

# Rapid Global Mobility Vision



*Unrivaled Global Reach for America ... Always!*

## **FOREWORD**

This Rapid Global Mobility (RGM) Vision establishes a common understanding of mobility's direction to 2035. It builds on past achievements and describes our initiatives to address the challenges of a dynamic operational and austere fiscal environment. Furthermore, it defines the air mobility professional identity, explains the capabilities we provide to the nation, and lays the path for the future of air mobility.

The greatest strength of our United States Air Force is our Airmen! The partnership between our Active Duty, National Guardsmen, Air Force Reservists, and civilian workforce is why we are the most powerful air force in the world. The Rapid Global Mobility force is no different. We are one team, working together, to execute our air mobility mission on behalf of the joint force, our nation, and our partners around the world. To this end, air mobility professionals deliver the right effects, at the right place, at the right time.

The United States Air Force's ability to execute Rapid Global Mobility provides national leaders the ability to project hard and soft power at any time, to any location on the globe, and sets the United States military apart from other national militaries. Rapid Global Mobility mission areas are airlift, aerial refueling, and aeromedical evacuation. Air mobility aircraft include inter-theater airlifters, intra-theater airlifters, air refueling tankers, and an operational/executive support fleet of transport aircraft. Air mobility operations are executed through our Global Air Mobility Support System consisting of fixed en route and contingency response forces, infrastructure, and equipment supporting the peacetime and contingency en route mobility system.

The Air Force strategy, *America's Air Force: A Call to the Future*, is a call to action. It recognizes that the future and its host of challenges, is fast upon our doorstep. The consequences of failing to adapt to those challenges will be swift and severe. To prepare for that future, it provides strategic vectors to focus our human capital, science & technology, and requirements definition toward the capabilities needed to give the Air Force the agility to achieve success. Accordingly, the mobility enterprise will channel its energy in that direction by establishing our mobility enterprise strategic vectors for the future. Our strategic vectors are enduring and nest under the Air Force Strategic Vectors and USTRANSCOM's priorities to ensure unity of purpose. Our 20-year strategic vectors are:

- **Execute and Sustain Rapid Global Mobility**
- **Enhance Mobility Partnerships**
- **Prepare the Mobility Forces for Tomorrow**
- **Develop and Care for Airmen and Their Families**

RGM's future is one of opportunity and promise. The uncertainty of the future environment coupled with constrained resources, demands that we take actions now to ensure enterprise-wide success in the future. We must innovate, evolve, and adapt to the ever-changing environment and we will leverage other investments in technology, human capital, and education to remain the preeminent air mobility force in the future.

To be clear...It is the responsibility of air mobility professional's everywhere to lead the transformation of the force of today into the force of the future! *We need bold innovative Airmen now more than ever!*

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## ***The Mobility Vision***

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Air mobility provides rapid U.S. global power projection and enables global vigilance. We will continue to provide the timely movement, positioning, and sustainment of joint forces in a rapidly changing environment.

## ***The Mobility Mission***

*Provide global air mobility...right effects, right place, right time!*

On demand, the Mobility Air Force meets national objectives on a global scale by providing responsive and flexible airlift, air refueling, aeromedical evacuation and air mobility support to meet joint force movement and sustainment requirements.

## ***AMC's Dual Role***

Air Mobility Command (AMC) serves a dual role in providing global power projection and enabling global vigilance for the nation. To accomplish this, as the lead command for air mobility, AMC is charged with managing and coordinating all Mobility Air Force (MAF) operations facilitating air mobility force interoperability. Lead command responsibilities include mobility doctrine, organization, standardization, leadership development, modernization, planning and programming, and logistics standards, all of which span the missions of airlift, air refueling, aeromedical evacuation, and air mobility support. Additionally, the Chief of Staff of the Air Force designated the Commander, Air Mobility Command, as the Core Function Lead for the Air Force's Rapid Global Mobility core function portfolio. As such, the Commander of Air Mobility Command guides and matures Rapid Global Mobility related investments to sustain and develop required capabilities in collaboration with other key stakeholders across the Department of Defense. The core function lead role is a natural extension of the lead command role for the air mobility mission area and brings a consistent voice to the planning, programming, and operational execution of the global air mobility mission.

