

PORTFOLIO **A**CCQUISITION **E**XECUTIVE **M**MARINE **C**CORPS



PAE MC CHENG

AFCEA Luncheon Discussion



PURPOSE & AGENDA

Purpose: To provide an overview of the PAE Marine Corps mission, organizational structure, and alignment with the USMC Force Development Enterprise (FDE)

Contents:

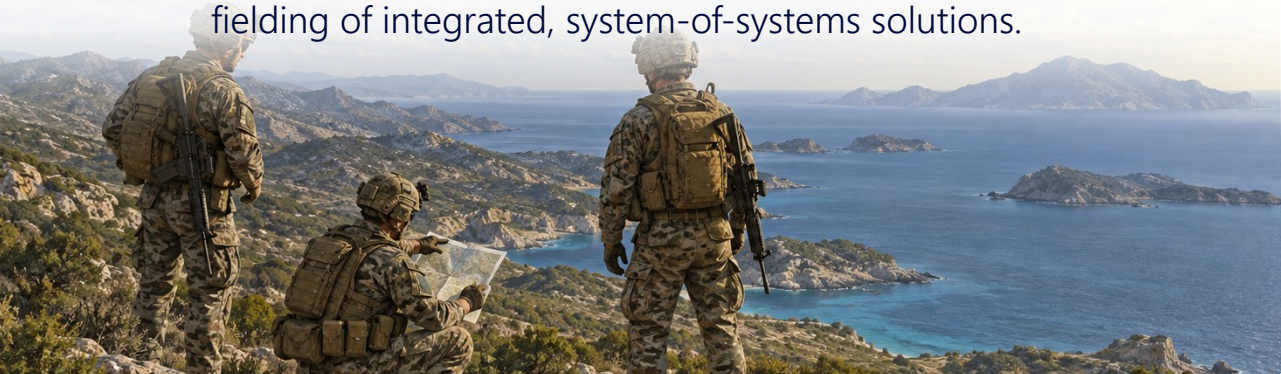
- ▲ Mission & Core Pillars
- ▲ PAE Marine Corps Establishment
- ▲ FDE Modernization Working Group
- ▲ PAE MC Structure Aligned by Capability Portfolio Manager (CPM)
- ▲ PAE MC Programs
- ▲ PAE MC Authorities & Accountability
- ▲ PAE MC Execution Principles
- ▲ Questions



PAE MC CORE PILLARS

Expert-Led Portfolio Management

Focused on Mission Outcomes. Informed, data-driven trade-offs and agile resourcing to accelerate the fielding of integrated, system-of-systems solutions.



Mission Engineering & Modeling

Apply mission-level analysis, modeling, and simulation to understand and visualize interdependencies across our system-of-systems and inform capability requirements, portfolio management, and creative acquisition strategies.



Data-Driven Enterprise

Implement a data-driven leadership approach to provide a collaborative, transparent, unified and common framework enabled by modern business processes and tools.



Lifecycle Sustainment

Responsible for lifecycle sustainment of fielded capabilities.



ALIGNED TO THE BROADER FORCE DEVELOPMENT ENTERPRISE, PAE MC EQUIPS OUR WARFIGHTERS BY RAPIDLY & RESPONSIBLY DEVELOPING, DELIVERING & SUSTAINING WARFIGHTING CAPABILITIES.



PAE MARINE CORPS ESTABLISHMENT

- ▲ ACMC, VCNO, and ASN RD&A signed the Transition Memo on 19 Dec 2025 directing Deputy Commandant Combat Development and Integration (DC CD&I) to establish Portfolio Acquisition Executive Marine Corps (PAE MC)
 - ▲ The ACMC established the Force Development Enterprise (FDE) Modernization Working Group (MWG) as the single coordinating body for **both** requirements and acquisition reform.
 - ▲ The FDE Ecosystem consists of dozens of stakeholders, contributing to force design/development, acquisitions, and programming/resourcing
 - ▲ Core FDE MWG: CD&I, PAE, MCSC
 - ▲ Core(+) FDE MWG: P&R, PP&O, I&L, A, I, TECOM, M&RA, MARFORCOM/PAC
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- ▲ PAE MC establishment:
 - ▲ Created single leader accountability across the full capability lifecycle from development, procurement, through fielding and sustainment.
 - ▲ Integrated Program Executive Officer Land Systems (PEO LS) and Marine Corps Systems Command (MCSC) programs under PAE MC
 - ▲ Dissolved PEO Land Systems
 - ▲ Shifted MCSC focus from programs to people, processes, training, and tools across the force development enterprise

