

AIR COMBAT COMMAND

STRATEGY

2015



Securing the **HIGH GROUND**



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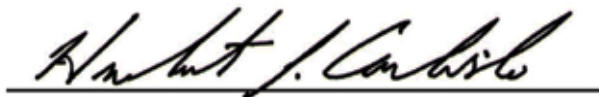
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FOREWORD

THIS 2015 Command Strategy outlines my three priorities for Air Combat Command and provides a roadmap to ensure the Combat Air Force continues to provide unmatched Air Dominance today and for many years to come. We are in the midst of particularly challenging times. The Air Force has fewer Airmen than at any time in our history. At the same time, we've seen little reduction in our operational tempo or in the demand for our capabilities. The truth of the matter is that we'll always have more mission than we have people, time or money. We must set priorities and have a comprehensive plan for moving forward.

As the leaders of the Combat Air Force, we must ensure that every Airman is trained, equipped, and has the capability to do the mission we're asking them to do. Our job is to provide the maximum amount of capability we can to the combatant commanders. As the lead for five of the Air Force's twelve core functions, we have to build the best Air Force we can now and in the future given the resources the American people provide us. We have to make those five core functions the best they can be with the capacity and capability to meet what we know is an incredibly complex and uncertain future. Finally, it's our job to take care of our Airmen and their families. Our Airmen are our asymmetric advantage over any adversary that we may face, so we must make sure they're resilient and have everything they need to face the unique challenges of military life.

The difficulty of what we do for our Air Force and our Nation is significant, but what the men and women of ACC do every day is phenomenal. What we do matters. We work at something that's larger than us, and we make a difference in the world. I'm counting on each of you to help me. I can't say it enough...thank you for your sacrifice and continued service.



HERBERT J. CARLISLE
General, USAF
Commander, Air Combat Command



While our air, space, and cyber systems and capabilities far surpass those of any other nation on earth, the Air Force's greatest asymmetric advantage rests with you—the Airmen of the USAF.

PURPOSE

The ACC Command Strategy, *Securing the High Ground*, articulates the guiding principles and foundational ideas for providing America with dominant combat airpower. Tempered by the complexities of the global strategic environment as well as challenging domestic fiscal pressures, these principles are designed to chart a deliberate course for ACC that will transform today's Combat Air Force (CAF) into the CAF of tomorrow—an Air Force our Nation both expects and deserves. To achieve this objective, *Securing the High Ground* is framed around two main lines of effort:

1. Provide Commander, Air Combat Command (COMACC) guidance to optimally organize, train, equip and provide combat ready forces for America.
2. Provide Core Function Lead (CFL) guidance for the stewardship and maturation of the five Air Force Service Core Functions (SCF) for which COMACC has responsibility.

From the MAJCOM perspective, COMACC has the inherent service responsibility to organize, train, equip and provide combat ready forces in support

of Combatant Commander (CCDR) requirements. *Securing the High Ground* effectively links ACC operations to National, Department of Defense, Joint Staff, and Air Force strategic guidance. This guidance is also a message to all ACC Airmen explaining how they contribute to the ACC mission. From a CFL perspective, *Securing the High Ground* provides the strategic context and guidance required to shape ACC and CFL planning, programming, requirements and science and technology priorities. These inputs ensure our contributions to the Air Force Planning, Programming, Budgeting and Execution (PPBE) and Joint Capabilities Integration and Development System (JCIDS) processes develop the capabilities our Nation needs.

Securing the High Ground is a capstone document that frames both the ACC mission and the SCF construct. When cross-referenced with Core Function Support Plans (CFSP), *Securing the High Ground* is the articulation of an innovative strategy where ACC appropriately links ends, ways and means to achieve the Command's ultimate goal—delivering dominant combat airpower to America through the Joint Force.



