



MARINE CORPS CENTER FOR LESSONS LEARNED



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- **A Strategy to Save U.S. Military Superiority**
By Robert Martinage, 17 November 2014, printed in Real Clear Defense and the Center for Strategic and Budgetary Assessments.

15 Reading Lists and Book Reviews

Three books are featured from the Commandant's Professional Reading List.

- **War And The Soul: Healing Our Nation's Veterans From Post-traumatic Stress Disorder**
by Edward Tick, PhD.
- **Start With Why: How Great Leaders Inspire Everyone To Take Action** by Simon Sinek.
- **The Great Arab Conquests: How The Spread Of Islam Changed The World We Live In**
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The results of several recent, ongoing or planned MCCLL collections are scheduled to be documented in MCCLL reports in the coming months.

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This roster provides contact information for MCCLL representatives assigned at major commands.

ALERT: The MCCLL FOUO Website <https://www.mccll.usmc.mil> will be unavailable from 12-15 January 2015, due to system migration to MCEITS. The new web address starting on 16 January 2015 will be <https://www2.mccll.usmc.mil>



Symbol indicates a link. Click the icon or its accompanying title to access the document.

Front cover photo credit: Sgt. Gabriela Garcia
A Marine Aerial Refueler Transport Squadron (VMGR) 252 aircraft refuels an F-35B Lightning II aircraft from Marine Fighter Attack Training Squadron (VMFAT) 501, off the coast of Florida. This was the first F-35B aerial refueling training flight.

FEATURED ARTICLES AND LESSONS:

Marine Aviation Plan 2015

PUBLISHED BY LTGEN JON DAVIS, DEPUTY COMMANDANT FOR AVIATION
SUMMARY (EXCERPTED BELOW)



CAC ENABLED

The Marine Corps' responsibilities to the nation are outlined in United States Code Title 10. HQMC is responsible for manning, training and equipping the force, for the readiness to fight and win our nation's battles. Marine aviation is an integral and essential part of every MAGTF. Our aviation is seamlessly integrated and forward deployed with every MAGTF. These MAGTFs give the Marine Corps capability and reach that create a strategic advantage for our nation. Marine aviation must be trained, manned and equipped to:

- Be our Corps' aviation force in readiness, prepared to task organize, deploy and sustain combat ready forces—at a moment's notice, to any clime or place, from sea or forward operating bases.
- Train the future of Marine aviation.
- Develop and test our future aviation weapons and command and control systems.
- Safely transport the President of the United States in vertical lift and tiltrotor aircraft.

The Deputy Commandant for Aviation's responsibility can be distilled into one word: READINESS. Focus on flying, training, innovation, standardization, and culture,

Photo credit: Cpl Raquel Barraza

An F-35B Lightning II, with Marine Fighter Attack Squadron (VMFA) 121 "Green Knights," refuels on the flight line aboard Marine Corps Air Station Yuma, Arizona, 18 August 2014.



along with right-sizing and resourcing Marine aviation forces to meet our operational requirements.

Flying:

Marine Corps aviation will employ the tried, true and successful sortie based training strategy – but we need to increase the amount of time our aviators spend in the air honing their combat readiness, currency and proficiency. Performance in this regard needs to be improved.

Training:

- **Fleet:** To be the organic air component of our nation's force in readiness.
- **FRS:** Our Fleet Replacement Squadrons (FRSs), Training and Readiness (T&R) Manuals, and Weapons and Tactics Training Program (WTTP) provide the foundation for the world-class aviation training that our Marines receive. HQMC Aviation will identify the gaps and barriers to successful training – and attack them aggressively.
 - **MAWTS-1:** Marine Aviation Weapons and Tactics Squadron One (MAWTS-1) is our schoolhouse for the development and sharing of advanced tactics, techniques and procedures. The Weapons and Tactics Instructor (WTI) course is our first choice for advanced instructor training over all other options. Co-locating Marine Operational and Evaluation Squadron 22 (VMX-22) with MAWTS-1 will allow greater synergy between our advanced weapons and tactics instructor schoolhouse and the operational test squadron—ensuring our ability to maximize the combat advantage of our new weapon systems as we field them.
 - **Exercises:** We must train like we fight and do so in venues and exercises that extract maximum value for our training dollar. We will operate and cross-train with our MAGTF teammates as the going-in proposition vice the exception. The bottom line is that we need to train and be ready for operations across the range of military operations—now.

Innovation:

One of the most significant changes made in USMC aviation in the last three decades is underway at Marine Corps Air Station Yuma, Arizona, right now with the move of

VMX-22 from New River, North Carolina to Yuma. VMX-22's co-location with MAWTS-1 will accelerate integration and the ability of Marine aviation—and the MAGTF—to innovate... and stay ready.

Standardization:

By improving our standardized approach to training, planning and executing, we position ourselves to more effectively adjust from our plans by creating a more solid baseline from which to shift.

Culture:

- Discipline: We will do things the right way—even when no one is watching. We will insist that our peers, subordinates and seniors do the same.

- Blue Threat: Statistically, the “Blue Threat” has proven to be much more lethal than anything the enemy (Red Threat) can throw at us in combat. The Blue Threat includes improper planning, bad decision making, poorly conceived tactics, careless maintenance, austere environments, substandard execution and failed leadership.

- Why: Because we need every Marine and warfighting asset in the fight. If we are thoughtful, focused and disciplined in how we conduct our operations, we will effectively mitigate the blue threat and maximize our ability to crush the red threats.

Resourcing:

Resource our legacy platforms—our legacy gear—to meet our Commandant's readiness requirement until the sundown (end of service life) of those platforms. If we do

Photo credit: PO3 Jarrod Schwartzl

An MV-22 Osprey from Marine Medium Tiltrotor Squadron (VMM) 166 aboard the amphibious assault ship USS Boxer (LHD 4) during flight deck certification off the coast of California.



