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About the Marine Corps Center for Lessons Learned: The Marine Corps Center for Lessons Learned (MCCLL) is part of the Training and Education Command (TECOM) of the Marine Corps Combat Development Command (MCCDC), located at MCB Quantico, VA. The MCCLL mission is to collect, analyze, manage, and disseminate knowledge gained through operational experiences, exercises, and supporting activities in order to enable Marines to achieve higher levels of performance and to provide information and analysis on emerging issues and trends in support of operational commanders and the Commandant of the Marine Corps Title 10 responsibilities. MCCLL manages the Marine Corps Lessons Management System (LMS) and the Consolidated Data Repository (CDR) databases, and reports findings, trends and issues through verbal, written and electronic media.

Visit the MCCLL Website at: www.mccll.usmc.mil

Customer relations management support for the MCCLL Website and questions about the newsletter should be directed to: harry.t.johnson@usmc.mil or michael.jones@usmc.mil Telephone: 703.432.1279 DSN: 378.1279

From the Director: Submit Your After Action Reports to MCCLL!

The lessons that are resident in the Marine Corps Center for Lessons Learned (MCCLL) Lessons Management System (LMS) are only as good as the inputs provided by "those who have gone before." One of the best ways to ensure that the knowledge gained by Marines during recent operations and deployments is captured in our systems is to submit approved unit after action reports (AARs) for entry into our searchable repositories. Many of the improvements that have been made recently in Marine Corps training, equipment, organizations, and tactics, techniques and procedures (TTPs) can be traced to AARs submitted to MCCLL by units following their deployments.

With the issuance of [Marine Corps Order 3504.1](#), a formal Marine Corps Lessons Learned Program (MCLLP) has now been established to support the Commandant of the Marine Corps in fulfilling his title 10 responsibilities and provide support to the Joint Lessons Learned Program. A cornerstone of this program is the submission of AARs to MCCLL. As stated in the Marine Corps order:

"All Marine Corps commands and activities will submit approved after action reports, hot wash reports, observations, briefings or other media that include lessons learned or recommendations to MCCLL either electronically (preferred) or in hard copy. They may be submitted electronically by accessing the MCCLL website at <http://www.mccll.usmc.mil> for NIPR net and <http://www.mccll.usmc.smil.mil> for classified information on SIPR net."

In order to submit these documents to us by e-mail, simply log on the MCCLL website and click on the link, [SEND AARs/SOPs](#). Since the lessons in our system are essentially in AAR format, it is also a simple matter to extract the individual lessons from the AAR and enter them into the LMS. In that way, individual lessons, as well as the entire AAR, will be accessible to LMS users. With your help, MCCLL will be able to fulfill its responsibilities as outlined in the USMC Order to "serve as the single fusion center for the MCLLP. . . . and to rapidly adapt lessons into the Operating Forces and the Supporting Establishment."

Your observations and comments on this or any other topics are welcome. Please contact the MCCLL Director, Col Monte E. Dunard, USMCR, at:

monte.dunard@usmc.mil

Telephone: 703.432.1286 DSN: 378-1286

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Non-Kinetic/Counterinsurgency Operations: The ability to balance the use of kinetic and non-kinetic engagements during counterinsurgency (COIN) operations is considered an essential skill of Marine commanders in both Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF). Commanders who are adept at maintaining this balance are able to recognize shifts in mission, training, and methodologies, and exercise their authority to accomplish the myriad essential COIN tasks. In March 2006, MCCLL interviewed six battalion commanders who led units during recent OIF or OEF deployments. The intent was to capture the command philosophies, observations and lessons of commanders whose units operated primarily in non-kinetic environments and to disseminate the knowledge that they had gained to commanders and leaders of units that will be required to perform non-kinetic operations in the future.

The results of these interviews have now been documented in the MCCLL topical paper: [Non-Kinetic/Counterinsurgency Operations: A Study in Command.](#)



Marines from the 4th Civil Affairs Group (CAG) of the 2nd Bn, 5th Marines, visit with the principal of an intermediate school in Ar Ramadi to conduct a visual inspection of repairs rendered.