STRATEGIC ENVIRONMENT



Today's global strategic environment is incredibly complex, dynamic, and unpredictable presenting a wide array of opportunities, challenges, and threats to the United States and to the international community at large. Worrisome trends in globalization, natural resource consumption and competition, demographic shifts, proliferation of weapons of mass destruction, threats to globally connected domains, decline of traditional European allies, rise of multi-polarism, state and non-state sponsored terrorism and the rise of regional powers in Asia/Pacific combine to present the US with unprecedented national security challenges. Moreover, potential adversaries continue to acquire and develop anti-access and area denial (A2/AD) capabilities and strategies that challenge our ability to assure access to, and freedom of maneuver within air, space, and cyberspace. These trends entail significant risk to successful execution of USAF operations.

Some important implications include:

- Potential adversaries, including both state and non-state actors, are acquiring or developing the means to challenge US military forces and threaten the US Homeland
- Demand for certain types of operations (especially those associated with irregular warfare, humanitarian operations, special

operations, information gathering, and urban operations) will likely increase in frequency

- Effective deterrence is expected to become more challenging for US forces
- Increased likelihood of future engagements that occur in highly contested environments where the adversary employs A2/AD strategies
- Increasing importance and vulnerability of the global commons
- Rapidly emerging technological breakthroughs that could serve as game-changers for both friend or foe



While the USAF is significantly influenced by a multitude of external pressures, the US domestic environment generates internal pressures that are equally influential. Most prominent, the burgeoning US national debt and corresponding fiscal repercussions represent a significant threat to our national security. At the same time more than two decades of sustained combat operations have imposed tremendous stress on our Airmen and equipment, while the economic means to support today's battle rhythm has become increasingly constrained. We must make decisions within the limitations of our present fiscal environment, and with an awareness of the stress on the force.

"Our Airmen are the engine that drives the service, and their innovation is the fuel that keeps us going."

- General Mark Welsh III, Air Force Chief of Staff



While aspects of the US domestic environment create challenges for our force, it also presents opportunities. For example, the AF is the largest consumer of energy in the US Federal Government and accounts for 65% of the energy consumed in the DoD—nearly 10% of the AF budget is spent on energy. However, US domestic energy production has dramatically increased. The US will likely become energy independent by the mid-2020s—a condition the country last experienced

in 1960. In addition, ongoing efforts to generate renewable sources of energy and reduce overall energy demand are occurring across the AF. We must continue to seek these kinds of innovative opportunities despite other pressures.

Regardless of the challenges we face, ACC will continue to posture our force to remain highly capable and ready to meet any challenge. As the demand for ACC's combat capabilities, resources, and manpower continues to increase, we must remain agile, flexible and adaptable as an organization and establish an underlying culture that remains optimistic and seeks opportunity out of austerity. The size of our force has been reduced to levels we are not accustomed to, resulting in fewer resources available to accomplish fewer tasks, in fewer places, in any period of time – despite demand. However, we will remain focused on improving the readiness and operational effectiveness of our current force to preserve our ability to provide dominant combat airpower across the entire range of military operations (ROMO).



ACC VISION AND MISSION

ACC Vision – Warrior Airmen, committed to excellence, trained and ready to fly, fight, and win... anytime, anyplace.

ACC Mission – ACC organizes, trains, equips and provides combat-ready forces to deliver dominant combat airpower in support of national security strategy implementation.



ACC PRIORITIES

Provide for Today: Deliver the greatest amount of combat capability to meet our national security objectives & win our nation's wars

First and foremost, ACC will continue to fully support CCDRs to win today's fight. ACC forces must be fully trained and equipped to fight and win our Nation's wars with short notice at any location across the globe. No other force provides theater-level combat airpower for the joint force or the Nation. ACC must work to deliver the greatest amount of combat capability to meet today's National Security Objectives.

**In the past year, 18,745
ACC Airmen deployed to
101 countries in support of
US National Security Objectives.**

Sustaining that commitment over time often requires some difficult force allocation choices. SecAF tasks ACC to make global allocation decisions for all Air Force conventional forces in response to validated Combatant Commander requirements. We execute this responsibility by weighing capability, readiness, capacity, and tempo of active and reserve component forces to ensure the right mix of CAF capabilities to meet the global requirement. Close coordination with component MAJCOMs ensures we minimize seams between CCDR expectations and the force delivered for their warfighting needs.

