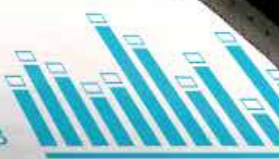




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United States Army  
 Program Executive Office  
 Aviation

Critical then, critical now, critical tomorrow

2018 Strategic Plan



## A MESSAGE FROM THE GENERAL

As the Program Executive Officer for the U.S. Army Program Executive Office – Aviation (PEO Aviation), I am amazed at the breadth and skill of our professional acquisition workforce to develop much needed capabilities during lean times for the current fleet. Our workforce designs, develops, and delivers these capabilities, all the while working to keep our Aircrews and Soldiers safe.

Our vision is to support the current and future Combat Aviation Brigade (CAB) by providing integrated sets of capabilities to Combatant Commanders and Soldiers in the field. Today, our Soldiers are operating in a multi-domain battle space against threats that are rapidly evolving in both scale and complexity.

The rapid pace of technological change amplifies the threats and challenges facing our nation. Keeping pace with these threats requires PEO Aviation to assess our organization, execution, and thinking. We need to work together and more quickly in order to retain overmatch across the spectrum of conflict.

This Strategic Plan articulates the goals and objectives PEO Aviation must achieve to support the Army in remaining ahead of the speed of technological evolution, and provides the foundation for the six Lines of Effort laid out in our Campaign Plan.

I envision a PEO Aviation culture characterized by a workforce that is continually asking, “what can I do to build the future CAB?” The result will be a continuous effort to serve Soldiers and our nation by designing, developing, delivering, and supporting advanced aviation capabilities for operational commanders and our allies.



**Brigadier General  
Thomas H. Todd III**

United States Army  
Program Executive Office  
Aviation

Serve Soldiers and our nation by designing, developing, delivering, and supporting advanced aviation capabilities for operational commanders and our allies.

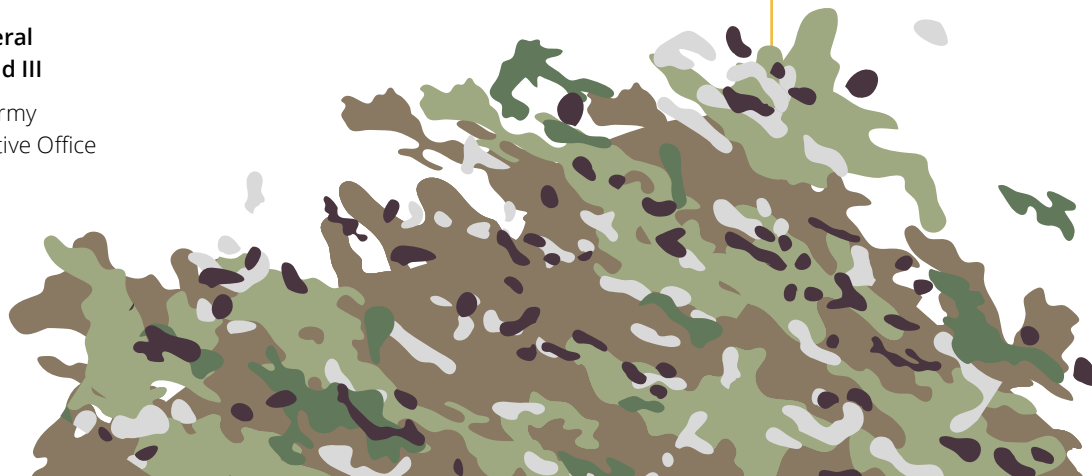
### OUR MISSION

Design the future Combat Aviation Brigade and provide integrated sets of capability to yield enhanced reach, reliability, and lethality to combat commanders.

### OUR VISION

#### SIX LINES OF EFFORT

1. Delivering Capability to our Soldiers
2. Efficient Acquisition Processes
3. Communications and Engagements
4. Sustainable and Affordable
5. Enhancing Partner Nation Capabilities
6. Building our Bench



# INTRODUCTION

Aviation capabilities are critical to success in land warfare. PEO Aviation exists to provide the Army with the essential aviation capabilities it needs to win – today, tomorrow, and in the future.

Army Aviation has served the Warfighter for more than 70 years, including the last 16 years in Iraq and Afghanistan. While our organization has evolved over time, our work has remained the same: to generate combat power by providing capabilities to Combat Aviation Brigades (CABs), Army Divisions, and Combatant Commands (COCOMs); and providing essential weapon systems to our allies.