Selected comments from six commanders interviewed for the non-kinetic operations report:

- **LtCol Scott D. Aiken, CO 2/6:**
"Train for high intensity (in accordance with the Infantry T&R Standards). Those skill sets are harder to get a unit proficient in. You can back down the spectrum of warfare later in the training/pre-deployment cycle as required."
- **LtCol James J. Minick, CO TF 2/2:**
"Place more emphasis on ROE and Law of War training. Due to the distributed nature of the counterinsurgency fight, young leaders will be placed under extremely high levels of stress and forced into moral dilemmas that, in the past, might have fallen on the shoulders of more senior Marines."
- **LtCol Willard A. Buhl, CO 3/1:**
"If I were in a position to redeploy to Iraq as a Battalion Commander with a dream task organization, I would have had company-sized scout sniper, engineer and CAAT units, joined by a platoon of HET and civil affairs."
- **LtCol Christopher I. Woodbridge, CO 1/7:**
"Prepare for kinetic counterinsurgency first and foremost."
"Take advantage of culture and language training and push this down to the lowest levels possible."
- **LtCol William M. Journey, CO 1/6:**
"Train small unit level leaders (squad) in decision making."
"Train to hit what you are shooting at and patrol from A to Z, whether on foot or from a vehicle."
- **LtCol Julian D. Alford, CO 3/6:**
"You have to talk to your Marines about the importance of what they're doing -- they have to understand what they're doing."
"They have to understand why not to pull the trigger is more important than pulling the trigger sometimes. . . A lot of the time . . . Most of the time."

For a complete discussion of these and other issues associated with non-kinetic/counterinsurgency operations, please see the report at: [Non-Kinetic/Counterinsurgency Operations: A Study in Command.](#)

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Marine Air Control Group 28: In April 2006, LtCol Mark S. Silvia, the Collections and Analysis Branch Head of the Marine Corps Center for Lessons Learned (MCCLL) led a collection team to Cherry Point to interview officers and NCOs from Marine Air Control Group 28 (MACG-28) (and subordinate squadrons and battalion) concerning their recent deployment to Operation Iraqi Freedom (OIF).

This collection trip (as with many recent MCCLL collection efforts) was endorsed by the Commanding General, II Marine Expeditionary Force (II MEF) with the objective of collecting and disseminating valuable insights, experiences, and lessons learned from II MEF units returning from OIF 04-06.

The complete results of this data collection effort have now been documented in the MCCLL topical paper: [Marine Air Control Group 28 Post-Deployment Lessons and Observations](#).



Marine air traffic controller from Marine Air Support Squadron One (MASS-1), MACG-28, tests marker lights inside the air traffic control tower at Camp Blue Diamond, Ar Ramadi.

Selected lessons and observations from the MACG-28 topical paper:

• **Combat Operations:**

- The Air Naval Liaison Company (ANGLICO) was vital to interoperability between USMC and Army air.
- Bandwidth prioritization and availability was an issue.
- Logistics distribution to widely dispersed units was a challenge.

• **Table of Organization (T/O) Shortcomings:**

- Additional data network technicians (MOS 40XX) are needed for the MTACS.
- More vehicle mechanics are required for the Low Altitude Air Defense (LAAD) Battalion.

• **Training Needs:**

- More training is needed for drivers, identification of improvised explosive devices (IEDs), management of fixed point security, and tactical power distribution.
- Additional up-armored HMMWVs are required for training, along with more night convoy training, live fire, "snap ECP", language, open purchase and contracting, and 220 & 240 volt electrician training.

• **Equipment Needs:**

- Air traffic control (ATC) radars and generators remain in operation for extended periods; much of the MACCS support equipment is at or near the end of its service life.
- KC-130J aircraft reportedly cannot support the UYQ-3B Airborne Direct Air Support Center (DASC) due to the lack of an antenna coupler that was on the older KC-130s.

• **Personnel:**

- Inbound replacements arrived within one month of deployment, limiting training and familiarity with equipment and systems.
- Personnel shortages and multiple deployments are becoming significant problems, especially with two-year reservist activations expiring, continuing requirements to source individual augmentments (IAs), and no significant IAs inbound to MACG.

For a complete discussion of these and other issues identified by MACG-28, please see: [Marine Air Control Group 28 Post-Deployment Lessons and Observations](#).

