

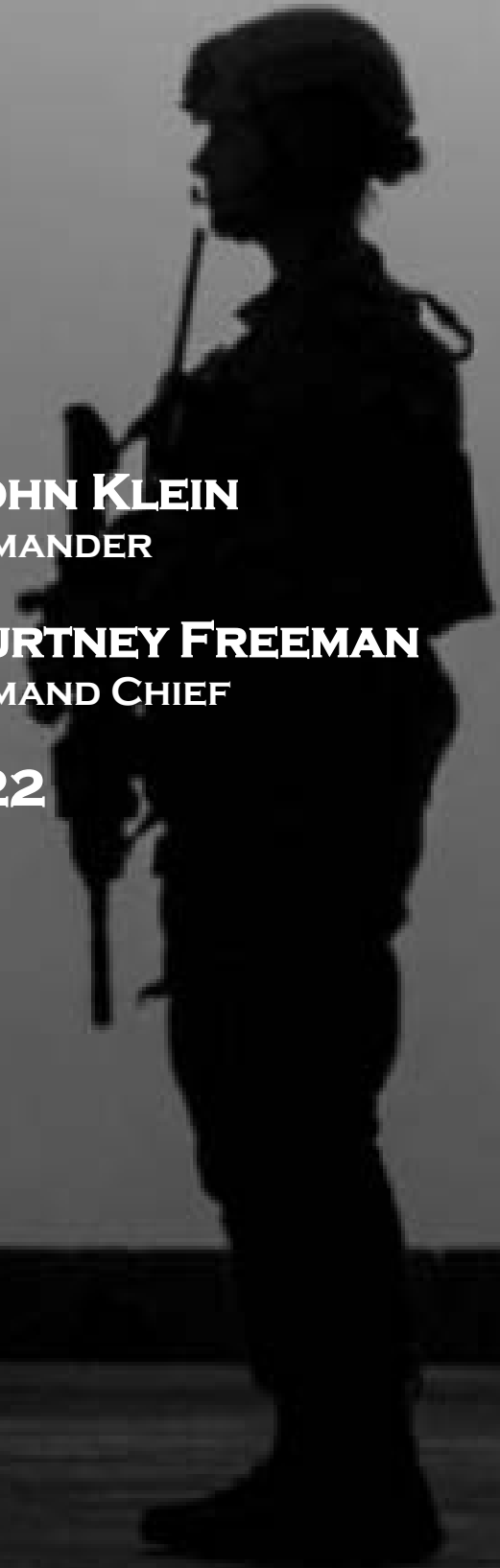
U.S. AIR FORCE EXPEDITIONARY CENTER STRATEGY



MAJ GEN JOHN KLEIN
USAFEC COMMANDER

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23 SEP 2022



AIRMEN are the most potent weapon system in our United States Air Force. They consistently demonstrate the ability to deliver and *win*, with lethal precision, across any military operation. Their success springs from a warrior spirit that accepts nothing less than *victory*. The focus of this strategy is to prepare **AIRMEN** for **expeditionary warfare**, ensuring America's wars are forever fought and *won* on shores other than our own.

Today's operational environment presents challenges not seen in generations, requiring us to up our game as our nation's sword and shield. The paths we pave today to **organize, train, and equip AIRMEN** for **expeditionary warfare** will underpin the *winning* scheme of maneuver against our pacing threat. Our sacred duty is to prepare our **AIRMEN** for a violent fight to best posture them for success in the battlespace. *Winning* starts now.

We must challenge you by asking, are your **AIRMEN** ready to fight in a highly contested environment against a peer competitor? And we mean *fight*—not just deploy, not just operate, not just generate—but truly *fight* in an environment requiring multi-capability, decentralization, agility, adaptability, ingenuity, speed, grit, fitness, discipline, and most importantly, a warrior spirit, to survive and *win*. This strategy is a call to arms.

We will apply the guidance in this document, and the ensuing 365-day campaign plan, to rapidly close a prioritized set of known capability gaps that service the Joint Force. **AIRMEN**—organized, trained, and equipped for **expeditionary warfare**—are the focus of this strategy. We will orient upon the following lines of effort:

- *Organize* **AIRMEN** for expeditionary warfare.
- *Train* **AIRMEN** for expeditionary warfare.
- *Equip* **AIRMEN** for expeditionary warfare.

Go faster! The next fight is nigh. We have between now and then to ready and strengthen our **AIRMEN** for a perilous fight. Organize them, train them, and equip them...to *win*.