Photo credit: Cpl James Skelton

A line of AH-1Z Vipers sit aboard the USS Kearsarge (LHD-3) in support of exercise Bold Alligator 14, 4 November 2014.

not take care of the legacy gear then we will not be able to make the transition to the new gear.

- Right-sizing and equipping our deploying forces: Tailor our forces to meet Marine Corps Forces, Combatant Commander, and Joint Force Commander requirements.

- Legacy Gear:

Our legacy gear will be ready until we are done with it. We need to be able to transition out of our legacy gear at a time and place of our choosing. Improving the material readiness of our legacy gear—the key component to current readiness—is no easy task, but we must do it. Headquarters Marine Corps Aviation will conduct comprehensive readiness reviews of three of our legacy programs to ensure our plans for readiness and sustainment are adequate to the end of their service life. We are currently laying out the final configuration of our legacy aircraft. The final configuration will contain only those capabilities we truly need to support our Marines out to the end of the service life of those platforms.

- Digital Interoperability. Our priority will be to procure gear that links together all of our aviation combat element (ACE) platforms, and in turn links the ACE to our brothers in arms on the ground and at sea. With the advances in private sector information technology, this is very achievable and not prohibitively expensive.

New Gear:

We need to finish our transition to our new platforms as quickly and efficiently as possible. We need to focus on using every opportunity to buy new gear and transition out of our legacy gear. My primary strategy: to recapitalize the fleet

aviation units with transformational gear like the MV-22, F-35B, CH-53K and G/ATOR. Those systems in particular give our Marines unique and qualitative basing, maneuver, situational awareness, information sharing and fires advantages.

We will seek ways to procure more F-35s faster. The jets we buy today will arrive in a combat-ready configuration, with a robust suite of precision air-to-ground and air-to-air weapons, software and no need for post-production modifications. As the nation's force in readiness—for an unknown future fight that might be high end or low – we must prepare for the worst case. By investing and recapitalizing in platforms that can project USMC power from amphibious carriers or forward area refueling points ashore, with leap-ahead technologies such as tiltrotor aircraft and fifth-generation short takeoff and vertical landing strike fighters, we ensure that qualitative advantage for our MAGTFs.

We are on exactly the right track. My mission is to press the attack and get new gear in the hands of our Marines as quickly as we possibly can – while extracting every ounce of capability possible from our legacy gear. These efforts will collectively ensure that Marine Aviation and the United States Marine Corps is most ready when the nation is least ready. ■



Photo credit: Cpl Lisa Tourtelot

Marines with Combat Logistics Battalion 5 return from familiarizing themselves with the K-MAX unmanned aircraft system during operations in Helmand province, Afghanistan. Marine Unmanned Aerial Vehicle Squadron 2 pioneered the first unmanned, in-flight external cargo hookups. On return to the U.S., K-MAX will be assigned to VMX-22 in Yuma, Arizona.



Photo credit: Cpl Timothy Norris

F/A-18 aircraft with Marine Fighter Attack Squadron 312 return to MCAS Beaufort, SC, 17 April 2014, after being deployed aboard the USS Harry S. Truman in support of OEF and various operations throughout the Middle East. VMFA-312's last mission also marked the last F/A-18 Hornet support of OEF.

Special Purpose Marine Air Ground Task Force-Central Command AAR

SPMAGTF-CENT 15.1
FIRST 100 DAYS
AFTER ACTION REPORT



This after action report (AAR) captures lessons learned during Special Purpose Marine Air Ground Task Force Central Command's (SPMAGTF-CENT) first 100 days following the arrival of command element (CE) personnel in May 2014. I Marine Expeditionary Force (I MEF) formed SPMAGTF-CENT to provide a rotational, expeditionary force-in-readiness capable of supporting the evolving requirements of U.S. Marine Corps Forces Central Command (MARCENT) and U.S. Central Command (CENTCOM). SPMAGTF-CENT's CE formed around a core of Marines and Sailors from 5th Marines providing command and control for a ground combat element (GCE) from 2d Battalion, 7th Marine Regiment (2/7), a logistics combat element (LCE) from Combat Logistics Battalion 5 (CLB-5) and an aviation combat element (ACE) to include a CE built from 3d Marine Aircraft Wing (3d MAW), Marine Medium Tiltrotor Squadron 363 (VMM-363), Marine Attack Squadron 211 (VMA-211), and detachments from aviation command, support, and logistics squadrons.

Photo credit: LCpl Skyler Treverrow

Marines from 2d Battalion, 7th Marines, Special Purpose Marine Air Ground Task Force - Crisis Response - Central Command, participate in a tactical recovery of aircraft and personal training event as part of a MRX, 26 September 2014.



Photo credit: LCpl Skyler Treverrow

Marines from 2d Battalion, 7th Marines, Special Purpose Marine Air Ground Task Force - Crisis Response - Central Command, conduct a battle sight zero range in the U.S. Central Command area of responsibility, 3 November 2014.

The number of personnel assigned to SPMAGTF-CENT grew in order to meet emerging mission requirements, such as providing additional casualty evacuation capability. SPMAGTF-CENT was organized into the four elements of a MAGTF similar to a traditional Marine Expeditionary Unit (MEU), and included a C-130 detachment.

The SPMAGTF-CENT was formed on an unavoidable and compressed schedule. This affected each individual units/detachments ability to conduct military occupational specialty specific predeployment training prior to being formally assigned to the SPMAGTF-CENT.

The AAR recommended that future iterations of the SPMAGTF-CENT "mirror" the MEU model, in which units/detachments are identified and scheduled with time before formal "attachment" to the SPMAGTF. The time constrained formation of the SPMAGTF-CENT staff required the assistance of the MEF Headquarters Group (MHG) to assist with check-in, initial organization, and forming duties.

The operations section of the SPMAGTF table of organization facilitates a wide spectrum of potential operations, but is not conducive to staffing of junior billets. This requires the cross training of Marines from other sections to fulfill these billet requirements. Ideally, junior Marines should be identified and trained early in the Predeployment Training Program (PTP).

