

... ▶ This is Your Air Force

BEYOND



U.S. AIR FORCE

• • • ▶ Lasting Heritage...Limitless Horizons: A Warfighter's Vision

It is an honor to serve as Secretary of the Air Force, and I look forward to working alongside you in keeping our Nation safe. Because of your dedication, skill, and sacrifice, the U.S. Air Force gives an incredible array of options to the President – whether it is taking the fight to the enemy or providing humanitarian assistance to those in the wake of natural disasters. As individuals you are each a national asset and essential to accomplishing the Air Force's mission. As a seamless team, we are able to overcome any challenge.

In the past 14 years, the Air Force team has proven its mettle and skill every day. Since the days of DESERT SHIELD and DESERT STORM, our Air Force has been globally and continuously engaged in war. We must continue to show the same resolve and determination, in the Global War on Terror. It will be a long war, but one we will win.

Together, let's affirm that today's Air Force is Joint, has a clear mission, and a set of values to spur continued success.

The core values: Integrity First, Service Before Self, and Excellence in All We Do should continue to be internalized throughout the Total Force, and in the industry partners upon whom we rely for support. With these values translated into steady and unswerving resolve and actions, our Air Force will live up to the expectations of the Nation.

I see the **MISSION** of the Air Force as:

Deliver sovereign options for the defense of the United States of America and its global interests – to fly and fight in Air, Space, and Cyberspace.

I have no doubt that you will continue to keep America's Air Force the greatest air, space, and cyberspace force in history, and an important part of the Joint Team defending our Country.

Thanks to all of you currently serving in our nearly 700,000-strong Active, Reserve, Guard, and Civilian force as well as my predecessors in the role of Secretary and Acting Secretary. You provide our Air Force the best in terms of leadership and service to our nation. As I cross back into the Blue, I am forever grateful.



The Honorable Michael W. Wynne
Secretary of the Air Force

M I L I T A R Y

We're at war. We've been at war before. Airmen are warfighters, always have been, always will be. Just as the U.S. Army Air Forces fought for the nation in World War II, we fight today in a global war on terrorism. We must not lose this focus.

We must continue to develop Airmen. Each one has dignity, value, and worth. The majority of our Airmen have joined the Air Force since September 11th, 2001. Our Airmen are more accustomed to "hot" wars than the Cold War. We honor those Airmen who are fighting now, and who fought before us, and we are preparing the next generation of Airmen who will fight after us.

As warfighters, our Airmen require the best weapons and equipment so that they can continue to do what they do best – fly and fight for the Joint Team. This is why we need to recapitalize and modernize our Air Force. Our Airmen need new systems now.

Every Airman contributes to today's war. We fight above and alongside our fellow Soldiers, Sailors, Marines, and Coast Guardsmen. We are brothers-and-sisters-in-arms on a Joint Team. Today, Airmen serve in Iraq and Afghanistan – and defend our sovereign airspace at home.

Our mission has remained constant since our inception: control air and space. Title X states that, "The Air Force is organized, trained, and equipped primarily for prompt and sustained offensive and defensive air operations." Put simply, Airmen provide air and space power as part of a dominant joint warfighting team.

The Air Force does not control and exploit air, space, and cyberspace merely for the sake of doing so. We control the air to protect the Joint Team. We protect vital communication links from hackers. We guard the nation's space assets. We take pride in the fact that no U.S. soldier has been attacked by an enemy aircraft since the Korean War. It is a trend that will not change.

As Airmen our perspective is strategic, and as an Air Force our effects are global. We are uniquely suited to pursue an enemy that operates globally in both physical and cyberspace. Our strategic capabilities allow us to track, pursue, and strike our enemies wherever they go. Though the operational environment will change, our Airmen always will be there to answer the nation's call.

Never forget that behind us is a proud and lasting heritage and in front of us is a limitless horizon.



T. Michael Moseley
General, USAF
Chief of Staff

• • • ▶ We will Fight Hard and Win Decisively

Since September 18, 1947, courageous men and women have proudly taken on the title of Airmen and the great responsibility that comes with it – projecting air and space power for America. Wars were won, lives saved, and freedom reigns because of Airpower.

Today, nearly six decades later, so much has changed, and so little. Technology, innovation, and education have gone full throttle bringing us lethal weapons, unmanned aerial systems, unmatched surveillance and targeting, and incredibly capable Airmen. Our determination, commitment, and sheer drive to stand up and fight for freedom have not wavered. The ideals our nation holds dear are worth every bit of our effort.

We continue to face unique challenges as we fight the War on Terrorism. The enemy is erratic and ruthless, but no match for the skillful and dedicated Airmen, Soldiers, Sailors, Marines, and Coast Guardsmen serving today. Our unity and integration is better than ever, and we will improve our interoperability even more in the future. Together we will fight hard and win decisively.

We are tremendously privileged to serve in this great Air Force. Our service to our nation is invaluable today, as it was to the Airmen of the past, and those who will replace us in the future. Take care of each other, focus on the mission always, stand tall and be proud – you are America's Airmen!