In order to ensure ACC fully supports our CCDRs, Airmen readiness is paramount and we must make every effort possible to ensure our Airmen are fully trained and equipped. Therefore, we will ensure we continue to pursue, within the constraints of the current fiscal environment, the means to meet CCDR requirements and maintain readiness levels that will enable ACC to rapidly respond and succeed across the spectrum of conflict, anytime and anyplace.

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

- Brigadier General William “Billy” Mitchell

We can no longer afford to make an operational distinction between Active, Reserve, and Guard components as well as our civilian Airmen. We must work to render the term “Total Force” obsolete in describing the relationship between these four components. We are all part of one force and must serve seamlessly to win today’s fight and prepare for tomorrow. In time, as our force develops and barriers impeding effective integration disappear, we will more seamlessly succeed as one Air Force.



To further bolster our ability to deliver dominant combat airpower, we must fully leverage and integrate technologies available to us now and in the near-future to fully train our Airmen. For instance, physical aircraft and live-flying have been the foundation of our training but cannot accommodate the entire spectrum of training required to succeed in the high-end fight. While utilization of Distributed Mission Operations simulators has nearly doubled over the last five years, we must continue to improve integrating live, virtual and constructive (LVC) training environments by advancing LVC technologies. ACC will continue to work with the AF Research Laboratory to develop new technologies to link the live and virtual environments. We will also continue ongoing requirements work to create an advanced live operational training program informed by those technologies. Further,

synchronizing training across the LVC spectrum is not solely the province of aircrew training. We need to develop ways to integrate new training methods across the entire CAF, including the likes of maintenance, personnel recovery, or tactical air control party Airmen. While we have made tremendous progress and investment in this area, that progress must continue.

Prepare for the Future: Balanced capabilities and capacity to meet the demands of a complex and uncertain world

America’s Air Force is the greatest the world has ever known. We have arrived at this point in our history not by chance but rather by purposeful intent fueled by the relentless efforts of innovative Airmen and a US industrial and technological base that is the best in the world. However, the journey continues—we must ensure the USAF built over the past 70 years continues to be the world’s premier air force in the future. ACC will adopt and pursue a path in line with the AF Strategy towards strategic agility, a concept that embodies the attributes of flexibility, adaptability and responsiveness. Embracing strategic agility as the approach to guide the new AF Strategic Planning and Programming Process is crucial to ensure the AF force structure we pursue is optimally suited to meet the security needs of our Nation over the next 30 years.



“ACC is an incredibly large command with an extraordinary breadth of responsibilities and challenges. Our Airmen operate across the globe and what they do day-in and day-out is simply amazing.”

- General Hawk Carlisle, ACC Commander



ACC will continue to support and leverage Science and Technology (S&T), Air Force Research Laboratory, national laboratory and industry efforts that at the extreme edge could result in game-changing technologies in air warfare. ACC will also continue to collaborate with industry and academia and leverage venues such as Innovation Summits and Technology Information Exchanges (TIEs) to propagate and exchange ideas. The advanced capabilities required in the future to transform contested and highly contested environments across all domains into more permissive environments will be rooted in the S&T initiatives of today.



ACC provides theater-wide combat airpower for the geographic CCDRs, both for today and for the future. However, planning for an uncertain future requires a delicate balancing act. We must ultimately seek to develop an agile and adaptable force with the requisite balance of capability and capacity to ensure success across the spectrum of conflict.

The Foundation of Airpower: Airmen and their Families



While our Air Force has the best equipment and systems of any air force in the world, the ultimate source of power in ACC is the men and women who comprise it. Our Airmen are this Nation’s asymmetric advantage. Only with Airmen’s flexibility, innovation and warrior spirit, honed through comprehensive training, can ACC generate the requisite warfighting capability, capacity, and readiness to meet the broad array of US national security demands. All ACC Airmen, to include Active, Guard, Reserve and civilians, deserve to work in an environment that enables every member to achieve their full potential and provides them with a sense of dignity and honor for their service to the Nation. Therefore, ACC will continue to prioritize activities that advance Airman development and promote resiliency along with the necessary equipment, training, and skills required to accomplish the mission.

