

U.S. AIR FORCE EXPEDITIONARY CENTER STRATEGY

01 OCT 2023



Last year we presented you with a Herculean challenge in the form of a call to arms. “Are your **AIRMEN** ready to fight in a highly contested environment against a peer competitor?” What we discovered is that the **AIRMEN** are ready. They are always ready. They are the nation’s competitive advantage and they will figure it out!

However...

We acknowledge that the institution is NOT ready. After decades of operating as an Air Force of one, we have become accustomed to just in time training, with gear and equipment issued at the point of need, to fall in on an unfamiliar team. The institutional efforts to prepare, posture, and present warfighters for the next fight have lagged in timeliness, lacked clarity, and evolved absent unity of purpose and intent. This must change.

In less than one year, we demanded an acceleration at all echelons to reorient all operations, activities, and investments to organize, train, and equip **AIRMEN** for expeditionary warfare to the pacing challenge. You answered these demands and more. In this next year, our call is to **INSTITUTIONALIZE** our gains and achievements, strengthen our foundation, and inculcate the hardiness of spirit we have witnessed into the policy, doctrine, training plans, and leadership of our force. As we execute this tedious work to consolidate gains, we will continue to advance capability, forge warrior hearts, and accelerate development of our combat capability.

The pacing challenge to which we reoriented our force has not changed. We have changed. We are aware. Now we must **INSTITUTIONALIZE** to sustain, advance, and adapt. In this next year of our campaign to prepare, posture, and present the force to meet our nation’s future demand, we will FIGHT — on this road to war we will focus with purpose, intent, and uncompromising discipline on:

Forge Warrior Hearts

Integrate Training & Certification

Global Air Mobility Support System (GAMSS) Command, Control, & Connectivity

Hone Next-Generation Capabilities

Transform USAFEC’s Enterprise Management

The demands on you will not relent. We can no longer operate by forcing our **AIRMEN** to figure it out on their own because the institution fails to support their efforts. Move left of bang now. We acknowledge that much of this **INSTITUTIONALIZATION** is gritty, unsavory, and admin-intensive — perhaps that is why much of it has not already been done. However, it is imperative to solidify the foundation from which our **AIRMEN** generate Airpower from the Ground Up! Prepare, posture, and present our **AIRMEN** as a combat credible team steeped with tactical acumen, war fighting proficiency, cultural awareness, historical knowledge, and a warrior heart. Push up your sleeves!

We are humbled and honored to serve alongside you. Thank you for your leadership.

Airpower...from the Ground Up!



JOHN M. KLEIN, JR.
Major General, USAF
Commander



COURTNEY C. FREEMAN
Chief Master Sergeant, USAF
Command Chief



COMMANDER'S INTENT

PURPOSE: **INSTITUTIONALIZE** and advance USAFEC operations, activities, and investments to fortify the foundation for **AIRMEN** to prevail in expeditionary warfare and high-end conflict against the pacing challenge.

MISSION: *Airpower...from the Ground Up!*

VISION: **AIRMEN** war-ready to project, connect, maneuver, and sustain the Joint Force.

END STATE: By the end of September 2024, FY23 gains and lessons learned are **INSTITUTIONALIZED**, emerging USAFEC concepts are further advanced, and **AIRMEN** are prepared and postured to prevail in a high-end fight.

LINES OF EFFORT

Forge Warrior Hearts

Forging Warrior Hearts centers on proactively equipping **AIRMEN** to confront their most formidable trials. It is our solemn duty to cultivate the Air Force, foster a culture of discipline, and fortify our **AIRMEN**, preparing them to prevail in any adversity. Leaders at every echelon are tasked with dedicating time and effort into developing their **AIRMEN**, not through superficial and redundant programs, but through deliberately engineered actions to transform culture and mindset. We will prioritize the well-being of our people, not by merely providing comfort, but through small inoculations of eustress, instilling a sense of value and belonging to something greater. As members of a noble profession of arms, we must move our efforts upstream of crisis with actions that strengthen, not overprotect. We must proactively enhance the hardiness and fortitude of our **AIRMEN** from the outset. **END STATE:** By undertaking intentional steps to foster a robust culture and empower our **AIRMEN**, command teams at all levels can gauge success when each **AIRMAN** feels that they are an integral part of the finest unit in the Air Force.

- **AIRMEN** and families hardened mentally, physically, spiritually, and socially
- Intrusive leadership **institutionalized** and connectedness built within teams

Integrate Training and Certification

Last year, the USAFEC drastically expanded our responsibility to provide expeditionary training from the foundational through graduate-level certification events. We will build upon and expand our training enterprise in FY24 to accelerate and integrate our training from Ready **AIRMAN** Training, individual unit exercises, and 100-400 level events. **END STATE:** By the end of FY24 we will have completed the resourcing of our 300 & 400 level certification events and developed EC-level exercise/training oversight aimed to coordinate and integrate subordinate units into exercises that provide purposeful and timely opportunities.