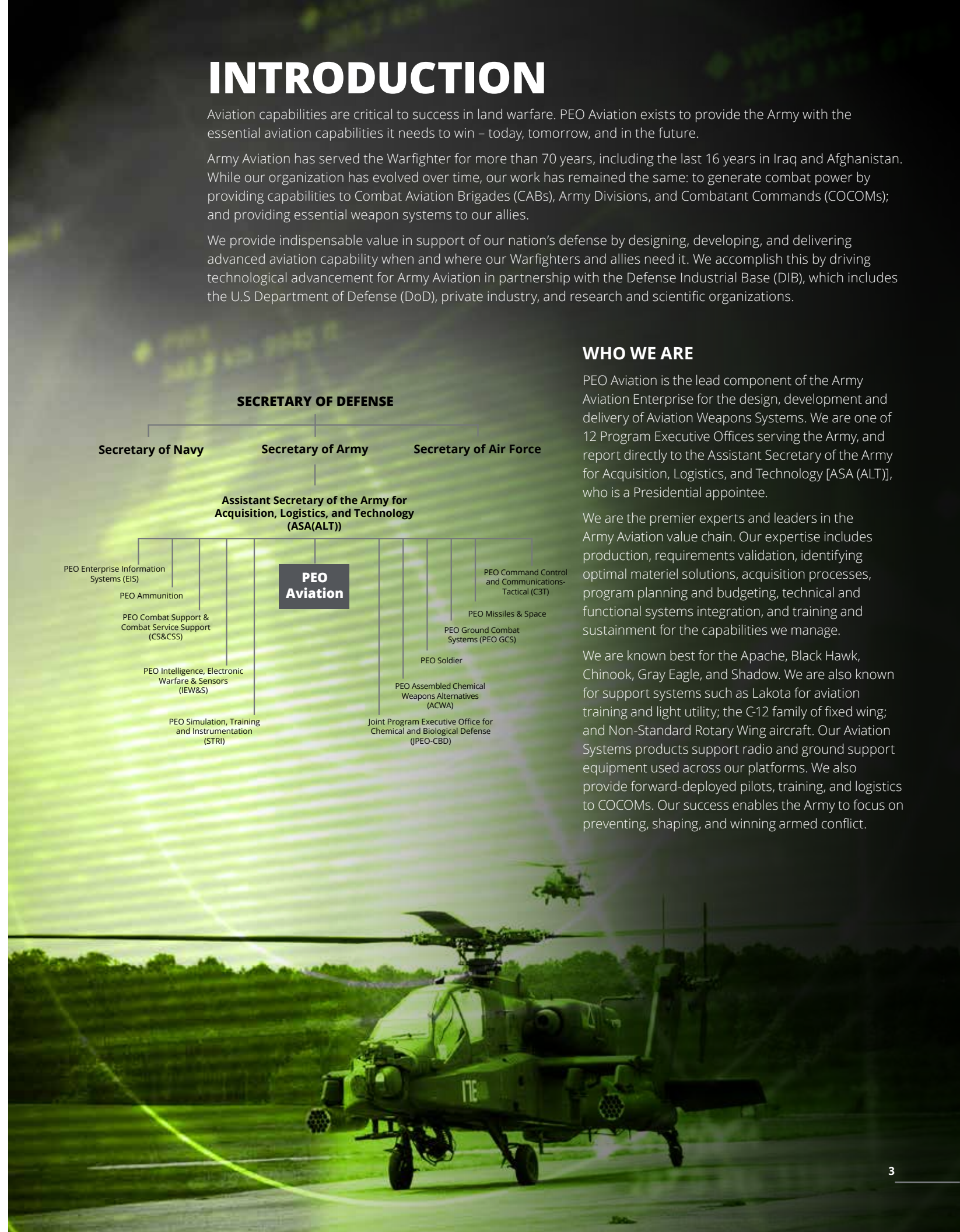
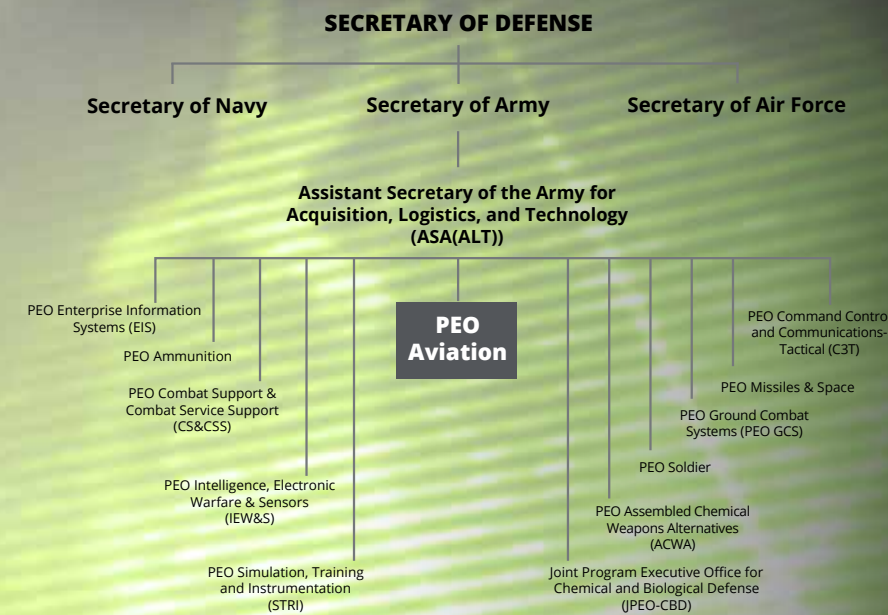
We provide indispensable value in support of our nation's defense by designing, developing, and delivering advanced aviation capability when and where our Warfighters and allies need it. We accomplish this by driving technological advancement for Army Aviation in partnership with the Defense Industrial Base (DIB), which includes the U.S Department of Defense (DoD), private industry, and research and scientific organizations.