While the number of Airmen has decreased, the number of CAF deployments and taskings remain at historic highs. This understandably increases the stress on both Airmen and their families. ACC will continue to foster the four pillars of fitness – mental, physical, social and spiritual – as part of the overall wingman concept nested within Comprehensive Airman Fitness.

“Innovation is what we’re all about. We always have been - technology, great people, an important mission, and a focus that nobody else brings to the game.”

- General Mark Welsh III, Air Force Chief of Staff

INNOVATION IN ACC



Due to a substantial Depot backlog, an ANG F-16, with significant evidence of corrosion on the inner horizontal stabilizer bearing, faced the potential to be out of action for up to twelve months. The Depot repair would cost \$33,000 and require deploying a three-man team working for two weeks to remove and reinstall a major portion of the aft end of the aircraft.

MSgt Miller, a machinist assigned to the 158th Maintenance Group and armed with over 30 years of experience, came up with an innovative solution to fix the aircraft and quickly return it to service. With approval from his leadership, MSgt Miller designed and hand-fabricated a tool, in the span of one week, designed to access and mill the corroded metal without the need to remove significant portions of the aircraft. Referred to as the Miller Horizontal Box Beam Boring Tool, it is powered by a common pneumatic air gun and capable of cutting to tolerances of 1000th of an inch. The bored cylinder is restored to its original diameter through fabrication of an appropriately sized metal sleeve that is subjected to liquid nitrogen prior to being tapped into place. The time required for MSgt Miller to repair the inner horizontal stabilizer bearings on both sides of the aircraft was less than nine hours.

The grounded F-16 was approved to return to fly and MSgt Miller was subsequently invited to Hill AFB to demonstrate his hand-made tool and repair procedure. His demonstration was favorably evaluated by Depot engineers, procedures are being fine-tuned, and tooling duplication is being considered for a fleet-wide solution to this recurring problem in an aging fleet. MSgt Miller’s innovative approach to problem solving is truly remarkable and inspiring, and if adopted, could result in huge savings in dollars and man hours and a marked increase in USAF combat air power.

Securing the High Ground



Air Combat Command Airmen must take care of each other, and we continue to support the “Airman as Wingman” concept. Our Airmen are the lifeblood of this command. The smaller our force becomes, the more critical each individual Airman becomes. We cannot tolerate anything in our culture that reduces our Airmen’s ability to be 100% ready. Sexual assault, illegal drug use, and self-defeating behavior (including suicide) are three threats that systematically attack and destroy our Airmen, their families, and combat capability. We cannot sit on the sidelines as bystanders and watch a fellow Airman destroy their own or another’s life—we must actively intervene when we see a problem. Being a good Wingman, and accepting support from the Wingmen around you, creates a culture of success where innovation, creativity, and mission-focus have the opportunity to flourish in order to provide dominant combat airpower.



COMACC AS CORE FUNCTION LEAD (CFL)



The US Air Force singularly provides responsive and effective theater-wide airpower for the CCDRs through Global Vigilance, Global Reach, and Global Power. The immense array of capabilities and capacities required to deliver these effects are a result of the integrated efforts across twelve AF Core Functions (CFs). ACC, as the primary provider of combat aircraft, contributes the preponderance of Global Power and Global Vigilance and remains ready to deliver dominant theater-wide combat airpower to the Joint Force when and where required.

COMACC, as one of the Air Force's seven CFLs, champions five of the twelve CFs and is responsible for taking an enterprise-level view of AF capabilities. Headquarters Air Force (HAF), working in concert with the CFLs, integrates Air Superiority (AS), Global Integrated ISR (GIISR), Global Precision Attack (GPA), Personal Recovery (PR), and Command and Control (C2) with the remaining seven CFs. The goal is to provide a ready, agile, and deployable force with the requisite capability and capacity to secure and exploit freedom of action in air, space, and cyberspace across the spectrum of conflict now and in the future.