- *STORM FLAG Exercise program fully operational*
- USAFEC training capabilities prepare **AIRMEN** for great power conflict
- USAFEC Lessons Learned capability fully operational

Global Air Mobility Support System (GAMSS) Command, Control, and Connectivity (GC3)

During Mobility Guardian 23 (MG23), AMC captured valuable insights into simultaneously steering deployments through two air operations centers and multiple lines of control. The exercise revealed command and control (C2) gaps between AMC-retained and theater-assigned forces. To fully and rapidly employ GAMSS Forces to set the theater in the high-end fight, the USAF requires codified command relationships (COMREL), improved policy and doctrine, and resiliently-connected forces. **END STATE:** By the end of FY24, GAMSS Forces will have doctrine, processes, COMREL, and equipment to be employed through C2 nodes in a dynamic and agile way.

- *COMREL for GAMSS Forces understood*
- *GAMSS Forces established in C2 systems of record and processes*
- *GAMSS Forces equipped with resilient communications capability*



Hone Next-Generation Capabilities

Throughout 2023 and culminating with MG23, USAFEC units demonstrated increased maneuverability, technological advancements, and adapted force presentation. However, we must **institutionalize** and fund these capabilities, innovations, and force packages for repeatable operational use and sustainment. Units will consolidate gains by codifying new organizational constructs, operationalizing innovative equipment, and developing consolidated training plans. **END STATE:** By the end of FY24, USAFEC units will have set the foundation to further advance combat credible expeditionary effects.

- Codified Next-Gen Air Mobility Operations Wing (AMOW) force packages and en route laydown optimized
- Next-Gen Contingency Response (CR) and AMOW policy, doctrine, and programming **institutionalized**
- Air Advisors postured to deliver Partner Nation access and influence during crisis/conflict

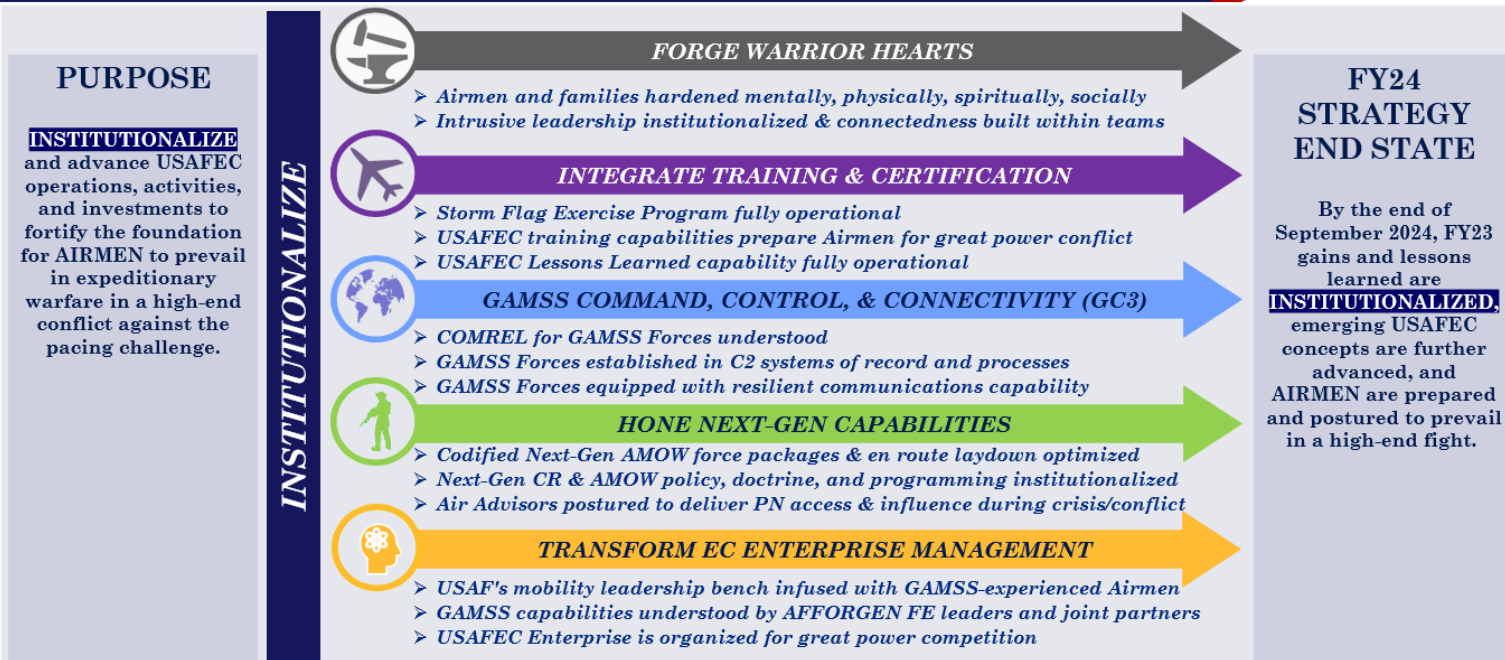
Transform USAFEC's Enterprise Management

