



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
3300 RUSSELL ROAD  
QUANTICO, VA 22134-5001

IN REPLY REFER TO:

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MCRCO

**AUG 20 2017**

From: Deputy Commandant, Combat Development and Integration  
To: Director, Marine Corps Rapid Capabilities Office

Subj: MARINE CORPS RAPID CAPABILITIES OFFICE (MCRCO) CHARTER

Ref: (a) 23 DEC 2016 SECNAVINST 5000.42

Encl: (1) MCRCO Roles and Responsibilities  
(2) MCRCO Process Map and Definitions  
(3) MCRCO References, Authorities, Waivers, Deviations,  
and Delegations

1. Executive Summary. In October 2016, the Commandant of the Marine Corps (CMC) directed the formation of the Marine Corps Rapid Capabilities Office (MCRCO) to accelerate the identification, development, and assessment of emergent and disruptive technology. MCRCO will execute this task in order to rapidly develop and deliver operational prototypes that increase Operating Forces' survivability and lethality, to inform requirement development and investment planning. This charter defines the MCRCO mission and summarizes key operating principles. Enclosures (1), (2), and (3) provide specific definitions of MCRCO organization structure, business processes and tailoring of acquisition processes to allow the MCRCO to accomplish its mission.

2. Mission. The MCRCO will seek emergent and disruptive technology to rapidly develop and deliver operational prototypes that increase Operating Forces' survivability and lethality; and will provide operational assessments that inform requirement development and investment planning.

3. Key Operating Principles. The MCRCO will reduce the time between need identification, technological opportunity, and delivery of warfighting capability to the operating forces. Under the cognizance of the Marine Corps Warfighting Laboratory (MCWL), the MCRCO draws upon support from Marine Corps Systems Command (MCSC) while collaborating with organizations such as the office of the Deputy Assistant Secretary of the Navy for Research, Development, and Acquisition; Naval Research and Development Establishment (NRDE) Defense Innovation Unit Experimental (DIUx); Strategic Capabilities Office (SCO);

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Defense Advanced Research Projects Agency (DARPA); Marine Corps Operational Test and Evaluation Activity (MCOTEA); Program Executive Office Land Systems (PEO-LS); Special Operations Forces Acquisition, Technology, and Logistics; Marine Corps Forces Special Operations Command (MARSOC); Office of Naval Research (ONR), and other Defense Agency Stakeholders. The MCRCO has no program of record responsibility, but rather limited authority to provide capability to equip forces for operational assessments. The key deliverable from the MCRCO will be the Capability Assessment Report described in enclosure 2, which will inform the requirements development/transition and acquisition and sustainment decisions.

a. A short chain of command is established to mitigate risk and expedite decision steps which enable more rapid actions with less overhead. Rapid capability efforts conducted by the MCRCO are approved by the General Officer Board of Directors (GOBoD). This Board is chaired by Deputy Commandant, Combat Development and Integration (DC, CD&I), and will be staffed by Director, Combat Development Directorate (CDD); Commander, MCSC; and Commander, MCWL or their representatives. The Board addresses immediate and near-term CMC and Marine Operating Forces (OPFOR) needs that require rapid integration into the operational forces. DC, CD&I will be the decisive authority for MCRCO actions. The Head Contracting Activity (HCA) for all MCRCO activities is CG, MCSC. As directed by the GOBoD the MCRCO will:

1) Learn from the operating forces and industry to match operational needs to emergent technologies.

2) Lead expedited identification and OPFOR Assessment of select prototypes demonstrating military utility and affordability by leveraging Government Off-The-Shelf (GOTS) and Commercial Off-The-Shelf (COTS) mature technology and operational capabilities.

3) Leverage resources and authorities across the defense and industry partnerships to rapidly identify and equip Marine Corps units (generally at the battalion or squadron level) with emerging technology prototypes for operational assessment.

b. Early and Prominent Warfighter Involvement. A prototype portfolio planning and OPFOR Assessment program will be executed directly with impacted OPFOR units. The Commandant's Innovation Portal will be one of the sources of operational input to potential MCRCO projects.

