create an environment to sustain our technical excellence that will ultimately propel MCTSSA into the future to meet the challenges and demands of an evolving world.

This strategic plan positions MCTSSA to continue to provide the high-quality, C4I-focused support to the Program Managers (PMs) and FMF.

OUR PLAN

This strategic plan provides my guidance on how MCTSSA, as the operational arm of Marine Corps Systems Command, will support the Program Managers while providing support to the Fleet Marine Force. It establishes the foundation to support our C4I and tactical vehicle testing and evaluation needs by aligning to specific domains and vector areas. I encourage you to take time to read this plan, understand the contents and methodology, and integrate the concepts and alignment into your daily operations. We will be strongly committed to focus and improve our business practices to provide effective and efficient Program Manager and FMF support. Our plan organizes our actions around three main themes:

Theme 1: Innovations to Institutional Challenges

Our operational environment is being shaped in part from rapidly advancing technologies by which our adversaries can disrupt our ability to command and control. We must pave new pathways to support C4I tactical systems and amphibious vehicles. We must aggressively pursue new communication methods, alternative waveforms/ architectures, 5G/LTE, adaptive hybrid networks in a MAGTF and afloat constructs, baselines for Expeditionary Advanced Based Operations (EABO), cyber resiliency regarding communication transmissions in the kill chain, electronic warfare detection & emissions, MEU & Naval integration to transmit ship-to-shore data, cloud services, tactical cloud-native application marketplace environments, tactical Development Security Operations (DevSecOps), a big data warehouse fusing tactical sensor data, and artificial intelligence. We must seek out to support littoral combat operations supporting naval concepts, directives and Force Design 2030 guidance.

Theme 2: Pinnacle of Technical Support

MCTSSA must continue to provide support to Program Managers (PMs) and the FMF through our Warfighter Support Division. This direct tie to the FMF is a critical **feedback** mechanism for PM's while also vital to the Marine who needs technical troubleshooting assistance. We will look to expand our partnerships and find ways to enhance our interactions with the MEFs while also curating data to better inform the sustainability of the C4I Programs of Record.

MCTSSA

"We will continue to provide high-quality, **C4I-focused** *support to the PMs and FMF."*





MCTSSA will advocate and decisively act on innovative methods that will help drive a step change for Marine Corps C4I systems across the enterprise in order to provide the PMs and FMF the highest quality of effective support. Our services must meet present and anticipated Marine Corps and Joint Warfighting capability requirements. I want MCTSSA to remain the Marine Corps' premier tactical C4I systems and amphibious vehicle testing and engineering facility. It is imperative that we craft communication techniques that focus on integration and interoperability.

We will do so by modernizing our resources, processes & infrastructure. We will also pave pathways to use adaptive hybrid networks, new waveforms and communication methods in MAGTF and afloat constructs to integrate long range fires. We will look to establish a MCTSSA Data Environment (MDE) that will provide fusion, synthesis, integration of systems, sensors across the battlespace, users, and high quality data in order to automate testing and perform analyses for program management level decision support. We will leverage the MDE data lake, using a Development Security Operations (DevSecOps), modeling and artificial intelligence approach, to create a tactical cloud-native application marketplace. We will become more naval by building baseline architectures for Expeditionary Advanced Based Operations and further our MEU integration via SOTs. We will create pathways for electronic warfare detection & emission via the visualization of spectrum data while also expanding our role in cyber hygiene to include RDT&E. Additionally, supporting the enterprise, we will test and assist in the implementation of cloud services and MCEN engineering simulation initiatives. As we navigate to our future state, we must leverage

partnerships across the government, industry and educational institutions."

Theme 3: Laboratory & Process Pathway Modernization

A key to MCTSSA's success is our ability to function as a cohesive collaborative Activity. *Our passion to solve complex problem sets with innovative solutions*. With our unique mission, we must take a closer look at our internal support technologies and processes. IT is evolving at an incredible pace as we navigate friction points such as: budget pressure, tech modernization, customer expectations, and the need to achieve results in an expedient manner. FY21-22 will be a year of **modernizing and automating** MCTSSA's process pathways, infrastructure and lab capabilities to better service and support our customers. We will provide upgrades, modernization and improvements to the <u>only</u> organic Marine Corps test and engineering facilities and network infrastructure.