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

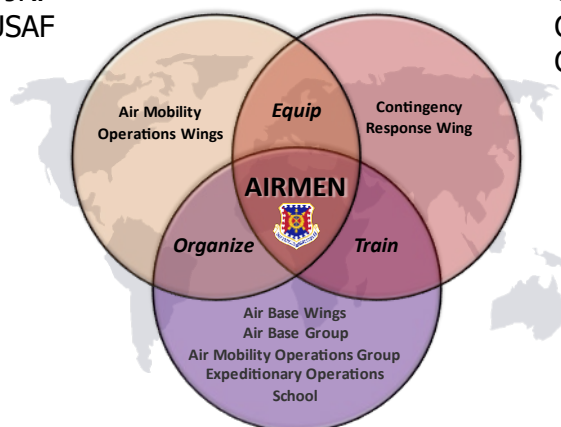
Airpower... from the Ground Up!



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



COURTNEY C. FREEMAN
Chief Master Sergeant, USAF
Command Chief



COMMANDER'S INTENT

PURPOSE: Align USAF Expeditionary Center (USAFEC) operations, activities, and investments to **organize, train, and equip AIRMEN** for **expeditionary warfare** against our pacing threat.

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 2023, complete and assess core initiatives that close Air Force capability gaps in support of Department of Air Force Operational Imperatives. We will orient upon **Exercise MOBILITY GUARDIAN 23** to validate progress on core initiatives.

LINES OF EFFORT

Organize AIRMEN for Expeditionary Warfare

As the USAF transitions the way it presents, generates, and employs airpower, we will simultaneously organize warrior **AIRMEN** for high-end peer conflict by aligning our **AIRMEN** with the new USAF Force Generation (AFFORGEN) model – Force Elements (FE), Demand Force Teams (DFT), or employed in-place (EIP). We will also continue efforts to build **AIRMEN** readiness and strength. This includes intentionally and actively forging mental and physical fortitude, increasing their tactical and technical competencies, and orienting them towards unit—versus functional—identity. We trust command teams will continue to take care of **AIRMEN** and their families while we enhance our focus on expeditionary warfare. In support of this objective, the following prioritized specified tasks apply:

Next-Generation Air Mobility Operations Wing

- Using commonalities with Contingency Response (CR) forces, create a deployable DFT in the form of Air Mobility Teams (AMT) to maneuver and C2 within and beyond the established enroute structure.
- Develop options for COMREL and C2 of resources (manpower & equipment) that enable mission command.
- Create framework to re-establish force packaging options using the triad of AMOW-assigned aerial port, aircraft & vehicle maintenance, and command & control operations within Air Mobility Squadrons.
- Explore a more robust and capable Air Mobility Element (AME) DFT.
- Expand executable options for augmentation, standardization, and force alignment with Air Reserve Component (ARC) units for uniform force presentation.

Joint Combined Training, Readiness, and Integration

- Complete requirements to activate the 49 Combat Training Squadron (CTS).
- Identify additional manpower positions that enhance unit, **AIRMEN**, and family readiness for Team Pope.
- Complete coordination to establish COMREL for Joint Readiness Training Center and Joint Forceable Entry Readiness Symposium events, including future GREEN FLAG-Little Rock (GFLR) exercises.
- Set conditions for creating a flag exercise (e.g., EAGLE FLAG) at Pope AAF in conjunction with an enhanced GFLR to support robust joint force training, force provider integration, and AFFORGEN certification.
- Organize and sanction the 34 CTS and 49 CTS to serve as AMC's representatives to research labs and develop a program to test employment of new capabilities.

Deliberate Cross-Functional Talent Management

- Integrate cross-functional subject matter expertise from all MAJCOMs into key staff and leadership positions over the next two assignment cycles.
- Influence inter-Numbered Air Force (NAF) talent management between the USAFEC and 18th Air Force to deliberately develop well-rounded mobility leaders.
- Integrate enduring mobility expertise into other Centers.



Train AIRMEN for Expeditionary Warfare

Our asymmetric advantage as the world's premier air force is our professional and highly skilled **AIRMEN**. To support the next generation training they require, we will develop **AIRMEN** skilled in expeditionary warfare and train assigned FEs to *win* in a high-end peer conflict. This means **AIRMEN** professional development, talent management, a warrior spirit, and creating multi-capable teams with tactical experts who can fight the airbase as a weapon system. Command teams will train our **AIRMEN** and families to be mentally, physically, and spiritually prepared to fight beginning with the fundamentals of physical fitness, dress & personal appearance, customs & courtesies, and good order & discipline. Our **AIRMEN** must be empowered to execute mission command with a bias for measured risk taking and disciplined initiative. All **AIRMEN** must realize their personal responsibility to ready themselves for the next fight. In support of this objective, the following prioritized specified tasks apply:

Reorient Expeditionary Education and Training to Peer Threats

- Collaborate with course owners and warfighters to reorient expeditionary education and training to produce customized training solutions for operations in the USINDOPACOM and USEUCOM theaters.

Optimize Joint Bases as Power Projection Platforms

- Work with mission partners to optimize joint base exercise venues to serve as testbeds for airbase weapon system employment.