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Regimental Combat Team 8: A collection team comprised of members from the Marine Corps Center for Lessons Learned (MCCLL) and the Training and Education Command (TECOM) Lessons Integration Division (T-LID) visited Regimental Combat Team 8 (RCT-8) in June 2006 to collect and document information concerning their training and operations during deployment to Operation Iraqi Freedom (OIF) 04-06.

During the period from January 2005 to February 2006, RCT-8 operated out of Fallujah as part of the II Marine Expeditionary Force (II MEF). The MCCLL/TLID team conducted seven one-on-one interviews with the commander and key staff, focusing on their ideas for better preparation of a regimental headquarters for deployment to Iraq.

The complete results of this data collection effort have now been documented in the MCCLL topical paper: [Regimental Combat Team 8 \(RCT-8\) Headquarters Lessons and Observations](#).



The Command Security Detachment 2, RCT-8, provides security in Fallujah during the December 15th elections.

Selected lessons and observations from the RCT-8 topical paper:

- **Command & Control (C2):**
 - The C2 structure used in theater was not practiced in CONUS. C2 should be rehearsed in CONUS, including convoy C2, MEDEVAC, troops in contact, and operations with Iraqi Security Forces (ISF).
- **Incidental Driver Training:**
 - 150 experienced drivers are better than 300 marginal ones; quality training hours are required.
- **Information Management:**
 - Numerous unit databases were built out of necessity. There was no structural framework to share, link, and organize information.
 - Mobile communications cannot keep up with rapidly expanding static data capability.
- **Intelligence:**
 - Most actionable intelligence was generated at company/battalion; intelligence assets should be pushed down.
 - MAGTF Fusion Center was designed for conventional enemy, not for a fragmented one.
 - The largest gap was the personnel shortage for 24/7 operations.
 - Iraqi Security Force (ISF) units, when fully operational, far outpace HUMINT collected by coalition forces; however, the ISF is reluctant to share information.
- **Interpreters:**
 - Contract interpreters were generally poor.
 - Commanders should set aside several Marines early in PTP and immerse them in language.
- **Table of Organization (T/O) Needs:**
 - An S-5 officer is needed for civil affairs, economics, reconstruction, ISF training (note: this requirement has now been filled).
 - An Information Management Officer is required.
 - A full-time school trained electronic countermeasures (ECM) officer is needed.

For a complete discussion of these and many other issues identified by RCT-8, please see: [Marine Air Control Group 28 Post-Deployment Lessons and Observations](#).

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Update: Semi-Automatic Sniper Rifle: In March 2005, the Marine Corps Center for Lessons Learned (MCCLL) published a topical paper on the need for a Marine Corps [Semi-Automatic Sniper Rifle](#) that summarized collected lessons, observations, interviews, after action reports, and other relevant documents concerning sniper rifle requirements. The report noted that the consensus of Marine snipers operating in the shorter ranges encountered in urban combat was that a semi-automatic sniper rifle was preferred over the traditional bolt-action M-40. The bolt action rifle was considered too long, too heavy, and too identifiable. However, the semi-automatic precision weapon was not considered to be a replacement for the bolt action weapon, but rather as an additional weapon that could be used by an observer or a sniper in situations requiring this capability.

Based on a request from the Commanding General, Marine Corps Combat Development Command (MCCDC), MCCLL has now prepared a follow-on "Quick Look" report to update the earlier report and incorporate recent lessons and observations concerning the performance and employment of semi-automatic sniper rifles. This "Quick Look" report is available at: [Semi-Automatic Sniper Rifle Performance and Employment: OIF Lessons and Observations](#).

Following publication of the initial MCCLL report, the MK11 Mod 0 semi-automatic sniper rifle was fielded as a replacement for the Designated Marksman Rifle and in response to an Urgent Universal Needs Statement signed in August 2005. After one year, 104 of the original acquisition objective of 180 have been fielded to scout sniper platoons. Issues identified in product quality deficiency reports are being rectified through the Mod2 version of the MKAA. All of the MK11 rifles, except for those already in Iraq, are being recalled for inspection and retrofit.

