



USMC AVIATION

“ADVANCING AND SUSTAINING WARFIGHTING CAPABILITIES”

LtCol Jack Abate
HQMC ASL



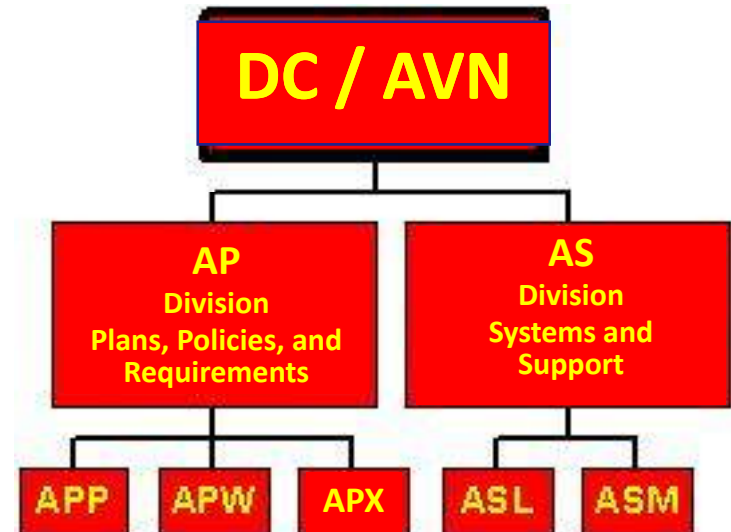
Deputy Commandant for Aviation (DC/A)

“Assists CMC in planning and coordinating staff activities on all matters related to

- Organization*
- Equipment*
- Manpower*
- Training*
- Support*

of Marine Corps aviation units and installations;
 advises the CMC on systems acquisition and Joint matters related to aviation;
 ensures Marine Corps aviation supports Expeditionary Maneuver From the Sea *AND* is aligned with the overall Naval Aviation Program.”

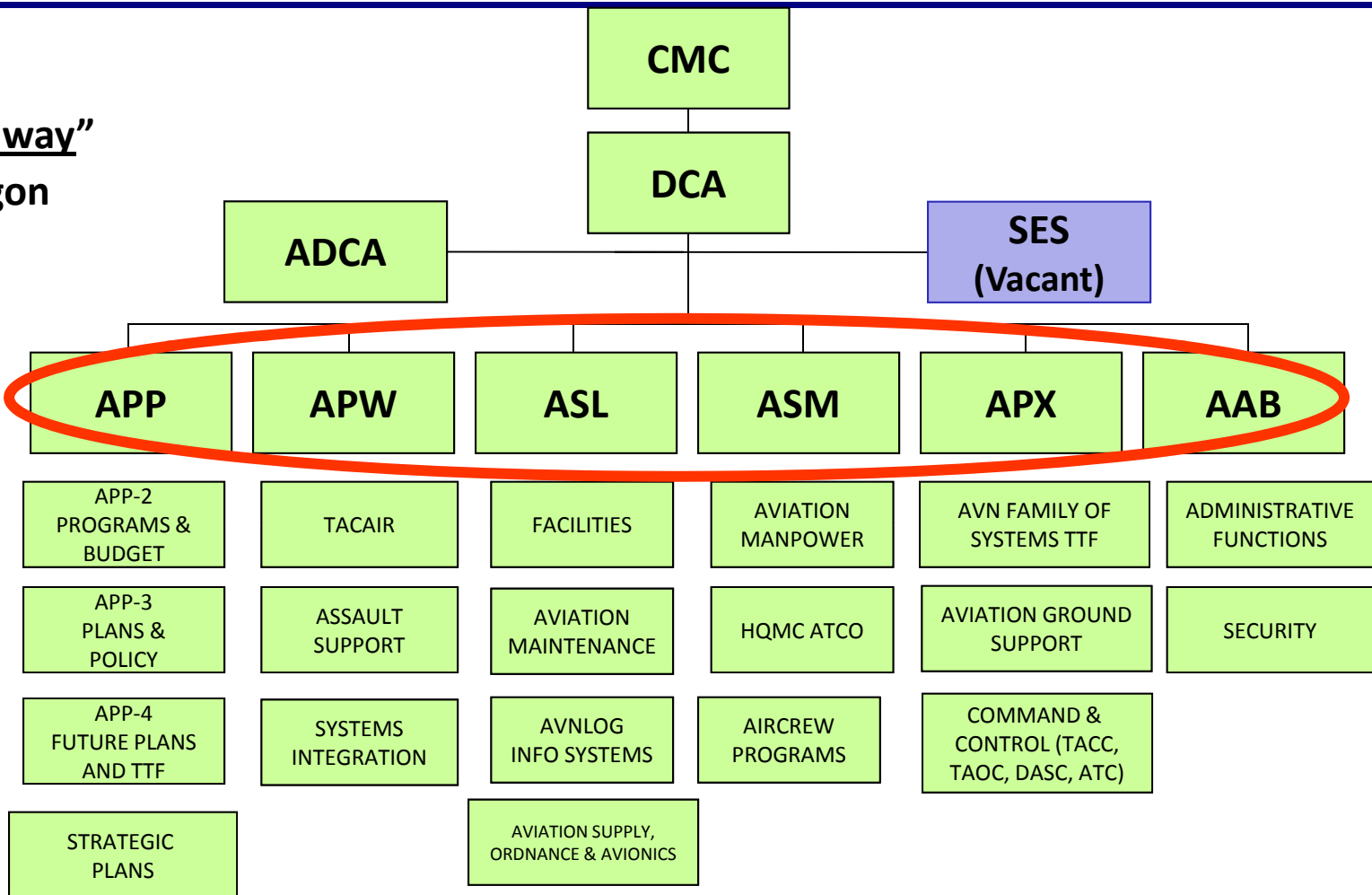
DC/A runs Marine Aviation





HQMC Aviation Organizational Chart

**“The Hallway”
Pentagon**

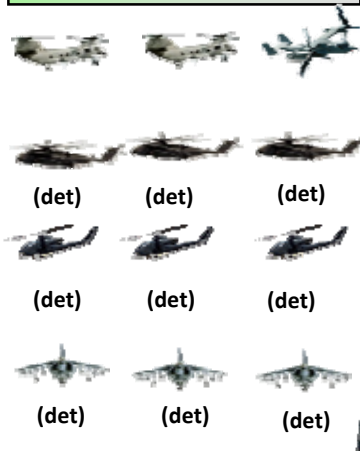


Advise and represent the DCA on all aviation-related programs



Current Operational Commitments

OEF	MEU (31 st , 22 nd , 13 th)	UDP	TAI/Fwd Deployed
-----	---	-----	------------------



4 CH-53E
CJTF-HOA

= 23 (37%)

Squadrons supporting deployments

OEF	MEU (15 th *, 11 th)	UDP	TAI/Fwd Deployed
-----	---	-----	------------------



Total Deployed or Next to Deploy

= 20 (32%)