Equip AIRMEN for Expeditionary Warfare

Equipping our **AIRMEN** with the resources and knowledge necessary to defeat the pacing threat is vital to *winning* in both competition and in conflict. We must optimize existing resources and leverage **AIRMEN** ingenuity to maximize connectivity, survivability, and agility. We expect Command Teams to equip **AIRMEN** with the trust, doctrine, policy, authorities, materiel, and manpower needed to *win* the high-end peer fight. This includes resourcing to build ready and strong **AIRMEN** and families. In support of this objective, the following prioritized specified tasks apply:

Next-Generation Contingency Response

- Accelerate equipment modernization for CR operations in non-permissive environments.
- Explore Joint All-Domain Command and Control (JADC2) solutions to maximize connectivity and survivability; consider other Global Air Mobility Support System (GAMSS) forces in this task (FE, DFT, and EIP).
- Liaise with Air Operations Centers (618th and theater assigned) to develop robust JADC2 and PACE plans for all maneuverable GAMSS forces.
- Expand Air Advisor capability to operate within the INDOPACOM and EUCOM theaters.
- Incorporate Air Mobility Liaison Officer (AMLO) and the Expeditionary Air Ground Liaison Element (EAGLE) into the FY23 Large Scale Global Exercise plan to assess AMC's ability to project and sustain the Joint Force.
- Explore options for augmentation, standardization, and force packaging to align USAFE, PACAF, and ARC CR units for uniform force presentation.
- In coordination with the Expeditionary Operations School (EOS), explore options to expand air load preparation and training to enhance joint partner readiness (formerly, affiliation training).

TTP Capture and Development for Emerging Concepts

- Develop TTP volumes for the operational employment of the Expeditionary Air Base (XAB) and Agile Combat Employment (ACE).
- USAFEC pursue designation as lead agency for niche aspects of XAB concept development.
- Resolve distribution of the Airman's Manual to equip **AIRMEN** with hardcopy versions for use in the field.
- Convert two manning positions to operations research analysts for EC/A9.
- Maximize staff-to-staff interaction with other Centers.



REFERENCES

- National Defense Strategy 2022 - Unclassified Summary
- Department of the Air Force (DAF) Operational Imperatives
- Accelerate Change or Lose / CSAF Action Orders to Accelerate Change Across the USAF
- U.S. Transportation Command Priorities
- AMC Strategy / Strategy Annex / Action Order / Rapid Global Mobility (RGM) Capability Gaps Memo
- Key Terminology for USAF Force Presentation and Employment Approaches Memo

DAF OPERATIONAL IMPERATIVES SUPPORTED

2. Achieving Operationally Optimized Advanced Battle Management System (ABMS) / AF JADC2
5. Defining Optimized Resilient Basing, Sustainment, and Communications in a Contested Environment
7. Readiness of the DAF to Transition to a Wartime Posture against a Peer Competitor

TRANSCOM MISSION & PRIORITIES SUPPORTED

- Project and Sustain the Joint Force
- Empower a Competitive and Resilient Warfighting Team
- Ready Now and in the Future

AMC VECTORS FOR PERSISTENT RGM SUPPORTED

- Develop Ready Airmen and Families
- Advance Warfighting Capabilities
- Project and Connect the Joint Force
- Ensure Strategic Advantage



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Warfare

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	DAF OPERATIONAL IMPERATIVES	TRANSCOM PRIORITIES	AMC VECTORS
Organize AIRMEN for Expeditionary Warfare	2. Achieving operationally optimized ABMS / AF JADC2. 5. Defining optimized resilient basing, sustainment, and communications in a contested environment 7. Readiness of the DAF to transition to a wartime posture against a peer competitor	<ul style="list-style-type: none"> • Empower a Competitive and Resilient Warfighting Team • Project and Sustain the Joint Force • Ready Now and in the Future 	<ul style="list-style-type: none"> • Advance Warfighting Capabilities • Project and Connect the Joint Force • Ensure Strategic Advantage
Train AIRMEN for Expeditionary Warfare	7. Readiness of the DAF to transition to a wartime posture against a peer competitor	<ul style="list-style-type: none"> • Empower a Competitive and Resilient Warfighting Team 	<ul style="list-style-type: none"> • Develop Ready Airmen and Families • Advance Warfighting Capabilities • Ensure Strategic Advantage
Equip AIRMEN for Expeditionary Warfare	2. Achieving operationally optimized ABMS / AF JADC2. 7. Readiness of the DAF to transition to a wartime posture against a peer competitor	<ul style="list-style-type: none"> • Empower a Competitive and Resilient Warfighting Team • Ready Now and in the Future 	<ul style="list-style-type: none"> • Advance Warfighting Capabilities • Project and Connect the Joint Force • Ensure Strategic Advantage





**USAFEC STRATEGY
SEPTEMBER 2022**