A MODERNIZED & INTEGRATED MARINE CORPS FORCE DEVELOPMENT ENTERPRISE FROM CONCEPT TO CAPABILITY DIVESTMENT



FDE MWG APPROACH TO PAE MC

The Marine Corps recognized the opportunity to strengthen how capabilities are developed and delivered in response to rapidly evolving threats. ***Modernized processes and horizontal portfolio integration*** across the FDE ***improve alignment among force design, requirements, resourcing, and acquisition.***

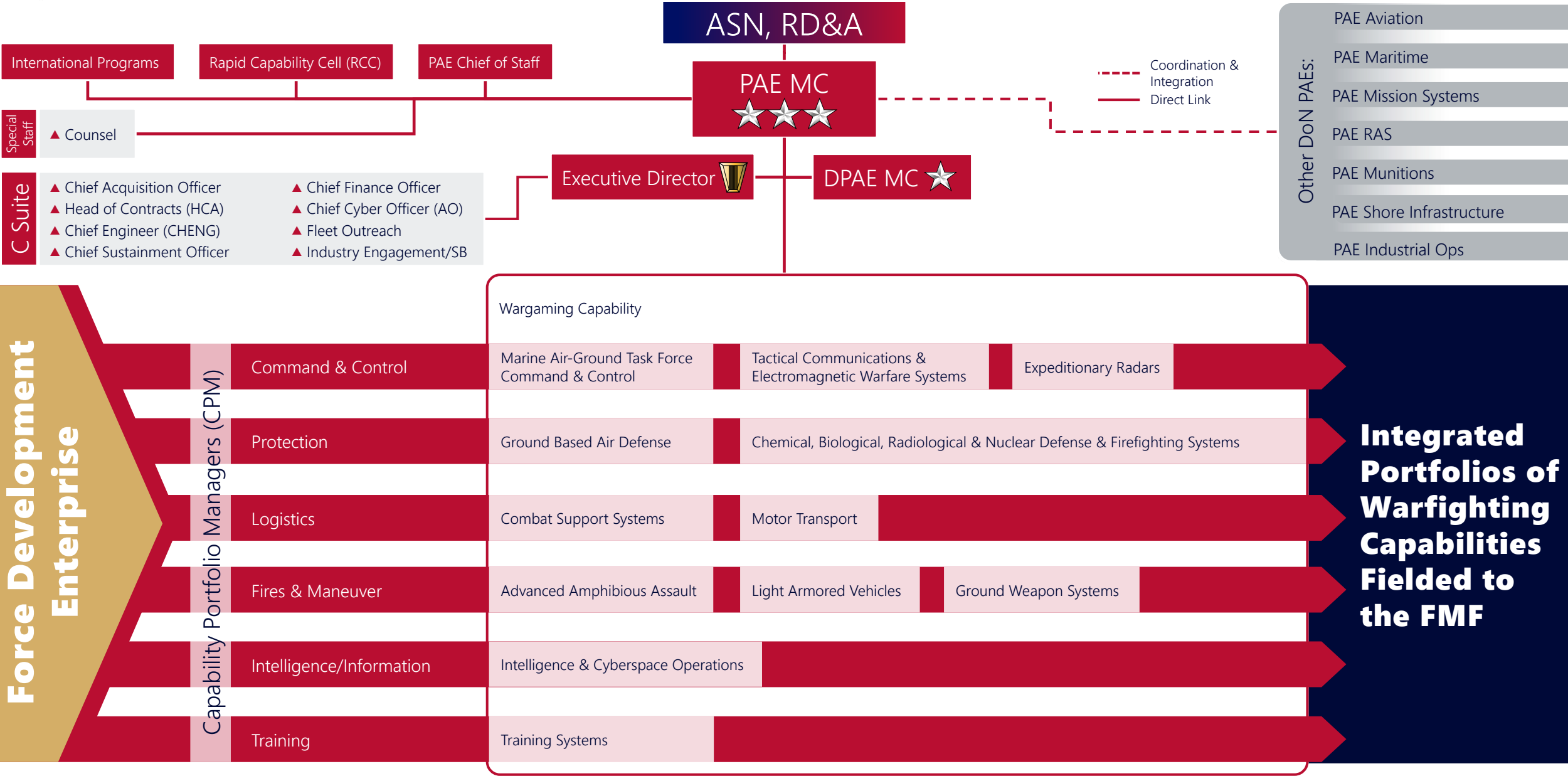
Key Tenets of PAE MC:

- ▲ Capability Portfolio Management (CPM): Align related capabilities as portfolios that cross-cut through the USMC FDE to inform integrated acquisitions decisions from force design to capability divestment.
- ▲ Mission Engineering & Modeling/Simulation: Apply mission-level analysis to inform capability requirements, portfolio trade decisions, and acquisition strategies.
- ▲ Expanded role of MCSC: Workforce provider for the entire USMC FDE (people, processes, tools, training) and performing acquisitions enabling functions across multiple PAEs with USMC equities.
- ▲ Identify Risk Early: Articulate, mitigate, elevate, and accept risk (programmatic / operational) at the right level.

CAPABILITY PORTFOLIO MANAGEMENT LINKS ALL FUNCTIONS OF THE FDE TO ENSURE RAPID DELIVERY OF CAPABILITIES TO THE WARFIGHTER



PAE MARINE CORPS ALIGNED BY CPM





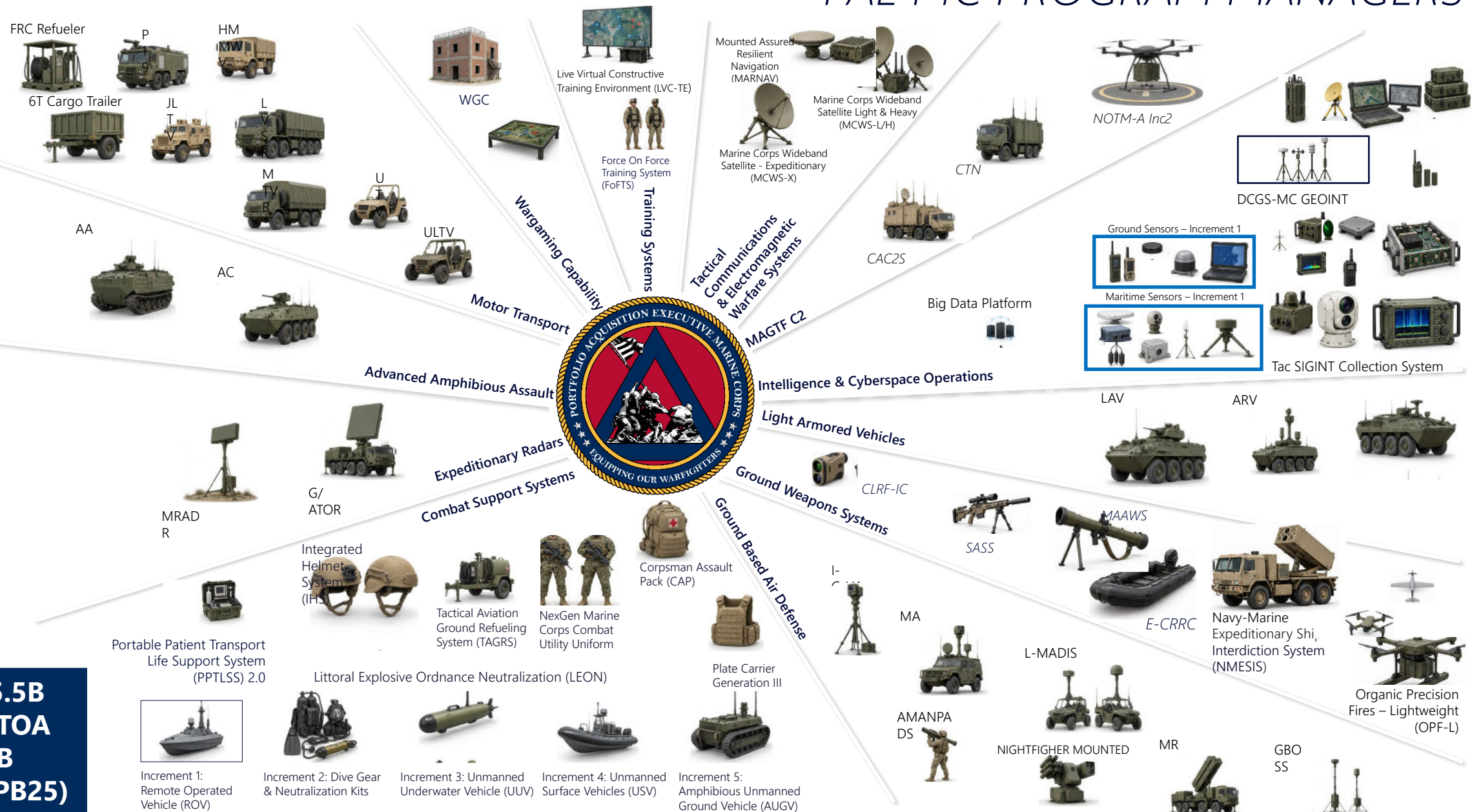
CAPABILITY PORTFOLIO MANAGERS

The CPMs are the orchestration layer of the Force Development Enterprise. They are defining the future vision of each capability portfolio to include critical operational outcomes.

Capability Portfolio	Capability Portfolio Manager (CPM)	PAE Alignment	Email	Phone
Force Integration	BGen Timothy S. Brady Jr.		timothy.s.brady@usmc.mil	703-432-8316
Force Integration - Deputy	Mr. David Bardorf		david.g.bardorf.civ@usmc.mil	703-784-4916
Intelligence	Col Eric Tee	PAE Marine Corps	eric.p.tee.mil@usmc.mil	703-784-6194
Intelligence - Deputy	Mr. John Crane	PAE Marine Corps	john.j.crane@usmc.mil	703-784-2193
Fires & Manuever	Col Benjamin Harrison	PAE Marine Corps, PAE Munitions	benjamin.b.harrison@usmc.mil	703-784-3297
Fires & Manuever - Deputy	Mr. Chris Woodburn	PAE Marine Corps, PAE Munitions	christopher.woodburn@usmc.mil	703-784-6176
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Logistics and Sustainment - Deputy	Mr. Shane Long	PAE Marine Corps, PAE II	shane.long@usmc.mil	703-784-1498
Command and Control	Col Jeffrey Pattay	PAE Marine Corps, PAE Mission Systems	jeffrey.b.pattay@usmc.mil	703-432-6228