Squadrons in Work-Up

2011 Marine Aviation Tactical/Flying Active Duty = 62 Squadrons



Marine Aviation Transition



Today

End State

KC-130 T/J



KC-130J

CH-46E



MV-22B

UH-1N
AH-1W



UH-1Y
AH-1Z

ISR Services
SHADOW



STUAS
Group-4

CH-53E
CH-53D



CH-53K

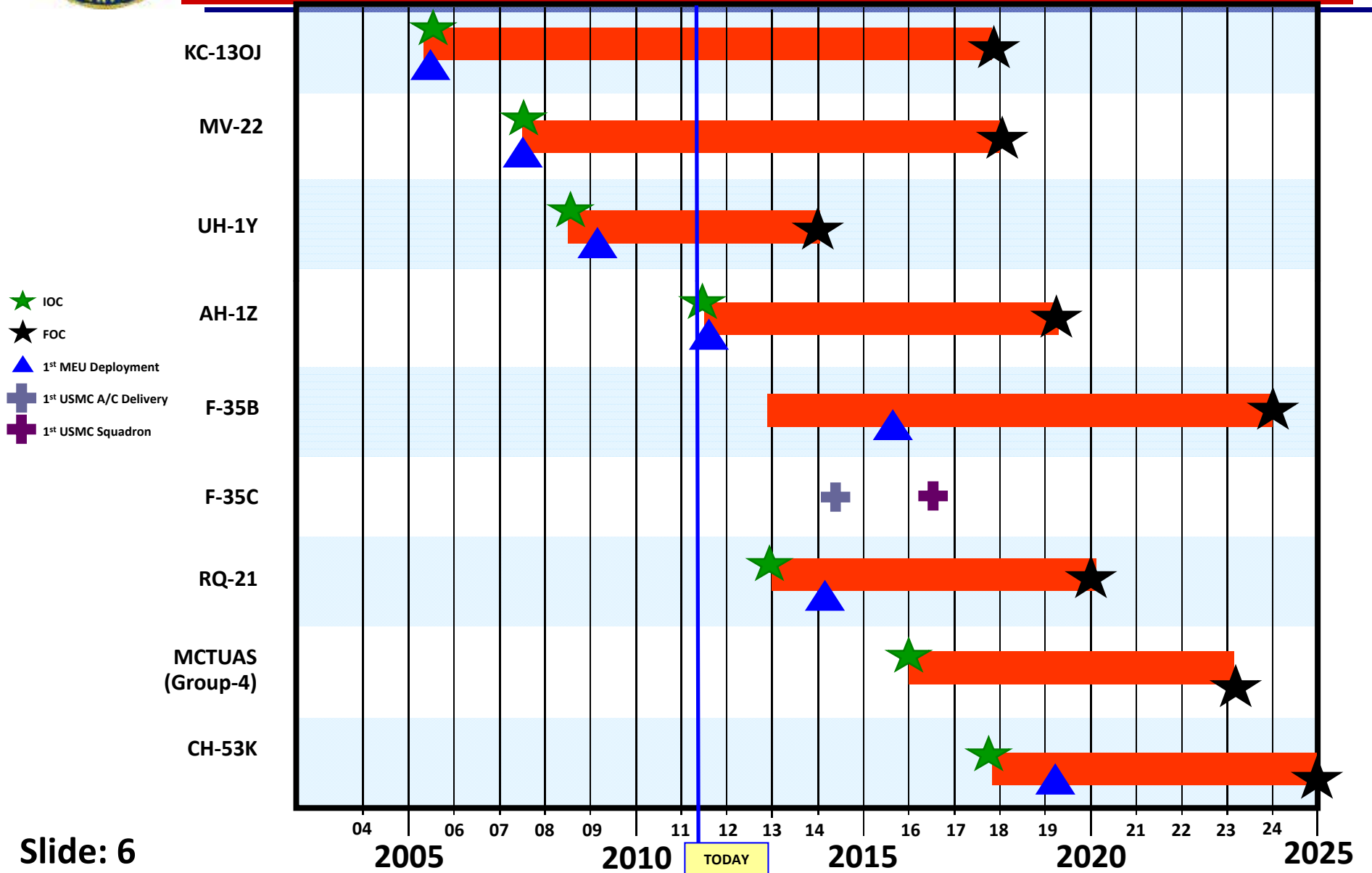
F/A-18
AV-8B
EA-6B



F-35B JSF



Program IOC / FOCs





Fighting the Campaign



Utilization rate 2.2 X WSPD

For each year that an HMH is committed to OCO/HOA, each of its aircraft uses 2.2 years of aircraft life



Utilization rate 2.6 X WSPD

For each year that an HMLA is committed OCO, each of its aircraft uses 2.6 years of aircraft life



Utilization rate 1.4 X WSPD

For each year that an VMM is committed to OCO, each of its aircraft uses 1.4 years of aircraft life



Utilization rate 1.1 X WSPD

For each year that a VMA is committed to OCO, each of its aircraft uses 1.1 years of aircraft life.



Utilization rate 2.9 X WSPD

Each year, the two VMFAs committed to OCO/TAI utilize 2.9 years of aircraft life for each aircraft.



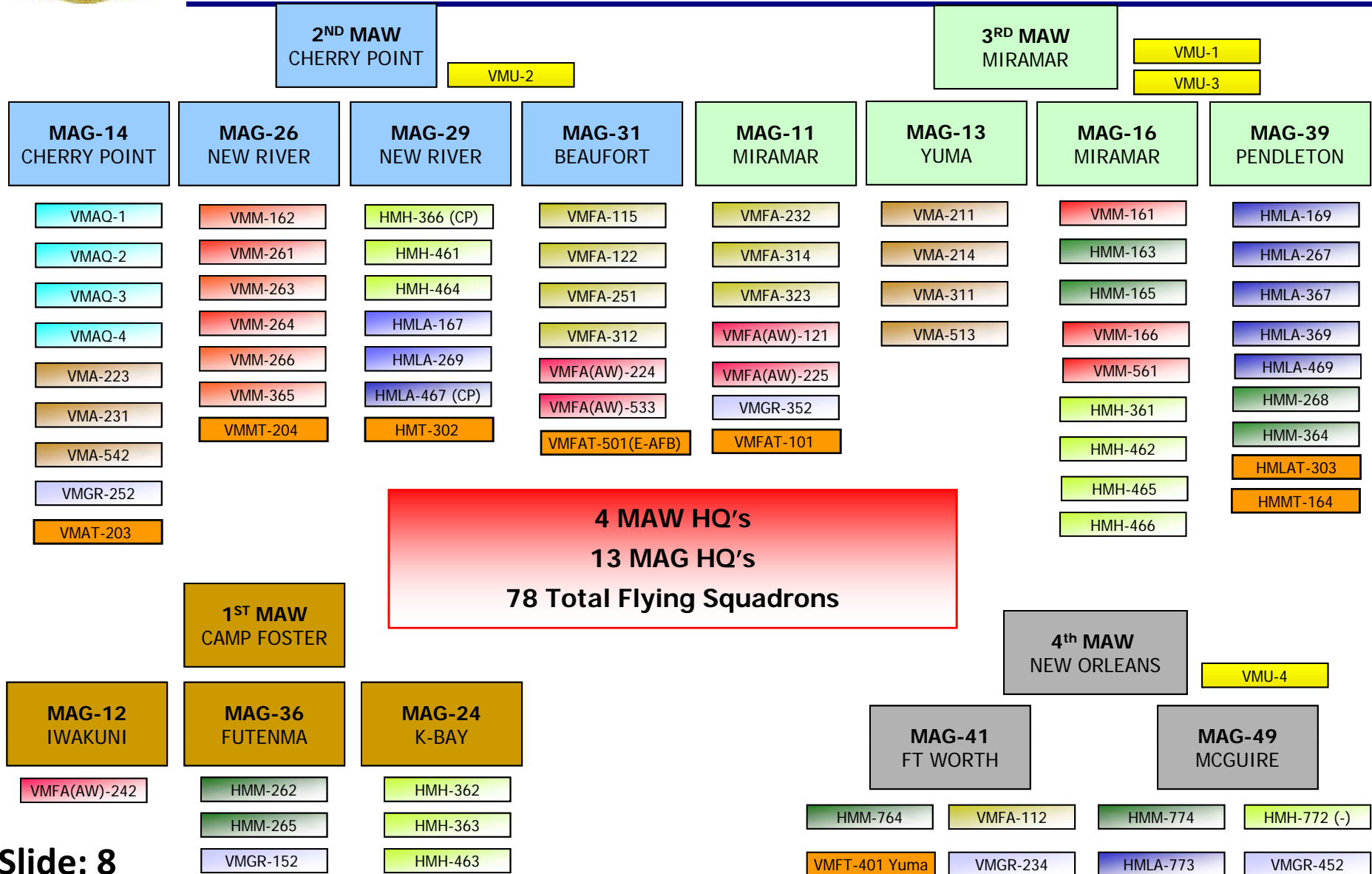
Utilization rate 3.4 X WSPD

For each year that a VMAQ is committed to OCO, each of its aircraft uses 3.4 years of aircraft life

