



WING UPDATE

3RD MAW MIRAMAR

Marines First, Mission Always. 3D Marine Aircraft Wing (3D MAW) led the way in the "Reawakening" of our motivated non-commissioned officer (NCO) force from 1 January through 31 December 2013. By shifting the focus squarely onto our young NCOs and emphasizing their central role in the success of our beloved Corps 3D MAW lived the Committed and Engaged Leadership (CEL) Program throughout 2013. As an Aircraft Wing we are responsible for supporting each and every Marine engaged in combat operations and to provide them whatever is necessary for them to be successful and decisive in combat. While doing so, we must also provide our Marines in garrison with the support, training, and moral compass that ensures not only improvement as warfighters but also as human beings. Our Marines improved themselves and one another while they remained ever vigilant in the defense of our ideals. Thus guaranteeing that during extensive and demanding operational deployments throughout the globe, 3D MAW sustained the highest operational tempo while guaranteeing mission success in support of component commanders in each area of responsibility (AOR).

RIGHT

Sgt Jason M. May Sr, MWCS-38, speaks during a morning colors ceremony aboard MCAS Miramar, CA.

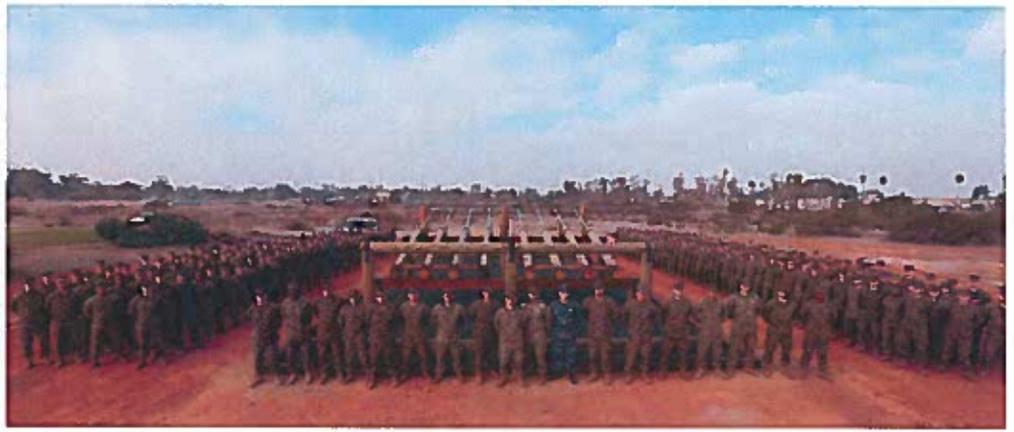
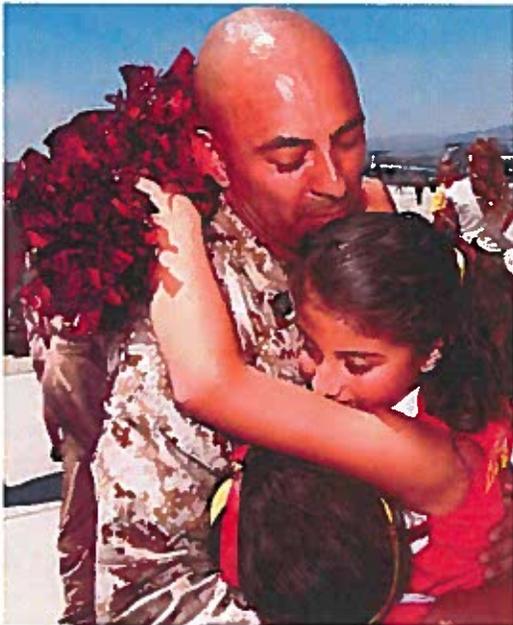
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Committed and Engaged Leadership is a shift in mindset for our service, it is not a reduction of focus on winning in combat, but a new perspective for achieving that goal by refining the way that we train and lead our young NCOs in conjunction with the reawakening. By emphasizing, "who we are" and "what we stand for" the Marines of 3D MAW met every mission while exceeding every metric and historical safety statistic. As Marines we inherently understand who we are, we are members in the finest fighting organization that ever existed, among legendary men and women who have led others into the fray and emerged victors in every battle since the beginning of our service. "What we stand for" is our calling and what makes America the strongest in the world, our young Marines signed up to serve during a time of war, they are the best our nation has to offer. It often gets lost that our finest aren't under the lights on a football field on Friday nights; they are standing in straight lines on parade decks in Parris Island, South Carolina, and San Diego, California, under the watchful eye of our NCO "hats" that have transformed them from young men and women into warriors. Implementing CEL as a method for change at the lowest level in our Corps and focusing on these Marines, we make them better prepared to fulfill their strategic role and to seek out and remove the very few among us "who aren't living up to our sacred title."