Gerald R. Murray
Chief Master Sergeant of the Air Force



SERVE

- ... ▶ To deliver sovereign options for the defense of the United States of America and its global interests – to fly and fight in Air, Space, and Cyberspace

MISSION



• • • ▶ To leverage asymmetric advantages across the “Commons” to provide desired kinetic and non-kinetic effects as part of the Joint Team

To develop, sustain, and always sharpen our warfighting edge

To continue to provide the most highly motivated, trained, and respected Airmen in the world, to accomplish our missions with integrity and leadership

... ▶ Lasting Heritage

“In the development of air power, one has to look ahead and not backward to figure out what is going to happen.”

*Brigadier General Billy Mitchell
Assistant Chief of the Air Service, 1919-24*

“The air power of a nation is what it actually has today. That which it has on the drafting board cannot become its air power until five years from now.”

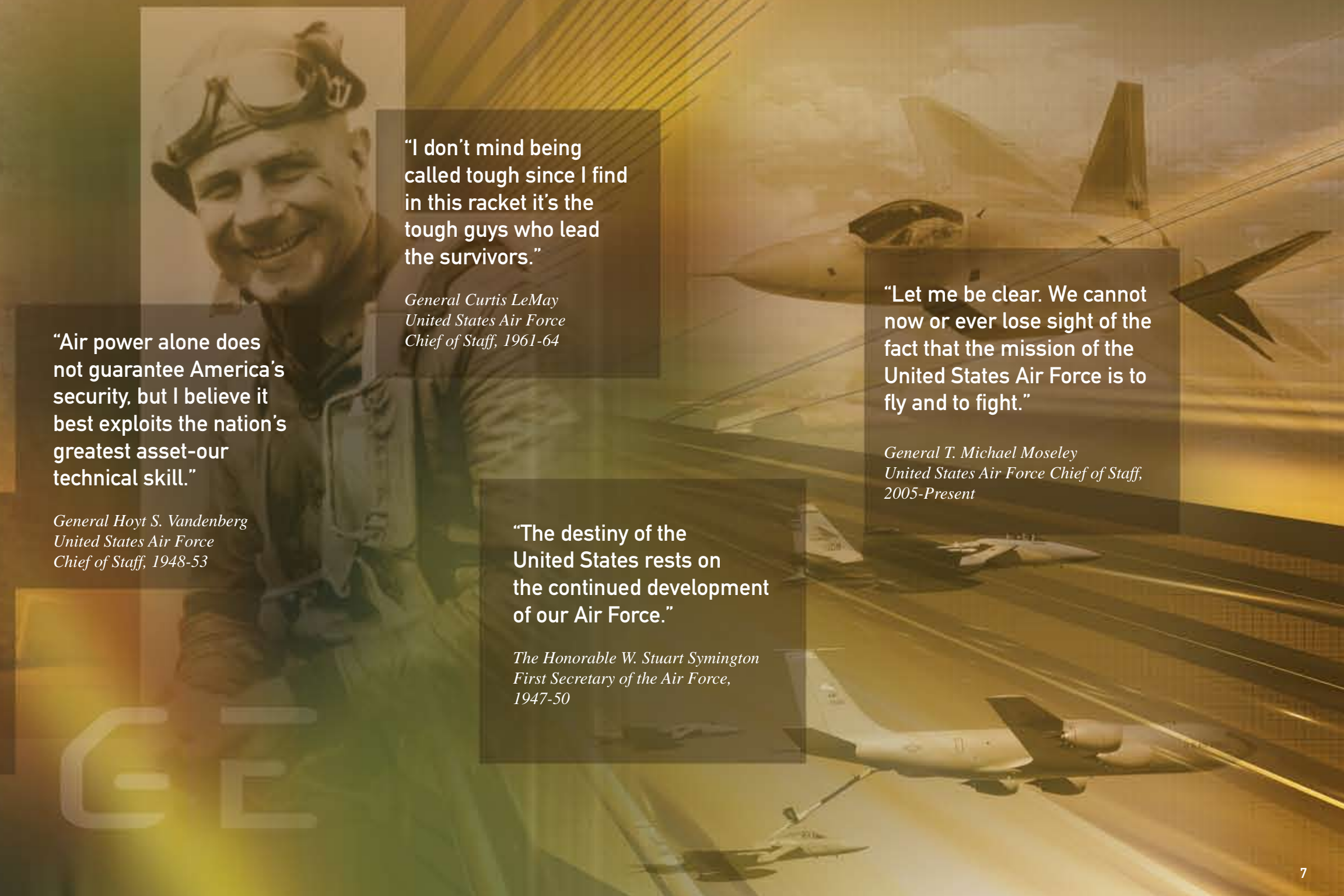
*General Frank M. Andrews
First Chief of General Headquarters
Air Force, 1935-39*

“Air power is like poker. A second-best hand is like none at all—it will cost you dough and win you nothing.”

*General George Kenney
Commander Fifth Air Force, 1942-45*

“A modern, autonomous, and thoroughly trained Air Force in being at all times will not alone be sufficient, but without it there can be no national security.”

*General H.H. (“Hap”) Arnold
Commanding General of Army
Air Forces, 1943-46*



“Air power alone does not guarantee America’s security, but I believe it best exploits the nation’s greatest asset—our technical skill.”