The SPMAGTF was augmented with a shock trauma platoon (STP) and enroute medical care (ERC) teams to provide unit medical care and to support humanitarian

assistance/disaster relief and other mission essential tasks.

The SPMAGTF designed, developed, and executed its own mission rehearsal exercise (MRX). Due to the condensed timeline of the unit's standup, the MRX was the only exercise the MAGTF conducted, and also served as its certification. Exercise concerns can be attributed to the MAGTF implementing its own exercise with minimal staff, and some of these points can also be attributed to the complexities of planning for a difficult mission set. Some highlights are identified below:

- Exercise control task organization.
- Planning integration.
- Opposition force role.
- Synchronization of injects.
- Speed of training.

A formal PTP should follow a standard six-month building block approach that integrates major subordinate elements for collective training events.

Photo credit: LCpl Skyler Treverrow

Marines with 2d Battalion, 7th Marines, Special Purpose Marine Air Ground Task Force - Crisis Response - Central Command, prepare to board MV-22B Ospreys from Marine Medium Tiltrotor Squadron 163, 11th Marine Expeditionary Unit, in the U.S. Central Command area of responsibility, 6 October 2014.



Photo credit: LCpl Skyler Treverrow

Marines with 2d Battalion, 7th Marines, Special Purpose Marine Air Ground Task Force - Crisis Response - Central Command, prepare to board MV-22B Ospreys from Marine Medium Tiltrotor Squadron 363, SPMAGTF-CR-CC, during a tactical recovery of aircraft and personnel rehearsal drill, 25 October 2014.

The AAR recommended that a formalized PTP be implemented to support the SPMAGTF commander's ability to train his unit.

The intent of this AAR is to assist in identifying and mitigating some of the challenges SPMAGTF-CENT experienced, as follow on SPMAGTFs stand up, train an deploy. SPMAGTF-CENT 15.1 will continue to refine its manning document, equipment density list, PTP, and provide feedback to assist SPMAGTF-CENT 15.2 in its preparations for deployment, while refining support requirements to assist I MEF and the Marine Corps support to the SPMAGTF-CENT mission. ■

[NOTE: SPMAGTF-CENT is now referred to as SPMAGTF-CR-CC. Reference: SPMAGTF-CR Naming Convention Message DTG CMC PPO 291024Z Sept 14 (U/FOUO)]

Special Purpose Marine Air Ground Task Force-Crisis Response

SPMAGTF-CR FIRST 100 DAYS
AFTER ACTION REPORT



Special Purpose Marine Air Ground Task Force-Crisis Response (SPMAGTF-CR) is a rotational unit tasked with providing rapid response to U.S. Africa Command for the protection of U.S. personnel, property and interests. From January through July 2014, the Marines and sailors of 8th Marines deployed as SPMAGTF CR, aiding in the defense of American embassies abroad and strengthening partnerships with European and African armed forces. This after action report captures lessons learned during SPMAGTF-CR first 100 days deployment to the U.S. Africa Command (USAFRICOM) theater of operations from January 2014 through May 2014.

Given the complex and often geographically dispersed movements of crisis response, daily tracking of personnel accountability was a challenge. To avoid discrepancies between the operations and administrative sections, and ensure an accurate situation report (SITREP), the AAR recommended that all personnel movements be verified between S-1 sections and the crisis response operations center (CROC).

In view of what are frequently short lead time travel requirements such as site surveys and key leadership engagements, obtaining visas for official travel can be

Photo credit: Sgt Ed Galo

A Marine with Company I, 3d Bn, 8th Marines fires a shoulder-launched multipurpose assault weapon (SMAW) at a target at Fort Pickett, VA., 14 November 2013, as part of a training exercise in preparation for deployment.



Photo credit: LCpl Alexander Hill

Marines of SPMAGTF-CR show the Ghanaian Air Force methods for preparing meals, ready to eat during a visit to Accra, Ghana, 6 May 2014.

accomplished in several ways. The first is via mail and another method is to hand-deliver the necessary documents to embassies. The AAR recommends that visa processing be accomplished via hand delivery to various 'destination countries' embassies located in the host nation capital. Hand delivery reduces the processing time and allows last-minute flexibility if essential personnel changes must be made. This can speed processing from several weeks to several days, and in some cases, to a few hours.

Prior to deploying, 8th Marines conducted a mission rehearsal exercise (MRX). During the MRX, 8th Marines' integrated radio and intelligence battalion detachments into the exercise. The AAR recommends minimum predeployment training requirements, such as specific intelligence training for personnel deploying in support of SPMAGTF-CR, based on the mission requirements.

Typically, bilateral exercises incorporate full-mission profiles. Interaction between the training unit and a U.S. embassy's regional security officer (RSO) is limited to role-players on the training site. This can be a missed opportunity in terms of training between SPMAGTF-CR staff and Department of State (DoS) personnel. Sustainment training incorporating communication and procedural synchronization across all levels of SPMAGTF-CR with the DoS is key to success. SPMAGTF-CR should continue efforts to incorporate DoS into training exercises and seek more involvement with the DoS across all levels of execution.

SPMAGTF-CR operations do not require the traditional assets and equipment of a battalion combat operations center (COC). However, an expeditionary command and control (C2) capability is necessary in order to facilitate C2 of forward units in austere conditions. SPMAGTF-CR

should acquire the necessary equipment and ensure systems are fully functional. These necessary equipment enhancements will greatly increase the effectiveness of the crisis response operations center (CROC) and enable communications support of forces potentially spread over an incredibly large area of operations.

The AAR stated that the previous command element (CE) and ground combat element (GCE) logistics sections developed detailed standard operating procedures (SOP) for “hub and spoke” operations to Naval Air Station Sigonella. The SOP was tailored to reflect updated points of contact, available billeting, request formats, etc. These documents improved procedures and streamlined requirements in order to make the receiving, staging and onward integration (RSO&I) as seamless as possible.