Measuring engagement: the cost and the value

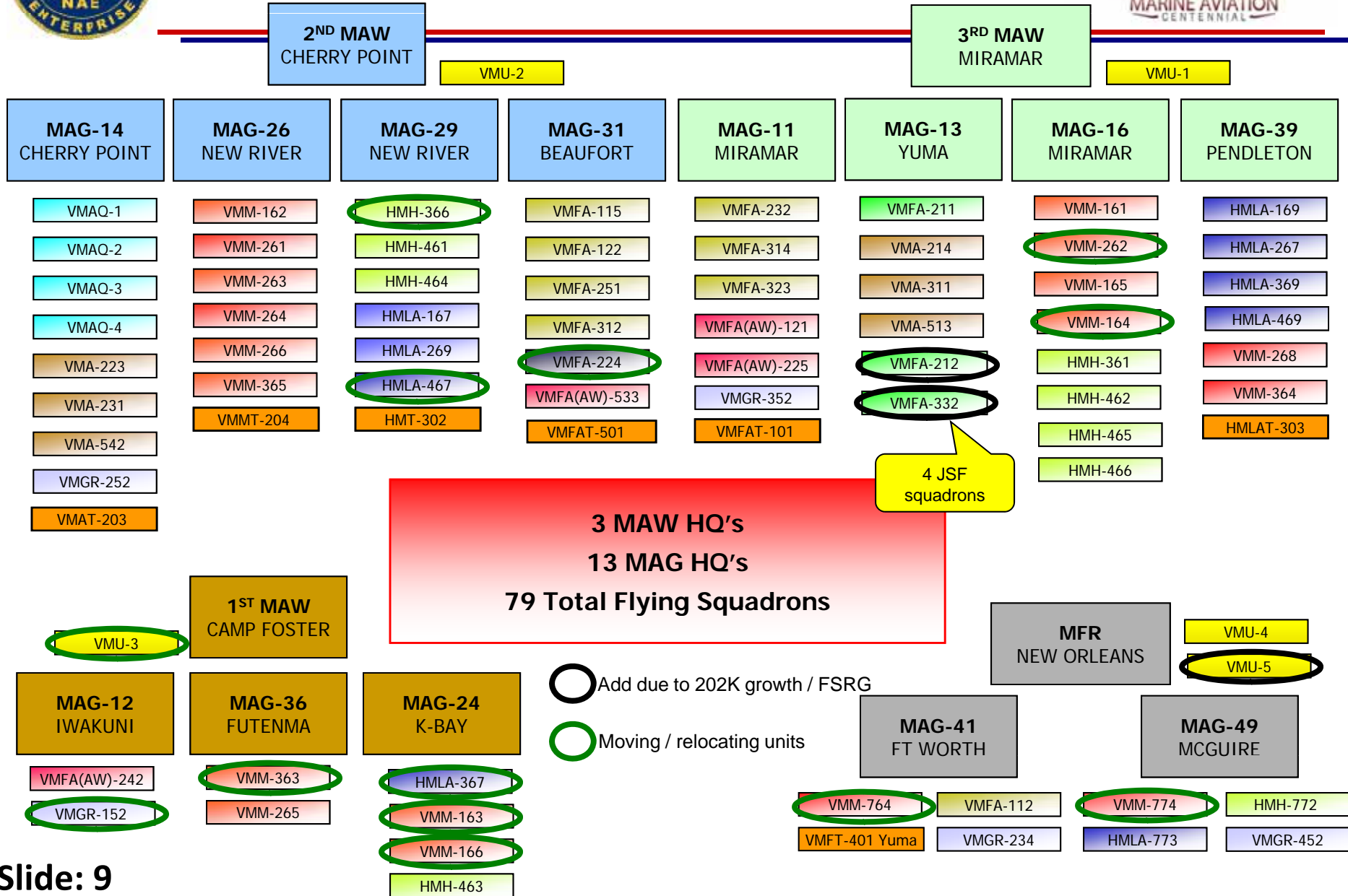


Aviation Combat Element 2011





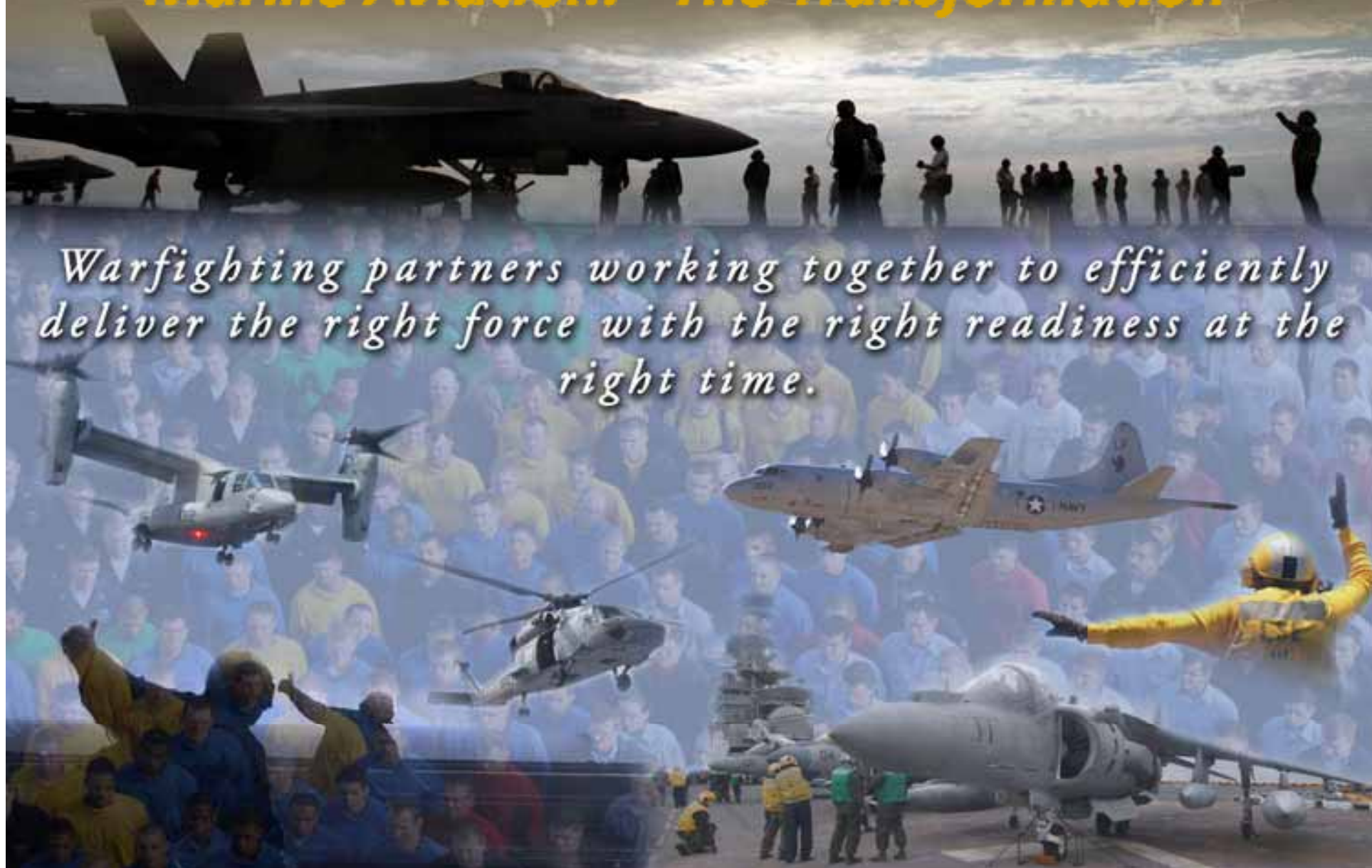
Aviation Combat Element 2016



NAVAL AVIATION ENTERPRISE

Marine Aviation: "The Transformation"

Warfighting partners working together to efficiently deliver the right force with the right readiness at the right time.





Situation

- **Experiencing Most Conservative Fiscal Environment**
- **Naval Aviation Costly & Marine Aviation is 40% of Naval Aviation**
- **Maintaining Future Combat Readiness Requires Efficient and Effective Resource Utilization – Readiness is Not a Pretense to Justify Wasteful Behaviors**
- **Current Readiness (CR) Process Within the NAE Provides Framework for Addressing Readiness Issues Within Each Type/Model/Series (TMS)**
 - Given Financial Constraints, can Still Maintain High State of Readiness by:
 - Operate Efficiently; Ensure Affordability
 - Share Successes / Best Practices Across Enterprise
 - Obtain Help from Enterprise
- **Marine and Navy Aviation Structured Differently, but Can Learn from Each Other's Success & Challenges**

USMC Will Not Be Wasteful Under Pretext of Preserving Operational Effectiveness



USMC Aviation: 'In Transformation'



BLUF

- ❖ **Understanding the Journey**
- ❖ **Sustain Gains**
- ❖ **Implement Tools**
- ❖ **Focus on Completing and Sustaining Transformation**



Understand the Journey



Challenges

- Wide Spectrum of Performance and Engagement at All Levels
- Education and Preparation for Leaders Required
- Activities Require Focus and Alignment
- Engagement of Key Leaders Requires Balance
- Efforts not Owned and Sustained; Transformation Ongoing
- Communication Up, Down, and Across Can Be Improved



'The Enterprise Journey'

Making a Difference? *Yes*

❖ Recovered unfunded flight hours for training (\$33M)

- ✓ Efficiencies recovered more than 6,100 hours within the OP-20 budget
- ✓ At a nominal \$5500/FH, this created more than \$33M in training opportunities

More training time airborne

❖ Arrested growth in CPH rate

- ✓ 1999 -2003: average growth rate was \$303/hour/year
- ✓ 2003 -2008: average growth rate was -\$55/hour/year
- ✓ 2008 -2009: average growth rate was \$158/hour/year

More money for parts, equipment, labor and fuel

❖ MV-22 Most Recent Success

- ✓ 26% Cost Reduction: \$11,651 CPH in FY10 to \$9,670 CPH in Feb 11

❖ Reduced USN / USMC aircraft RFT gap

- ✓ USN: 7.5% in Oct07 to 6.2% in Oct08 and to 6.3% Sept 10 (absent P-3C R/S)
- ✓ USMC: 33% in Nov07 to 25% in Jun08 to 19% in Mar 11

More shadows on the ramp

❖ Developed Maintenance Personnel Readiness metric

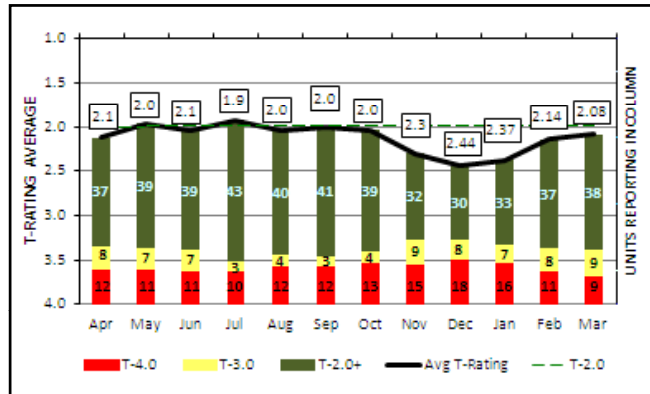
- ✓ Measures certifications and qualifications even to the detachment level, truly reflecting a unit's maintenance personnel overall readiness