## WHO WE ARE

PEO Aviation is the lead component of the Army Aviation Enterprise for the design, development and delivery of Aviation Weapons Systems. We are one of 12 Program Executive Offices serving the Army, and report directly to the Assistant Secretary of the Army for Acquisition, Logistics, and Technology [ASA (ALT)], who is a Presidential appointee.

We are the premier experts and leaders in the Army Aviation value chain. Our expertise includes production, requirements validation, identifying optimal materiel solutions, acquisition processes, program planning and budgeting, technical and functional systems integration, and training and sustainment for the capabilities we manage.

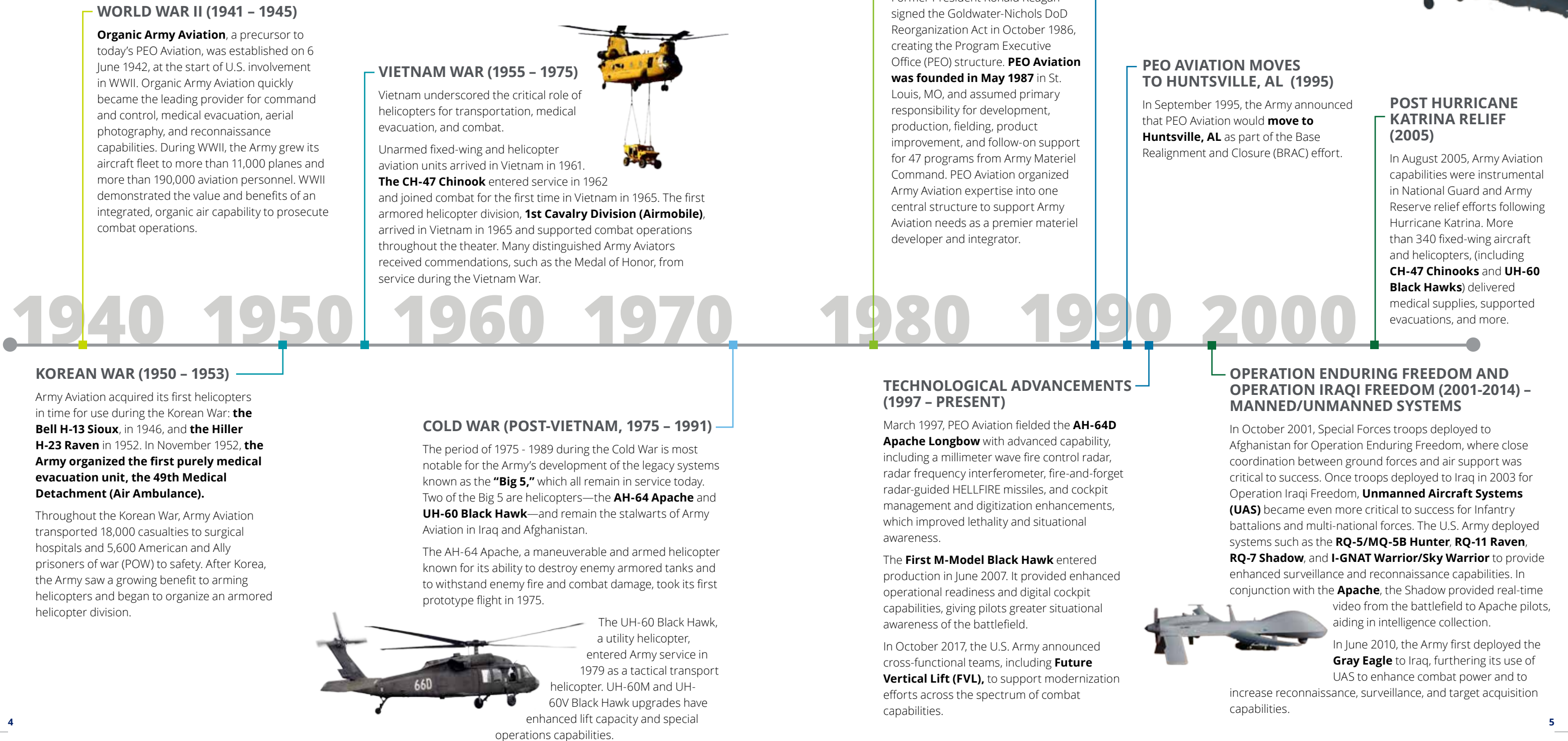
We are known best for the Apache, Black Hawk, Chinook, Gray Eagle, and Shadow. We are also known for support systems such as Lakota for aviation training and light utility; the C-12 family of fixed wing; and Non-Standard Rotary Wing aircraft. Our Aviation Systems products support radio and ground support equipment used across our platforms. We also provide forward-deployed pilots, training, and logistics to COCOMs. Our success enables the Army to focus on preventing, shaping, and winning armed conflict.



# CRITICAL THEN

## OUR HISTORICAL CONTRIBUTION TO ARMY AVIATION

Since the inception of flight in 1903 and the designation of the first two Army aviators in 1909, aviation has evolved to be a critical component of our national security strategy. The timeline below highlights the power of Army Aviation, historically, in times of national defense and crises. The timeline also includes key moments in our organizational history which enabled the design and delivery of these capabilities.