In FY23, we identified key leadership positions across MAJCOMs, NAFs, and AF Centers to deliberately manage GAMSS expertise across the USAF. Our USAFEC staff added crucial Ops Research Analysis positions, while the Expeditionary Operations School (EOS) grew Air Advising and Contingency Response instructor expertise within the schoolhouse. In FY24, rather than solely hiring from within, we must infuse our command teams at all levels with the best talent through targeted actions, while deliberately outplacing USAFEC alumni into key staff and leadership positions that understand and advance the USAFEC vision. **END STATE:** By the end of FY24, we have promoted and expanded the USAFEC's prominence as the *Foundation of Air Mobility* and attracted the best available talent to inculcate future Air Force leaders with a holistic understanding of the global mobility enterprise.

- USAF's mobility leadership bench infused with GAMSS-experienced **AIRMEN**
- GAMSS capabilities understood by AFFORGEN Force Element leaders and joint partners
- USAFEC Enterprise is organized for great power competition



USAFEC FY24 STRATEGY





USAFEC Vision 2030

INTENT: As the USAFEC and supporting staff crafted the 2024 Strategy, the team noted the imperative of time as a controlling obstacle. Our strategy for 2024, and the Campaign Plan that will execute that Strategy, is bound by due dates – deliverables must manifest or be actioned upon by the end of the fiscal year. This forces hard choices about what we can accomplish in a year, but also highlights the imperative for an End State toward which each Strategy and Campaign Plan is written. The fact is much of what we'd like to accomplish simply cannot be done in one fiscal year. However, if we do not execute *some* relevant steps now, the overall End State we have in mind for the USAFEC will never come to fruition.

PURPOSE: Provide a long-term vision that expands on the desired future of the USAFEC and GAMSS, to cage our efforts and lengthen our gaze toward strategic ends for the entire enterprise:

END STATE: By 2030, the USAFEC and GAMSS enterprise will be organized, trained, and equipped to execute and prevail in expeditionary warfare – projecting, connecting, maneuvering, and sustaining the Joint Force across the spectrum of competition and conflict – to include:

- In coordination with AMC Theater Posture Review, Air Mobility Operations Wing (AMOW) organization, training, communications, command relationships, equipment, funding, and maneuverability codified, programmed, resourced, and employed as an agile, tailorable, and secure force that increases the flexibility and access of the Joint Force Maneuver.
- Contingency Response (CR) organization, training, equipment, augmentation, capabilities, command relationships, standard operating procedures and funding mainstreamed, standardized, codified in doctrine, routinely and adequately resourced for the service, and that the service understands, trains, exercises, and employs CR forces as they are designed – as the Air Base Opening and Contingency Response capability for the Joint Force.
- Air Advisors organized, trained, equipped, funded, employed, and deployed to assure Allies and Partners of United States presence and interest in far-flung corners of the globe, and to facilitate partnership and access for mobility forces when the need arises.
- Exercises, training, and certification for GAMSS Forces integrated across the service, with Flag exercises at the 300-400 level including mobility force elements from planning through execution – train as we fight! The Expeditionary Operations School will remain the USAF's focal point for expeditionary and cross-functional training programs and readiness requirements.
- Growing *Mobility Leaders* that are ready for the upper echelons of command and leadership in the USAF. Beyond GAMSS Forces talent management, the USAFEC enterprise will outcompete other commands for the best leaders in the Mobility Air Forces, institutionalize GAMSS-experience within the officer and enlisted leadership echelons across the force, and ensure outplacement management of GAMSS-experienced personnel continues building expeditionary leaders that are better-prepared for greater responsibilities.

The End States described within **USAFEC Vision 2030** are not entirely achievable within any one fiscal year – but pieces of them absolutely are. It is our collective charge to move out and accomplish any and all preparatory requirements necessary to achieve these end states. Do not wait for authorization from us! Move out and execute what is required to organize, train, and equip the force for the next fight – *now*.