MCCLL's updated "Quick Look" report notes that the semi-automatic rifle is still preferred in an urban environment; however, the scope must be of either variable power or a low fixed power for the sniper to obtain a larger field of view. For close range shots of less than 800 meters, the need for the semi-automatic rifle increases. For most shots beyond 800 meters, a bolt action 7.62 caliber rifle with a good scope is still a requirement. The current M40A3 fills that need, although several suggestions for improvements to the M40A3 have been forwarded to SYSCOM. Please see the MCCLL "Quick Look" report for a number of specific comments by snipers and subject matter experts concerning sniper rifle issues and concerns.



Marines of the Scout Sniper Platoon, Battalion Landing Team (BLT), 2d Battalion, 2d Marines, fire the newest Marine Corps scout sniper rifle, the MK11, for the first time. These Marines are training with the 26th MEU for a planned deployment in early 2007.

Update: Company Commander's Corner: Last month's newsletter announced the creation of a new Community of Interest (or Forum) located on the Marine Corps Center for Lessons Learned (MCCLL) website that was initially called, "Through the Eyes of the Company Commander". This Community of Interest has now been re-named the [Company Commander's Corner](#) and has been moved to a prominent location on our homepage. The objective is to provide a more focused and easily accessible venue for discussing issues of relevance to Company Commanders who have deployed to Operation Iraqi Freedom (OIF) or Operations Enduring Freedom (OEF) (or will do so in the near future). Discussion topics include training, operations, tactics, techniques and procedures (TTPs), equipment, discipline, morale, education, etc. MCCLL invites all past, present and future Company Commanders to share their experiences, areas of concern, and success stories and also let us know of any documents that have helped you understand and perform your duties. We welcome the submission of after action reports (AARs) or any other relevant documents that can be shared with other Company Commanders and added to the resources available in our repositories.

You will find that the new Community of Interest already has many documents and lessons for your review. In addition, a number of initial discussion topics have been started. We invite all company commanders to begin new discussion topics in your areas of interest and to raise questions for which others may have the answers.

In addition, please note that the book review that we have selected to highlight this month also focuses on the Marine company commander, in this case, a commander during OIF I: [Highway War: A Marine Company Commander in Iraq](#)

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Setting Conditions for Success

In April 2006, the Commanding General, Marine Corps Combat Development Command (MCCDC), requested that the Marine Corps Center for Lessons Learned (MCCLL) prepare a report summarizing collected lessons that address pre-deployment training shortfalls, together with information on "what the Marine Corps needs to do to make units successful." The objective was to develop a concise summary of recommendations on steps that the Marine Corps should take in order to help ensure that deploying units succeed.

MCCLL has now completed this short paper in response to the request based on the following: (1) a series of lessons learned conferences with GCE, ACE and CLE commanders and NCOs, (2) several collection efforts focused on pre-deployment training, and (3) two reports on units performing specialized missions. The MCCLL paper is available at: [Pre-Deployment Training – Setting Conditions for Success in Deploying Units](#).

Although many of the recommendations in the paper address training issues, they are often also impacted by manpower, equipment and other considerations under the purview of Advocates and proponents. Among the key recommendations are:

- Establish and adhere to a realistic, firm lock-in policy for deploying units like that established for UDP and MEUs.
- Provide the same types of equipment (and in sufficient numbers) for units to train with that they will employ in theaters.
- Review the manning and organization for the Tactical Training and Exercise Control Group (TTECG).
- Continue to explore means of quickly disseminating TTPs and training trends to units preparing to deploy.
- Further institutionalize the incorporation of lessons and observations from current operations into the DOTMLPF change processes.
- Make combat weapons handling, crew served weapons, and combat lifesaver training available for all Marines and attached Sailors. More improvised explosive device (IED) recognition training is needed.
- Provide reserve units sufficient time between notification of deployment, activation, and deployment to conduct battalion level training.
 - Ensure that reserve units receive the same ammunition and logistical support as active duty units and that the support arrives in sufficient time for training to be effective.
- Refine training for specialized missions such as embedded training teams (ETTs) and provincial reconstruction teams (PRTs)
- Establish training programs for provisional missions such as military police, detention operations, civil affairs, and security.
- Broaden awareness of the requirement for and availability of Law of War training for commanders.