*General Hoyt S. Vandenberg
United States Air Force
Chief of Staff, 1948-53*

“I don’t mind being called tough since I find in this racket it’s the tough guys who lead the survivors.”

*General Curtis LeMay
United States Air Force
Chief of Staff, 1961-64*

“The destiny of the United States rests on the continued development of our Air Force.”

*The Honorable W. Stuart Symington
First Secretary of the Air Force,
1947-50*

“Let me be clear. We cannot now or ever lose sight of the fact that the mission of the United States Air Force is to fly and to fight.”

*General T. Michael Moseley
United States Air Force Chief of Staff,
2005-Present*

1903

Wright Brothers' Flight – On December 17, 1903, at Kitty Hawk, North Carolina, the Wright Flyer became the first powered, heavier-than-air machine to achieve controlled, sustained flight with a pilot aboard. With Orville Wright as pilot, the airplane took off from a launching rail. It made four flights, the first for 12 seconds and a distance of 120 feet.

1914 – 1918

Specialization of aircraft – In 1914, at the beginning of World War I, all aircraft performed the standard mission of aviation, observation in support of the infantry and artillery. Although this mission remained critical throughout the conflict, new missions quickly arose, including control of the air, ground attack, and tactical and strategic bombing, that motivated the air forces to develop aircraft designed to perform each mission. By 1918, military air forces operated a wide array of specialized aircraft types.

1920s

Air-to-air refueling experiments – In 1921, Alexander P. de Seversky, a Russian émigré engineer, received a U.S. patent for an air-to-air refueling concept. In 1923, the Air Service undertook aerial refueling tests at Rockwell Field, California. Those tests led to flights lasting more than 37 hours. In January 1929, the "Question Mark," an Army Air Corps C-2 transport, remained aloft for seven days, during which it made 42 refueling "hookups" with aircraft adapted as tankers.

1909

First U.S. military aircraft accepted – The Signal Corps signed a contract with the Wright Brothers on February 10, 1908, for the purchase of an airplane. Orville Wright brought the aircraft to Fort Myer, Virginia, in August 1908 for its acceptance tests. A crash on September 17 killed Lt Thomas Selfridge, severely injured Orville, and interrupted the tests. In June 1909, the Wrights returned to Fort Myer with a new airplane, which fulfilled the contract requirements. The Army formally accepted Signal Corps Airplane No. 1 on August 2, 1909.

1918

U.S. Army Air Service formed – As early as June 1917 in France, Gen John J. Pershing, Commander of the American Expeditionary Forces, had removed the aviation component from the Signal Corps, designating it the Air Service, A.E.F. In the U.S., it was not until May 20, 1918 that Army aviation was separated from the Signal Corps with the formation of two new War Department bureaus: the Division of Military Aeronautics and the Bureau of Aircraft Production. The War Department recognized these bureaus as parts of the Army Air Service on May 24. The Army Reorganization Act of June 4, 1920, gave official, permanent recognition to the Air Service as a combatant arm of the U.S. Army.

1921

Gen Billy Mitchell sank battleship *Ostfriesland* – The German battleship *Ostfriesland*, was sunk off the Virginia Capes by bombs dropped by Army bombers on July 21, 1921 in a series of tests to determine the effectiveness of air weapons against ships. Tests against *Ostfriesland* began on July 20 and ended dramatically the next day when Mitchell's Martin bombers delivered the fatal blow with 1,000- and 2,000- pound bombs.

1926

U.S. Army Air Corps established on July 2, 1926, with Maj Gen Mason M. Patrick as Chief of the Air Corps.

1934 - 1941

Introduction of radar – Experimenters had demonstrated some aspects of radio detection and ranging as early as 1905, but it took sustained efforts of Scottish physicist Sir Robert Watson-Watt to develop a practical radar detection system in the early and mid-1930s. U.S. radar researchers also made progress during the 1930s, but the defense establishment was slow to adopt the new technology. Radar in Hawaii detected inbound Pearl Harbor attackers an hour away, but those defending Hawaii failed to respond to that warning. Radar technology evolved rapidly during World War II, leading to vast increases in the capability of radar following the war. The principal advances were higher power outputs, greater receiver sensitivity, and improved timing and signal-processing circuits. Airborne radar was developed between 1935 and 1940 independently in several countries as a military instrument for detecting aircraft and ships.

Operation VITTLES - On June 26, 1948, in response to a blockade instituted by the Soviet Union on U.S., British, and French sectors in western Berlin, the U.S. launched an airlift called Operation VITTLES. Commanded by Brig Gen William Tunner, the airlift delivered enough coal and food to sustain the city. What began as a stopgap measure became the largest humanitarian airlift in history. The U.S.S.R. ended its blockade on May 12, 1949. U.S. and Allied Airmen in the Berlin Airlift flew 277,569 sorties and delivered 2.3 million tons of cargo to relieve Berlin and lift the spirit of a nation.

1948

1924

First aerial circumnavigation of the globe – On April 4, 1924, four Army Air Service airplanes departed from Seattle, Washington, to undertake the first round-the-world flight. After flying more than 26,000 miles in 175 days, two of the Douglas "World Cruisers" successfully completed the task by returning to Seattle on September 28. In June 1995, a pair of B-1B Lancer bombers completed a similar mission by departing Dyess AFB, Texas, eastbound and landing at Dyess in just over 36 hours and 13 minutes. Their 20,100-mile journey required six air-to-air refuelings.