Better trained, more qualified workforce to meet any mission

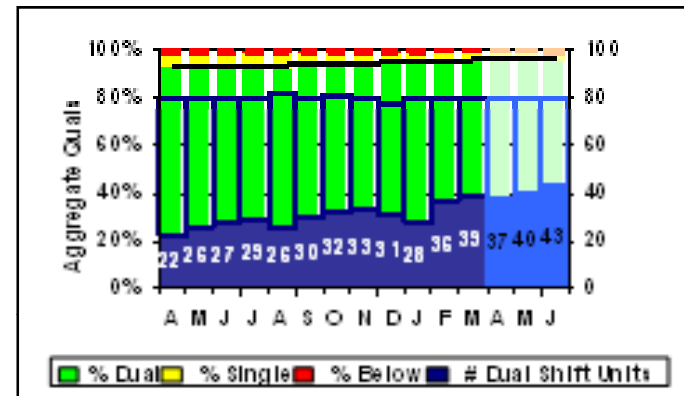


USMC TOP 5

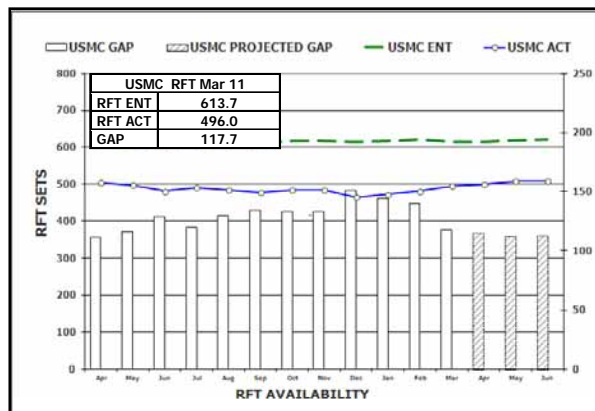
(All TMSs)
(Cost: All USMC)
Mar 11 Data



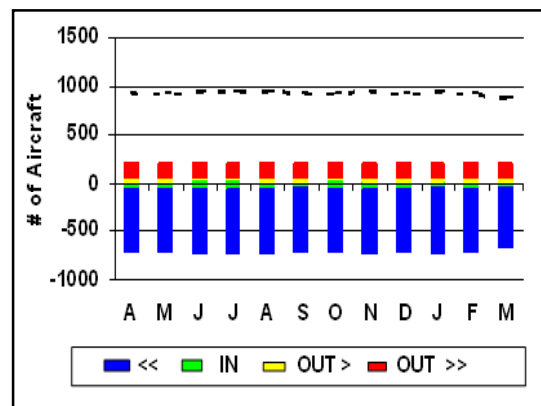
T- RATING



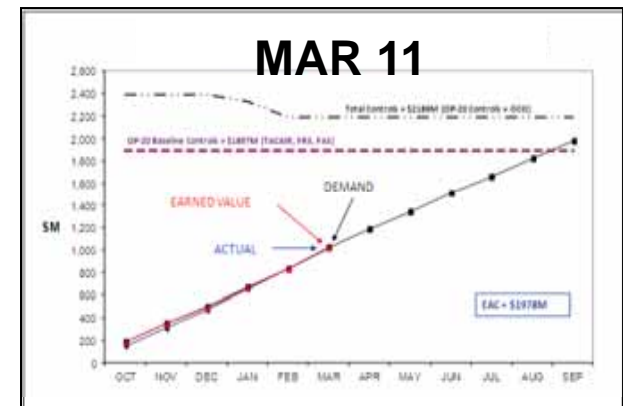
MAINTAINER CORE COMPETENCY



RFT AVAILABILITY



AIRCRAFT LIFE MANAGEMENT



COST PERFORMANCE



'The Transformation'

- **CPI Organizational Level Squadrons throughout Marine Corps (AIRSpeed Prep)**
- **End-To-End AIRSpeed Implementation Across Marine Corps Squadrons**
- **Implement Leadership Strategy Process (LSP) Where and When Applicable**
- **Own, Focus, and Align CR Support Activities**
 - **Standardized MALS Metrics Specifically Aligned to Flight Line**
 - **Implementation of Focus Area Metrics Across All TMS'**
 - **Successes Replicated across Enterprise**
- **Advance and Sustain with MALSP II**
- **Recognize, Institutionalize and Sustain Enterprise Successes**
 - **Recognize & Replicate**



'Tools In Use'

End-To- End (E2E)

Leadership Strategy Process (LSP)

TMS Focus Areas & MALS Metrics

MALSP II



Understanding CR "Throughput"

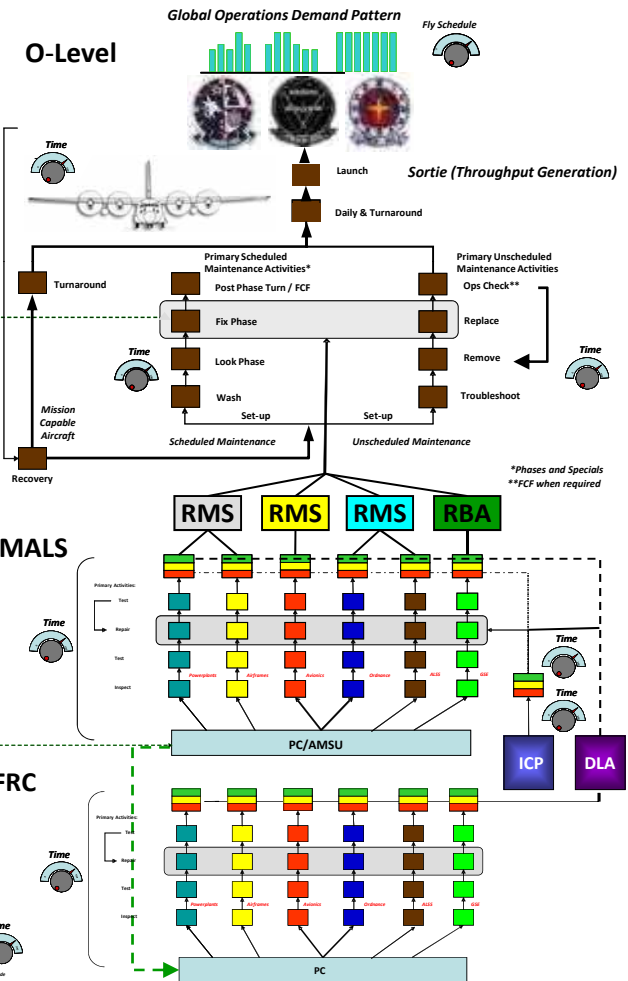
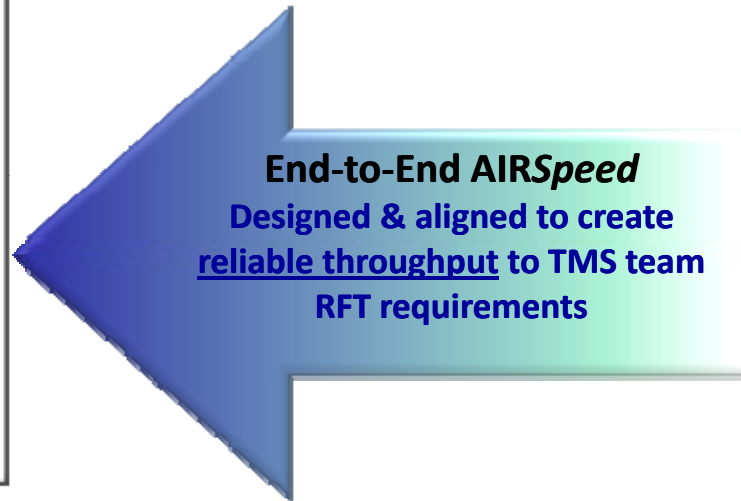


Understand the Goal

Understand the System

Core Capable Unit
... with a global perspective

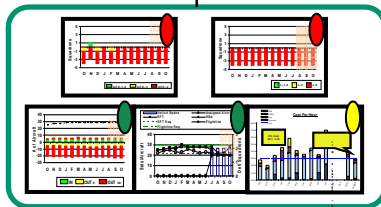
Squadron
12 Aircraft
42 Pilots [26 TPC/16 CP (T2P or T3P)]
36 Crew Chiefs
37 Loadmasters
6 Aircraft Detachment
20 Pilots [14 TPC/6CP (T2P or T3P)]
18 Crew Chiefs
19 Loadmasters
3 Aircraft Detachment
11 Pilots [6 TPC/5 CP (T2P or T3P)]
9 Crew Chiefs
9 Loadmasters



GOAL
 Core Capable Unit
 Global Perspective

Community Health
 Unit Readiness
 Goals vs. Actual (Variance)