When practical, troop deployment should be conducted with organic assets, to avoid the possibility of external air support not executing on timeline, and causing a chain reaction of missed movement schedules. Bilateral training requests do not take priority over higher level missions, such as a JCS or GCC directed action. Movement requirements should be addressed as early as possible, to include hazardous material documentation.

The KC-130J and MV-22B crews share mission planning responsibilities, aviation asset management, and combine training requirements. Crews travel expansive distances together, routinely operating in austere environmental conditions. To aid in unit cohesion, maintain proficiency in unit TTPs, and mission sets, the AAR recommends that KC-130J detachments deploy for the same duration as the SPMAGTF-CR.



Photo credit: Cpl Alexander Hill

An MV-22B Osprey is refueled by a KC-130J off the coast of West Africa, 5 May 2014, headed to Ghana as part of a two day training event with U.S. Marines of SPMAGTF-CR and the Ghanaian Air Force.

For austere airfields not previously transited by the ACE, airport suitability assessments were conducted. Significant language barriers, local nationals and vendors expectations had to be overcome. For future operations in certain parts of Africa, carrying funds is a must. To facilitate large movements, a disbursing officer should be dispatched to pay for ground fees, fuel and other required expenses.

Utilization of a tactical SOP (TACSOP) is critical to ensuring a smooth movement and successful mission completion in a time-constrained environment. Establishing and continually refining a TACSOP that incorporates all departmental responsibilities and requirements to meet crisis response missions is essential. With multiple units and assets working together within one command, the ability to quickly identify and employ the appropriate assets and personnel will simplify the process of mobilizing for a SPMAGTF-CR rapid self-deployment.

The SPMAGTF-CR timeline from notification to execution for each mission can vary from several hours to several days. Diplomatic overflight and landing clearances are required when conducting any flights in the International Civil Aviation Organization (ICAO) environment, and the lead time for requesting diplomatic clearance varies for each country. The AAR mentions specific methods to deal with these concerns. ■

[NOTE: SPMAGTF-CR is now referred to as SPMAGTF-CR-AF. Reference: SPMAGTF-CR Naming Convention Message DTG CMC PPO 291024Z Sept 14 (U/FOUO)]

Photo credit: Sgt Ed Galo

Marines with SPMAGTF-CR conduct a battle sight zero range with their M16A4 rifles to ensure effective target acquisition aboard Moron Air Base, Spain, 21 May 2014.



Combat Logistics Detachment 331, Marine Rotational Force Darwin 2014

AFTER ACTION REPORT



CAC ENABLED

Combat Logistics Detachment 331 (CLD-331), Combat Logistics Battalion 3 (CLB-3) deployed to Darwin, Australia in support of Marine Rotational Force-Darwin (MRF-D) 2014, from March through October 2014. The detachment served as the logistics combat element (LCE) attached to 1st Battalion, 5th Marines, the ground combat element (GCE).

Prior to arrival at Robertson Barracks (Darwin), the forward coordination element (FCE) established a valuable working relationship with representatives from 1st Brigade of the Australian Defence Force. The AAR recommended that future LCE units contact the logistics office of the FCE in advance of the LCEs arrival. Prior to deployment, a MRF-D LCE should exchange imagery of work spaces, establish contacts with adjacent units (aboard Robertson Barracks), and discuss intranet connectivity requirements and issues. Early communication with the FCE will enhance situational awareness and result in a more efficient transition aboard the base, and optimized unit training opportunities.

Without a bulk source of fuel procurement, the LCE relied on First Aviation Regiment (1AR) aboard Robertson Barracks for refueling of essential items such as material handling equipment, in order to

Photo credit: LCpl Joey Holeman

CLD-331 Marines walk down range carrying a Bangalore torpedo and explosive devices, 17 August 2014, Northern Territory, Australia, during Exercise Koolendong 14.



Photo credit: LCpl Joey Holeman

CLD-331 Marines watch as explosives go off at an urban demolitions range, 17 August 2014, Northern Territory, Australia, during Exercise Koolendong 14.

receive and stage embarked cargo. Bulk fuel storage aboard Robertson Barracks requires coordination with the FCE to obtain environmental/facilities approval. To transport petroleum, oils, and lubricants on Australian roadways, the rotation will require a hazardous material period of instruction and vehicle placards.

To conduct training safely and efficiently, proper command relationships and communication between the U.S. and Australian forces must be established and enforced. After the initial throughput operations were complete, the most advantageous training opportunity for Marines was integration into the Australian mobility services teams that operated the air terminal aboard Royal Australian Air Force (RAAF) Base Darwin.

Upon arrival, each element of the MRF-D should establish early contact with key leaders from their Australian counterparts, ideally face to face rather than via email. Commanders should enforce proper communication channels across units so that when bilateral training is planned and executed, both chains of command are clear on the forthcoming events and concerns from both forces are addressed. It is recommended that landing support Marines quarter alongside the aviation combat element (ACE) aboard RAAF Base Darwin as opposed to Robertson Barracks, to accommodate the on-call terminal operations schedule.

CLD-331 identified and recommended an equipment list necessary in order to construct an expeditionary road capable of sustaining a 30 day exercise. The additional equipment would provide MRF-D the ability to independently sustain forward operations in an

expeditionary environment.

The primary concern pertaining to obtaining potable water and water purification revolves around environmental considerations, i.e., aquatic wildlife; and the clearing and security of standing water. As a training opportunity, MRF-D rotation presents a realistic, demanding environment for field showers, laundry services, and engineering utilities equipment.

Supply distribution from a distant airfield in Australia to Darwin was considered the “last tactical mile.” There was no plan in place to facilitate movement of supply items from this distant “hub” to Darwin. The facility is civilian run and not staffed properly to handle additional items requisitioned by the Marine Corps. The AAR recommends that expeditor cells be placed at the facility to distribute supply items from the airfield to the MRF-D area of operations, bridging the gap and creating a solution to the last tactical mile.