1941 - 1945

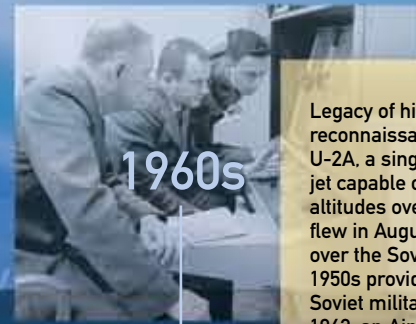
Demonstration of the strategic nature of airpower: strategic bombing and global airborne logistics – World War II saw the mass employment of long-range, high-altitude, precision bombing of critical military and industrial targets by the United States. The conflict also saw the establishment of global air logistics networks that transported aircraft, personnel, equipment, and supplies to and from the combat theaters around the world. In its post-war analysis of the defeat of the Axis powers, the U.S. Strategic Bombing Survey concluded that airpower had played a "decisive role" in bringing victory to the Allies.

1947

The independent U.S. Air Force established on September 18, 1947 – W. Stuart Symington was the first Secretary of the Air Force; Gen Carl A. Spaatz became the first Chief of Staff on September 26.

1950s

Air Force given responsibility for long-range guided missiles – In March 1950, after reviewing Joint Chiefs of Staff recommendations, Secretary of Defense Louis Johnson ordered the Air Force to take responsibility for all long-range missile programs. In February 1954, the Teapot Committee recommended the Air Force undertake a “radical reorganization” to develop an ICBM. Led by Brig Gen Bernard A. Schriever the Air Force developed ICBM and space launchers including Atlas, Thor, Titan, Minutemen, and Peacekeeper. These ICBMs were key in providing deterrence throughout the Cold War and beyond.

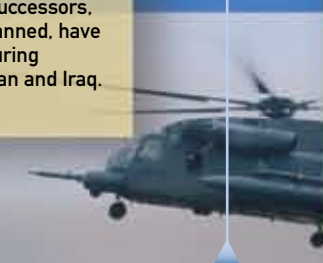


1960s

Legacy of high altitude reconnaissance – The original U-2A, a single-seat reconnaissance jet capable of operating at extreme altitudes over long distances, first flew in August 1955. Early flights over the Soviet Union in the late 1950s provided key intelligence on Soviet military capability. In October 1962, an Air Force U-2 photographed a buildup of Soviet offensive nuclear missiles in Cuba. In more recent times, the U-2 and its successors, both manned and unmanned, have provided intelligence during operations in Afghanistan and Iraq.

1975

RED FLAG - Following the Vietnam War, the Air Force began a period of re-evaluation of capabilities, systems, and organization. To increase overall combat effectiveness, the Air Force created the RED FLAG exercise at Nellis AFB, Nevada, to simulate combat training in a realistic threat environment.



1950

1954

U.S. Air Force Academy founded – In 1954, the Air Force Academy was established temporarily at Lowry AFB, Colorado. Officials swore in the first class of 306 cadets on July 11, 1955. The Academy moved to its permanent site outside Colorado Springs on August 29, 1958. President Gerald R. Ford signed legislation permitting women to enter the Air Force Academy on October 7, 1975.



1960s

Air Force commitment to space – The Air Force began initiating, developing, and applying the technology of space-based systems in support of U.S. national security interests.

1972

Precision guided munitions effective – The drive to develop precision guided weapons dates back to World War II, but first saw substantial success during the Vietnam War. Critical targets for the United States were the Thanh Hoa Bridge, which carried the only railroad and a major highway south of Hanoi, and the longer Doumer Bridge over the Red River. These two targets had survived years of air attacks by Walleyes, Bullpups, mines, and guided and unguided bombs. On May 11, Air Force jets carrying 2,000 and 3,000 pound laser-guided bombs destroyed three spans of the Doumer bridge. Two days later, on May 13, the Thanh Hoa bridge was destroyed similarly.



1981

Stealth aircraft flies for the first time – The F-117 Nighthawk makes its first flight, inaugurating the era of airborne stealth technology.



1991

Air Force over Iraq – Operation DESERT STORM to free Kuwait began on January 17, 1991. The Air Force kept units committed in Operations SOUTHERN and NORTHERN WATCH to patrol no-fly zones for the next 12 years. These continued missions set the stage for uncountered air operations in Operation IRAQI FREEDOM, which began on March 19, 2003. The Air Force is still flying missions in post-conflict stability operations in Iraq as part of its on-going operations today.



2005

Operation UNIFIED ASSISTANCE - Within days following the tsunami disaster in Southeast Asia, Air Force transport aircraft flowed into the theater carrying millions of pounds of relief supplies. By the end of the first two weeks, Air Force aircraft and aircrews had delivered more than 1.66 million pounds of cargo and 748 passengers supporting tsunami relief operations. More than 434 humanitarian airlift missions were flown; the largest humanitarian airlift mission since the Berlin Airlift.



1978

Global Positioning System – In 1973, the Department of Defense was determined to develop a satellite navigation system. The first of 52 NAVSTAR GPS satellites was launched using an Air Force Atlas booster. Highly classified at first, the system was opened to civilian use in 1983, revolutionizing navigation, mapmaking, and timekeeping worldwide.