The complete set of recommendations for helping to ensure that deploying units succeed is available at: [Pre-deployment Training -- Setting Conditions for Success in Deploying Units](#).

Moderators Wanted for MCCLL Discussion Groups!

Have you checked out the [Discussion Groups](#) on the MCCLL website lately? These discussion groups are designed to provide Marines with a mechanism for sharing information and raising questions of interest within specific communities of interest. In order to be most useful, however, a discussion group requires regular involvement by an active moderator who helps to facilitate the sharing of observations and experiences and the posing of questions. A moderator can help increase the involvement by deployed Marines and those in training. Many of the discussion groups that are little used do not yet have active moderators.

Would you consider becoming a moderator and begin actively networking with others interested in the same topic, whether it is your MOS or something that you have "picked up along the way" in your Marine Corps career? No particular grade or rank is necessary to be a moderator (and definitely not to be a contributor)

. **and Reserves may be able to earn drill credits!**

For more information on what it takes to be a discussion group moderator, please contact erica.wogaman@usmc.mil or michael.jones@usmc.mil.

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MCCLL Senior Analysts

One of the most important services provided by the Marine Corps Center for Lessons Learned (MCCLL) is the production of topical papers that address specific subjects of interest to senior Marine decision-makers, as well as officers, NCOs and junior enlisted Marines at the tactical combat level. These topical papers are developed by the MCCLL Senior Analysts as synthesized products derived from the recorded lessons, observations, interviews and friendly and enemy tactics, techniques, and procedures (TTPs) documented in the MCCLL Lessons Management System (LMS). The most recent topical papers are highlighted individually on the MCCLL website homepage, while the complete list of reports is contained under [FIND ALL OF THE MCCLL REPORTS](#) on the home page.

Each of these reports was prepared by one of our MCCLL Senior Analysts. Four of these highly experienced analysts are aligned with each element of the Marine Air Ground Task Force (MAGTF), while the fifth is our quantitative analyst who provides expert statistical analyses of survey responses and other collected data. Each analyst is a retired Marine or Navy field grade officer with significant operational experience within his respective MAGTF element, and with general military knowledge related to the other MAGTF elements. In addition to developing the MCCLL topical papers, the Senior Analysts also train, mentor and assist new subject matter experts (SMEs) in the development and execution of their collection plans.

The MCCLL senior analysts represent 120 years of active duty and 44 years of DOD/military analysis experience. The collective backgrounds of the senior analysts include all elements of the MAGTF, as well as experience gained through supporting establishment, combatant command and headquarters tours.

The Senior Analysts can be contacted at:

- Mr. Kenn Dunn -- Col, USMC (Ret), Senior Analyst for the Command Element (CE), 703.432.1273, kenneth.dunn@usmc.mil
- Mr. Pete Dotto -- Col, USMC (Ret), Senior Analyst for the Ground Combat Element (GCE), 703.432.1271, peter.dotto.ctr@usmc.mil
- Mr. Al Luckey -- LtCol, USMC (Ret), Senior Analyst for the Logistics Combat Element (LCE), 703.432.1274, albert.luckey@usmc.mil
- Mr. Kevin Snodgrass -- Maj, USMCR (Ret), Senior Analyst for the Aviation Combat Element (ACE), 703.432.1283, beal.snodgrass.ctr@usmc.mil
- Mr. John Cook -- CDR, USN (Ret), Senior Quantitative Analyst, 703.432.1283, john.m.cook.ctr@usmc.mil



The MCCLL Senior Analysts are (from left to right) Mr. John Cook (Quantitative Analyst), Mr. Kevin Snodgrass (Aviation Combat Element Analyst), Mr. Pete Dotto (Ground Combat Element Analyst), Mr. Al Luckey (Logistics Combat Element Analyst), and Mr. Ken Dunn (Command Element Analyst).