The LCE task organization for MRF-D 2014 rotation was sufficient in size and capability. For future rotations, the AAR identifies a “medium” sized task organization that would optimize the requirements of the LCE to support a larger GCE footprint if necessary. ■



Photo credit: LCpl Joey Holeman

CLD-331 Marines prepare a Bangalore torpedo at an urban demolitions range, 17 August 2014, Northern Territory, Australia, as a part of Exercise Koolondong 14.



Photo credit: Cpl Scott Reel

MRF-D personnel and equipment transported by Medium Tactical Vehicle Replacement 7 ton trucks from CLD 331 and Australian Protected Mobility Vehicles from 1 Armored Regiment during Exercise Koolondong, August 2014.

REGULAR FEATURES:

The Most Popular Downloads

FROM THE MCCL WEBSITE

Many of the documents highlighted in MCCLL monthly newsletters and weekly new data rollups are downloaded every month from the MCCLL NIPR and SIPR websites. These include MCCLL reports, Marine Corps unit AARs, recent doctrinal publications, briefings on a wide range of topics, and many other source documents that articulate valuable lessons learned. In an effort to inform readers concerning the products that other Marines, civilian Marines, and contractors have found of interest, we include in each monthly newsletter a list of documents that have been accessed and downloaded from the MCCLL website and central data repository most often during the previous month.

Additionally, during the month of December 2014, 291 new members registered on the MCCLL website. This followed the 243 new registrations in November. ■

L2 EXTERNAL LINKS

The below link can be used to access additional resources:

[EXTERNAL LINKS](#)

This web page includes both public website and common access card (CAC) enabled links to lessons learned and other organizations within the Department of Defense and other U.S. government agencies.

Photo credit: Cpl Jonathan Waldman

Marines with 1st LAR detachment, Battalion Landing Team 2d Battalion, 1st Marines, 11th Marine Expeditionary Unit, teach a class to Royal Saudi Naval Forces Marines 10 December 2014, as part of a routine theater security cooperation engagement.



TOP TEN DOWNLOADS FROM THE MCCLL WEBSITE, NOVEMBER TO DECEMBER 2014

1. [*I Marine Expeditionary Force: SPMAGTF-CENT First 100 Days AAR*](#)
2. [*3d Battalion, 8th Marines: "The New Normal"*](#)
3. [*MCCLL Monthly Newsletters \(December 2014\)*](#)
4. [*DC, Aviation: Marine Aviation Plan 2015*](#)
5. [*SPMAGTF-CR-AF 14.2: First 100 Days AAR*](#)
6. [*HQMC PP&O Current Operations Brief \(20 November 2014\)*](#)
7. [*MCCLL Report, Infantry Battalion Operations in Afghanistan*](#)
8. [*MCCLL Monthly Newsletters \(November 2014\)*](#)
9. [*1st Marine Expeditionary Brigade: Large Scale Exercise \(LSE\) 14 Command Post 3 \(CPX 3\) AAR*](#)
10. [*II Marine Expeditionary Force: SPMAGTF-CR-AF 14.2: First 60 Days AAR*](#)

 ◆ In Focus ◆

A Strategy to Save U.S. Military Superiority Toward A Third Offset Strategy

BY ROBERT MARTINAGE, 17 NOVEMBER 2014,
PRINTED IN “REAL CLEAR DEFENSE” AND
“THE CENTER FOR STRATEGIC AND BUDGETARY
ASSESSMENTS.” (EXCERPT)

Facing an uncertain period of fiscal austerity, the U.S. military nevertheless confronts a range of worsening security threats around the globe. Dealing with emerging threats is increasingly difficult as traditional sources of U.S. military advantage are being undermined by the maturation and proliferation of disruptive technologies—most notably, anti-access/area denial (A2/AD) capabilities. Secretary of Defense Hagel recently cautioned that, “disruptive technologies and destructive weapons once solely possessed by only advanced nations” are proliferating widely, including to highly advanced and unsophisticated militaries alike, as well as even some non-state extremist groups. Most prominently, China and Russia are “pursuing and funding long-term, comprehensive military modernization programs,” to include fielding an array of capabilities “designed to counter traditional U.S. military advantages—in particular, our ability to project power to any region across the globe by surging aircraft, ships, troops, and supplies.

Faced with this multifaceted challenge, Secretary Hagel has called for a new “game-changing offset strategy” akin to President Dwight Eisenhower’s “New Look” strategy in the 1950s and Secretary of Defense Harold Brown’s “Offset Strategy” in the 1970s.

While it is unlikely that a disruptive U.S. capability advantage comparable to that conferred by nuclear weapons in the wake of World War II is in the offing, five important lessons with contemporary applicability can be discerned from the development and implementation of the “New Look.” First, and importantly, is the need for a strategy that provides U.S. leaders with options that can be tailored to address a wide range of anticipated threats. While this lesson may ostensibly seem at odds with the “massive retaliation” moniker often coupled with the “New Look,” it should not be forgotten that NSC 162/2 [National Security Council Paper No. 162/2] also called for “ready forces of the United States

and its allies suitably deployed and adequate to deter or initially to counter aggression.” Nuclear weapons provided a cost effective “backstop” for outnumbered conventional forces—not a wholesale replacement for them. Second, the global air warfare capability that emerged from the New Look provided valuable strategic freedom of maneuver, complicating the Soviet Union’s defensive planning while reducing basing vulnerability. Third, the threat of asymmetric punishment—the capability and willingness to strike outside the theater of operations chosen by an adversary with flexible means can further increase an adversary’s uncertainty, enhancing deterrence. Fourth, when used prudently, covert operations can provide an affordable option for achieving national security objectives. Lastly, alliances matter—not only for burden sharing, but also for complicating an adversary’s operational planning and imposing costs upon them.