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c. Small Integrated Product Team. The MCRCO will be staffed, in accordance with enclosure 1, with experienced military and civilian personnel from the OPFOR, acquisition program management, legal, contracts, financial, and engineering communities via a Memorandum of Agreement between MCWL and MCSC. Temporary extended membership to the MCRCO may be granted by the Director as required for specific expertise in support of emergent project needs. This type of membership may be granted to defense and industry personnel.

d. Categories. In accordance with reference (a), the MCRCO will execute non-Maritime Accelerated Capability Office (MACO) efforts. In general, MCRCO projects should be completed (unit equipped and assessment completed) within 12 months of GOBoD portfolio approval.

e. Funding Stability. MCRCO will participate in the PPBE process and given funding stability requirements, to the extent possible. Adjustments during the programming and execution phase, if required, will be coordinated with HQMC P&R, DC CD&I, and MCSC Comptroller.

f. Waivers to and Deviations from any encumbering practices, procedures, policies, directions or regulations. The MCRCO program portfolio primarily contains non-ACAT program efforts not specifically addressed by traditional acquisition guidance. Project execution for the MCRCO will be conducted in accordance with enclosure 3. Under no circumstances are MCRCO activities allowed to deviate from or otherwise waive U.S. law or executive order. All members of the GOBoD will be kept informed of MCRCO activities in a manner sufficient to allow them to meet their oversight responsibilities.

4. Effective Date and Implementation. This charter, along with attached enclosures, is effective upon signature.



ROBERT S. WALSH

Copy to:  
DIR CDD  
CMDR MCWL  
CMDR MCSC  
DIR MCRCO

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### MCRCO Roles and Responsibilities

1.0 **Purpose:** This section provides the structure of the MCRCO personnel Roles and Responsibilities.

Title	Function
Director	Leadership and Vision; Primary interface with GOBoD; Advocacy
Dep Director	Leadership, Oversight, and Communications
Operations Officer	Lead for MCRCO Office Operations
Project Manager (x2)	Lead Project Planning, Execution, and Reporting
Engineer (x3)	Lead Project Engineering Planning and Assessment
Operations Analyst*	Lead OPFOR Assessment Planning and Execution
Finance Manager*	Financial Policy, File Management, Project Planning and Execution
Financial Analyst*	Financial Project Planning and Execution
Counsel*	Legal Opinion and procedures
Contracts Officer*	Contracts Policy, File Management, Project Planning and Execution
Contracts Specialist*	Contracts Project Planning and Execution
Logistics Manager*	Lead for MCRCO Logistics Planning and Execution