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Maritime Expeditionary Warfare	Mr. Shon Brodie	PAE Maritime	shon.brodie@usmc.mil	703-784-6684
Robotics & Autonomous Systems	Col Carlos Flores	PAE Robotics & Autonomous Systems	carlos.flores1@usmc.mil	571-254-7326
Training	Col Jarrod Soutenborough	PAE Marine Corps	jarrod.w.stoutenborough.mil@usmc.mil	703-784-0115



PAE MC PROGRAM MANAGERS



TOA \$35.5B
PAE MC TOA
\$27.3B
FY25-29 (PB25)



PAE MC AUTHORITIES & ACCOUNTABILITY

- ▲ Single accountable official with Milestone Decision Authority, Head of Contracting (HCA) Authority, Capability Trade Council (CTC) Chair, and Technical Authority
 - ▲ Reduces cycle time to get decisions
 - ▲ Accelerates procurements
 - ▲ Prevents delayed fielding by making rapid, unified decisions on engineering feasibility versus schedule
-
- ▲ Unity of Effort. PAE MC links the demand signal (Force Design blueprint and resulting requirements) directly to solutions (acquisition and contracting) under a single accountable leader
 - ▲ Informed decisions based on fleet realities, Science & Technology (S&T) pipelines, and commercial industry capabilities

CONSOLIDATING AUTHORITIES TO INCREASE VELOCITY FROM CONCEPT TO THE FLEET MARINE FORCES



PAE MC EXECUTION PRINCIPLES

▲ **Relentlessly Drive Schedule:**

Structure programs for aggressive, iterative capability delivery.

▲ **Mission Outcomes:**

Value mission outcomes over cost, schedule, and performance.

▲ **Challenge Roadblocks:**

Recognize and rapidly elevate and mitigate barriers. Speed fielding of warfighting capabilities.

▲ **Identify Risk:**

Articulate and accept risk early at the right level.

▲ **Enforce Modular Open System Architecture:**

Break vendor lock, drive competition, build resilient supply chain.

▲ **Cyber Resiliency:**

Embed cyber resiliency into programs from the outset.



C-UAS & C-UxS PRIORITY TECHNOLOGY AREAS



Lethality & Defeat

- Small-arms ammunition paired with OWL tracers and Auto Target Recognition (ATR).
- Frangible rounds across calibers; loitering high-power microwave (HPM) effects such as MORFIUS.