Prospective adversaries are fielding their own reconnaissance-strike networks to challenge the U.S. approach to power projection. More specifically, the U.S. military now faces four core operational problems:

1. Close-in regional bases (e.g., ports, airfields, and ground installations) are increasingly vulnerable to attack;
2. Large surface combatants and aircraft carriers at sea are becoming easier to detect, track, and engage at extended range;
3. Non-stealthy aircraft are becoming more



Photo credit: MC3 Jamie Cosby

Aircraft carriers USS Harry S. Truman (CVN 75), bottom, and USS George H. W. Bush (CVN 77) transit the Gulf of Aden. in support of maritime security operations and security cooperation efforts.

vulnerable to being shot down by modern integrated air defense systems; and

4. Space is no longer a sanctuary from attack.

These growing operational challenges have problematic strategic ramifications: heightened crisis instability; waning credibility of U.S. deterrence threats and allied confidence in the U.S. military's ability to meet its security commitments; and increasing cost imposition on the United States, undermining its ability to compete with prospective rivals over time. Given the scale and diversity of these global threats, trying to counter them symmetrically with active defenses and countermeasures, or competing "missile for missile" is likely to be both futile and unaffordable over the long run.

What is needed, is a new offset strategy for projecting power effectively and affordably across the threat spectrum. While it must take account of America's fiscal circumstances, at its core it must address the most pressing military challenge that we face: maintaining our ability to project power globally to deter potential adversaries and reassure allies and friends despite the emergence of A2/AD threats. This can be achieved by leveraging U.S. "core competencies" in unmanned systems and automation, extended-range and low-observable air operations, undersea warfare, and complex system engineering and integration. As used here, a core competency is defined as a complex combination of technology, industrial base, skilled manpower, training, doctrine, and practical experience that enables the U.S. military to conduct strategically useful

operations that are difficult for rivals to duplicate or counter.

As part of a new offset strategy, the above-mentioned U.S. capability advantages (i.e., unmanned systems and automation, extended-range and low-observable air operations, undersea warfare, and complex system engineering and integration) could provide the basis for a global surveillance and strike (GSS) network that would be balanced, resilient, responsive and scalable. To realize the GSS concept, the author lists a number of actions that the Department of Defense should consider undertaking.

Such initiatives would contribute to an effective offset strategy by restoring U.S. power projection capability and capacity, bolstering conventional deterrence by supporting a credible threat of denial and punishment, and imposing disproportionate costs upon prospective adversaries as part of a long-term competition by devaluing large "sunk cost" investments, as well as by channeling competition into areas where the United States can compete more effectively or that are less threatening from a U.S. perspective. Fielding modern air- and sea-delivered naval mines, for example, would likely encourage prospective adversaries to funnel finite resources into defensive counter-mine capabilities, as well as reduce the operational "return on investment" of diesel-electric submarines and diesel-powered surface combatants that must return to port to re-arm and refuel.

To fund development of these and other high-payoff capabilities, DoD should re-double efforts to reduce spending on "tail" as opposed to "tooth" by shedding excess basing infrastructure in the continental United States, restructuring the personnel system to reduce ballooning medical and retirement costs, and reforming ossified and inefficient acquisition processes. In addition, selected allies (e.g., Australia, Japan, and the United Kingdom) might be willing to share costs associated with the development, procurement, and operation of GSS capabilities. Allies might also be will to take on additional responsibility for key enabling functions such as survivable basing, logistics support, and communications.

Just as it took well over a decade to field all of the "assault breaker" capabilities envisioned in the mid-1970s, the GSS network would not attain an initial operational capability until the mid-2020s, at best, but only if focused R&D begins now and the Pentagon, the White House, and Capitol Hill stay the course over successive administrations. Given finite and likely declining resources for defense, the nation can neither afford to continue the current "business as usual" approach to power projection, nor plan on having the resources and time to rectify the many operational and strategic problems with the current path once they fully manifest. ■



Photo Credit: MC2 Kristopher Kirsop

An electromagnetic railgun prototype on display aboard a joint high speed vessel in port. The railguns are being displayed as part of the Electromagnetic Launch Symposium.

READING LISTS AND BOOK REVIEWS

In January 2013, the Commandant's Professional Reading List (CPRL) was revised by a panel established by then Commandant of the Marine Corps General James F. Amos to ensure that the list remains relevant and provides Marines with a variety of resources. As discussed in previous newsletters, the new list is divided into three sections: (1) the Commandant's Choice list of books that are required reading for all Marines, (2) a Rank Level list of books that are required reading for each rank level, and (3) a Categories list of books that are recommended for expanding Marines' understanding in specific areas. Each Marine is required to read a minimum of three books from the "Commandant's Choice" or "Rank Level" lists each year.

The Commandant strongly encourages Marines to discuss and debate the issues raised by the books to broaden their perspectives and benefit from the experiences of others. Completion of the CPRL reading requirement is noted in individual Marine's fitness reports and taken into account when assigning proficiency/conduct remarks. How a Marine demonstrates completion of the annual requirement is at the discretion of the command. The Commandant also invites Marines to submit nominations for a CPRL "Book of the Month" per instructions on the CPRL website <http://guides.grc.usmcm.edu/usmcreadinglist>.

This month, MCCLL features three books from the Commandant's reading list:

- "War And The Soul: Healing Our Nations Veterans From Post-traumatic Stress Disorder" by Edward Tick, PhD; Commandant's "Category" list for Wounded Warrior;
- "Start With Why: How Great Leaders Inspire Everyone To Take Action" by Simon Sinek; Commandant's "Category" list for Leadership; and
- "Great Arab Conquests: How The Spread Of Islam Changed The World We Live In" by Hugh Kennedy; Commandant's "Category" list for Regional and Cultural Studies.