USMC TOP 5 METRICS



Understand how the System is Measured

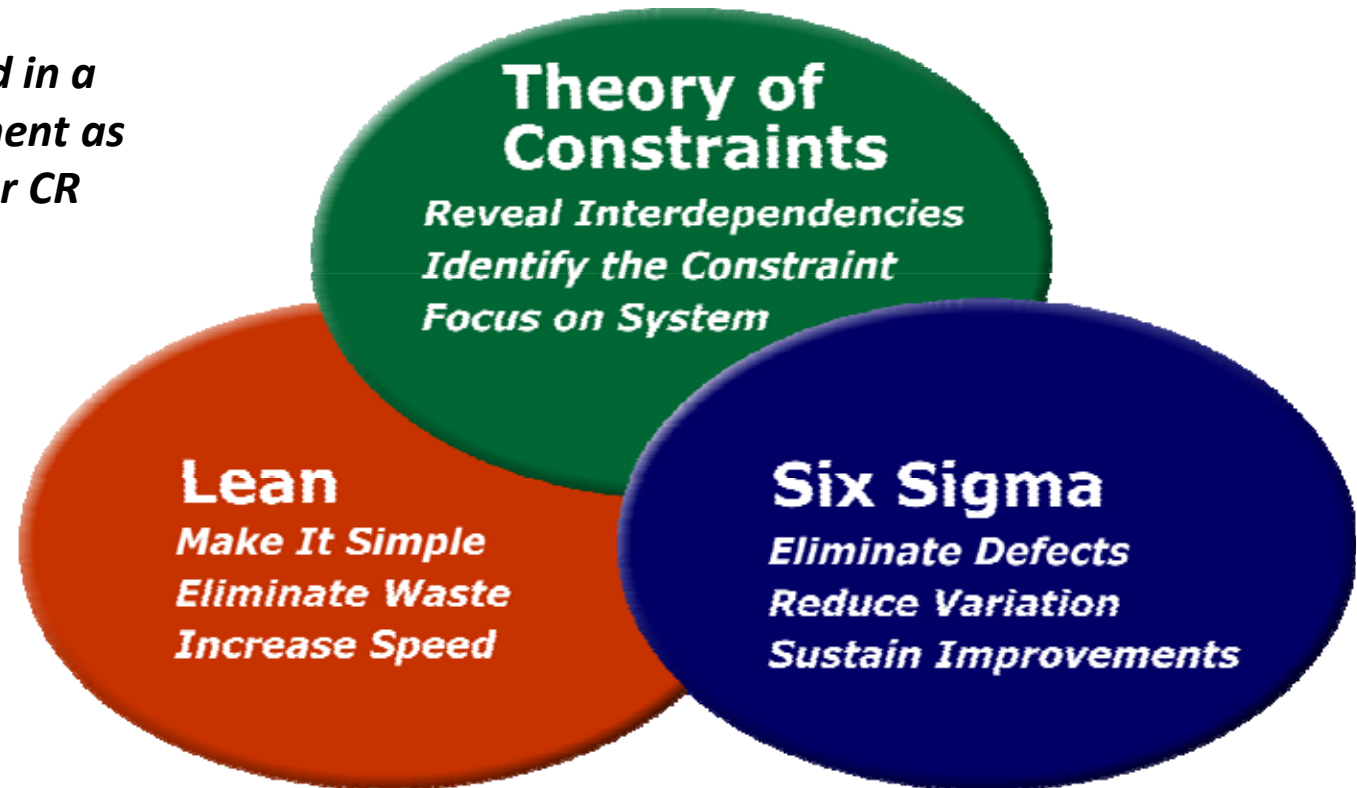


CR / E2E



Logical Progression of CPI – AIRSpeed

Integrated and applied in a logistics chain environment as the system enabler for CR



E2E Starts With Squadron Ops and Maint; Ends With FRC's, OEM 's and Supporting Agencies



E2E Basics

Expectation

An Operations - Maintenance Team with Cognitive Skills Needed to Perform Effective Time / Resource Management, In An Environment Characterized by Uncertainty and Resource Constraints – Sustained Warfighting Capability Focus

- **E2E Alignment is Center Piece to the Success of Marine Aviation’s Transformation Strategy**
 - **Focuses on What Inhibits Readiness**
 - **Examines Specific Process That Impact Sortie Generation at:**
 - **Aircrew Production**
 - **Flightline**
 - **Supporting Logistics Chain [Organizational – Intermediate – Depot (O-I-D)]**
- **Focused on TMS Throughput (Readiness Production / Top Five)**
- **Aligns Processes and Optimizes Performance at :**
 - **Organizational**
 - **Ops/Maintenance Interface, Aircrew Production Core, O-I Interface, Weapon System Availability and Reliability**
 - **Intermediate**
 - **Capability-Based Production, Reliable Replenishment of Mission Sets, Cost Gaps Analysis**
 - **Depot Levels/OEM**
 - **Induction of Retrograde Closely Aligned to Fleet Demand, Reliable Replenishment of Mission Sets**



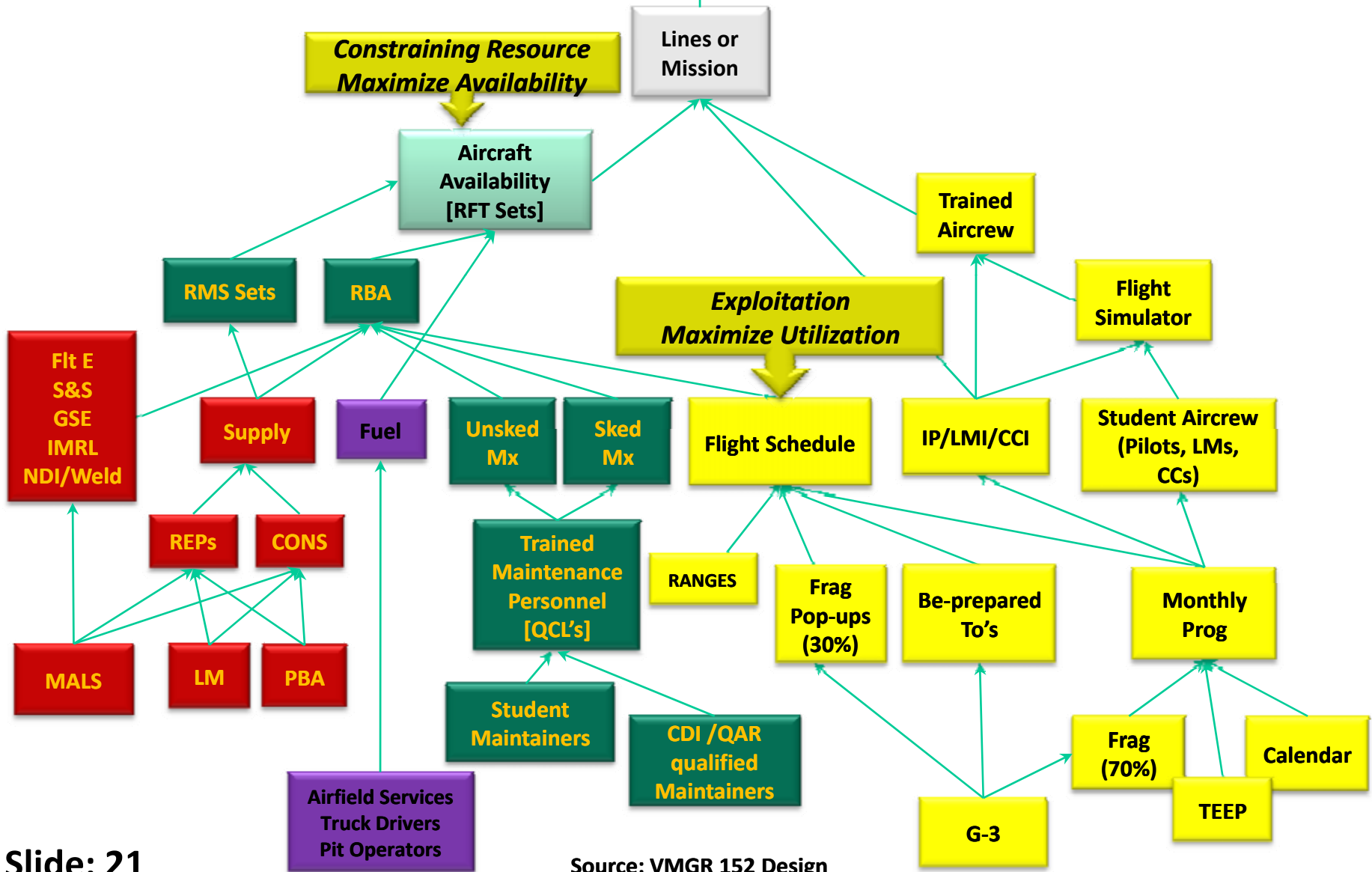
Achieving Readiness

A Series of Assembly Operations

Unit that is Mission Capable & Mission Ready

The Goal

- Operations
- Maintenance
- OMA/IMA
- External resources





'Tools In Use'

End-To- End (E2E)

Leadership Strategy Process (LSP)