# CRITICAL NOW

## ESSENTIAL TO LAND WARFARE, ESSENTIAL TO NATIONAL DEFENSE

The importance of Army Aviation's role in American combat operations did not subside at the turn of the 21st century. Vertical takeoff and landing and the ability to hover gave helicopters a distinct advantage in the terrains of Afghanistan and Iraq, where helicopter-supplied intelligence, surveillance and reconnaissance (ISR) information proved crucial for mission success in post-9/11 warfare.

**Our current modernization** efforts focus on increasing the reach, protection, and lethality of our platforms through open systems architecture; manned-unmanned teaming; and cybersecurity, which will ensure the readiness objectives of the Army are met today and in the future. We are simultaneously pursuing incremental enhancements and breakthrough technologies to address both urgent and emerging threats.

Today, PEO Aviation is responsible for executing **more than \$8 billion of annual defense appropriations**, representing **more than 30% of the Army acquisition account**. In addition to supporting CABs and COCOMS, we provide critical aviation capabilities to support the **U.S. Forces in Iraq** and **Combined Joint Special Forces Task Force in Afghanistan**. We also support **U.S. government agencies** (such as the U.S. National Guard and Department of Homeland Security); and approximately **70 partner nations** through Foreign Military Sales.

In addition to fielding complex weapon systems, our Project Managers respond to the urgent operational needs of our Combatant Commands. In 2017, our workforce delivered more than 20 quick-reaction capabilities to the Combatant Commands, ranging from critical intelligence, reconnaissance and surveillance missions to the integration of new weapons on our systems, such as HELLFIRE missiles on a **MQ-1C Gray Eagle**.

### MQ-1C GRAY EAGLE EXTENDED RANGE (ER)

- 50%+ more endurance time on station for ISR and armed reconnaissance
- More growth capability: 50% more payload/avionics volume
- Improved maintainability: easier access to remove & replace components
- Activation date: August 2018



### IMPROVED TURBINE ENGINE (ITE) INITIATIVES

- New 3,000 Shaft Horsepower (SHP) class turbo-shaft engine design
- Provides world-wide operational performance (6K/95°)
- Provides significant fuel savings for Black Hawk and Apache [25% (O), 13% (T) reduction in Specific Fuel Consumption (SFC)]
- Returns lost capability due to airframe weight growth



### UH-60V

- Digital, open architecture-based cockpit, aligned with future airborne capability environment (FACE) standards
- Meets global air traffic management (GATM) requirements
- Advanced avionics solution
- Fully integrated mission equipment package includes pilot situational awareness and mission safety, decreased workload and life cycle cost and a common training environment
- First prototype flown 2017; first unit operational by 2021



### CH-47F BLOCK II

- Provides enhanced payload and range capability in all environmental conditions
- Sets conditions for future growth and increases commonality with MH-47
- Lowers sustainment costs
- Flight test begins 2019; first unit operational by 2023



### AIRBORNE RECONNAISSANCE LOW – ENHANCED (ARL-E) ISR

- Modular mission configurable multi-sensor capability
- Improved communications intelligence (COMINT), imaging intelligence (IMINT), synthetic aperture radar (SAR) capabilities
- Provides broad-area surveillance and/or focused stare on target areas of interest (point or objective)
  - Provides imagery (EO/IR), multi-mode radar, signals intelligence (SIGINT), on-board collection, analysis and sensor cross-cueing with real-time dissemination



# CRITICAL TOMORROW

## THE NEED FOR ARMY AVIATION TRANSFORMATION

Today's global security environment is unlike any experienced in our nation's history. Over the past decade, key global shifts and trends have fundamentally reshaped the world.

### THREATS

#### Commercial Data and Commercial Computer Networking:

Adversaries use social media and internet data resources to plan and execute insurgency operations, which delay and disrupt air or ground operations. Low-cost, low-signature tactics, such as improvised explosive devices (IEDs), require no centralized planning or command.

**Unmanned Aircraft Systems (UAS):** Non-state adversaries are now able to threaten U.S. forces with airborne capabilities using UAS. Weaponized drones have capabilities to use projectiles, electronic methods, and other derivative weapons to attack and interrupt U.S. air dominance. Other adversaries can use hundreds of flying drones and ground robots to "swarm" U.S. forces and overwhelm defenses.

#### Artificial Intelligence (AI):

Self-determining robotics and autonomous systems increase speed and lethality of the adversary. Integrated human-machine teams allow enemy forces to learn, adapt, fight, and win under various environments, degrading U.S. forces' ability to maintain overmatch.

#### Cyber + Electronic Warfare + GPS Denial:

Electronic warfare methods can jam, deceive, or neutralize defenses such as radar. These attacks can destroy or disrupt the accuracy and timeliness of military information. GPS-denied environments force alternate navigation methods, potentially producing detectable electronic signatures that our adversaries can exploit.

### TRENDS

#### Technology

Technological changes driven by the commercial sector accelerate innovation, adoption, and advancement. Breakthrough technologies and low-cost weapons are available around the world faster than ever before.