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The Safety Corner



Proper vehicle egress is an important component of safety

MCCLL Safety Newsletter is Now Being Distributed

Several issues of the "The Safety Corner", the stand-alone safety newsletter from the Marine Corps Center for Lessons Learned (MCCLL), have now been distributed with up-to-date information on ways to improve safety under combat (as well as garrison) conditions. The safety newsletter is published in coordination with the Safety Division, HQMC, and the Naval Safety Center. We expect to distribute this safety newsletter periodically as safety-related "best practices" are identified to help prevent the mishaps that Marines continue to experience. We hope that you find the Safety Corner of value and actively solicit [Feedback](#) on safety tips that you may have found to be useful in preventing and mitigating accidents.

The past issues of the newsletter are available at:

- [11 August Safety Corner: Electrical Safety](#)
- [21 August Safety Corner: Electrical Safety Update](#)
- [28 August Safety Corner: Fall Protection](#)

The first issue of the Safety Corner provides helpful information on items that supervisors should check during daily walkthroughs to prevent electrical injuries including fires. The first edition also highlights recent lessons entered into the LMS that identify tips for correcting electrical hazards. The second issue updates the information in the first edition with data on a recent electrical fire that occurred in Al Asad and provides additional information on what to look for during walkthroughs.

The latest issue of the Safety Corner features information on preventing falls, including many good tips on ladder safety. The issue also features information about new upgrades for the Medium Tactical Vehicle Replacement (MTVR) that provide armor protection and safer and quicker egress from the vehicle. A new exit ladder for the vehicle (referred to as GETFO -- Get Forces Off and On) is designed to allow Marines to slide down a pole and move away from the door quickly to allow rapid egress for other Marines.

Safety Officers are encouraged to submit their safety lessons, TTPs, and SOPs to MCCLL. We would also like to identify and recognize outstanding safety performers in our newsletter. Please register and logon to our website at <http://www.mccll.usmc.mil> and begin providing your safety "best practices" for dissemination to users throughout the Marine Corps.

Safety Newsletter from 3d Marine Aircraft Wing (MAW) Forward

The past two MCCLL representatives to 3d Marines Aircraft Wing (MAW) Forward have also served as the Directors of Safety and Standardization (DOSS) for the wing. Col Danny McDade recently replaced Col Robert Hermes as the MCCLL representative and quickly assumed responsibilities as the DOSS, just in time for the latest edition of the 3d MAW (Fwd) safety newsletter, [Lines in the Sand](#).

In the newsletter, Col McDade emphasizes that one of the most dangerous times for individuals and units occurs about a month after arrival in theater. Many incidents and near-incidents take place around this time frame. It is essential to follow established procedures and avoid "skipping a step" in order to ensure a safe posture for individuals and units newly arrived in theater.

The latest [Lines in the Sand](#) provides some informative articles on negligent discharges, knife safety, and the recall of the Cooper Sling Seat and restraint system, together with a number of excellent safety tips. Please take the time to review the 3rd MAW newsletter along with the MCCLL Safety Corner to ensure that you receive your safety awareness "quota" for the month.

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[Lieutenant General James N. Mattis: Success in Iraq Now a Test of Wills](#)

By Mark Walker, Staff Writer

From the North Country Times L.A. Times, 22 August 2006

CAMP PENDLETON -- The war in Iraq is now a test of perseverance, the commanding general of Marine Corps forces in the Middle East said Monday.

"It is mostly a matter of wills," Lt. Gen. James N. Mattis said during an exclusive interview with the North County Times. "Whose will is going to break first? Ours or the enemy's?"

Mattis said he has no doubt of U.S. resolve but no clear idea how long it will take to root out the insurgency. He said he plans to go to Iraq soon to talk with Marine commanders and frontline troops to get a complete picture of the war.

"Let me get more time over in the theater for a better feel for how long this is going to take," the general said during the 45-minute session in his new office at Camp Pendleton where he commands the I Marine Expeditionary Force as well as overseeing Marine forces in Iraq.

The general said he understands Americans' increasing impatience with the war and frustrations over repeated deployments, but said establishing a date for withdrawal would send the wrong message.

"If we put a timeline on it, then the enemy knows exactly what we are going to do and will wait until the deadline comes," he said. "Marines don't know how to spell the word 'defeat.' We will stay sturdy and we will continue to fight and protect the Iraqi people no matter what is thrown in our path."