OUR CORE SERVICES



STRATEGIC ACTIONS

Transform 💣

We cannot accept the status quo in the environment we find ourselves. There can be no complacency. We must **transform** our current infrastructure to better support our customers and find ways to **operationalize** our technical expertise. There is strength in our diversity and partnership **collaborations** with the MEFs and Industry. We must leap in systems advancement and move with deliberate urgency not waiting for the "need for a requirement." We MUST have a "get it going mentality." Our technical knowledge and experience will directly contribute to the success of our Marine's Command and Control on the battlefield.

------ Vector Areas and Themes each Vector supports ------

This plan sets out Vector Areas that each reflect one or more theme. Visual icons for each theme link every action with the themes it supports. This plan is not a complete description of everything we expect to do; however, it provides direction. Some of these vectors will stretch beyond three to five years; but, must be depicted to move toward supporting Force Design 2030.

DOMAIN	Vector Areas	Theme 1: Institutional Challenges	Theme 2: Technical Support	Theme 3: Modernization
SCIENCE & TECHNOLOGY DOMAIN (S&T)	Support C4I Enterprise Initiatives		Ø	
	Promote Critical Partnerships		(P)	
	Integrate Fires & Comms		(P)	
HUMAN DOMAIN (H)	Build the FMF Network		Ø	
	Optimize the Workforce		Ø	
	PM Support Engagements		Ø	
INFRASTRUCTURE & PROCESSES DOMAIN (I&P)	Environment Modernization		Ø	
	Internal Operational Effectiveness		P	

MCTSSA

Operationalize 💣 Collaborate



<u>S&T 1 – Support C4I Enterprise Initiatives</u> 🚊 🚳 🗐

I encourage us to seek out and support PMs that are navigating Service level changes to support Force Design.

To predict our future we must create it. MCTSSA *must continue to punch above its weight class as* we have a unique and specialized skillset to offer our Corps. Our technical assistance will help strategically shape and propel higher headquarters to make informed decisions. We are the "How."

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We must not wait for a "requirement" and press to support the FMF traversing Ground Based Link-16 communications, architectures in EABO, Conditions Based Maintenance and electronic warfare.

Supporting enterprise initiatives enhances our partnerships and makes us stronger as a collective while also sharpening our technical acumen.

Vector S&T1.5— Expeditionary Advanced Based Operations (EABO) Partner with I MEF and establish a communication architecture with a baseline prototype in the EABO construct.

Vector S&T1.6— Electromagnetic Spectrum Detection Explore Global Positioning System receiver outputs to correlate contested radio frequency environments //**See CO for further specifics**//

Vector S&T1.7— Electromagnetic Spectrum Data Obtain the ability to visualize spectrum data through virtual reality to better educate the FMF commander.

Vector S&T1.8— Machine Learning Develop and implement a pilot to conduct a modular Machine Learning framework in a cloud construct that can be applied to any system.

Vector S&T1.9— Additive & Subtractive Manufacturing Implement an additive and subtractive capability within AVTB in support of the AMOC for testing, design and proof of concept to conduct form, fit and function. Reduce the timeline from Engineering Change Proposal (ECP) to testing to production supporting the PMs.

Support C4I Enterprise Initiatives

- Promote Critical Partnerships
- Integrate Fires & Communications

Vector S&T1.1— 5G/LTE Capability

Establish testing and experimentation to operate with 5G (fifth-generation) cellular network technology in support of DoD's Tranche 2 to build resiliency in a denied/ contested environment. 5G offers high speeds, quicker response times, and can handle many more wireless devices than 4G technology.

Vector S&T1.2— Commercial Solutions for Classified (CSfC)

Establish a MARCENT CSfC Pilot to architect a test plan that will provide insight to DC,I and DC,CD&I to better inform how to roll out classified services. Support Marine Forces Cyberspace Command (MFCC) to develop test cases and test plans for evaluation regarding end point protection.

Vector S&T1.3— Conditions Based Maintenance

Establish a foothold in supporting I&L regarding Conditions Based Maintenance leveraging Artificial Intelligence technologies. Create a "Marketplace" to manage, digest and distribute all digitized tech manuals, firmware, and version control.

Vector S&T1.4— Ground Based Communications

Mature and implement pathways to establish a Link-16 ISO Ground capability for FMF units.