Platform Integration

- Vehicle deployment kits and C-UAS payloads integrated on unmanned ground vehicles (UGVs).
- Low-SWaP, “fire-and-forget” solutions for expeditionary employment.



Battle Network & IFF

- Integrate C-UAS awareness into ATAK for dismounted Marines.
- Robust UxS Identification Friend or Foe (IFF) infrastructure to protect friendly unmanned systems.



Swarm Control

- Leverage SBIR technology (SAIPAN AR PNT) to control UAS swarms executing C-UAS missions.
- Enable distributed, autonomous control at the tactical edge.



S&T FOCUS

Maritime and ground autonomy to scale maneuver, logistics, breaching, and human-supervised robotic operations.

PRIORITY TECHNOLOGY AREAS



Maritime USVs

01

- Expand SHARC USV mission sets: ASW, precision/long-range fires, mine laying, EW, C4ISR, CASEVAC, contested logistics, and beaching/breaching.
- Develop Heavy Lift USVs: optionally manned, attritable, 30k lb payloads, >1,000 nm range, >20-knot speed, and low signatures to support amphibious landings.



Ground UGVs & Appliques

02

- Develop autonomy appliques for rapid integration with existing vehicles such as ULTV.
- Field semi-autonomous / assisted driving for challenging environments, including ACV operations in the surf zone.



Autonomous Breaching & Engineering

03

- Replace legacy MICLIC with autonomous clearance and neutralization systems for land, surf zone (SZ), and very shallow water (VSW).
- Develop lightweight, autonomous expeditionary construction and material-handling systems.



Policy Shift

04

- Transition toward "Man-On-the-Loop" rather than "Man-In-the-Loop" for autonomous prosecution.
- Scale capabilities without requiring a proportional increase in end-users.



S&T FOCUS

Operational AI to improve targeting, decisions, manufacturing, maintenance, and trusted software delivery across the force.

AI TECHNOLOGY AREAS



Sensor Fusion & Targeting

01

- Fuse sensors and C2 data (e.g., Minotaur) using AI/ML.
- Deliver rapid, accurate Auto Target Recognition (ATR) and targeting solutions.



Decision Support

02

- Deploy advanced cognitive aids and automated decision-support tools.
- Accelerate synchronized decision-making across echelons.



AI for Additive Manufacturing

03

- Create AI tools to streamline AM development.
- Enable TDP ingestion, reverse engineering, material selection, and weight reduction.



Condition-Based Maintenance (CBM+)