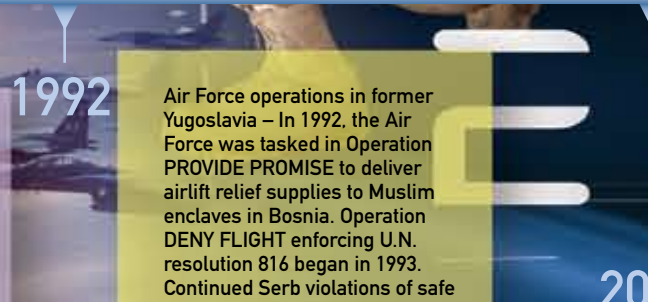


1985

First anti-satellite interception – Initial U.S. efforts to develop an airborne system for destroying satellites in orbit began in 1959, but these efforts were dropped in 1963 after little success. The Air Force revived its program in 1977. The result was a three-stage missile carrying a miniature homing vehicle, which tracked and then destroyed the target kinetically. An anti-satellite missile launched from an F-15 destroyed a target satellite 290 miles above Earth on September 13, 1985.

1992

Air Force operations in former Yugoslavia – In 1992, the Air Force was tasked in Operation PROVIDE PROMISE to deliver airlift relief supplies to Muslim enclaves in Bosnia. Operation DENY FLIGHT enforcing U.N. resolution 816 began in 1993. Continued Serb violations of safe areas resulted in Operation DELIBERATE FORCE in 1995. After a month of air strikes and evidence of Serbian compliance the operation ended. In 1999, after aggressive military and paramilitary activity by Yugoslav forces in Kosovo, a NATO air campaign, Operation ALLIED FORCE, was initiated. After two and a half months into the air campaign, the Yugoslavian government agreed to withdraw its forces.



2005

Hurricane Katrina relief - Air Force hurricane relief efforts represented the largest ever peacetime air operation on U.S. soil with respect to people moved and sorties flown. More than 7,000 Active, Guard, and Reserve Airmen are credited with more than 5,500 rescues; 2,600 sorties; 6,000 cargo tons delivered; 2,700 aeromedical patients moved, and 40,000 evacuees and support passengers flown.



2009

Light Cargo Aircraft (LCA)

LCA will support light airlift needs for ground combat forces near or in the battle area. The LCA will be capable of operating from unimproved surfaces, short airfields, and in a black-out mode to exploit the cover of night. It will contain an upgraded suite of avionics giving it precision navigation in executing airdrop missions. Ongoing counterinsurgency and anti-terrorism operations in austere locations has highlighted the need for the select capability that will be provided by LCA.



2005 - 2025

Future Strike Systems

The F-22 or Raptor has just entered the Air Force inventory. Its combination of integrated avionics, advanced stealth, and supercruise make it second-to-none in capability. It will be complemented by the F-35 or Joint Strike Fighter sometime before 2013 when the latter initially becomes operationally capable. This stealthy, multi-role strike aircraft will provide high lethality, maneuverability, survivability, and maintainability. The Air Force will begin fielding the MQ-9 Predator B, a primarily hunter/killer version of the Predator UAV, to engage select targets. It will carry 3,000 pounds of munitions and will acquire and track targets independently and for other systems as well.

2010

New Combat Search and Rescue (CSAR-X)

The vital role of combat search and rescue is seen in missions from Operation Anaconda to humanitarian relief in New Orleans. The new CSAR-X will provide Personnel Recovery (PR) forces with a medium-lift vertical take-off and landing aircraft that is quickly deployable and capable of main base and austere location operations for worldwide missions. The CSAR-X will be capable of operating in all environmental regions of the globe day or night during adverse weather conditions. On-board defensive capabilities will permit the CSAR-X to operate in an increased threat environment. An in-flight refueling capability will provide an airborne alert capability and extends its combat mission range. The aircraft will have hoist and alternate insertion/extraction capability. Planned procurement of the CSAR-X will begin late 2009, but may be accelerated.

2010





2005 - 2025

2025



2005 - 2025

Space Systems

Next Generation GPS III will enhance U.S. forces' positioning, navigation, and timing capabilities, and also greatly improve resistance to jamming. Space Radar once deployed will provide worldwide, persistent global situational awareness with enhanced capability through a hyperspectral imaging system. Space-Based Infrared System (SBIRS) will ensure a transformation leap in missile launch warning capability. Space Based Space Surveillance (SBSS) will provide surveillance of space objects unattainable by ground-based systems to ensure the space control mission will be met. The Transformational Satellite Communications (T-SAT) will provide a ten-fold increase in SATCOM bandwidth, and is a crucial to establishing a dynamic IP network as part of a constellation net giving a real-time picture of the battlespace.

Next Generation Long Range Strike

The Air Force is pursuing a Next General Long Range Strike capability as part of its future requirements. The Air Force plans to develop and field a platform in the 2015-2020 period to serve as a bridge to provide a system that entirely replaces the current bomber platforms by 2035.