#### Multi-Domain Battlefield

Warfare across multiple domains—including air, land, sea, and cyberspace—requires us to respond rapidly and with agility to emerging threats.

#### Rules-Based International Order

State actors are challenging the previous rules-based international order. They are targeting weaker regional powers through economic, cyber, and military measures. Other actors violate the Geneva Conventions, such as by targeting civilian populations with chemical weapons. This makes global politics less stable.

#### Non-State Actors

Evolving technologies enable non-state actors to challenge established state powers. They may form coalitions and obtain tools of war quickly across multiple domains, such as air and cyberspace.

“Past ways of thinking, organizing, and executing have limited our ability to keep pace with technological development and our potential adversaries.”

– The Honorable Mark T. Esper, Secretary of the Army



Additional factors have also reduced our readiness levels:

- **Current wars** – 16 years of conflict requires considerable funding and resources to sustain
- **Acquisition processes** – Risk-averse contracting and prolonged decision-making processes have lengthened our procurement timelines, which are out of sync with our warfighting needs
- **Annual appropriations** – Reliance on continuing resolution funding, rather than annual appropriations, de-stabilizes the weapon acquisition process

Our military size and distance from adversaries have historically been assets for our national security. Now, extended range weapons, tactical targeting and disruption, and multi-source intelligence are available to our adversaries. Our mass is now cumbersome. Agility is crucial for overmatch in the current environment where conflicts rely on information and technology just as much as traditional weapons.

Acquisition is often described as slow, bureaucratic, encumbered, and technology paced. However, we are not interested in keeping that character; we are focused on rapidly inserting enhanced capabilities in the field. We are operationally focused with a results-oriented approach to acquiring the capabilities that are needed down-range to enhance the Soldier’s ability to do their job.

Our continued modernization efforts include investments in long-range precision fires, aviation survivability equipment (ASE), FVL platforms, the Improved Turbine Engine Program, and UAS. We are proud of the achievements in our storied history; however, we recognize the need to evolve in the face of today’s complex environment.

## OUR STRATEGY

We can build on our past and present successes – but we know the status quo is not enough. While the dynamic threat landscape has changed, our commitment to the American people has not. The DoD community has expressed a compelling call to action regarding military modernization. The U.S. Army’s focus is to make Soldiers and units more lethal, win our nation’s wars, and come home safely. PEO Aviation will continue executing Army priorities and delivering capabilities for our Soldiers.

While much has been accomplished, we also live in new age with new threats that require us to think in an integrated approach. Across our platforms. We cannot afford for the Aviation Brigades and other units we support to integrate our capabilities for the first time. Early integration is essential in order to provide Brigade-wide solutions that work seamlessly together. Our ability to effectively find capability needs/gaps, align resources to develop solutions, rapidly deploy those resources, implement and field the solution, and continuously review to improve the technology will have a significant impact on the outcome of future conflict.

The U.S. Army is dedicated to innovation, and has established six modernization priorities (pictured). To execute the priorities, the Army established the Army Futures Command and eight cross-functional teams within it. PEO Aviation is committed to supporting these modernization priorities and the Army Futures Command cross-functional teams. Since October 2017, we have been part of the Army cross-functional team for Future Vertical Lift (FVL), supporting modernization efforts across the spectrum of combat capabilities. Through our modernization efforts, there will be no seam between the current and the future – today’s modernization is tomorrow’s readiness.

Our Plan is aligned with these priorities and other strategy documents, such as the Secretary of Defense’s National Defense Strategy, ASA (ALT)’s Strategic Plan (FY 2018-2025), Secretary of the Army Acquisition Reform Directives (2017), and Secretary of the Army and Army Chief of Staff’s Modernization Priorities for the US Army (2017). The evolving threats that our country faces are complex, and require the combined efforts of government agencies, private industry, and academia.