TMS Focus Areas & MALS Metrics

MALSP II



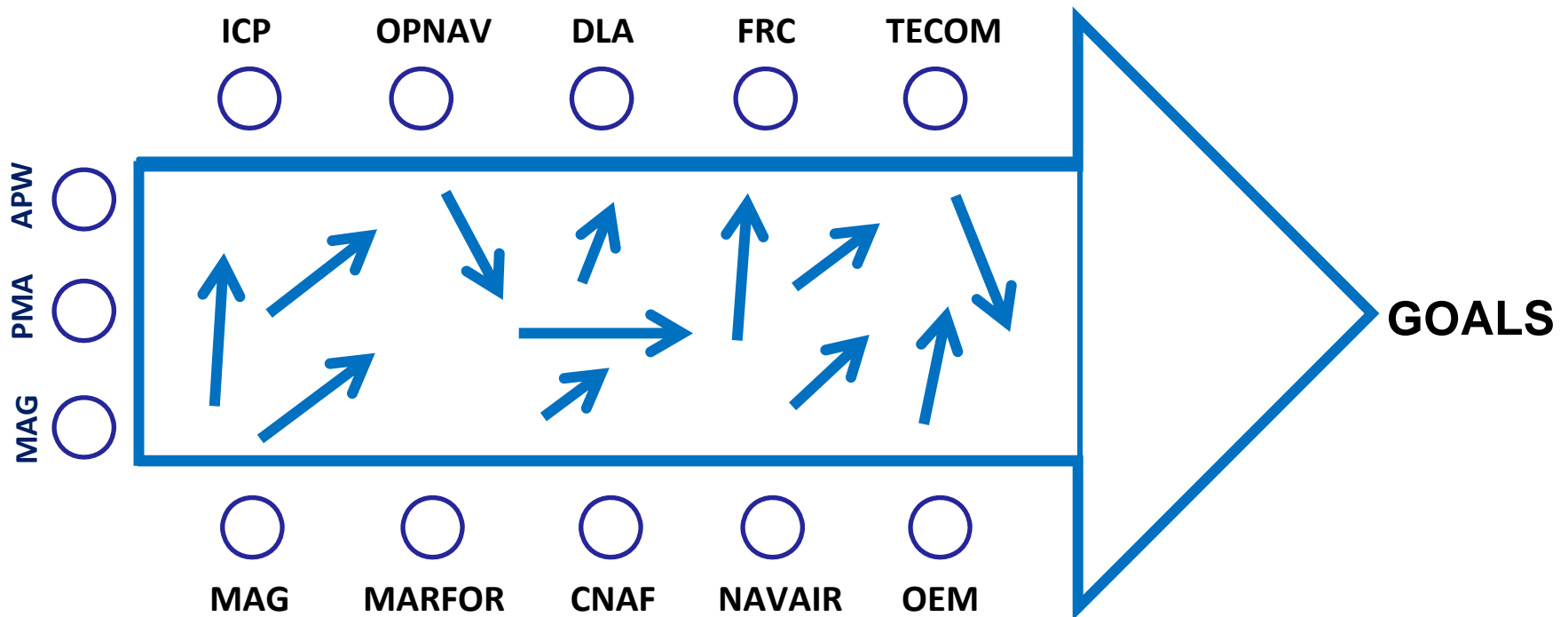
'LSP'



Leadership Strategy Process (LSP)

*Aligns and Leverages Essential Cross-Command Interdependencies Into an Integrated TMS Strategy
Owned, Led and Executed by the TMS Team*

'Before LSP Alignment'

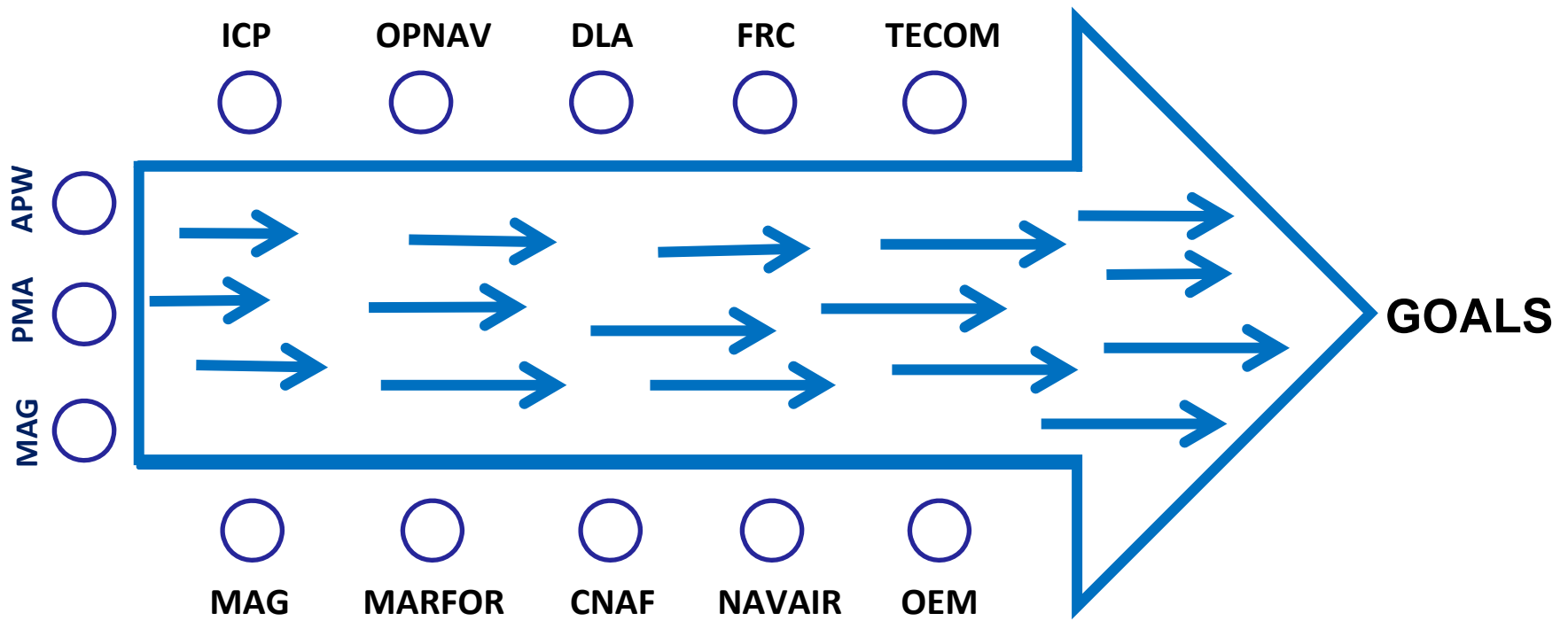




'LSP'



'After LSP Alignment'





'Tools In Use'

End-To- End (E2E)

Leadership Strategy Process (LSP)

TMS Focus Areas & MALS Metrics

MALSP II



'Focus Areas – Example'

AV-8B FY11 Focus Areas

Categories & Criteria	Standards				FY 2010	FY 2011		
					Averages	Oct	Nov	Dec
RBA / RFT								
TMB RBA Standard: 73.6	≥74	73.5	72-61	<60	64	65.6	65	66.2
FY 11 RFT Goal	>67	67-65	64-60	<60	60.2	60.2	60	62.7
RFI Engines - FY 11 =167	>167	166-161	160-154	≤153	165	162	160	158
FY 11 CORB Aircraft	<11	11 - 14 AC	15-17	>18	16.0	16.7	16.5	14.7
FY 11 FM	≤7 AC	7 - 8 AC	9-11 AC	>11 AC	7	8	8	7
MCOB/PMBBR	<2 AC	≤3 AC	>3 AC	>4 AC	5	7	7	6
Crash Damage	<2 AC	2 AC	3 AC	>3 AC	4	2	2	2
FY 11 FM 1 TAT Goal		121-150 Days	151-180 Days	≥181 days	165	159	136	135
FY 11 FM 2/3 TAT Goal		61-90 Days	91-120 Days	≥121 Days	94	89	79	110
In Reporting Aircraft								
FY 11 Goal	>95	95-92 AC	91-88 AC	> 83	90	89	90	91
In Reporting Non-RBA								
AKOIA/K7 Material goal	<10 AC	10 AC	11-14 AC	≥15 AC	13	13	12.2	12.4
Non RBA Maintenance	<12 AC	12 AC	13-17 AC	≥18 AC	9	8	7.5	8.8
FRL Funding								
\$25-30M per year for SCC and portion of readiness requirements		fully funded	99-80%	<80%				
T-Rating								
		T-2.0+	T-3.0	T-4.0		2.0	3.1	2.7
Flight hours per month								
0-200 hr pilot					9.6	11.7	10.5	10.1
201-500 hr pilot		≥14.9 hrs/mo	14.0-10 hr/mo	<9.9hrs/mo	15.1	13.6	10.0	12.7
>500 hr pilot					14.9	16.4	12.2	12.4

Focus Efforts on Reducing Barriers.....