In 2014, the Air Force released the inaugural Strategic Master Plan (SMP) detailing development priorities for the Air Force over the next 20 years. Within this framework, each CFL develops Core Function Support Plans (CFSP) and is responsible for development of capabilities across the Air Force. CFSPs translate the vision for their respective Core Function into risk-informed, resource-constrained planning force proposals that guide follow-on Program Objective Memorandum (POM) and Capability Development initiatives. In addition, Special Access Program CFSPs are developed to supplement select CFSPs and ensure key programs are considered as a coherent whole. While CFSPs quantify and qualify capability gaps, Capability Development is the process of aligning PPBE, Requirements (JCIDS), and Acquisition/S&T efforts to identify potential solution paths and subsequently fund and develop programs that provide new capability to warfighters. ACC charters Capability Collaboration Teams as the instrument by which ACC collaborates with AF acquisition organizations, AFRL, and other CFLs.

"We're entrusted with the security of our nation. The tools of our trade are lethal, and we engage in operations that involve risk to human life and untold national treasure. Because of what we do, our standards must be higher than those of society at large."

- General Ronald R. Fogleman, 15th CSAF

CFL Strategic Guidance

The overarching principle for the work of our Core Functions is to balance risk across the range of military options. Three key areas of tension are:

Balance near-term readiness for today's fights with investment in capabilities needed for the future.



The Core Function Lead is faced with a tension between choosing to invest in readiness now or capabilities in the future. The combat air force needs to maintain a level of readiness that will ensure success across the spectrum of conflict in the near-term. However, we cannot mortgage our future by simply providing full funding for today's readiness. Readiness funding must be balanced against that needed for investment in modernization and recapitalization programs required to support CCDR demands in the future. A key component of our balancing efforts must include investment in training infrastructure necessary to support the high quality training and readiness required to prosecute the potential high-end fights of the future.

Balance capacity and capability.



The Core Function Lead is faced with a similar tension between choosing lower cost capacity or higher cost capability. While more capable weapon systems can succeed in the more permissive environment, there are insufficient resources to meet the capacity demands on our force simply with our most expensive capabilities. Our portfolios require the capability to win in the highly contested environment, but must balance the force with less capable capacity matched appropriately to more permissive environments to meet the capacity demands of our global commitments.

Understand interdependencies between Core Functions and manage risk across Core Functions.

No single CF operates independently from the eleven remaining CFs. In order to manage risk across CFs, close collaboration is required with other AF CFLs as well as AFRL, the acquisition community, and industry. Therefore, a key tenet of ACCCFL guidance is transparency and collaboration of CFL decisions with other AF stakeholders.

In the end, striking the optimal balance in overall risk is a significant challenge. Beyond our efforts to balance the near- with the far-term, capacity with capability, and navigate a complex web of

"The first lesson is that you can't lose a war if you have command of the air, and you can't win a war if you haven't."

- General Jimmy Doolittle

Core Function interdependencies, the inherent risk associated with planning for a very uncertain future makes this challenge particularly difficult. We will tackle it with the tenets of Strategic Agility, using approaches like experimentation, spiral development, prototyping, and the flexibility of open architectures.



Core Function Highlights

Each of ACC's five CFs has a distinct purpose, faces specific challenges, and this document sets respective priorities for the development of the future Air Force.

Air Superiority (AS)



Purpose: AS is the CF primarily responsible for providing the Joint Force the freedom to operate in contested environments. AS accomplishes this mission by protecting the Joint Forces' ability to attack as well protecting the Joint Force from attack.

Challenges: In the near-to-mid-term, a rapid evolution of threat capabilities, as well as a lack of procurement funding for our most critical air-to-air weapons, have degraded AS kill chains. At the same time, potential adversaries are expanding the density and lethality of their Integrated Air Defenses, creating more highly contested environments. These evolutions are outpacing our ability to recapitalize and refurbish Air Superiority assets.

Priorities: To repair our kill chains in the near-to-mid-term we need to increase the quantity and effectiveness of our air-to-air weapons, selectively modernize 4th-Gen aircraft, and keep 5th-Gen assets fully capable in the face of an evolving threat. At the same time, long acquisition timelines dictate that we begin now to understand and develop the capabilities required to achieve far-term air superiority in the highly contested A2/AD environment. The AS 2030 Enterprise Capability Collaboration Team (ECCT) is addressing the full spectrum of these concerns and the solution will most likely entail recapitalizing aircraft and weapons.