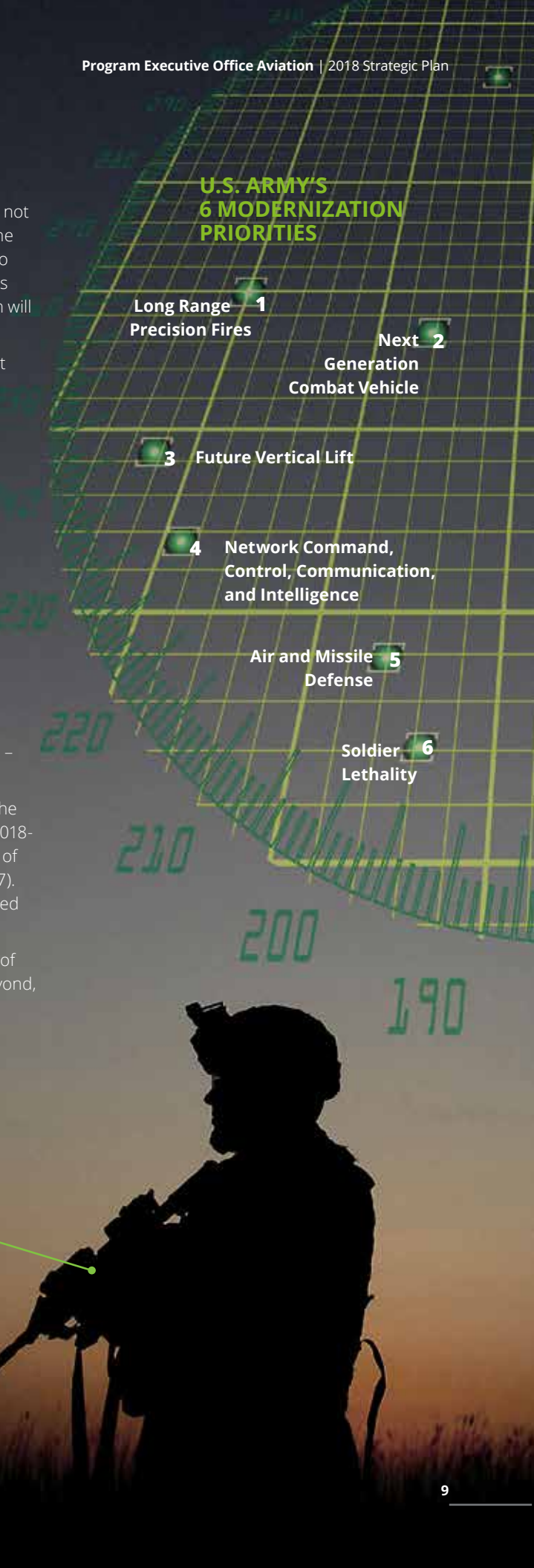
Our Strategic Plan articulates the goals and objectives required to remain ahead of threats facing today’s Army. Our goals describe the PEO Aviation of 2030 and beyond, while our objectives describe the actions we will take to get there.

We describe our strategic goals and objectives in detail below.

### REDUCING BURDEN ON THE SOLDIER

A key desired outcome of our Strategic Plan is reducing burden on the Soldier—the figure at the center of our mission.

Army Aviation is complex—our service to the Soldier isn’t. We are responsible for equipping them with the capabilities they need, when they need them. We are pursuing measurable improvements in terms of equipment logistics, reliability, and survivability to reduce the burden of maintenance and danger on the Soldier. With a combat mindset, we will consider readiness and training cycles when planning logistics and maintenance.



# STRATEGIC GOALS

## 1 SUPPORT ARMY AVIATION'S NEEDS WITH AN ALIGNED, INTEGRATED, AND OPERATIONALIZED PEO

The PEO Aviation of the future requires us to combine unity of command with unity of purpose. We manage platforms that have been developed and maintained separately, sometimes for decades. Our individual programs are success legends, but our adversaries are not fighting one platform or system at a time. As we live in an era with new threats that require us to adapt quickly, we must align and integrate our program and technological management to solve problems that face the entire CAB.

PEO Aviation must transform to an outcomes-based organization. We will prioritize product functionality and delivery speed when making decisions, and work with the Army and DoD community to identify and address roadblocks. Further, we will refocus on the perspective of the CAB and divisional combat forces to understand mission needs and when making product investment decisions. It also means that we will evaluate our investment decisions from an enterprise-wide perspective to build the best portfolio, or mix, of capabilities across the CAB.

We must work seamlessly so that the CAB and other operational units are not left to integrate our new capabilities on their own without our support. We provide CABs with sets of platforms and capabilities that must function together. We will integrate and verify the interoperability of capabilities early to deliver brigade-wide solutions that work seamlessly together, so that CABs and other units can focus on their core missions.

## 2 ACHIEVE CAB INTEROPERABILITY THROUGH OPEN SYSTEMS ARCHITECTURE

We will continue to deliver incremental sets of critical aviation capabilities that protect against evolving technologies. Our systems will focus on interoperability through open systems architectures, and allow for block upgrades and enhancements. That means that we will field initial operational capabilities that can be improved as technologies mature while addressing the immediate needs of the user. This will ensure that we are able to respond at the pace our national defense mission requires, and set the conditions for future Science and Technology (S&T) projects, such as Modular Open Systems Architecture.

We will incentivize designs that increase acquisition independence and flexibility, improve platform sustainment, and address data rights and platform transparency early in the acquisition process. Through open architecture cockpit design we will adopt a plug and play approach with industry. We will establish an environment where industry can demonstrate developed technologies to the user, and provide real-time feedback to inform investment decisions. Open architecture will support a modular approach to platform upgrades, including commercial off-the-shelf (COTS) products and mature technologies.

## 3 FOSTER INGENUITY ACROSS THE AVIATION INDUSTRY AND ENABLE THE ARMY TO REMAIN AHEAD OF EVOLVING THREATS

The impetus is on the Aviation Enterprise to work collaboratively and ensure we are not hyper-focused on the pursuit of perfection in our requirements. Focusing on operationally-based problem statements when making portfolio investment decisions will ensure fielded solutions are effective and target the needs of our operators. We will lead innovation across the defense industrial base and will incorporate the breakthrough and leap-ahead technologies of today, including autonomy, cyber, and manned/unmanned teaming, to increase the lethality and survivability of our platforms over the near-, mid-, and far-term.