2005 - 2025

Unmanned Aerial Vehicles

Enhancements to and further procurement of the Global Hawk (RQ-4) and Predator (MQ-1) systems will greatly enhance the persistence of the Air Force's intelligence, surveillance, and reconnaissance capabilities. The Predator dual target acquisition and strike roles make it an ideal weapon against time sensitive targets. It will continue to shorten the sensor-to-shooter timeline. The Global Hawk cruises at extremely high altitudes collecting information on spot targets. It surveys large geographic areas and then provides military decision makers the most current information so that timely intelligence can bring immediate advantage to combat operations. Improvements to the Global Hawk include additional signals intelligence capabilities and multi-purpose radar sensors.



Operational Environments are Changing . . . So is the Air Force

Our Airmen pursue terrorists across their shrinking areas of operations, defend our ground forces engaged in building a democratic Iraq, and keep our homeland skies clear of threats. Thirty thousand of our Airmen remain deployed to the Middle East serving proudly. To keep the Air Force on the cutting edge, our Airmen continue to push the envelope on innovation, ensuring success against current and new threats on the horizon.

READY



►► Over a hundred years of flight is marked with the constant of change. The very concept of an Air Force required innovation. This is why Airmen as a culture embrace change – it is in our very nature. Innovation is both key to our legacy and our future as Airmen. At the turn of the last century, two innovative brothers invented the airplane and further innovations in technology and operational concepts drove changes that transformed the Army Air Corps into what is now the world's best Air Force.

The Airmen present at the Air Force's creation in 1947 faced a tumultuous time. They had just finished fighting World War II, and the Cold War already was beginning. Airpower and the Airmen that wielded it were put to the test in the Berlin Airlift, the Korean War, Vietnam, and



a multitude of other operations. The pace of change seemed to accelerate even more at the end of the Cold War. Brave Airmen lived up to their heritage in operations like DESERT STORM and ALLIED FORCE and many more contingencies across the globe. While they could not predict the future nor avoid its surprises, these operations prepared our Airmen for what lay ahead in a global war on terror.

Airmen recognize that the operating environment continuously changes, but that their responsibilities and mission remain timeless – protecting the nation through controlling air and space. The dynamic Airmen that shape the Air Force will continue to keep it ahead of the operational environment's pace of change. The Air Force will expand into new mission areas such as cyber and near space. We will continue to push the envelope in unmanned systems. Our Airmen innovate as they operate. They prepare for the fights of tomorrow as they fight the fights of today.

► Operation Noble Eagle (ONE)

ONE began immediately after 9/11, and continues today. Defending the homeland is a constant mission for the Air Force. It is also a Total Force effort requiring precise use of fighter, aerial refueling, and airborne assets. The Air Force is prepared to defend America from air attacks upon our homeland today and tomorrow.

► Operation Enduring Freedom (OEF)

In the first 18 months of OEF, the Air Force flew 85,000 sorties to collapse the Taliban and liberate a nation long under their chokehold. Toppling terrorist-sponsoring regimes is in the Air Force playbook, and will remain there even after this latest global enemy is defeated. Combat in World War II lasted for 1,347 days. Our Airmen have been fighting the global war on terror now longer than World War II lasted.

► Operation Iraqi Freedom (OIF)

Airpower proved itself again over the sands of Iraq. In OIF our sensor-equipped aircraft and munitions devastated the Medina division in a blinding sandstorm. When access problems closed a Northern front for our land forces, the Air Force conducted the largest troop airdrop since Operation Just Cause in Panama. Two years into the operation, the Air Force had flown 30,000 sorties in what has become one of history's most deliberate, disciplined, and precise air campaigns ever.



...▶ The Total Force

The most valuable resource in the Air Force is our people. Active Duty, Civilian, National Guard, Reserve and select Contractors represent the very best - a Total Force. Without this team, this Air Force would be nothing more than technology without purpose and weapons without will. The men and women of the Total Force are the lifeblood behind the jets, the UAVs, the networks, the satellites, and the maintenance backshops. These Airmen are the Air Force's strongest resource and our greatest strength.

PRIT



The Total Force is integrated. The same year the Air Force was born, the Services, led by the Air Force, became integrated across racial boundaries. Less than twenty years later, the first women became fully qualified pilots. Whether it is an Air Guardsman commanding the western desert fight in Operation IRAQI FREEDOM, an active enlisted joint terminal attack controller directing strikes for troops on the ground, or a reservist Airman flying multiple C-130 missions into the wall of a CAT-5 hurricane, these Airmen along with countless others make this Air Force the most powerful air and space force in the world. Coming from diverse and different backgrounds, the people of the Total Force build on each other's strengths.

The Total Force is experienced. Rather than losing large investments in people and training, the Reserve Component retains the experience of a career in the Active Duty, and ties that experience to modern equipment and new missions. Guardsmen and Reservists bolster the Air Force-wide experience pool, and contribute to a more dynamic Total Force through classic associate, community basing, and UAV concepts. The Air Force embraces the experience of the Guard and Reserve, and is moving advanced technology and equipment directly into the ranks of the Reserve Component.

The Total Force is essential. Coming from different backgrounds and components, the people of the Air Force develop technology and implement concepts of operations. To ensure these Airmen stay on the cutting edge, the Air Force takes care of its people. Through training, education, and mentoring, the Air Force focuses on developing and cultivating America's most precious assets: its young people. The Air Force provides an environment that both challenges and rewards its people. While the Air Force demands the best from our Airmen, they in turn can expect the best from their Air Force.