<u>S&T2 – Promote Critical Partnerships</u> 🚊 🚳 🗐

Vector S&T2.1—Naval Integration

Develop Naval Integration Guides for ships to help mitigate the initial lash up friction from the MEUs to the Navy's shipboard systems.

Vector S&T2.2—Electro Magnetic Spectrum

Create a mobile spectrum presence capability in order to coordinate with FMF commands to assist in mapping & conducting electronic signature spectrum analysis. Also assist in developing electronic signature spectrum reduction concepts of employment.

Vector S&T2.3— Find Interfaces at the Seams

Establish a Technology Bridge at MCTSSA with Naval X.

Vector S&T2.4— FMF Idea Intake & Collaboration

Develop and establish a MEF Community of Interest Maker Space coordinated with the MIG to formalize and capture ideas and conduct experimentation with the MEFs.

Partnerships are critical to our success. We *must embrace collaborative efforts to achieve* integration and interoperability. Therefore, we must seek to strengthen our partnerships with the Navy and Industry to move to our future state.

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To accurately reflect our Command identity, we must pursue a laboratory designation and CRADA authority with industry. We must also take advantage of our proximity with I MEF to architect a mapping library of electromagnetic signatures bringing to bear our technical expertise to assist commanders in operationalizing the electromagnetic spectrum.

To enhance naval integration efforts, we must grow our relationship with the Navy's Program \mathbf{M} Offices and support CAC2S Afloat here at *MCTSSA*. *We have also been under represented* at the Naval Research & Development *Establishment (NR&DE) and must pursue* inclusion into the framework at DASN RDT&E.



S&T3 – Integrated Fires & Communications $\widehat{\square}$

Vector S&T3.1—Hybrid Networks

Establish architectures and pathways for hybrid networks and new waveforms to integrate fires in a MAGTF co addressing data transfer from: ship to shore, air-toground, ground-to-ground, and ground-to-air.

Vector S&T3.2—Tablet I&I

Using a DevSecOps approach, make the MAGTF Cor Handheld better integrated and interoperable with o C4I tactical systems. Additionally find ways to leverad tablet to build tactical applications.

Vector S&T3.3—Resilient Comm Pathways

Cyber and Naval Integration Branches work towards assessing resiliency in our transmission pathways in the littorals to execute fire missions in a contested environment.

Vector S&T2.5—Industry Teammates

Establish partnerships through Cooperative Research and Development Agreements (CRADAs) and Broad Area Announcements (BAA) with industry. The current process for establishing cooperative research programs with industry is cumbersome due to Intellectual Property. We will aim to capture & establish common written rules for intellectual property and other process improvements that enable CRADAs. We will also seek authority for entering into other types of agreements with industry that might be more efficient or broader than permitted under CRADA We will also seek to move to a "Buy-Try-Decide" model to help PMs accelerate capabilities





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TRATEGIC



We must support long range fires and how our C2 systems, both ground and air, can inter-operate with ground and afloat weapon systems. Specifically, we must //**See CO for further specifics **//.

We must also move to mature and develop hybrid networks operating on ground and afloat to better integrate with our weapons and command and control systems. We must also look at emerging waveforms to help build agility and resiliency.

We must support the PMs regarding tablets, specifically the MAGTF Common Handheld, to become integrated and interoperable with our C2 and weapons systems. We must also look to leverage a tablet using virtual reality and develop *applications for tablet consumption.*

<u>H1 – Build the FMF Network</u>

Vector H1.1—Expand Our Support Desk

Expand our technical troubleshooting support, proce and support desk footprint to other MCSC POR to include PM, Infantry Weapons and PM, Additive Manufacturing.

Vector H1.2—Digitization

Digitize Technical Manuals and Architectures for C4I Programs of Record within our lab infrastructure.

Vector H1.3—Support Desk Modernization

Implement an enterprise scalable cloud based operations management platform to better service the Marines and Program Managers.

Vector H1.4—Promote Awareness

- capabilities, exchange of ideas, and a MCTSSA hackathon exercise.

Vector H1.5—MCTSSA Idea Exchange (MIE)

Develop and implement a process to collect and exchange ideas form the MEFs and filter back to the appropriate PMs/ PMs to further connect the FMF to MCSC.