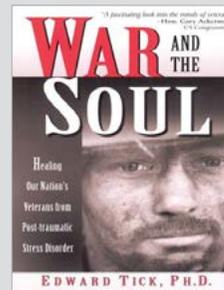
Brief reviews of each of these books are provided in the following sections. ■

War And The Soul: Healing Our Nations Veterans From Post-Traumatic Stress Disorder

BY EDWARD TICK, PHD

(QUEST BOOKS, 1ST EDITION 30 DECEMBER 2005)

Access this book **at no cost** from the **Navy General Library Program** and begin reading it on your e-reader, smart phone or tablet computer:



1. Register at: [Navy Knowledge Online](#) with your Common Access Card (CAC).
2. Establish an account with the [Navy General Library Program](#).
3. Check out [War And The Soul: Healing Our Nations Veterans From Post-traumatic Stress Disorder](#), which

is available in the following formats:

Kindle Book, OverDrive Read, EPUB eBook and PDF eBook.

Ed Tick, Ph.D., is, first and foremost, a transformational healer. He is also a mythologist, psychotherapist, poet and writer, educator, and overseas journey guide. He holds an M.A. in psychology from Goddard College and a Ph.D. in Communication from Rensselaer Polytechnic Institute. Tick is a clinical member and has held various officer positions with the American Academy of Psychotherapists and the American Holistic Medical Association, as well as many other professional organizations. He is also an ordained interfaith minister. Tick is the author of five books and his most recent work is titled, "Warriors Return: Restoring the Soul After War." (Sounds True, 1 November 2014)

DESCRIPTION:

In 2010 the Department of Veterans Affairs cited 171,423 Iraq and Afghanistan war veterans diagnosed with PTSD, out of 593,634 total patients treated. That's almost 30 percent; other statistics show 35 percent.

The key to healing, says psychotherapist Ed Tick, is in how we understand PTSD. In war's overwhelming violence, the soul—the true self—flees and can become lost for life. He redefines PTSD as a true identity disorder, with radical implications for therapy. First, Tick establishes the traditional

context of war in mythology and religion. Then he describes in depth PTSD in terms of identity issues. Finally, drawing on world spiritual traditions, he presents ways to nurture a positive identity based in compassion and forgiveness.

“War and the Soul” will change the way we think about war, for veterans and for all those who love and want to help them. It shows how to make the wounded soul whole again. When this work is achieved, PTSD vanishes and the veteran can truly return home.

REVIEW:

By James Lieberman, 18 August 2009, at Foreword Reviews.com (Excerpt)

Even Gandhi believed that people need the qualities that warriors once possessed, but soldiering, once a constructive rite of passage, has given up most of the glory it once held. Weapons of mass destruction have ruined war. Machine guns, planes, and nuclear weapons so alter the conduct and effects of war that it degrades much more than it enhances combatants. In this remarkable book, the author, a psychotherapist whose previous books addressed the Vietnam war and dreams in healing, surveys the history and mythology of war in general and its psychological consequences in particular.

His chapter titles include “The Soul in Slaughter,” “Eros and Aesthetics in Hell,” “Relations with the Missing and the Dead,” and “The Healing Power of Storytelling.” A straightforward and eloquent writer, he conveys caring and passion concisely, with the authority of an involved witness. Tick worked as a therapist with veterans for twenty-five years; he views standard approaches to post-traumatic stress disorder (PTSD) skeptically. He became a student of war in historical and cross-cultural perspective. The American Civil War marked the emergence of modern military conflict with the devastating effects of weapons that blasted from a distance. World War I soon eclipsed that, and a generation later, a wider, more devastating conflict ended with atomic weaponry.

“In war,” says the author, “chaos overwhelms compassion, violence replaces cooperation, instinct replaces rationality, gut dominates mind. When drenched in these conditions, the soul is disfigured.” Later, he says of combat, “Horror is married to boredom, fascination to putrescence. ... Everything is rendered ultimate, just as it is in myth. The tiniest event can be charged with intensity so overwhelming that it literally reprograms the central nervous system.”

At the tribal and national level, war represents divine will, participation in which requires subordination of individual will coupled with elevation of the warrior to heroic status. War used to be a disciplined rite of passage: in some “primitive”

societies, combat ended with the first casualty. War functioned as a kind of extreme sport, a proof of manhood; now it undoes men, families, even nations that have come to depend on it. Inhibitions must die in order to create killers. War becomes a reality show only mimicked in video games, never to be shown on television, where recruitments ads beckon: “Be all you can be.”

The author points out that up through the Civil War, senior officers led their troops into battle. Now the “brass” take their positions safely in the rear. This transforms battle from a mentored rite of passage to something quite different. With destruction at a distance, often indiscriminate (civilians), survival trumps heroism as a goal. Even that survival is weighed down with shame and guilt. The ancient values of maturation, heroism, and sanctity have faded away... ■

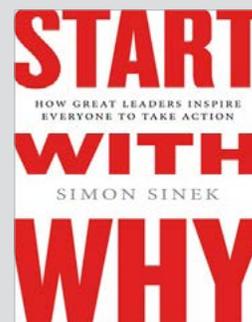
Start With Why: How Great Leaders Inspire Everyone To Take Action

BY SIMON SINEK

(GILDAN MEDIA CORP, 27 DECEMBER 2011)

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2. Establish an account with the [Navy General Library Program](#).

3. Check out [Start With Why: How Great Leaders Inspire Everyone to Take Action](#), which is available in

the following formats:
OverDrive MP3 Audiobook.

Simon Sinek is an optimist. He teaches leaders and organizations how to inspire people. From members of Congress to foreign ambassadors, from small businesses to corporations like Microsoft and 3M, from Hollywood to the Pentagon, he has presented his ideas about the power of why. He has written two books, “Leaders Eat Last” and “Start With Why” and is quoted frequently by national publications.

DESCRIPTION:

Why are some people and organizations more innovative, more influential, and more profitable than others? Why do some command greater loyalty from customers and employees alike? Even among the successful, why are so few able to repeat their successes over and over?

People like Martin Luther King Jr., Steve Jobs, and the Wright Brothers might have little in common, but they all started with why. Their natural ability to start with why enabled them to inspire those around them and to achieve remarkable things.

In studying the leaders who've had the greatest influence in the world, Simon Sinek discovered that they all think, act, and communicate in the exact same way—and it's the complete opposite of what everyone else does. Sinek calls this powerful idea The Golden Circle, and it provides a framework upon which organizations can be built, movements can be led, and people can be inspired. And it all starts with WHY.