Our Airmen remain dedicated to people "in need" first and foremost. Combat search and rescue teams retrieve wounded soldiers in Afghanistan or American citizens adrift in the aftermath of a hurricane. A quick review of the lives saved by aeromedical teams, the prompt, precise fires directed by terminal attack controllers, the innovations developed by our engineers, or the strategic security provided by missileers deep underground shows how the Air Force is a family of Airmen dedicated to our Nation and to one another in peace or war. As a nation, we are privileged to have such noble and capable Airmen on the front lines and at home.



▶ Our Future: Culture of Innovation

י'ד א'ת'ו'נ'ג'ו'ת



• • • ► Winning the warfights of the future will require more than integrating the Joint Team. It also necessitates a culture of innovation. Airmen share a heritage and culture of adaptation, creativity, and innovation – bounded only by their dreams. The dreams of the Air Force’s founders for a new way of war have been achieved and surpassed by modern Airmen. We fight for effect, not to merely attrit the enemy and ourselves. Our operations are conducted in simultaneity not sequence, and we engage in parallel versus linear lines of combat.

Innovative Airmen understand this need to fight differently, and they keep the Air Force at the forefront of cutting edge technology so they can do so. Worldwide advances in air, space, and anti-access technologies will make more capable enemies in the near future. We will face attempts to overcome our advantages in air and space. Airmen know how to keep the enemy off balance and on the run. They will harness and apply technology to develop new capabilities, just as they developed stealth, precision weapons, unmanned aerial vehicles, and space systems in the past. The courage of our Airmen to push beyond the existing technical horizons and battle the status quo is a hallmark of our Air Force.

A culture of innovation does not just entail new technology. It continues on the battlefield as Airmen are innovating new uses for technology in operational concepts. The spirit of innovation can be witnessed in the story of a combat controller on horseback directing airstrikes on Taliban positions from a bomber overhead. Innovation is evident in the evolution of precision strike from its origins in an operation to destroy the Thanh Hoa bridge in North Vietnam to UAVs targeting and striking insurgents in Iraq. Innovation even comes in the simple form of lifting convoy lines into the air to avoid the threat of Improvised Explosive Devices (IEDs). By nurturing this culture of innovation, Airmen ensure an Air Force that is second to none.



... ▶ Our Future: Joint Warfighting

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AIR

The Air Force has a roadmap for how it must evolve to defend the nation against current and emerging challenges. As we move to the future, we will continue to rely on our proven template for success: joint warfighting, innovative culture, and Total Force. Our Airmen will continue to be the best providers of air and space power for the Joint Team. We will innovate to transform the systems we employ and how we operate. We will remain a Total Force that focuses on the most vital component of the Air Force – our Airmen.

LAND

CEA



• • • ► The Air Force will be the architect of joint interdependence, unifying and integrating the military Services into a powerful, flexible team. As operations in Iraq and Afghanistan have demonstrated, the only way the U.S. military can continue to win is to tap the full integration of its air, ground, and sea Services.

Our Airmen live and breathe joint interdependence. Every Army, Navy, and Marine Corps operation in Iraq and Afghanistan benefits from the contributions of Airmen. Their units deploy via Air Force intertheater, intratheater, or special operations mobility aircraft. They rely on the multispectral intelligence picture furnished by Air Force satellites and air-breathing ISR systems. They navigate across unfamiliar terrain and communicate across vast distances using Air Force-established C2 networks. They summon the firepower of Air Force fighters, bombers, gunships, and Unmanned Aerial Vehicles (UAVs). Our Airmen ensure close air support for the Joint Team as exemplified by the training and addition of 1,000 new Tactical Air Control Parties (TACPs) to the force.

Our Airmen make joint interdependence work. They proudly serve daily alongside Soldiers, Sailors, Marines, and Coast Guardsmen. We fight together. We sacrifice together. Our Airmen have moved from simple deconfliction through integration to true joint interdependence. They engineer and manage the machine-to-machine interfaces that allow the Combined Air Operations Center (CAOC) to command an aircraft to change its target set in mid-mission while a satellite guides delivery of a munition to a precise coordinate. They will continue to tighten the linkages among and between our air, sea, and ground forces. Our Airmen will continue doing what they do best for the Joint Team – dominating air and space.



• • • ▶ Air Force Smart Operations 21

Meeting the Air Force mission and realizing the Vision is a constant responsibility.

And, in this time of expanding requirements and limited resources it is important that we re-examine everything we do in the Air Force. The Air Force has started an initiative to improve our processes called Air Force Smart Operations 21 or AFS021. AFS021 will emphasize lean, a program that already has achieved great success in a number of Air Force organizations. This effort will ensure we do things right the first time and cease non-mission critical tasks.

The principal goal is to fundamentally change the culture of the Air Force so that all Airmen understand their individual role in improving their daily processes and eliminating those processes that do not add to the mission.

This effort will be extensive and encompassing since the Air Force's missions and tasks extend into such a wide range of areas. As innovators and warfighters, it is an imperative that Airmen learn what it means to be lean across the Air Force.