Human Domain

- The Build the FMF Network
- Optimize the Workforce
- PM Support Engagements



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Our aim must be to become the pinnacle of FMF support for MCSC Programs of Record. While systems are in sustainment support, value to the Marine brings value to the Program Manager. We are the **connector** of that value.

We must modernize and automate our support desk platform to give better service to the Marine and better insights to the Program Managers. This modernization will include PM pathways to source ideas from the FMF.

We will further expand and propel our self-help Tier 0 with the digitization of the Tech Manuals with interfaces that are device agnostic.

• We will promote awareness through events and communication synchronization efforts across the FMF. • Develop and implement an annual SME and Commander event at MCTSSA that showcases our capabilities and processes to include how to leverage our capabilities to support workups and deployments. • We will organize and implement an annual "Discover MCTSSA" day that includes lab tours, presentations of

STRATEGIC DIRECTION

The technical capabilities of our people are a critical element of warfighting- Shoot, Move, **Communicate**; we are instrumental in supporting the ability to Communicate. We are a diverse band of teammates (Military, Civilian & Contractor) that has genuine passion and excitement to propel our capabilities into the future. We ARE the touch labor, We are the "How", We are the "technical it" to make the difference and support our Marines.

Over the next four years up to 40% of our workforce may retire and we will need to obtain new skillsets that will shape our future. We need to enable our workforce to think, navigate, and lead in an environment of accelerating technologies. We need to design how we work to enable efficient performance across the command.

Vector H2.1—Customer-Oriented Workforce

Develop a trained and capable customer-oriented workforce. We will transition our current capabilities into a sustained program that creates a broadly useful forecasting and analytic capability for recruitment, workforce maintenance, and retention.

Vector H2.2—Create a Climate for Action

Implement a "Shark Tank" design for implementation of improvements ideas from the workforce. Use SCRUM and design thinking models to glean innovative ideas.

Vector H2.3—Create a Positive Employee Climate

Be transparent in Command decisions with weekly command sitreps to include hiring actions and opportunities. Work to engage with the workforce to tackle problem sets as teammates. Optimize the supervisor-to-employee relationship and look to assist supervisors in leadership and management training. Also look to submit awards and recognize the "**Bar Raisers**" when appropriate.

Vector H2.4—Develop a Communication Strategy Plan

Establish a cohesive annual communication strategy plan with mission-threaded vignettes that includes a robust social media arm, short video excerpts, a weekly "Meet your Bar Raiser" and a campaign that sets targeted, measurable effects based objectives for business development, awareness and branding.

Vector H2.5—Tech Change Agents

Embed civilian technical experts that lead change with emerging technologies and improve business processes into our Divisions.

Vector H2.6—Promote support to the Naval Edge

Establish a tiered award system to promote further Naval Integration support especially with our System of Systems Operability Tests (SOT).

Vector H2.7—Retain Specialized Skillset Talents

Establish a national certification through NSA and MARFORCYBERCOM in order to operationalize our Cyber Team and attain Cyber Selective Service status.

Our people are our center of gravity-has to be. It is a people business."

> – BGen A. J. Pasagian Commander, U.S. Marine Corps Systems Command

Vector H2.8—Scale the Workforce

Scale the workforce and skillsets by partnering with industry and leveraging the Network Engineering Test & Cyber Security (NETC) Multi-Award Task Order Contract (MATOC) vehicle.

Vector H2.9—Growing the Workforce

Re-establish the MCTSSA Acquisition Demonstration (AcqDemo) Pay Pool for transparency, efficiency and performance.

Vector H2.10—Fiscal Operating Baseline

Re-define an operating fiscal baseline and model that provides more flexibility to the customer ensuring access to our services and upkeep of our laboratory infrastructure.

Our Diversity & Empathy here at MCTSSA is the Force that enables us to do extraordinary technical acts innovating and working complex problem sets.



<u>H3 – PM Support Engagements</u> 👰

Vector H3.1— MCEN Configuration Control

Prepare and posture MCTSSA to implement processes and resources to manage and coordinate to assist in governance supporting of the MCSC Single Engineering Information Technology (IT) Construct (SEITC) using our MCEN Planning Yard as our foundation for a standardized configuration control for the MCEN.