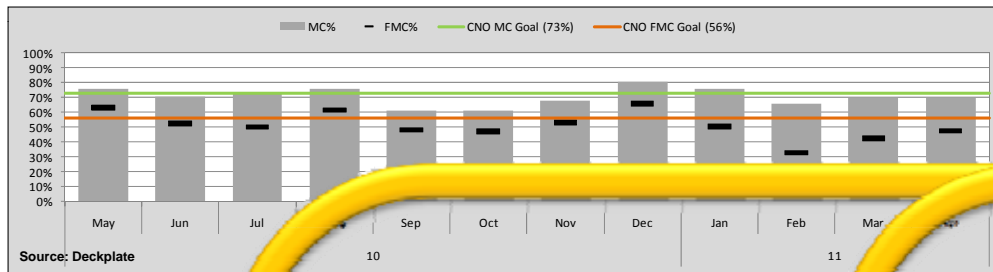
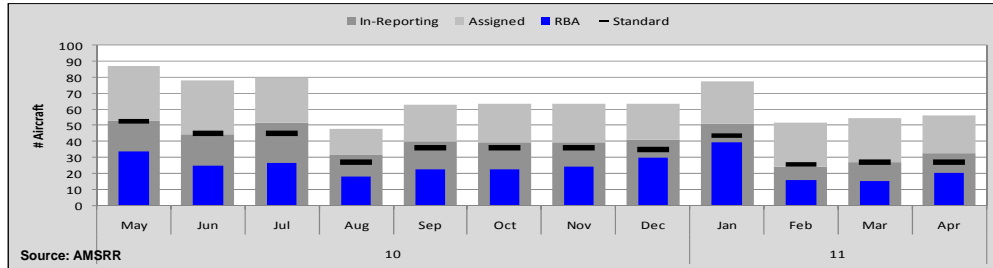


MALS Enterprise Metrics

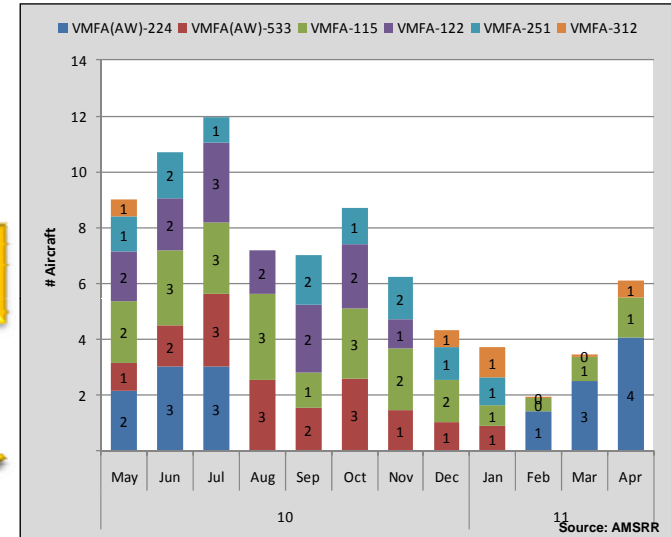
Monthly Metric Rollup – Top Tier



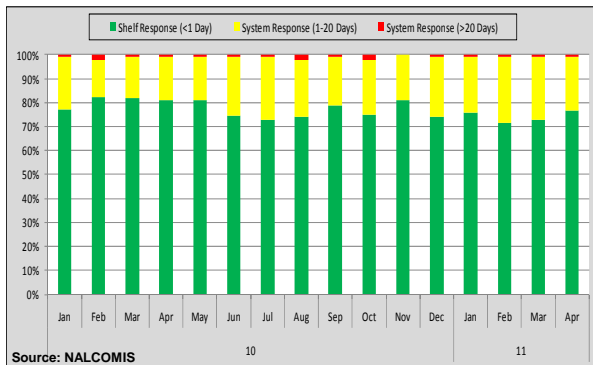
RBA - MC/FMC Aircraft Availability



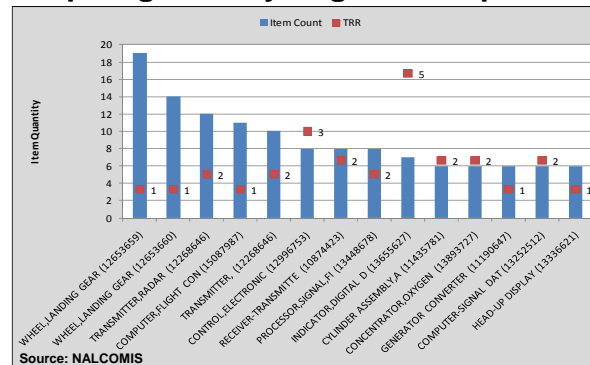
NMCS Aircraft



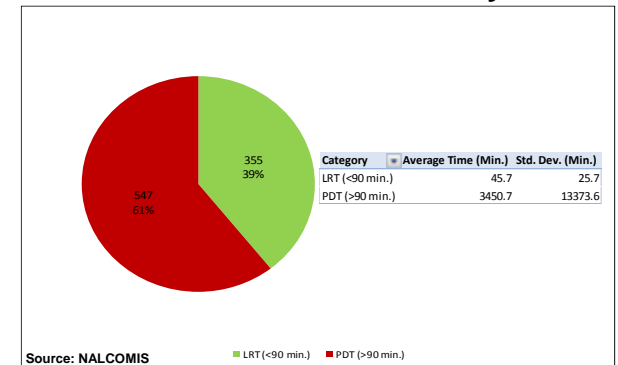
Hi-Pri JCN Effectiveness



Top Degraded by Flightline Impact



LRT/PDT Breakdown Analysis





'Tools In Use'

End-To- End (E2E)

Leadership Strategy Process (LSP)

TMS Focus Areas & MALS Metrics

MALSP II



MALSP II



Planning & Execution

People / Facilities

Rapid/accurate IT enabled Planning & Execution

Develop Tailored RESP (D - D+30)

Design/Establish nodal demand-pull logistics sustainment chain (>D+30)

Slide: 29

Maintenance & Supply Chain System

Operate in a time domain

Leverage transportation

Improve system responsiveness through E2E/CPI & collaboration

Selectively deploy maintenance capability and position assets to support buffers & TRR

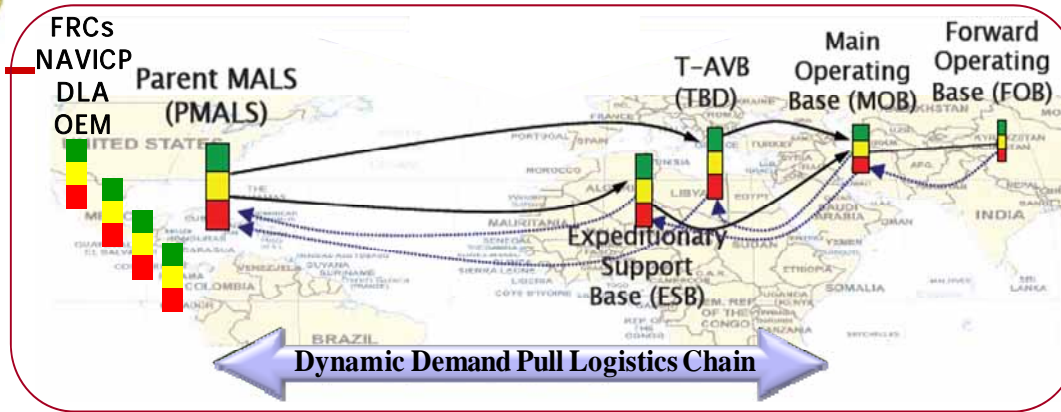
Redistribute footprint across nodal logistics chain