The implementation of CEL has occurred throughout 3D MAW, from completely turning over the "Colors" ceremonies to sergeants. This allows them to plan and execute these events, giving them a stage to demonstrate their unqualified precision. Mandatory field training for our newly promoted corporals allows them to immediately proceed to field training exercises which emphasize the transition that they have made by becoming NCOs. Additionally, an offsite seminar was conducted in Washington, DC, comprised of the top corporals and sergeants from 3D MAW. During this NCO-led leadership training symposium, they were responsible for planning and executing the entire event. It included tours of the Marine Barracks at 8th & I, National Museum of the Marine Corps, the National Mall, and the Iwo Jima Memorial. By instilling them with the discipline necessary to sustain our Corps we imbue in them the same discipline that is required in combat operations under the highest level of stress with none of the comforts of home. The pride that Marines take in executing these events and training reminds them of why they joined the Corps in the first place, to defend a Nation—among the most unselfish acts that anyone will ever take.

The CEL extends to Marine spouses also, 3D MAW fully recognizes this and is currently implementing a Committed and Engaged Spouse (CES) program which provides Marine spouses with recognition for the role that





they play in our Corps. Spartans of old were chosen not based on their personal attributes but on the attributes of their mothers. Likewise, Marine spouses are chosen based on their strength of character and purpose with which they not only support a family but also the Marine Corps. By reversing the age old, "Mission First, Marines Always", 3D MAW has placed the focus firmly on the individuals—and their families—who will bring us victory. We are immensely proud of their efforts and how they have responded; what we do is not about aircraft, vehicles or weapons, it is about people, our people: Marines and their families.

Averaging over 17,000 incredible Marines and Sailors, 3D MAW supported component commanders around the world from Afghanistan to U.S. Pacific Command (PACOM) and U. S. Central Command (CENTCOM) AORs. Their dedication to service ensured that the mission was accomplished each and every time; it was done safely because it was done tactically with well-trained individuals focused together as a team to provide the greatest aviation support possible. Some of the specific units joined by Wing personnel were the 13th Marine Expeditionary Unit (13th MEU), 15th MEU, 31st MEU, and Carrier Wing ELEVEN (CVW-11), increasing combat power on each occasion and providing

Marine aviation expertise to each commander in the field. The 3D MAW also participated in multiple Unit Deployment Programs (UDPs) and recurring Request for Forces (RFF) to CENTCOM providing the component commander an option for combat power outside of the land space of Afghanistan. Almost 2,000 augment and external billets were filled by Marines and Sailors including individual augments (IA) and instructor billets for Pre-Deployment Training (PTP) by 3D MAW.

Community relations is a vital part of every organization in the Marine Corps and no one does it better, by facilitating events and relationships with the local community and their leadership we safeguard this flourishing relationship for years to come. Hosting events as diverse as tours and catered events to educator's workshops which allow civilian leaders and teachers to experience a slice of life in the military and understand the training and education required to make Marines and win battles. Feedback from such events is always positive, as civilians are constantly impressed by our young men and women in uniform who have become part of something bigger than themselves.