Mattis, who led the Marines in the invasion of Afghanistan in 2001 and led the 1st Marine Division in the invasion of Iraq and march to Baghdad in early 2003, said he was once asked by an Iraqi when he would leave that country.

"I said I am never going to leave. I told him I had found a little piece of property down on the Euphrates River and I was going to have a retirement home built there.

"I did that because I wanted to disabuse him of any sense that he could wait me out."



See [more of the article in the North Country Times](#)

[Unmanned Aircraft Systems and Full Motion Video Assessment](#)

In January 2006, the Marine Corps Center for Lessons Learned (MCCLL) held discussions with Maj Thomas McCurley, USAF, and Maj Virgilio Gonzalez, USMC, concerning their planned collection trip to Multi-National Forces Western-Iraq (MNF-W) to gather material on requirements for unmanned aircraft systems (UAS) and full motion video (FMV). This collection effort was sponsored by the Office of the Under Secretary of Defense for Intelligence (OUSD(I)). The objective was to gather information that could be used to provide a better understanding of UAS requirements and identify capability gaps that could help inform policy and resource decisions.

The collection team visited II MEF units in Fallujah, al Taqaddum, al Asad, and Ar Ramadi. The team participated in facility tours and conducted informal discussions with troops in addition to conducting formal interviews with key personnel. The team also distributed surveys to obtain a statistically significant cross section of individuals and obtain other raw data to support the analysis.

Among the conclusions of the team was the fact that approximately 60% of requirements are being met by the fielded UAS units. However, most units do not submit requests or submit abbreviated lists of requests due to the reality that they will get limited support from available UASs. Under the current system, the MEF supports 12 battalions in the al Anbar Province (the largest area of operations in Iraq). UAS units are able to support only 4 ½ battalions a day. This results in about 30% of the units actually being supported during any 24-hour period. If only half of the requirements are being submitted, this brings the support down to 15% of actual requirements. However, data indicates that almost all of the requirements that are submitted result in successful missions.

These and many other conclusions from the OUSD(I) report can be reviewed at: [Unmanned Aircraft Systems and Full Motion Video Assessment in Multi-National Forces – Western Iraq](#).

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Marines Place Marker to Honor "Son of Fallujah"

By Gunnery Sgt. Mark Oliva

FALLUJAH (17 August 2006) Marines ensured Fallujah's former deputy chief of police will have a permanent place of honor in the city here.

A mural painted on a concrete barrier of the late Iraqi Police Brig. Gen. Khodeiri Obeid Abbas Al Janadi was placed in the heart of Fallujah for all its citizens to see Aug. 17. The mural, painted by Marine Maj. Alex J. Durr, was put into place by Marines of Regimental Combat Team 5 with assistance from Marines of Combat Logistics Battalion 5.

"This is a small way to honor his service," said Col. Larry D. Nicholson, RCT-5's commander, who commissioned the mural. "The mural is a salute from us to him. He is a man who made a difference. Every day, people transiting the city can see one of their heroes."

The 10,000-pound concrete mural was hauled into Fallujah in the middle of the night with the help of Marines from Combat Logistics Battalion 5. They lifted the barrier-mural by forklift into position where it now sits in the middle of one of Fallujah's busiest thoroughfares.

Khodeiri was a "Son of Fallujah," born and raised in the city. He served 25 years in the Iraqi Army and fought three wars to protect Iraqi sovereignty. He stepped forward after Operation Al Fajr, the Marine-led offensive into Fallujah nearly two years ago, to lead the emerging Iraqi Police force, serving as its second-in-command.

Khodeiri was gunned down by terrorists while standing in front of his friend's home in Fallujah June 19.



See the [complete article from I MEF \(Fwd\)](#)

Female Marines Train for Iraqi Border Security

By SSG Raymie G. Cruz, 3rd Marine Aircraft Wing

CAMP KOREAN VILLAGE, Iraq (13 August 2006) To strengthen the fight in the War on Terror, female Marines have been implemented at tactical control points along the Iraqi borders to stop insurgents from using women smugglers to gain funds or weapons to support their efforts.

Eight female Marines from different units within 3rd Marine Aircraft Wing volunteered for the Lioness Program and will conduct security searches of women crossing into Iraq.

