

USAF EXPEDITIONARY CENTER



STRATEGY

15 DECEMBER
2024

Two years ago, the United States Expeditionary Center embarked upon a series of one year strategy and campaign plan initiatives to focus enterprise operations, activities, and investments to advance warfighting capability. With each passing year, we locked in meaningful gains for the force. As we move into year three, we enter an Air Force undergoing tremendous change. This generational transformation presents opportunities that could span a decade or more. We will seize those opportunities through deliberate and intentional activities to hone our warfighting acumen. We will be ready. In the next 365 days, we will carry forward the fight from last year and will execute a strategy focused on five lines of effort to **FORGE** a new future for our expeditionary Air Force and EC:

Forge Mission Ready Airmen and Families
Organize and Posture for Great Power Conflict
Resource for the Fight
Generate a Ready Force
Enhance Warfighting Capabilities

We are rapidly moving out of a compartmentalized Air Force and into **One Air Force**. This One Air Force will be mission over function and will expand to our Air Force families and communities. We must and will bring them into the fold. The road to great power conflict is fraught with ambiguity, struggle, and risk. I empower you to clear the fog, simplify, remove barriers, communicate early and often, and elevate for advocacy when needed. Continue to lead as you have over the last year. Our headquarters serves to advance your initiatives as we align and posture for the next fight.

We will be clear-eyed and unemotional about where we need to go. Continue to validate the facts and assumptions that led us to where we are today. Move with a bias for action at a speed and tempo that meets the dynamic nature in the operational environment and the needs of Airmen. Continue to pursue the right alignment and posture to project, connect, maneuver, and sustain the joint force. Seize opportunities and revector where needed. We will fight tonight with what we have but we must also be aspirational. Prioritize your efforts so we can advocate for and defend the resources needed for a fight.

Change is happening. We will embrace it. Chief and I are as confident as always about the state of our force. We know the amazing Airmen in your formations will continue to execute the mission through transition and uncertainty. I trust that you know your unit's mission well and will communicate risk to ensure we generate the most ready force now and in the future. Let us know where we can help.

Again, let's seize the opportunities this new era presents. Drive hard and be bold as we **FORGE** the next generation of warfighters to deliver...

Airpower...from the Ground Up!



STEPHEN P. SNELSON
Brigadier General, USAF
Commander



DENNIS W. FUSELIER
Chief Master Sergeant, USAF
Command Chief



COMMANDER'S INTENT

PURPOSE: SEIZE the opportunity to plan, synchronize, and execute USAFEC operations, activities, and investments to shape the future of Airpower from the ground up.

MISSION: Airpower...from the Ground Up!

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

END STATE: USAFEC Airmen and units are properly aligned, capable of informing and executing commander's intent, and postured to prevail in a high-end conflict against the pacing challenge.

LINES OF EFFORT

Forge Mission Ready Airmen and Families

Forging mission ready Airmen focuses on the tasks, conditions, and standards to prepare our warfighters for the next fight. Last year, there was a deliberate focus on fundamentals to strengthen our foundation and to inject energy and investment into the culture of our formations. Culture, simply stated as "the way we do things," hardens the foundation that supports our Airman's journey. As we transition our force to meet the demands of Great Power Competition, we must fight through ambiguity and uncertainty. It starts with the strong foundation already rooted in the tenants of the profession of arms and support from family and community. **END STATE:** We will build trust in the force and our families and communities we support through communication, inclusion, and deliberate action. We will execute disciplined preparations to guarantee Airmen readiness for the next fight.

- *Disciplined, professional Airmen committed to our profession of arms*
- *Airmen, families, and communities ready for the high-end fight*
- *Airmen physically, mentally, psychologically, and spiritually ready for GPC*

Organize and Posture for Great Power Conflict

Last year, the Secretary of the Air Force delivered 24 decisions to reoptimize for great power conflict. As the Air Force rapidly implements these decisions, there is opportunity to shape and drive changes in our enterprise. We will look across all units for opportunities to reorganize, retool, and refocus staffs, functions, and mission sets. **END STATE:** We will have clarity where our A-Staffs are going and actions needed to get there. We will have a new vision for the USAFEC and how it will deliver effects to prepare for GPC. Our GAMSS laydown will optimize in location, force packaging, and flexibility across the en route structure.

- *A-Staff implementation shaped*
- *USAFEC 'Center' functions postured for GPC*
- *GAMSS laydown optimized*

Resource for the Fight

Zero sum resourcing does not mean zero resourcing. It simply means we remain postured to identify, prioritize, and defend resourcing to meet GPC demands and capitalize on funding opportunities. The rapid evolution of force presentation, packaging, and employment demands that we accelerate our efforts to develop required capabilities. To achieve this, we must define priorities and mission that balance ambition with financial realism. **END STATE:** We will continue to propel connection of our forces to command-and-control nodes across combatant commands. Our forces will have equipment to protect themselves from threats. We will lead in advancing combat wing transitions with our ability to identify, codify, and advance the authorities, partnerships, and agreements necessary to project power.