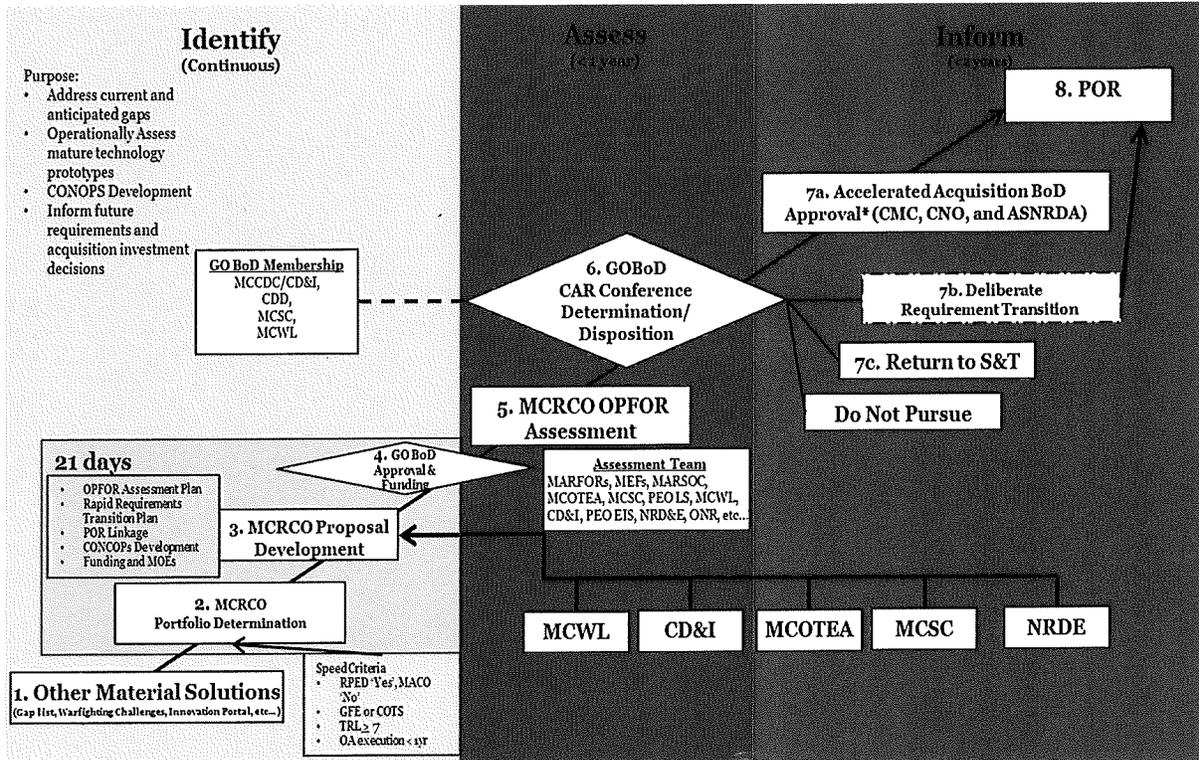
\*Cross project support

Table 1-1 MCRCO Table of Organization (15 FTEs)

2.0 **Summary:** The MCRCO has a combination of personnel from the Marine Corps Warfighting Lab, Marine Corps Systems Command, Naval Working Capital RDT&E Warfare Centers, and other Services (Naval, Army, and Air Force) Systems Commands, which make up the organization structure in Table 1-1. All personnel, external to MCWL, are assigned to the MCRCO via a Memorandum of Agreement with their parent command. The assignments are limited to 1-2 years or to the length of time of a specific project. At any time during the MOA period, the Director MCRCO reserves the right to request personnel changes as required.

**MCRCO Process Map and Definitions**

1.0 **Purpose:** This appendix provides high level process and core mission elements summary.



\* If required (non-delegated acquisition decision)

Figure 2-1 MCRCO PROCESS FLOW

2.0 **Summary:** The MCRCO executes this process with the support of several organizations in both the identification and assessment phases. The MCRCO will address the most critical risk areas in the identification and assessment phases in order to enable the General Officer leadership decision-making on product transition. The Capability Assessment Report is the primary document to support transition decision and enable a less than 2-year requirements development and acquisition program of record fielding of the capability to the warfighter. The colors in the chart identify the level of risk (Green-low, Yellow-medium, and Red-high) expected to be addressed within the Identify, Assess, and Inform phases.

2.1 **Other Material Solutions (OMS):** Inputs received from Marine Units, MCWL S&T, the Marine Corps Gap List, or via the Innovation Challenge and Warfighting Challenges.

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These are not formal requirements or Urgent Universal Need Statements.

- 2.2 RCO Portfolio Determination: This is a decision point internal to the MCRCO to determine if the OMS is something that aligns with the MCRCO mission and can be executed in less than 12 months.
- 2.3 Proposal Development: This includes Concepts of Employment, Funding, and Measures of Effectiveness, and is the initial engagement with the various organizations involved in rapidly providing capability to the Marines. The MCRCO is not limited to just the five (5) organizations displayed in the process in the proposal development process. These organizations represent process owners of the end to end transition from S&T to a full operational capability fielding of a warfighting solution by the acquisition command.
- 2.4 MCRCO General Officer Board of Directors (GOBoD): This group chaired by CG MCCDC/CD&I makes the approval to fund the RCO portfolio of Operational Assessments - (OMMC, RDT&E, and or PMC)
  - 2.4.1 Key responsibilities of the GOBoD Chairperson
    - 2.4.1.1 Approve new DoD level tasks/projects and define corresponding objectives.
    - 2.4.1.2 Approve funding requirements and funding sources for new DoD level task/project that are above the program baseline established by the MCRCO Director,.
    - 2.4.1.3 Serve as the single point of contact for all congressional interaction.
  - 2.4.2 Key responsibilities of the MCRCO Director
    - 2.4.2.1 Briefing the Portfolio Assessment Plan to the GOBoD for final approval.
      - 2.4.2.1.1 The briefing will present assessment objectives, resource availability, and time-to-complete versus need date.
      - 2.4.2.1.2 At a minimum the plan will include the following: executive summary, background (to include relevant reviews, decisions, and approvals), assessment objectives and

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assumptions, assessment schedule,  
manning and funding resources  
required, and security requirements.