Reduce in-theater Acreage/Power requirement/Water/ Subsistence/ Force Protection

Reduce strat lift



MALSP II - E2E AIRSpeed EXPEDITIONARY EXTENSION



War Time Readiness

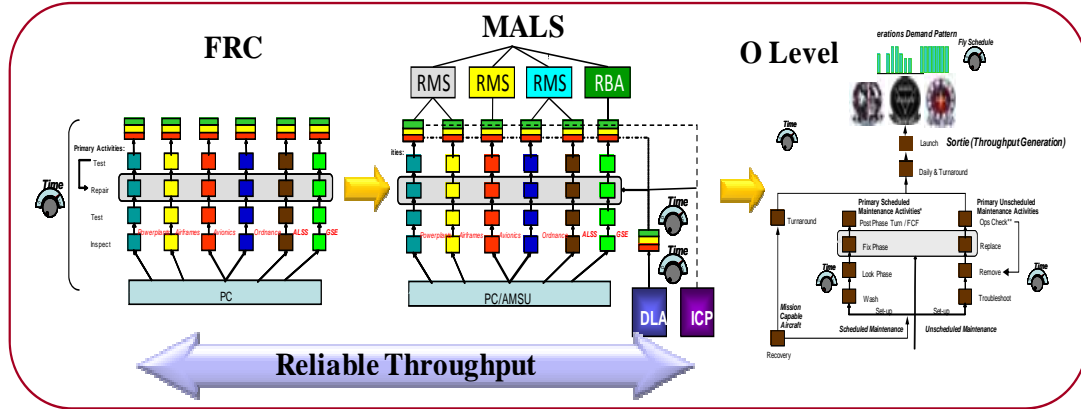
Current Readiness

Goal
Core Capable Unit
Global Perspective

Garrison to Expeditionary Extension



E2E AIRSPEED - AVLOG BUSINESS PROCESS



Garrison Readiness





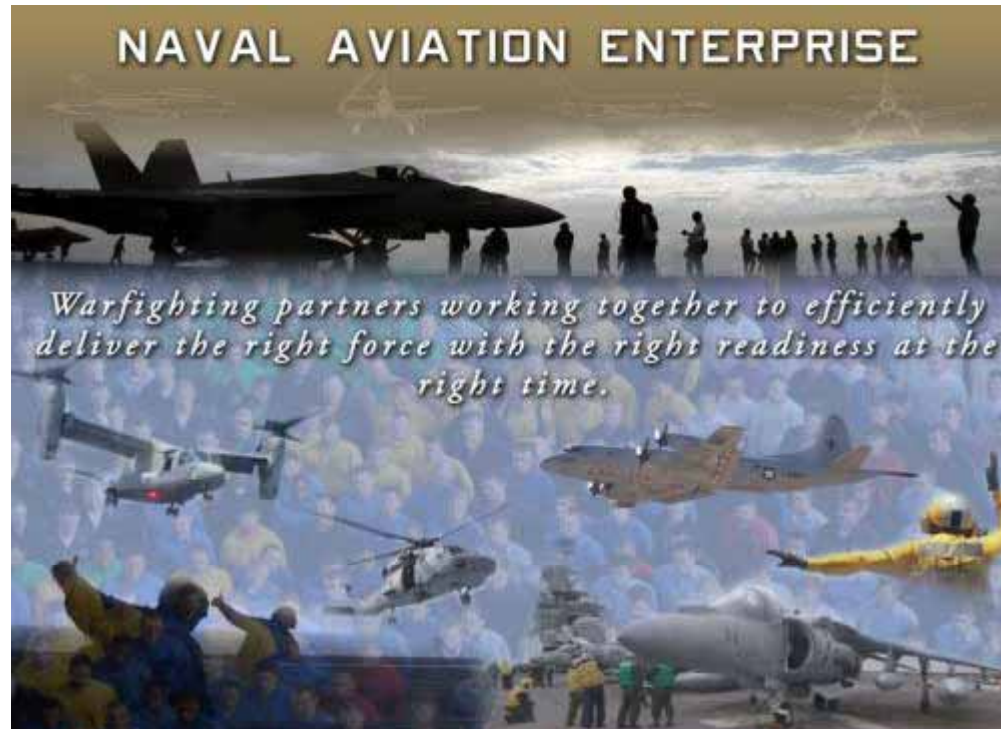
Summary



- **USMC Aviation Warfighting Capability; Advancing & Sustaining while Transitioning & Transforming**
- **Successes Realized w/NAE; Room for Growth**
- **Maintain Successes – Gradually Establish Policies, Wing Ownership / Leadership, Improve Education, & Align Activities**
- **Take CR to Next Level – CPI at Squadron with Follow-on E2E and LSP Implementation**
- **Sustain the Transformation – Correlate CR to Wing – Identify Ownership Tenets, Standardized Metrics Focused to Flight Line, TMS Focus Areas, & MALSP II**
- **Recognize, Institutionalize and Replicate Enterprise Successes**



QUESTIONS?



“We are assigned and we accomplish a prominent role in every identified core capability... The appetite for Naval Aviation forces is constant and shows no sign of abating... As such, the Naval Aviation Enterprise has never been more relevant or more important.”

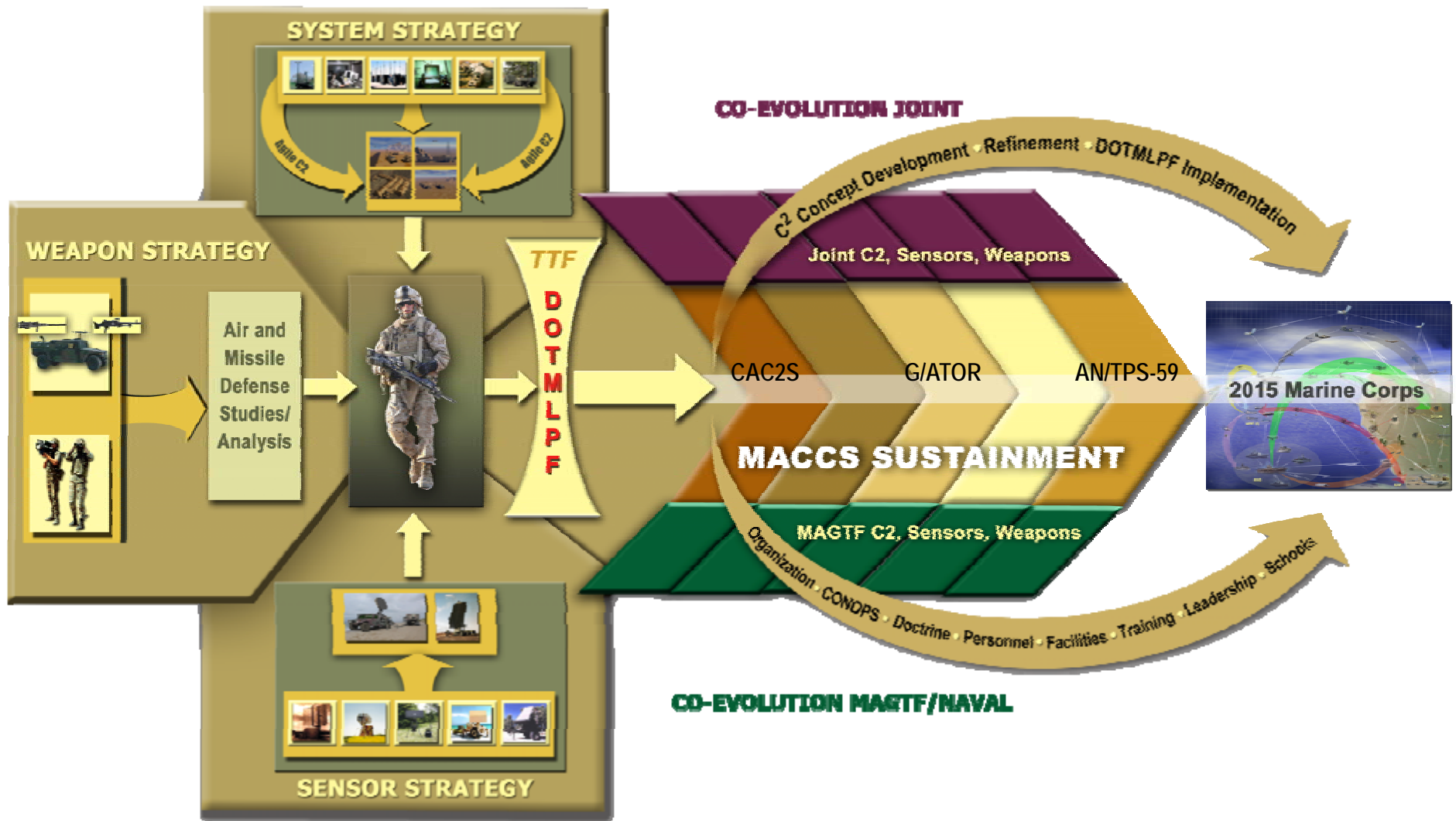
– Leadership Intent, NAE Strategic Plan 2010-1017



Back-Up



Aviation Command and Control Plan





To Achieve MALSP II

MALSP II

MALSP II - is a more agile, flexible, responsive expeditionary aviation logistics capability. Visually, MALSP II differs from MALSP in 3 areas:

- Implementation of a demand-pull vice push system
- Implementation of a nodal logistics chain
- Reduction of the current Iron Mountain

These are achieved by spreading out the infrastructure across the nodal chain, as well as maximizing the utilization of transportation.

IT MALSP II

IT MALSP II – A comprehensive IT Management System will be developed to fully support the MALSP II concept of operations and provide USMC logisticians full visibility and control of RFI and retrograde components needed to support the expeditionary ACE. The System will fully integrate legacy logistics tools and be developed as part of an overall IT Logistics strategy by 2016 (MALSP II FOC). It will be deployed into four primary milestones that include:

- Improved Data Exchange Automation
- Pack Up Management including SAMMS II functionality
- Buffer Management, Analysis, Decision Support, Asset Visibility
- Global Asset Visibility



To Achieve MALSP II

Supply Support Doctrine

Supply Support Doctrine – In order to achieve MALSP II, the way in which supply support is provided requires re-engineering. NAVICP will lead the development of a re-engineered supply support doctrine.

CSP Program

CSP Program – A robust strategy that supports future Contingency Support Package Program (CSP (F)) goals will be developed, supported, and executed with a seamless transition from the current CSP MALSP program. Transition to revised CSP (F) goals from the existing capability will occur by 2016. Support of current CSP Program and transition to CSP (F) will be measured and monitored through the development and use of a detailed POA&M, timeline, and CAPs.

MALSP II Enablers

MALSP II Enablers – MALSP II enablers include an Expeditionary Delivery and Storage System (EDS), the evolution of the MPP(F) and GPP, and T-AVB(F). Each of these enablers will be analyzed and appropriate strategies developed to enable the transition to MALSP II. Other transportation solutions will be investigated, as necessary, as MALSP II is further defined.