Any organization can explain what it does; some can explain how they do it; but very few can clearly articulate why. Drawing on a wide range of real-life stories, Sinek weaves together a clear vision of what it truly takes to lead and inspire. This book is for anyone who wants to inspire others or who wants to find someone to inspire them.

REVIEW:

One of the most useful and powerful books I have read in years. Simple and elegant, it shows us how leaders should lead -- William Ury, co-author of "Getting to Yes".

A powerful and penetrating exploration of what separates great companies and great leaders from the rest -- Polly LaBarre, co-author of "Mavericks at Work"

From "Start With Why" to "Leaders Eat Last": An Interview With Simon Sinek (Excerpt)

In September, 2009, at an independently organized TED (Technology Environment and Design) event, Simon Sinek gave an 18-minute talk explaining how great leaders inspire others to take action. That talk has become the second most viewed video in the history of the TED website, with over 15 million views as of this writing.

The video is shared so often largely because Simon offered a simple, actionable idea: by clearly communicating why we do what we do, we are able to reach the part of people's brains where decisions are actually made. The simple act of clarifying our WHY and communicating our

WHY clearly to others has a significant impact on personal success, marketing success, and leadership success.

As a result of the power of this idea of starting with WHY, and the subsequent popularity of his TEDTalk, Simon has spent the last few years speaking to leaders of all types of organizations including numerous companies, the U.S. military, the U.S. Congress, and even the United Nations.

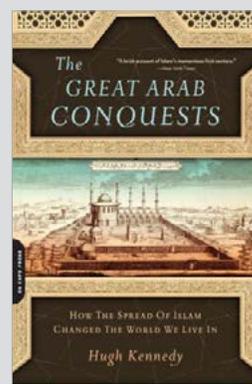
During this time, he noticed an interesting trend. Organizations that have people who work very effectively as teams have drastically different cultures than do organizations where people tend not to cooperate very much. The organizations with strong cultures have leaders who focus on putting the needs of their people above their own. As Simon writes in the title of his new book: leaders eat last.

Simon has met many great leaders, people who we would call "heroes," over the past few years. A good number of those people are members of the U.S. military. ■

The Great Arab Conquests: How The Spread Of Islam Changed The World We Live In

BY HUGH KENNEDY (DA CAPO PRESS; REPRINT
EDITION, 9 DECEMBER 2008)

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3. Check out [The Great Arab Conquests: How the Spread of Islam Changed the World We Live in](#), which is available in the

following formats:
OverDrive Read, EPUB eBook, and PDF eBook.

Hugh Kennedy has taught in the Department of Mediaeval History at the University of St. Andrews since 1972. He was elected Fellow of the Royal Society of Edinburgh in 2000. Professor Kennedy lives in St. Andrews, Scotland.

DESCRIPTION:

Today's Arab world was created at breathtaking speed. In just over one hundred years following the death of Mohammed in 632, Arabs had subjugated a territory with an east-west expanse greater than the Roman Empire, and they did it in about one-half the time. By the mid-eighth century, Arab armies had conquered the thousand-year-old Persian Empire, reduced the Byzantine Empire to little more than a city-state based around Constantinople, and destroyed the Visigoth kingdom of Spain. The cultural and linguistic effects of this early Islamic expansion reverberate today.

This is the first popular English-language account in many years of this astonishing remaking of the political and religious map of the world. Hugh Kennedy's sweeping narrative reveals how the Arab armies conquered almost everything in their path, and brings to light the unique characteristics of Islamic rule. One of the few academic historians with a genuine talent for storytelling, Kennedy offers a compelling mix of larger-than-life characters, fierce battles, and the great clash of civilizations and religions.

REVIEWS:

From Amazon.com "Booklist", Gilbert Taylor

In forthrightly popular style, Kennedy fascinatingly chronicles the expansion of Islam from the death of the Prophet Mohammed in 632 to the beginning of the Abbasid Caliphate in 750 (the latter the subject of

Kennedy's "When Baghdad Ruled the Muslim World", 2005). Relating the story, however, requires care since most sources date, as Kennedy cautions, from 150 to 250 years after the conquests they purport to describe. Kennedy's warnings engage interest as he provides the contexts of late antiquity, which lent advantage to the new religion sweeping out of Arabia. Crucially, Near East populations had been devastated by plague and by a war between Islam's political enemies: the Byzantine Empire and the Sasanian Empire of Persia. Kennedy's attention to these factors deepens his interpretations of the Islamic chronicles, which he describes as frustratingly vague on details of battles but strangely attentive to the division of booty. Explaining the élan that propelled Islam so far, so fast, and so permanently, Kennedy vividly introduces the formative establishment of Islam. ■

MCCLL PRODUCTS "IN THE PIPELINE"

The results of recently completed, ongoing, and planned collection efforts will be documented in MCCLL reports within the next few months. "Stay tuned" for these MCCLL products:

- Large Scale Exercise 2014: Lessons and Observations from 1st MEB
- Special Purpose MAGTF Crisis Response (SPMAGTF-CR)
- VMFA-121 F-35B Squadron Stand-up
- Marine Rotational Force-Darwin (MRF-D) 2014, 1st Battalion 5th Marines (1/5)
- Exercise Valiant Shield 2014

Contact Information for MCCLL Program Analysts

Contact information for Marine Corps Center for Lessons Learned (MCCLL) representatives at major Marine Corps and joint commands and organizations is provided below. In many cases, both commercial telephone numbers and Defense Switched Network (DSN) numbers are provided.

Individuals from commands and organizations that do not have a MCCLL representative may contact the MCCLL Operations Officer at (703) 432-1284.

Questions or comments (or requests to be added to the MCCLL newsletter distribution list) can be directed to: [Mr. Terence Larkin, Editor](#): (703) 432-1283 | DSN: 312-378-1283.

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