2.4.2.1.3 Director will make final decisions  
on all military and government  
personnel assigned to the office.

2.5 MCRCO OPFOR Assessment: This phase begins when  
contracts are awarded, and includes equipping units with  
operational prototypes and conducting assessment of the  
military utility of operational prototypes.

2.6 MCRCO Capabilities Assessment Report (CAR) Conference:  
The GOBoD determines capability transition based on MCRCO  
CAR and OPFOR warfighter input. The GOBoD will decide if  
effort should transition to an accelerated acquisition  
Program of Record (POR) or transition for additional  
Science and Technology development.

2.6.1 Key CAR outputs:

2.6.1.1 Recommendation to proceed into  
expedited production, fielding and  
transition of a system prototype or limited  
quantity end item.

2.6.1.2 Capability hardware production and  
software installation specifications and  
sustainment considerations.

2.6.1.3 Capability requirement transition  
considerations to a program office for  
continued long-term development/production  
and/or to an operational unit for long term  
sustainment and support.

2.6.1.4 A structure including the following;  
executive summary, background (relevant  
reviews, decisions, approvals, and major  
accomplishments), program description and  
objectives, OPFOR Assessment plan and  
recommendations for Concept of Operations,  
risk considerations and affordability  
considerations for FYDP investment planning.

2.6.1.5 In addition to the CAR a joint draft  
requirements document will be a key output  
of this conference in order to enable  
accelerated acquisition.

2.7 MCRCO Inform Requirements: An accepted and signed CAR  
is provided to inform requirements developers

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(MCCDC/CD&I) enabling an accelerated Requirements  
Transition Process (RTP).

2.8 MCRCO Inform Accelerated Acquisition: CAR also informs  
the Acquisition Commands (MCSC, NAVSEA, SPAWAR, NAVAIR,  
and NAVFAC) enabling an accelerated production to  
fielding acquisition Program of Record.

2.8.1 \*AABoD is only used for projects that would  
only follow the MACO, RPED, or RDC process per  
SECNAVINST 5000.42. If approved these projects  
go directly into an accelerated acquisition  
production phase, by the respective Acquisitions  
Commands (identified in Appendix 2.0 paragraph  
2.8).

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### **MCRCO References, Authorities, Waivers, Deviations, and Delegations**

**1.0 Purpose:** This appendix provides References, Authorities, Waivers, Deviations, Delegations and documentation supporting execution of the MCRCO portfolio. The MCRCO Director will seek additional references, deviations, waivers, and delegation authorities as appropriate to provide rapid response capability in support of the MCRCO mission. This appendix provides a living summary of references, waivers, deviations and delegations. MCRCO director will submit required waivers, deviations, and delegations request to the Chairperson of the MCRCO General Officer Board of Directors (GOBoD) for approval or forwarding the request for waiver to the appropriate approval authority as required. Upon approval, individual deviations, waivers, and delegations will be kept on file and reviewed periodically for currency. Both active and non-active sources will be maintained on the MCRCO digital SharePoint resource library.

**2.0 References:** The non-exhaustive documents listed with links below will serve as reference material used to define the operations framework and business procedures to execute the MCRCO mission. It will consist of statutes, regulations, and policy documents supporting Rapid Capabilities execution.

- 2.1 Title 10 U.S.C. 2371b Non-Competition Follow-on Production Contracts or Transactions
  - 2.1.1 Department of Defense Other Transaction Authority for Prototypes
  - 2.1.2 Other Transaction Authorities Under Title 10 U.S.C.2371b
  - 2.1.3 Transition A Requirement to Marine Corps Systems Command
- 2.2 NDAA 2016 Section 804
- 2.3 NDAA 2017 Section 806
- 2.4 Federal Acquisition Regulations
- 2.5 Defense Federal Acquisition Regulations
- 2.6 Defense Federal Management Regulation 7000.14-R - Volume 2
- 2.7 DARPA FACT SHEET Other Transaction for Prototypes
- 2.8 Department of Defense Directive 5105.86 Director, Strategic Capabilities Office
- 2.9 Defense Acquisition Guidebook
- 2.10 SECNAVINST 5000.42
- 2.11 Navy Marine Corps Acquisition Supplement (NMCARS)

**3.0 Summary:** Table 3-1 provides a summary of key Authorizations which the MCRCO will leverage in its primary mission and or

other GOBoD-directed tasking aligned to these authorities. The highlighted columns are the key authorities which provide the best opportunities to rapidly assess and transition capabilities through requirements transition and acquisition process into the warfighter's hand with a TRL-7 or higher prototype.