"I wanted to do something different," said Sgt. Alice Dunne, electrical equipment repair specialist, Marine Tactical Air Command Squadron 38, Marine Air Control Group 38 (Reinforced), 3rd MAW, and an Oxford, Wis., native. "In Al Asad, you never feel like you're in the fight, you are just doing your job."

The Lioness Program was born of necessity when commanders saw a troubling situation during raids and other missions, according to Sgt. Maj. Brian K. Jackson, sergeant major, Marine Aircraft Group 16 (Reinforced), 3rd MAW.

"The men they sent charging into the city, often into private homes, made Iraqi women uneasy," said Jackson, a Gary, Ind., native. "Searching the women proved difficult, as Muslim culture dictates that men are not to touch women they don't know."

To prevent violations of the culture and the smuggling of arms and funds into the country, the Lioness Program was implemented.

During the 30-day rotation of the Lioness Program, the selected Marines received briefs and appropriate training from Regimental Combat Team 7 personnel, before going to Camp Korean Village, Iraq. They were briefed on the program, in addition to what their duties would entail.

"This is a good opportunity for female Marines to do something outside of their Military Occupational Specialty and get a chance to work with the infantry," said Master Sgt. Scott R. Zaehler, operations chief, Headquarters and Service Company, 3rd Light Armored Reconnaissance Battalion, RCT-7, and a McHenry, Ill., native. "A big part of what they do is showing their presence. Just being seen by insurgents works as a deterrent and keeps them off balance."



See the [complete article from Marine Corps News](#)

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Book Review

[The Highway War: A Marine Company Commander in Iraq](#) by Maj Seth W. B. Folsom, USMC

Recommended by the Center for Advanced Operational Culture Learning (CAOCL);
From the July Press Kit:

"The book *Highway War: A Marine Company Commander in Iraq* has recently been published by Potomac Books. *Highway War* is written by Maj S.W.B. Folsom, USMC.

Though the Center for Advanced Operational Culture Learning (CAOCL) does not normally endorse or advertise books, we highly recommend this one. Elegantly and clearly written, it depicts intimately the culture of a Marine company in combat, and is of enduring benefit to Marine readers at all levels.

In particular, CAOCL recommends this work to company grade officers for its educational value about the internal human workings, challenges, stresses, and accomplishments of small units and commanders in contemporary combat.

A company commander in 1st Light Armored Reconnaissance (LAR) Battalion during Operation Iraqi Freedom (OIF) I, Maj Seth Folsom is a South Asia FAO and is now on the 1st Marine Division Staff."



For information on other books that offer insights into culture, see the CAOCL website at: [Center for Advanced Operational Culture Learning \(CAOCL\)](#)

Some other recent comments on the *Highway War*:

"The *Highway War's* extraordinary contribution to the Iraq War literature lies deeper than the details of the battle for Baghdad as described first-hand from the armor of 1st LAR's vehicles-- it is found within the armor of company commander Folsom's heart and mind. This is a rare, insightful account of a Marine officer privately wrestling with life-and-death decisions, and coping with his personal vulnerabilities, while publicly presenting the hard-charging persona his Marines come to depend on in combat." -- Buzz Williams, author of "Spare Parts: A Marine Reservist's Journey from Campus to Combat in 38 Days".

"A great leadership text, this story is about the new Marine Corps that rides into and conducts firefights on wheels as compared to our old way of walking forever. Folsom relates detailed real-life challenges and situations at the cutting edge in combat. He makes the point well that as human individuals we are subject to self-doubt and mistakes while yet moving forward as a combat leader of Marines." -- Col. Wes Fox, author of "Marine Rifleman: Forty-three Years in the Corps".

"Seth Folsom's "The Highway War" is a classic on the challenges of commanding a company of Marines. The book honors them and him, and it will help other officers understand the trials and glories of leading Marines." --Col. Allan R. Millett, USMCR (Ret.), author of "Semper Fidelis: The History of the U.S. Marine Corps"

Readers are also referred to books on the [Commandant's Professional Reading List](#) . These books have now been supplemented by a list for Majors and Lieutenant Colonels deploying to Iraq or Afghanistan. These books can be reviewed on the [Commandant's Supplemental Reading List](#).