- *Forces connected to C2 nodes, systems, and joint partners*
- *Force elements and installations threat risk mitigated*
- *USAFEC personnel reoptimized and equipment gaps closed*



Generate a Ready Force

A perpetually ready Airman is unsustainable, but a perpetually ready **force** is sustainable. To be ready at the right time, our Airmen need predictability and clarity in their pre-deployment cycle. The transition to AFFORGEN has given the force the system and mechanism to train, certify, and present highly capable forces in a predictable manner. We must drive the supporting personnel and training systems to adapt, expand, and deliver the support needed to generate a ready force. **END STATE:** Personnel assignments, training plans, and force element readiness will align to the AFFORGEN model. Sequencing of Airman's time and weight of effort will align with their AFFORGEN cycle. As we transform into combat wings and base command structures, Airmen will have clarity in their assignment, roles, and responsibilities as they prepare for taskings.

- *ABWs are focused on fighting the base*
- *Force elements execute combat representative training*
- *GAMSS force training and readiness pipeline established*

Enhance Capabilities

In the last two years, the force locked in gains in next-generation capabilities. It is now time to baseline those capabilities. No longer are we next-generation but are now focused on revalidating current structures and enhancing capabilities to meet the ever-changing environments in which we operate. These enhancements will be resistant to any organizational changes focused on function not form. **END STATE:** We will enhance the next-generation capabilities that we have inculcated into the GAMSS and training systems. With a focus on new roles in the security force assistance and air advising space, we will enhance the way institutional advising forces are tasked, trained, and presented to meet combatant commander priorities.

- *GAMSS C3 and COMREL solidified, tested, and fielded*
- *SFA/AA enterprise tasking, training, and force presentation advanced*
- *Exercise STORM FLAG meets the needs of the force*





USAFEC Vision 2030

INTENT: The USAFEC will continue to focus its operations, activities, and investments to advance warfighting capabilities. Building upon 2023 and 2024 gains, the EC will action deliberate initiatives to seize opportunities to posture the force for the future while being ready to fight tonight. The imperative of time is still a controlling obstacle. Our one-year focus that builds upon the past and looks to the future will force hard choices about what we can accomplish in a year as we drive to our end state. The fact remains that much of what we want to accomplish simply cannot be done in one year. Together we will execute relevant steps now, driving toward the overall USAFEC End State, one that ensures our Airmen are ready to project Airpower from the Ground Up!

PURPOSE: Reinforce the long-term vision for the desired future of the USAFEC and GAMSS force, to focus our efforts and push to strategic ends for the entire enterprise.

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

- Execute a plan for global mobility support in the GPC environment. A right-sized en route AMOW structure with necessary capabilities to meet day-to-day operational needs, while maintaining the flexibility to expand capacity within the current laydown and beyond. This structure enables mobility forces to rapidly deploy and operate effectively in the GPC environment, providing essential support and maneuver elements to ensure resilient and rapid global mobility operations for the joint force, allies, and partners.
- Contingency Response (CR) organization, training, equipment, augmentation, capabilities, command relationships, standard operating procedures and funding standardized, codified in doctrine, resourced for the service, and that the Total Force understands, trains, exercises, and employs CR forces as designed – as the Air Base Opening and CR capability for the Joint Force.
- Air Base Wings (ABWs) are organized, trained, and equipped to defend the base and project airpower. They can effectively operate and defend installations as power projection platforms, generating the capacity and capability necessary to meet the demands of combat wings and support the objectives of their joint mission partners.
- Air Advisors organized, trained, equipped, funded, employed, and deployed to assure Allies and Partners of US presence and interest, and to facilitate partnership and access for Joint forces when needed.
- Exercises, training, and certification are integrated across the service, with Flag exercises from planning through execution – train as we fight! The Expeditionary Operations School will remain the USAF's focal point for expeditionary, specialized functional, and advanced cross-functional readiness training programs.
- Growing *Mobility Leaders* that are ready for the upper echelons of command and leadership in the USAF. USAFEC will institutionalize GAMSS-experience within the officer and enlisted leadership echelons across the force and ensure outplacement management continues building expeditionary leaders better-prepared for greater responsibilities.

The End States described within **USAFEC Vision 2030** are our collective charge to move out and accomplish any and all preparatory requirements necessary. Do not wait on us. Move out and execute what is required to organize, train, and equip the force for the next fight – *now!*