The best band on active duty in the Marine Corps, the 3D MAW Band, supported approximately 450 public and private events ranging from the Marine Corps' Ball season to changes of command and relief and appointments. They are talented musicians who rehearse and innovate with a vigor that distinguishes them from

TOP LEFT

SSgt Natividad Herrera, a helicopter mechanic with HMM-364 "Purple Foxes," holds his daughters for the first time in eight months during a homecoming ceremony aboard MCAS Camp Pendleton, CA. While deployed with the 15th MEU, his squadron provided around-the-clock aerial support to multiple missions all over the world.

PHOTO COURTESY: U.S. MARINE CORPS

TOP RIGHT

The 271 corporals from 3D MAW who participated in the Corporals' Committed and Engaged Leadership Indoctrination Course pose for a photo by the newly constructed obstacle course aboard Miramar.

PHOTO COURTESY: U.S. MARINE CORPS

many bands all while remaining fully committed as active duty Marines. Their unit pride and discipline shows in each and every exceptional performance.

OPERATIONAL COMMANDS

Marine Aircraft Group 11 (MAG-11) led by Colonel "Dog" Jansen and Colonel "Rico" Uribe supported Marine Corps and joint operations worldwide. The squadrons of MAG-11 supported Request for Forces 1200, CVW-11, combat operations in Afghanistan, and PACOM as part of the UDP. Marine Wing Support Squadron 373 (MWSS-373) and Marine Aviation Logistics Squadron 11 (MALS-11) supported each deployment and training detachment on top of their own operations.

MAG-11 managed the Training Exercise and Employment Plan,



1



2



3

which tracked the progress of multiple training events and deployments. As an example of these events, MAG-11 prepared for Integrated Training Exercise 3-13 (ITX 3-13), not only by training but also conducting inventories and maintenance on equipment necessary to operate on deployments worldwide, ensuring that all was ready for issue. MAG-11 headquarters personnel also deployed to Operation ENDURING FREEDOM (OEF) and other areas in CENTCOM's area of operations on IA billets. Ground Training supported these individual deployments by ensuring these Marines were up to date on their annual training syllabi and completed all necessary pre-deployment training.

The capstone to MAG-11 operations was the planning and execution of (ITX 3-13) resulting in over 1100 sorties from 3 May through 7 June 2013. During this time, MAG-11 headquarters deployed to Marine Corps Air Ground Combat Center at 29 Palms, California, to conduct one of the largest Marine Air-Ground Task Force exercises in recent memory. The ITX Operational Order outlined a scalable air combat element that could also provide limited Tactical Air Communications Center (TACC) functionality to the MAGTF commander.

Marine Aircraft Group 13 (MAG-13), led by Colonel "Tumor" Gough and Colonel "McFly" McPhillips, remained focused on flight hour production and the preparation of qualified aircrew and maintenance

personnel to support global commitments. During this year, Marine Attack Squadron 311 (VMA-311) Detachment A and Marine Attack Squadron 513 (-) (VMA-513(-)) were forward deployed in support of the 15th and 31st MEU, as well as VMA-311(-) support of OEF. Within the United States, MAG-13 squadrons participated in several exercises, which increased core competency and exposed squadrons to ever challenging missions. VMA-311 participated in ITX 1-13 with MAG-13 Headquarters supporting with tactical command and control.

As the first Fleet Marine Force's F-35 B Joint Strike Fighter squadron, Marine Fighter Attack Squadron 121 (VMFA-121) reached a number of milestones by completing its first flight on 21 February by Major Aric Liberman and by conducting the first short takeoff and vertical landing (STOVL) flight on 21 March in Aircraft 15. Great strides toward self-sustaining maintenance were made by the completion of the first operational F-35B functional check flight conducted by Lieutenant Colonel Matthew Kelly on 23 April 2013. VMFA-121 began initial air-to-ground training in July, conducting basic air-to-surface simulators and flight events. This training represented the first steps towards reaching the tactical requirements of initial operational capabilities in July 2015. Thus, the squadron has commenced innovation and assessment of F-35 specific tactics, techniques, and procedures. September began VMFA-121's squadron flying sustained division



flight operations for the first time. During the week of 9 September, Major Richard Rusnok returned to fly STOVL acoustic data collection flights over arrays located both in Yuma, Arizona, and at Edwards Air Force Base, California.