Vector H3.2— Automation for Velocity

Establish automated processes within the testing and certification processes to include a catalog of automated test tools mapping their capabilities. Seek out and purchase tests tools that will aid MCTSSA in test automation.

Vector H3.3— Workflow Management

Establish and implement a Workflow Management Platform-As-A-Service (PAAS) to better manage projects, tasks and conduct IT management with the ability to scale. Specifically, Automate the Tasks Book for the PM to better order and track MCTSSA services. The Program Managers are in a pressurized

environment supporting the acquisition piece of the CMC's Force Design. We, the MCTSSA Workforce, must posture ourselves to provide high quality and sustainable support.

In that regard, we will find innovative ways to automate business & testing process pathways to better serve our PMs, transform and scale a sector of our workforce to coordinate a <u>federated</u> lab to conduct modeling, simulations and engineering changes.

We must look to move away from stocking labs in isolation across the Activity and test as a whole in a MAGTF construct. Designing architectures for just the GCE, ACE and LCE does not lend to cross domain flexibility to command and control of a variety of weapon systems and sensors.

Vector H3.4—PM Sustainment Dashboards

Create PM near real-time dashboards giving early warning issues to C4I systems in sustainment with a GCSS interface.

Vector H3.5—PM Contract Vehicle Support

Create and Implement a MCTSSA Administrative indefinite delivery/indefinite quantity capability to better serve our customers and scale our workforce capabilities and customer service options. Also create Task orders off the NETC MATOC to scale the workforce to better serve our customers.

Vector H3.6—Littoral Operations

Test and evaluate expeditionary combat vehicle systems in order to optimize their capabilities in the support of littoral operations that drive the naval concepts, directives and Force Design 2030 guidance.

PMs are responsible for everything that happens and doesn't happen in their program through the life cycle and are the Focus of Main Effort"

– BGen A. J. Pasagian Commander, U.S. Marine Corps Systems Command STRATEGIC DIRECTION



Our Program Managers are our Main effort, we must position ourselves to best make them successful in equipping our Marines." – BGen A. J. Pasagian



Environment Modernization Internal Operational Effectiveness

<u>I&P1 – Environment Modernization</u> 🖗 🗐

Vector I&P1.1— MCTSSA Data Environment

Establish Data Architecture and a converged Data Center called the "MDE" to digest FMF sensor, POR, support center and maintenance data.

Vector I&P1.2— DevSecOps

Develop and implement a Development Security Operations (DevSecOps) process, workforce training and capability to produce applications for the tactical environment. Look to use DevSecOps to assist in the implementation of Vector H4.1

Vector I&P1.3—MCTSSA Marketplace

Develop a MCTSSA tactical C2 systems Marketplace for cloud based applications.



To support the envisioned capabilities of the future, MCTSSA must actively pursue laboratory infrastructure modernization of our platforms, processes pathway, instruments and tools.

We will focus our funding specifically on platforms and contracted services that will move us to the cloud, develop applications to automate our business processes and integrate our stovepipe data. We will also pursue automated tool sets for test automation and RF engineering.

We will work to develop a MCTSSA Marketplace with a DevSecOps approach and leverage our artificial Intelligence & modeling capabilities.

For applications that automate business processes, we will construct and data center to digest a variety of FMF and PM data.

THE MCTSSA MARKETPLACE

Vector I&P1.4— Cloud Migration

Develop and migrate to a cloud-based platform to leverage the MCTSSA marketplace and the MCTSSA converged data centers sensor data.

Vector I&P1.5— Data Management

Develop and implement a Data Management Strategy to include architected databases, data element standards, to include data sharing with other applications, systems and Departments. We need to move to a robust data strategy that allows customers to think strategically about POR trends and be flexible to scale.

Vector I&P1.6— Virtualization

Consolidate virtualization efforts throughout MCTSSA and provide an enterprise command level capability within our lab infrastructure on location.

Vector I&P1.7— MAGTF Afloat Integration Environment

Expand the MAGTF Afloat Integration Environment (MAIE) Laboratory footprint to test command and control concepts which currently has a Landing Force Operations Center (LFOC) to also include a functioning Supporting Arms Coordination Center (SACC), Joint Intelligence Center (JIC), and TacLog (Tactical Logistics Center).