04

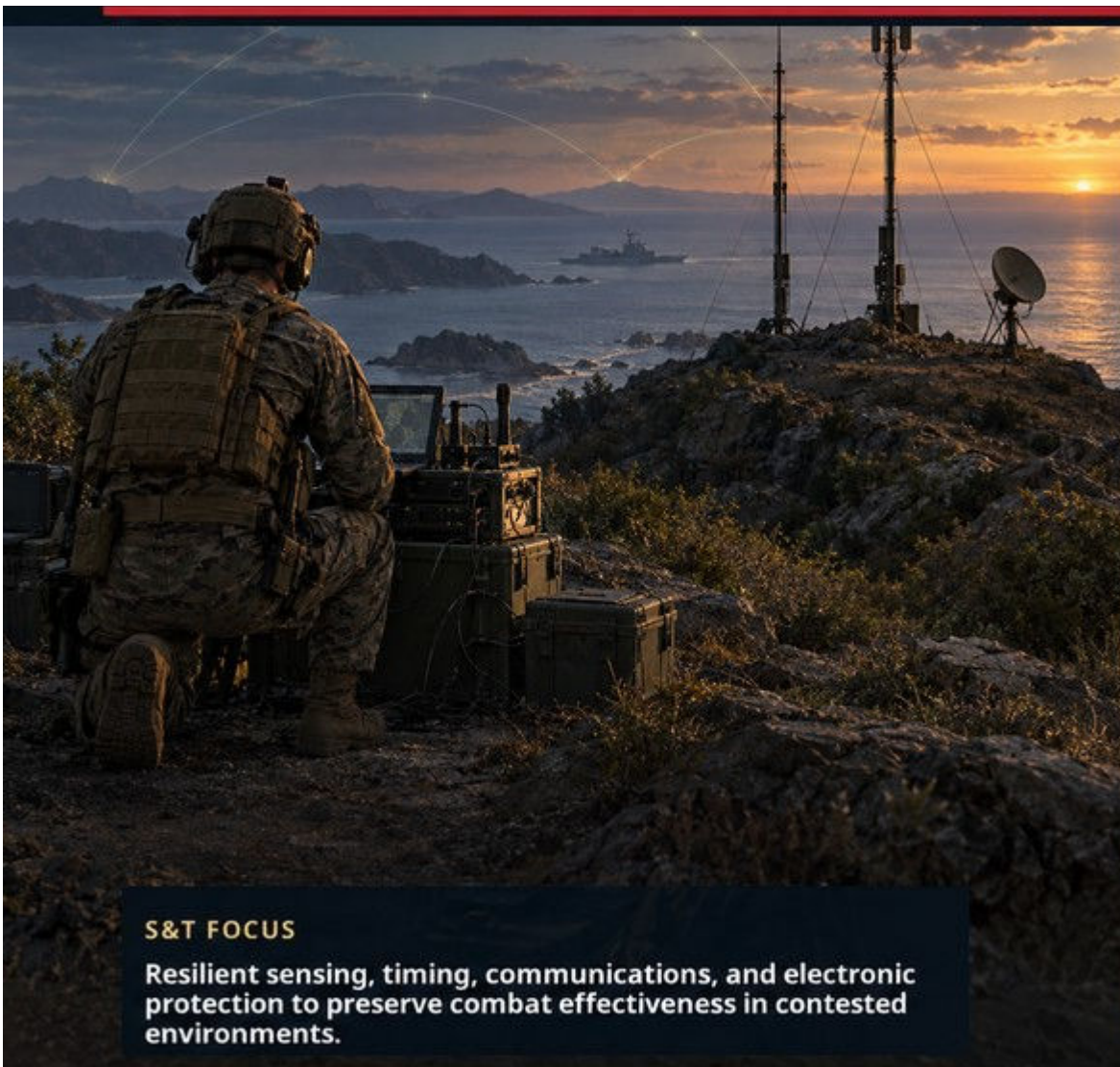
- Leverage AI analytics to optimize fleet maintenance.
- Improve readiness, diagnostics, and sustainment decisions.



Software Pipeline

05

- Implement an AI/ML DevSecOps pipeline.
- Support continuous Authority to Operate (ATO).



S&T FOCUS

Resilient sensing, timing, communications, and electronic protection to preserve combat effectiveness in contested environments.

EW AND PNT TECHNOLOGY AREAS



Assured PNT

01

- Prioritize non-GPS alternate PNT, including Project Cygnus.
- Advance timing architectures: Tactical Oscillators, Miniature Atomic Clocks, and Optical Clocks.



Modular Open Systems

02

- Adopt CMOSS chassis for modular, plug-and-play insertion of EW, communications, and aPNT capabilities.
- Transition toward EW software specialty apps running on standard hardware instead of vendor-locked physical solutions.



Communications

03

- Develop LPI/LPD/LPG/LPE tactical data and voice networks.
- Enable extended-range BLOS non-SATCOM transmission systems and improved underwater communications for SZ/VSW operations.



Critical Subsystem Shielding

04

- Harden motors, generators, batteries, and other vital components against directed energy and cyber threats.
- Develop wide-bandwidth EW/EA with reduced electromagnetic signatures.



S&T FOCUS

Expeditionary power, edge engineering, tactical manufacturing, and modular lethality to sustain distributed operations.

EXPEDITIONARY LOGISTICS, LETHALITY & POWER TECHNOLOGY AREAS



Power & Sustainment

01

- Develop modular nuclear power generation.
- Establish exportable/organic power solutions: high-capacity lightweight batteries, expeditionary solar/wind, and tethered drones that export power.



Expeditionary Engineering

02

- Develop a 120V single-phase portable nitrogen generator.
- Design a Lightweight Deployable Secure Shelter-Scalable (LDS3) accredited for SCIF/SAPF use.



Tactical Manufacturing & Materials

03

- Deploy chemically resistant flexible resins.
- Enable 3D printing of energetic materials at the tactical edge.



Lethality Enhancements

04

- Develop modular, 'Lego-block' Common Launcher Tubes (CLTs) for multiple missiles/rockets.
- Create a lightweight, packable Bangalore equivalent to legacy systems.

QUESTIONS?