From January to December 2013, the AV-8B Current Readiness (CR) Office monitored a fleet-wide shortfall of "In Reporting Status" aircraft, a higher than anticipated "Ready For Tasking" gap, and an increase in "Out of Reporting Status" aircraft for the type/model/series. As a result, the CR team continued through another Naval Aviation Enterprise briefing cycle to update leadership on Harrier issues and actions requiring external support.

Marine Aircraft Group 16 (MAG-16), led by Colonel "Grams" Gramuglia and Colonel "Buddy" Bianca, focused on providing support to the squadrons currently deployed and those preparing to deploy in support of OEF as well as the MEUs. MAG-16 demonstrated robust communication capability in order to run all exercise operations for deployed locations. Marine Medium Tiltrotor Squadron 161 (VMM-161) highlighted the capabilities of MAG-16 by conducting the first MV-22 Osprey landings aboard Japanese Self Defense Force Vessels, *SHIMOKITA* and *HYUGA*. Over the course of the exercise MAG-16 conducted a Battalion Air Assault utilizing 15 MV-22's and 15 CH-53's as well as fixed-wing assets from MAG-11 and MAG-13. This was followed by an

the final Ground Combat Element retrograde to Camp Pendleton, California, involving 6 MV-22 aircraft and 6 CH-53 helicopters. The overall success of the safe exercise execution was attributed to the outstanding detailed and tactical planning by all members of the units involved. Concurrent with Dawn Blitz, MWSS-373 executed a successful clearing operation of the Old Holtville Airfield in order for it to be safely utilized by all MAG-16 aircraft.

A few notable examples of MAG-16's preparation for combat were the participation in Operation STEEL KNIGHT, a large scale exercise that involved integration with air assets from MAG-11 and MAG-39 in order to support ground elements at 29 Palms, California. The weeklong exercise offered a rare opportunity to train with other platforms and a chance to test and challenge their tactics, techniques and procedures. As STEEL KNIGHT came to an end, VMM-161 took the lead for Operation TALON REACH, a long range raid exercise that involved support from VMM-363, VMX-22, MAWTS-1, VMGR-234 and -352, and VMA-311. The operation from 29 Palms to Fort Hood, Texas, and back transported 80 lieutenants from the Infantry Officers Course and required a flight of over 11 hours, air to air refueling, and a night division insert into three separate zones.

Marine Aircraft Group 39 (MAG-39), led by Colonel "Pinky" Sadler and Colonel "Nuts" Moore, maintained its war fighting focus as it prepared and deployed helicopter squadrons

1. Marines secure an American flag suspended by two MAC-50 All Terrain Cranes prior to a Blood Stripe Ceremony. HMLAT-303 held the ceremony to recognize the newly promoted corporals and to present them with the blood stripe worn on the noncommissioned officer dress blue trousers.

PHOTO COURTESY: U.S. MARINE CORPS

2. Sgt Steffany Ismaili with MALS-11 conducts sword manual during a morning Colors ceremony, in honor of Women's History Month, aboard MCAS Miramar, CA. The sergeant was used to symbolize women in the Marine Corps.

PHOTO COURTESY: U.S. MARINE CORPS

3. An MV-22B Osprey with VMM-161 sits aboard JS Shimokita after landing during exercise Dawn Blitz.

PHOTO COURTESY: U.S. MARINE CORPS

4. First Lady of the Marine Corps, Bonnie Amos (center) stands with 3D MAW spouses. MajGen Steven Busby, CG 3D MAW, and his wife, Cindy Busby, hosted a luncheon at their home to honor the contributions of military spouses as part of his Committed and Engaged Spouse Campaign.

PHOTO COURTESY: U.S. MARINE CORPS

5. Tiffani Straw, center, recipient of the Bonnie Amos Award stands with MajGen Steven Busby (left) CG 3D MAW, and a family readiness officer after receiving her award. Straw is the first person to receive the Committed and Engaged Spouse of the Year Award.