Global Integrated Intelligence, Surveillance And Reconnaissance (GIISR)

Purpose: GIISR provides Decision Advantage to the Joint Force through five core capabilities: battlespace characterization; collection operations to find, fix and track; targeting; production of intelligence mission data; and intelligence support to weapon system design and acquisition. These core capabilities underpin the execution of Air Force core missions and enable joint force execution across the ROMO. In this regard, GIISR enhances airpower kill-chains and is essential to Global Power.

Challenges: The demand for GIISR capabilities is high and will likely increase as threats become

“We better be prepared to dominate the skies above the surface of the earth, or be prepared to be buried beneath it.”

- General Carl “Tooeey” Spatz

more sophisticated. Fusing complex data into actionable information will also continue to be important. Within this context, our broader challenge is to build a range-balanced, cross-domain (air, space, cyber), agile, and integrated force that can deliver tactically relevant decision advantage to the warfighter across the range of military operations and threat environments.



Priorities: The GIISR force must more accurately match its capabilities to requirements—reorienting toward the high-end fight in order to prevail in the highly contested environment. To that end, our priorities center on penetrating and standoff capabilities to access the target to include National Tactical Integration, leveraging commercial space and 5th-Gen sensor capabilities, multi-intelligence and multi-domain data fusion to enhance time-sensitive targeting, secure information exchange to and from the tactical edge, enhanced targeting and analytic tools, and a renewed emphasis in realistic ISR training.

Global Precision Attack (GPA)

Purpose: GPA is primarily responsible for ensuring Global Power is available to support the Joint Forces’ ability to hold targets at risk via Strategic Attack, Air Interdiction, and Close Air Support. GPA enables the Joint Force to strike rapidly and persistently with a variety of aircraft and wide range of munitions creating swift, decisive, and precise effects across multiple domains.

Challenges: GPA faces challenges in preserving legacy aircraft and weapons capabilities while continuing investment in 5th-Gen aircraft and advanced weapons to ensure success in the future operating environment. Legacy fighter and bomber aircraft will be overmatched in the mid- and far-term in the highly-contested environment. Legacy weapons lack the flexibility, survivability, and standoff range required for success in the highly-contested environment.



Priorities: GPA must balance the capability to operate in the highly-contested environment with the capacity required to meet today’s demands and support the Joint Forces’ ability to hold any target at risk. In the near-term, legacy fighter and bomber fleets must undergo selective modernization to maintain aircraft lethality and survivability in contested environments. GPA must simultaneously continue investment in 5th-Gen capabilities to increasingly enable legacy fighter and bomber forces and ensure success in future advanced threat environments. Adversary anti-access strategies will make it increasingly important in the future to operate from range, increasing the need to team with AFGSC to develop coherent long range bomber capabilities and a recapitalization plan for this portfolio. We must also continue to develop a balanced close air support (CAS) capability across all GPA platforms, explore opportunities for a future CAS platform, and

“Saving the lives of your fellow Airmen is the most extraordinary kind of heroism that I know.”

- General Curtis E. LeMay, 5th CSAF

enact specific initiatives to ensure we maintain a CAS culture throughout the CAF. Finally, GPA must continue to focus on a mix of preferred weapons and advanced weapons technologies which, when fully integrated with delivery platforms, offer a superior level of survivability and standoff range required to mitigate risk irrespective of the scenario.

Personnel Recovery (PR)

Purpose: PR is the Air Force CF with the mission of rescuing isolated personnel. The Air Force has highly capable, dedicated rescue forces that execute Combat Search and Rescue (CSAR), the preferred method of rescue and recovery. Air Force rescue forces also make up part of the joint personnel recovery system in which all services and Special Operations provide the overlapping force required to protect at-risk personnel.

Challenges: PR faces two significant challenges. In the near-term, conducting personnel recovery operations in a highly contested environment is beyond the capability of our conventional CSAR Task Force. In addition to capability, PR is equally challenged to sustain sufficient capacity to support current and future CCDR requirements.