Our Total Force is up to the challenge. After all our Air Force has accomplished so much over so little time. Lean entails learning from the past and making the most of our time today and tomorrow.

FORWARD



Transforming the Force

Over the next twenty years, the Air Force will recapitalize itself through aggressive procurement of new systems and divestment of legacy systems.

This recapitalization plan will yield a smaller, yet more capable future force. This force will be optimized for conducting irregular operations around the globe and defending our homeland while retaining the capability to deter and defeat future enemies in major combat operations.

Emphasizing Capabilities

Our future force structure will be radically different, but will remain capabilities-based. We will remain the ultimate providers of air and space power for the Joint Team by:

- Operating 70 percent more C4ISR platforms than we do today
- Increasing SOF and CSAR assets by 88 percent
- Decreasing the fighter force by 25 percent while increasing its survivability and lethality

The future operating environment is impossible to predict in exact detail, but the Air Force's force structure plan ensures we will continue to provide air and space capabilities to the Joint Team anywhere, at anytime.

The threats we are facing will evolve, but persistent C4ISR, rapid strike, and global mobility will remain the cornerstone of the Air Force's contribution to the Joint Team. The Air Force beyond the limitless horizon of tomorrow, is being forged today.

Realizing the Vision - In Everyday Actions

Your actions as Airmen today impact the Air Force of tomorrow. As we conduct the day-to-day business of the Air Force, we need to stay focused on managing how we provide air, space, and cyberspace capabilities to the Nation. A Vision is not achieved overnight, but it must be constantly realized in how we organize, train, and equip. The key element in ensuring that this is done is Air Force people. It is the exponential value of our individual contributions that will allow the Air Force to realize its Vision. To this end, the following GOALS must be met:

- ▶ **Foster Mutual Respect and Integrity**
This applies across the entire Total Force, and asks that each of us be accountable to this standard.
- ▶ **Sustain Air Space and Cyberspace Capability**
This applies to Human Assets, fostering Professional and Advanced Education as well as addressing the continuing aging and obsolescence of our equipment.
- ▶ **Provide Persistent Situation Awareness**
This applies to the Battlefield, and Airspace, and also extends to Cyberspace, Maintenance, Logistics, and Business. Knowledge Enabled actions are better.
- ▶ **Joint and Battle Ready Trained Airmen**
We must train as we fight, and that will be Joint. We must be as ready to be in firefights in all of our Battle Areas, and in support of our Joint Partners.
- ▶ **Continue to improve the Total Force Quality of Life**
While maintaining clear military goals, improving quality of life allows mission focus. Fostering Mutual Respect and support is the cornerstone.
- ▶ **Open, Transparent Business Practices, Clean Audit**
Provide the ability and oversight where we are recognized as the Best in Class in business and management operations, throughout the Total Air Force.
- ▶ **Foster Lean Processes across the Total Air Force**
Lean is about Highest Quality, and Husbanding Resources; from completing BRAC actions, to flight line operations, and inventory. We all can contribute.

Knowledge enabled actions with an accountable Airmen ethic

... ▶ From lasting heritage to limitless horizons...our Airmen, our Air Force

We have the finest Air Force we have ever had, but we are going to be even better. To realize the vision, we have three priorities: maintain a razor-sharp focus on fighting this global war on terrorism, continue developing our Airmen, and recapitalize and modernize our inventory. Meeting these challenges will require bold new initiatives. Our Airmen understand this intuitively. They build on a distinguished and lasting heritage. They will push the Air Force beyond the horizon.

To start, as Chief, I envision the implementation of the following dramatic ideas to further develop our rich heritage and push the Air Force beyond the horizon of today into a bold, new future:

- ▶ Defend and protect our Service's red line by respecting and remembering our heritage, our ethos, and our culture as Airmen. This is what we are all about: Integrity, Service, Excellence.
- ▶ Continue to recruit, develop, and retain the best people. We truly have the best people, and we will give them the best opportunities for career development, training, and standard of living. We will recommit to composite force training. We will get the right number of Airmen into the right number of jobs. We will be a force of warriors, always remembering that when called upon, we are here to fly and fight!
- ▶ Recapitalize and modernize. We have an aggressive yet balanced divestiture and procurement plan to recapitalize our aging weapon systems. The world's best Airmen merit the world's best equipment. We will recapitalize our aging fighter, mobility, tanker, search and rescue, and special operations platforms.
- ▶ Transform our organizations. The Air Force will continue to integrate through the Total Force to yield positive efficiencies and effects for our Airmen and the Joint Team. We will continue to refine the AEF system, and how airpower is presented by Airmen to combatant commanders. We will review how new warfighting headquarters at numbered air forces are equipped and organized.
- ▶ Expand upon our leading role in cyberspace. The Air Force will stand up a "cyber command" to lead its Airmen to victory on the digital battlefield. This new command will have offensive capabilities and deliberate target sets, and will be at the vanguard of protecting the nation from an electronic "Pearl Harbor."
- ▶ Maintain our spirit of innovation. We will develop and deploy a wide array of new capabilities in current and new mission areas. We will continue to nurture a culture of change and experimentation. We are willing to challenge precedent, history, and convention.