Finding where we are in rhythms with commercial industry and our Aviation Enterprise partners as technology advances, whether it be through incremental software/hardware enhancement drops, or a brand new platform development, we must seek opportunities to be more agile and less expensive. Together, we will continue to modernize through Warfighter feedback, ingenuity, pre-production prototyping, and partnerships with the defense industrial base- both traditional and non-traditional. We will be clear and consistent in our communications so our supply base and support organizations know our needs, timing, and priorities.

## 4 PROVIDE INDISPENSABLE VALUE TO THE WARFIGHTER, DOD, CONGRESS, AND OUR ALLIES

As one entity, PEO Aviation has a unique ability to design, develop, and deliver aviation weapon systems. Our organization integrates requirements, analysis, engineering, production, training, and logistics under one roof. We are a national resource and know the Army Aviation portion of the defense industrial base better than anyone. Our measures of success once we transition a technology from S&T, are affordability, producibility, reliability and survivability.

We share our aviation expertise with the national security community to support rapid adaptation to emerging threats. In order to continue providing indispensable value to the Warfighter, we must focus on agile insertion of technology in rhythmic cycles. As the materiel developer, we are committed to the integrity and safety of the systems and components we are fielding. We will not compromise on testing flight safety critical items to ensure the airworthiness of our systems, so our users can operate with peace of mind.

# STRATEGIC OBJECTIVES

Our strategic objectives describe the types of actions we will take to meet our strategic goals. Our strategic objectives are:

## 1 INTEGRATE TECHNOLOGY PROCESSES AND PRODUCTS TO ENABLE RAPID AND EFFECTIVE CAPABILITY DELIVERY TO CUSTOMERS

Adopting open systems architecture practices across our platforms will enhance our ability to deliver integrated capability sets to the CAB. We will pursue open architecture standards in accordance with DoD and Federal Acquisition Regulation guidance, enhancing our ability to upgrade current and future platform capabilities throughout the contracting, requirements validation, build, and technology insertion process. In support of interoperable programs, we will continue to pursue the future airborne capability environment (FACE) approach to software acquisition.

We are building a CAB Architecture Integration Lab (AIL) that will serve as a hub for government and industry experimentation and integration. The CAB AIL will host multiple aviation platforms and network architectures to simulate a CAB. The CAB AIL will also incorporate open systems architecture for evaluation and demonstration, so the CAB doesn't have to see capabilities as an integrated solution for the first time in the field. It will enable us to work with the defense community to prototype capabilities across multiple platforms in a simulated operational environment to deliver capabilities faster. We will validate system and technical architecture through the CAB AIL starting with priority projects.

We are enhancing our command visibility and agility through enterprise-wide analytics, dashboards, financial and risk models, and other decision-making tools. For example, we will use the CAB Integrated Master Schedule - a subset of the PEO Aviation Integrated Master Schedule - to field and support equipment efficiently. We will track our progress with measures relating to the affordability, reliability, and sustainability of our platforms.



## 2 BUILD A WORKFORCE THAT IS FOCUSED ON DELIVERING VALUE TO THE WARFIGHTER, AND HAS THE SKILLS IT NEEDS TO DO SO

Our workforce serves as the vital link between the acquisition needs of the national defense community and the capacity of the defense industrial base. PEO Aviation will continue to invest in equipping our people with the skills they need to keep ahead of the accelerating pace of technological change. Further, we will manage the PEO Aviation workforce as one entity to provide greater resources and opportunities for our staff beyond what a single program office can provide. Accountability and effective communications are key; maintaining trust is the centerpiece of our organization.

We are implementing a series of workforce initiatives to continue building a robust and diversified PEO Aviation team:

- Assess our hiring, training, and rotation practices for our mission critical priorities and establish a plan of action to address skills gaps
- Maintain and enhance skills in S&T, test and evaluation, contracting, materiel development, and program management
- Enhance our traditional talent acquisition strategy as we look at the enterprise requirements of 2030 and beyond
- Build a culture of cross-functional collaboration and communication to develop new technologies and become a more nimble organization

As technology continues to accelerate and the international order continues to shift, we will build a culture of rapid teaming to address challenges and identify solutions quickly. We will share our Army Aviation expertise across the DoD and welcome collaboration with the larger DIB to bring talent and resources to bear on our most pressing issues.



### STREAMLINE ACQUISITION PROCESSES TO ENABLE AN EFFICIENT AND EFFECTIVE CAPABILITY DELIVERY TO CUSTOMERS

Synchronized planning and execution enable us to provide a product that is better and more integrated than the user has had before. In our lean fiscal environment, sharp business acumen and a disciplined approach are key. The adoption of a non-profit business model mentality when making critical decisions for our aviation portfolio will support the implementation of results-oriented, operationally focused acquisition strategies. We will continue to assess the value of our portfolio and assets, from cradle to grave, and seek opportunities to re-invest the value of obsolete assets into future capability.

To identify and respond to combat aviation needs more rapidly and effectively than ever before, PEO Aviation is undertaking several initiatives to streamline processes and shorten acquisition timelines. We continue to assess our legislative environment to fully understand the interdependencies and authorizations granted to PEO Aviation, while challenging elements that are not value added to mission execution.