PHOTO COURTESY: U.S. MARINE CORPS

and individual augment personnel in support of OEF and Marine Forces Pacific's MEUs. Along with sustaining the rapid pace of operational deployments, the Marines of MAG-39 supported a diverse assortment of major Marine Corps commands and training exercises.

The Marines of MAG-39 prepared for deployments and contingency operations by conducting numerous exercises and training events at Camp Pendleton and throughout the Western United States. Sorties were flown for squadron training as well as for 3D MAW, I MEF, and

Training and Education Command exercises such as ITX and Weapons and Tactics Instructor (WTI) Course 1-14. These major training exercises provided outstanding opportunities for Marines and Sailors to prepare for combat by building proficiency in critical skills such as rotary-wing close air support integration, rotary-wing surface escort, and the effective employment of assault support assets. The year was filled with preparation for operational requirements and the development of opportunities for future training. Largely as a result of these events, MAG-39 Marines maintained their war fighting focus and tactical edge while continuing to enhance their ability to accomplish a broad range of missions in any environment, in support of the national security of the United States.

Marine Air Control Group 38 (MACG-38), led by Colonel "Barney" Barnhill and Colonel Chad Breeden, participated in over forty exercises that provided command, control, communications, intelligence, surveillance and reconnaissance in support of the MAGTF. MACG-38's efforts were focused on pre/post-deployment training for control group Marines deploying and re-deploying in support of OEF 13.1, 13.2, request for forces 1200 and 834, Low Altitude Air Defense UDP, and MEU Detachments.

During 2013 MACG-38 conducted planning, coordination, and testing in order to progress towards the 3D MAW vision of a live, virtual, constructive training domain. Without a suitable program of

record that meets the direction provided in the FY13 AVPLAN, MACG-38 operations has utilized simulation soft and hardware to meet the needs of virtual simulation in compliance with MCO 3710.6A. Several proofs of concept were conducted validating the system's ability to fill the critical need of an aviation command and control simulation capability that would tie the Marine Air Command and Control System (MACCS) together with current and future Marine Corps simulation systems.

During Lightning Sword 2-13, MACG-38 input a Theater Battle Management Core System air tasking order into simulation, which in turn provided all aircraft track information to the MACCS. MACG-38 was also successful in linking an MV-22 simulator from a Marine Aviation Training System Site (MATSS) to the MACCS deployed to the field. This accomplished both the establishment of two-way voice communications from the MV-22 simulator to the MACCS tactical equipment and the forwarding of MATSS aircraft track information into the MACCS. During this period, MACG-38 also successfully integrated both live and simulated track information into a Combat Operations Center (COC) Capability Sets, the TAOC Mobile Tactical Air Operations Module, and a Low Altitude Air Defense Section Leader Vehicle via Joint Range Extension Applications Protocol.

During ITX 1-13 MACG-38 identified the need for a more robust MACCS in order to maintain

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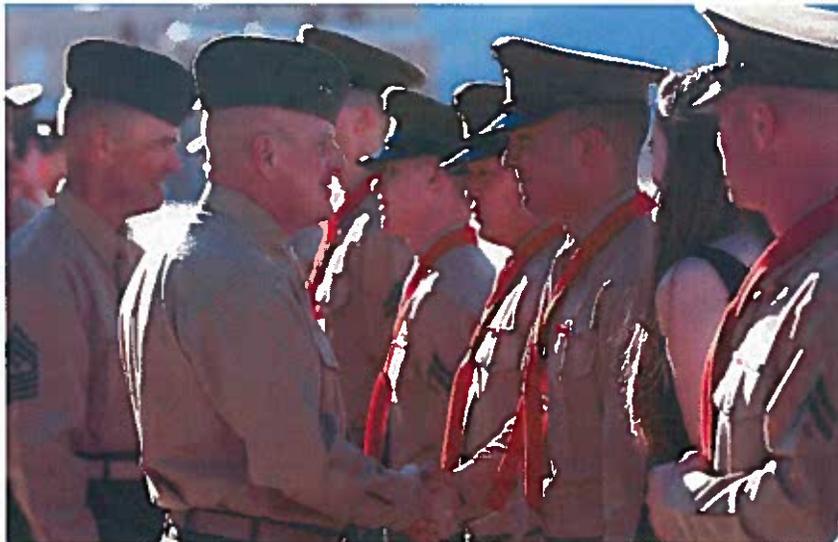
Sgt Dakota Meyer, the youngest living Medal of Honor recipient, addresses a crowd aboard MCAS Miramar during a 9/11 Warrior Recognition evening colors ceremony. The Marines of the 3rd Marine Aircraft Wing and MCAS Miramar observed Patriot Day by honoring the sacrifice of the first responders and service members who gave their lives, as well as recognizing LtCol Christopher K. Raible and Sgt Bradley W. Atwell for their actions during the attack on Camp Bastion on 14 Sept 2012.