Vector I&P1.8— Laboratory Designation

Designate MCTSSA as a recognized national laboratory to include establishing a presence at the Naval Research Development Enterprise (NRDE).

<u> 1&P2 – Internal Operational Effectiveness</u> 👰 🗐

Our technical capabilities as a workforce are truly inspirational. We must work to further propel our workforce to solving complex problem sets through improving our internal operations processes that often bog us down. We must work to automate where we can and streamline our processes.

We must also work to focus our workforce with a portal that is user friendly and navigates to the data and information needed at the time of request.

Vector I&P2.1— Workforce Portal

Transform the MCTSSA Knowledge Management Portal website and user interfaces.

Vector I&P2.2— Task Book Automation

Automate the Task Book with user ordering capabilities.



Our Infrastructure is critical to "how" we support the Marine Corps, our PMs and our Marines. As we optimize our workforce, we must also transform our Laboratory and Data Center.

POWER



RESOURCING OUR STRATEGY

Some of the actions described in the preceding sections can be undertaken using resources already available here at MCTSSA. However, we have had a difficult time over MCTSSA's lifetime defining capacity and baseline to our infrastructure, tools and services. We must have a disciplined storyline to our modernization and transformation as a workforce to remain a premier testing & engineering facility. Some of these vectors will require intensive mapping of capabilities to be a measured and modest approach to what MCTSSA will become in 10 years. We must find ways to induct monetary funds from all appropriations to which work is executed here at MCTSSA for services such as testing, engineering, network design and technical reports. Below are potential sources where we can resource to propel us into the future:



Existing allocations of space, money, and FTE. Some existing programs may have lower priority than the new opportunities described in this plan. In such cases, reallocations will be necessary in order to proceed.



Current and potential customers. Most of our funding is supported by funds from other sponsoring organizations and the Program Managers. Many of our proposed Vector Areas will be important not just to MCSC, but to the other Services. Our funding model must be able to induct monetary funds from all appropriations from our sponsors to enable us to grow our new initiatives and transform



The Program Objective Memorandum (POM) process. We believe that many of our proposed actions are of such importance to the Marine Corps specifically the CMC's Force Design that they are worthy of consideration in the POM process. Starting with the FY2023 POM cycle, we expect our future POM requests to reflect our strategy and to support actions that will most significantly further MCTSSA's ability to serve the Corps' technical C4I needs.

OUR Way Ahead

The Strategic Plan incorporates priorities from Marine Corps Systems Command, while reflecting current cross-domain strategic vector areas. The plan features performance vectors and initiatives that promote positive pathways to transform our Activity to remain a premier Marine Corps test network infrastructure that enables Joint Communications Exercises • Joint Interoperability Testing • Tactical Cloud Implementation • Cyber RDT&E Testing • Naval Integration • Tactical Networking/voice • System of Systems Testing • Direct Support to the FMF.

Strategy does NOT implement itself. We own it and must be the *bar raisers* that enable the "How" to support our Marines and PMs. FY21-22 will be year of modernizing and automating MCTSSA's process pathways, infrastructure and capabilities to better service and support our customers. To accomplish our unique mission, we must take a closer look at our technologies and processes. IT is evolving at a rapid pace as we navigate challenges such as: budget pressure, workforce reductions, legacy modernization, customer expectations, and the need to achieve results in an expedient manner.

I look forward to working and moving together as teammates as we support the Program Managers and FMF to Make Marines More Capable - LtCol Michael Liguori

Partner

Enhance our creative spectrum with partnerships with other like government agencies, Naval X and industry - lean on an experienced partner for guidance to assist in achieving outstanding results with confidence.



Workforce Skillsets

A large portion of our workforce is retirement eligible. We must work to get the support and skillsets we require to propel our workforce into the future.



We must modernize both our process pathways and our lab infrastructure, this will enable our workforce to stay on top of our game and support our customers - People, Processes, Technology & Data

Challenge MCTSSA

Innovate, Integrate and Communicate. Push to develop & improve engineering and testing platforms and methods. Push to find ways to better support our Marines. Ask difficult questions and seek answers/solutions that are not yet defined.





• However beautiful the strategy, you should occasionally look at the results." -Sir Winston Churchill



MARINE CORPS TACTICAL SYSTEMS SUPPORT ACTIVITY

LtCol Michael Liguori Camp Pendleton.CA