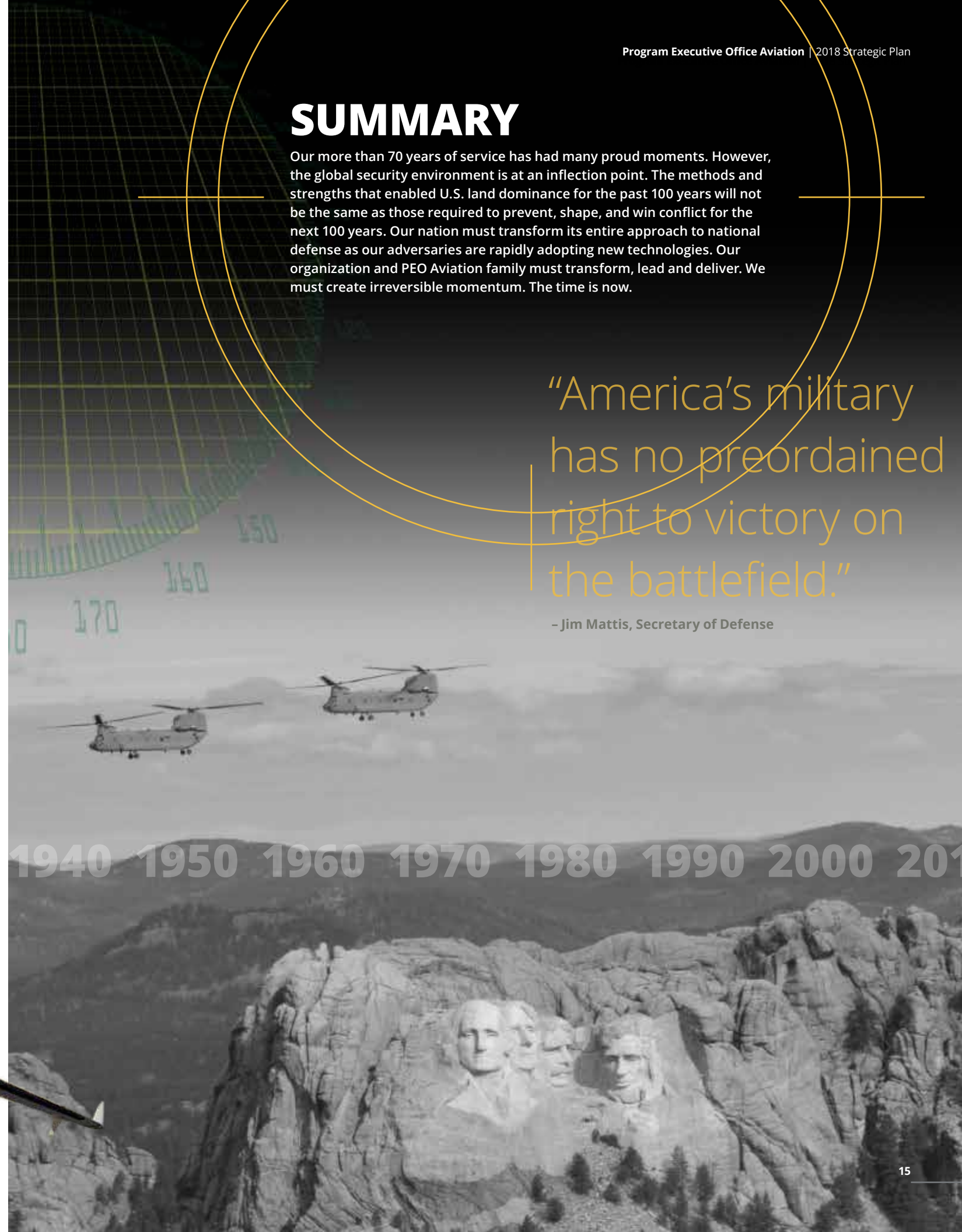
Multi-year contracting, Other Transactional Agreements (OTA), and other agile contracting strategies will provide the means to move capabilities from definition to deployment quickly. Emphasis on an enterprise-wide view of programming and funding will align these two important aspects of acquisition into one thread. We are aligned with ASA(ALT), the U.S. Army Futures Command, and other members of the defense community and will support more agile requirements development and acquisitions methods. We will focus on making the requirements development and acquisitions process more responsive to operational needs. To do so, we will further integrate our communications feedback loops to align with U.S. Army Training and Doctrine Command (TRADOC) Capability Managers (TCMs), S&T and R&D communities, CAB Commanders, and other members of the U.S. Army Aviation acquisition community. We will pursue formal Joint Capabilities Integration and Development System (JCIDS)-type or operational needs statements (ONS) to improve the agility of our requirements process.

## SUMMARY

Our more than 70 years of service has had many proud moments. However, the global security environment is at an inflection point. The methods and strengths that enabled U.S. land dominance for the past 100 years will not be the same as those required to prevent, shape, and win conflict for the next 100 years. Our nation must transform its entire approach to national defense as our adversaries are rapidly adopting new technologies. Our organization and PEO Aviation family must transform, lead and deliver. We must create irreversible momentum. The time is now.

“America’s military has no preordained right to victory on the battlefield.”

- Jim Mattis, Secretary of Defense







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