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## NDAAs Enablers

DON PATHWAYS		MACO	MACO	RPED or MACO		RPED
AUTHORITIES		Accelerated Acquisition Program DoDI 5000.02 "Model 4"	Urgent Capability Acquisition DoDI 5000.02 Encl 13	Mid-Tier Acquisition Sec 804 FY16 NDAA		Acquisition Agility Prototype Components and Technology Sec 806 FY17 NDAA
				Rapid Prototyping	Rapid Fielding	
CONDITIONS	Need	JCIDS	JEONS or JUCONS Warfighting SIG	JCS and CDDOMS Service needs/requirements		Service Chief Strategy
	Timing		Immediate Fielding Transition to POR within 2 years	Flexible Prototype under 5 years	Start production in 6 months Finish production in 5 yrs	Limits 2 year duration
	Funding limit	No limit	ACAT III and Below < \$480M RDT&E < \$2.79B Procurement	No defined \$ limit		Limit \$50M per project
	Cost exclusions					Excludes Fixed Price Prototypes from POR Costs
	Speed		Exempt from JCIDS	Excluded from MDAP Exempt from JCIDS Exempt from DAS Flexible Funding		Excluded from MDAP Exempt from JCIDS Flexible Funding

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Table 3-1 Represents NDAAs Authorities to execute the RCO Mission (Source: ASN RDA/RDT&E War Room)

**4.0 Delegations:** The following are the delegations requested and received to support both contract and financial planning and execution of the MCRCO portfolio

### 4.1 Head Contracting Authority

4.1.1 Delegation of Contracting Authority of executing O&M funds has been provided by DCI&L to MCSC 13 Mar 2017 in support of MCRCO contracting efforts for projects only and not for services.

### 4.2 Flexible Funding Decisions

4.2.1 Delegation of funding planning and decisions to the MCRCO Director and staff. All funding plans will be coordinated through the MCRCO General Officer Board of Directors, with the final decision belonging to CG MCCDC/DC CD&I. MCSC will serve as MCRCO Comptroller

### 4.3 Planning Documentation Decision

4.3.1 The MCRCO Director is delegated the responsibility to produce a Rapid Equipping Plan (REP) in place of an Acquisition Strategy

4.3.2

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Acquisition Plan. This document will supply sufficient project objectives activities and milestones (POAM) information along with overall costs estimation. This REP will be a two page document.

**5.0 Waivers:** The following are the waivers from the traditional defense acquisition financial and contracting practices as it relates funding and contracting to rapid equip Marines with Mature Technologies demonstrating military utility.

**5.1 Flexible Funding Decisions**

**5.1.1** Director MCRCO requires a waiver decision from the GOBoD in coordination with comptroller stakeholders from HQP&R, MCCDC/CD&I, I&L, and MCSC as required. Project execution for the MCRCO will be conducted in accordance with this Charter and is not subject to the internal reporting requirements specified by supporting Naval System Commands (identified in Enclosure 2 paragraph 2.8) corporate processes, except as directed by the GOBoD Chairperson.

**5.2 Use of OTAs for non-Competition Production Decision**

**5.2.1** Director MCRCO requires appropriate waiver decision from the GOBoD in coordination with HCA authorities. Once received these Waivers will be embedded into this section of the section.

**5.2.2** Per reference 2.1, the MCRCO projects that are competed by the MCRCO will not require the Acquisition Command to apply competition rules for the production contract.

**6.0 Deviations:** The following section contains deviations from traditional defense acquisition planning and documentation practices as it relates to strategy and plans.

**6.1 Use of Acquisition Plan (APs) or Marine Corps Single Acquisition Plans as required for execution of contracts.**

**6.1.1** MCRCO Director requires a deviation from submitting acquisition plans and strategies for projects to be executed in accordance with FAR Part 35.001 SUBPART 207.102 (d) (ii).