Priorities: We must find innovative, unconventional approaches to enhance our conventional PR capability. Rescue forces must continue to be tightly linked to other conventional combat air forces to ensure dedicated support. We will continue to sustain and modernize the PR triad, consisting of the HC-130, HH-60, and the Guardian Angel family of systems, and continue recapitalization with the Combat Rescue Helicopter and HC-130J.

Command And Control (C2)



Purpose: C2 is the CF responsible for providing Decision Superiority to the joint force. In order to achieve decision superiority, Airmen employ C2 capabilities through robust, adaptable, and survivable C2 systems. These systems rely on access to reliable and trustworthy communications and information networks across a range of joint military operations and environments.

Challenges: The AF needs to develop resilient C2 capabilities to maintain decision quality and speed that are superior to those of the adversary in highly contested environments.



“The Air Force’s ability to continue to adapt and respond faster than our potential adversaries is the greatest challenge we face over the next 30 years.”

- General Mark Welsh III, Air Force Chief of Staff

Recapitalization and modernization of existing programs and acquisition of new capabilities to maintain a technological edge will challenge a C2 enterprise that is highly dependent upon advancements in communications, sensors, computer processing, and presentation of information.

Priorities: We will synchronize efforts to recapitalize, modernize, and upgrade our strategic, operational, and tactical C2 systems and sensors to maintain decision superiority optimized for 5th-Gen operations. Additionally, C2 will focus on strategies to address the challenges of

operations in highly contested environments. How we organize, adapt, and train will determine our ability to project synchronized, persistent airpower into a contested environment. We will explore new structures identified at the January 2015 C2 Summit, including establishing a more efficient and effective AOC enterprise. Finally, we must continue to encourage an Air Force culture that enables units to act following commander intent when a contested environment prevents specific instructions or directions. We must educate our leaders on the art of command—including communicating commanders’ intent early through mission type orders.



SUMMARY

AS the Commander of Air Combat Command, I am honored and humbled to lead the enormously talented and dedicated Airmen of ACC, military and civilian, in our shared pursuit to deliver dominant combat airpower to the Nation. In the midst of a particularly challenging time for the Air Force, we have more mission than we have people, time or money and that dynamic will likely continue into the future based on the challenging trends we see in the global strategic environment. However, the Air Force and ACC have a proud heritage of meeting difficult challenges with success and that will not change as we go forward—protecting the foundation of airpower and securing the high ground for America.

Thank you for your selfless service to the Nation, to the United States Air Force, to Air Combat Command, and to your fellow Wingmen!





★ INTEGRITY FIRST ★



★ SERVICE BEFORE SELF ★



★ EXCELLENCE IN ALL WE DO ★



ACRONYMS



ACC	Air Combat Command
AFRL	Air Force Research Laboratory
AS	Air Superiority
A2/AD	Anti-Access and Area Denial
CAF	Combat Air Force
CAS	Close Air Support
CCDR	Combatant Commander
CF	Core Function
CFL	Core Function Lead
CFSP	Core Function Support Plan
COMACC	Commander Air Combat Command
CSAF	Chief of Staff of the Air Force
CSAR	Combat Search and Rescue
C2	Command and Control
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, or Facilities
F2T2EA	Find, Fix, Track, Target, Engage, and Assess
Gen	Generation
GIISR	Global Integrated Intelligence, Surveillance, and Reconnaissance
GPA	Global Precision Attack
ISR	Intelligence, Surveillance, and Reconnaissance
JCIDS	Joint Capabilities Integration and Development System
JFC	Joint Force Commander
LS/HD	Low Supply/High Demand
LVC	Live, Virtual, and Constructive
MAJCOM	Major Command
POM	Program Objective Memorandum
PPBE	Planning, Programming, Budgeting, and Execution
PR	Personnel Recovery
R&D	Research and Development
ROMO	Range of Military Operations
SAP	Special Access Program
SCF	Service Core Function
SEA	Strategic Environmental Assessment
SecAF	Secretary of the Air Force
SecDef	Secretary of Defense
SMP	Strategic Master Plan
S&T	Science and Technology
TIE	Technology Information Exchange
USAF	United States Air Force
WMD	Weapons of Mass Destruction