PHOTO COURTESY: U.S. MARINE CORPS

BOTTOM RIGHT

MajGen Steven Busby shakes the hand of a recently promoted corporal with HMLAT-303 who just received his blood stripe during a ceremony. Family, friends, and fellow Marines attended the ceremony to commemorate corporals of HMLAT-303 receiving the Marine Corps' trouser blood stripe.

PHOTO COURTESY: U.S. MARINE CORPS



tempo and flight safety during the execution of the exercise. A Tiger Team was deployed to 29 Palms to assess areas of ITX that could be enhanced by leveraging additional MACG-38 support. This resulted in a MACG-38 Detachment of more than 140 Marines and sailors deploying to 29 Palms to support ITX 3-13. The addition of a Direct Air Support Center, a Marine Air Traffic Control Detachment, a Marine Wing Communications Squadron Detachment and Marine Tactical Air Command Squadron Augmentation to the Marine Aircraft Group COC provided the template for future ITXs and the baseline MACCS composition for an ITX supplemented with simulation.

In February 2013, 3D MAW deployed Marines and Sailors returned from Afghanistan, where they had served as the Aviation Combat Element for I MEF (Fwd). The forward Wing Headquarters based at Camp Leatherneck/Bastion, maintained forces spread over several forward operating bases in the Helmand Province of Afghanistan. The 3D MAW (Fwd) supported our U.S. Marines and Sailors on the ground with their Afghan security force partners with aerial reconnaissance, assault support, precision air strikes, command and control, and casualty evacuation missions.

Units also provided support to over 20 training operations in CONUS and OCONUS, ensuring that each supported unit's objectives were attained or exceeded. From WTI to Expeditionary Warfare



Training Group, Pacific exercises to Dawn Blitz and Steel Knight, Marines and Sailors met each and every challenge presented to them. International partnerships were solidified with nearby friends such as Mexico, as well as distant partners such as South Korea and Thailand; in each instance the interaction between Marines and our counterparts was professional, well received and a positive learning experience for all. This type of combined training allowed for better understanding not only of tactical differences but also of cultural peculiarities.

During 2013 the Marines of 3D MAW excelled largely due to the focus on CEL, which empowers our NCOs to feel the depth of the importance of their position in the Marine Corps. Keeping them

ABOVE

Marines display the Marine Corps' uniforms during a cake cutting ceremony in honor of the 238th birthday of the Marine Corps aboard MCAS Miramar. The ceremony symbolized the passing of wisdom from the oldest Marine to the youngest Marine.

PHOTO COURTESY: U.S. MARINE CORPS

motivated and keeping their eye on those junior to them as we train the next generation of not only exceptional Marines but also of exceptional people. By doing so, 3D MAW was able to remain vigilant and ready to perform all of its functions of Marine aviation and support our fellow countrymen and partners in combat operations throughout the globe. It has been quite a year and it remains an honor to serve our Nation.



An F-35B Lightning II from VMFA-121 conducts a vertical landing on the flightline. The aircraft, BF-19, piloted by Maj Richard Rusnok, an F-35B test pilot, marked an important milestone in the evolution of the aircraft conducting the first short takeoff, vertical landing outside of a testing environment.

PHOTO COURTESY: U.S. MARINE CORPS