## ***Present Day***

Without question, USAF air mobility forces represent the preeminent air mobility force the world has ever seen. The capabilities and capacity the force provides the nation are second to none and provide a unique asymmetric capability across the entire spectrum of conflict that must not be taken for granted or permitted to atrophy.

Today, air mobility forces execute the air mobility mission around the globe enabling operational agility and flexibility to the warfighter, the diplomat, and our nation's partners. Our forces are in action supporting and enabling joint and coalition forces engaged in combat operations across the globe. They are also employed in supporting and enabling our intragovernmental agencies and partner nations through air advising, military training teams, and humanitarian assistance/disaster relief operations.

Now, as in the past, air mobility forces are facing challenges to our continued global dominance. Competition for resources, aging force structure, lengthy acquisition timelines, manpower shortages, and declining readiness threaten current mobility advantages. Overcoming these challenges requires a team approach. Where they exist, historical stovepipes within the air mobility community as well as within the

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Air Force, the Department of Defense, and our industry partners must be deconstructed to allow synergistic solutions to emerge. Focusing on air mobility alone is not the right answer for our nation, but neither is any solution that does not include air mobility as an integral team player.

### ***The Future Environment***

The air mobility operating environment is rapidly and ever-changing. Global trends in geopolitics, availability and access to natural resources, access to the shared global commons of space, oceans, atmosphere, and cyberspace, and the pace of technological advancement will stress our ability to operate air mobility assets. These trends will present challenges as our adversaries gain greater access to more lethal and precise weaponry, improved capabilities in space and cyberspace, weapons of mass destruction, and disruptive technologies.

Particularly troubling to mobility forces is the ability to maintain the access to bases and airspace needed to support joint forces. Adversary anti-access and area denial strategies utilizing precision guided missiles, improved air-to-air capabilities, electronic warfare threats, surface-to-air capabilities, and disruptive cyberspace competencies have the potential to severely restrict air mobility operations.

As an integral part of a United States Air Force and joint force family of systems, the future air mobility fleet must be prepared to operate in the full spectrum of operating environments, including austere and improvised airfields, while contending with global access constraints. Areas to focus on include, but are not limited to: aircraft design, aircraft systems, propulsion, defensive systems, assured communication and navigational systems, logistical support, and cyberspace protection. Failure to prepare for the future environment risks losing the speed and agility air mobility provides to the joint warfighter and the nation.

### ***Strategic Vectors for the Future***

The uncertainty of the future environment coupled with constrained resources, demands that we take actions now to ensure enterprise-wide success in the future. The following strategic vectors for the future are the hallmark of our vision and help us to focus and direct our investments, institutional changes, and employment concepts throughout the 20 year planning horizon:

#### **Execute and Sustain Rapid Global Mobility**

*“In fact, we’re quickly approaching the timeframe where there will be no pilot, in the active duty, Guard or Reserve, who is older than the airplane he or she is flying.” Maj Gen John Thompson, Sept 2014*

A ready and responsive global mobility force is our foremost objective. The mobility force needed to meet our national strategy is a function of manpower, capacity, capability and readiness. Manpower includes a sufficiently sized force with access to needed Air Force Reserve and Air National Guard personnel and equipment to meet contingency, surge, and sustainment operations. Capacity includes the total number of aircraft with the needed availability rates and sufficient global infrastructure and support equipment to meet joint warfighter requirements. Capability includes aircraft baseline configurations and a robust command & control system. Readiness includes a trained mobility force of aircrews supported with simulators, a sufficient flying hour program, and an available fleet of aircraft with appropriately trained maintenance personnel enabled with sufficient spares.

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Maintaining Airmen, aircraft, and support structure readiness is the foundation of mission accomplishment. Nowhere is this more critical than in our no fail missions of 1) support to the nuclear mission through the employment of air refueling tankers, the primary nuclear airlift force, and nuclear command, control, and communications and 2) our mission of safe, responsive Presidential airlift. These two specific mission areas are our highest priority missions now and in the future.

Our mobility team, force structure, and support systems must be continually prepared to meet national objectives. It is important to recruit, grow, train, and retain our mobility professionals and to provide them with the technological tools and learning environment to succeed. RGM will continue to pursue and invest in game-changing technologies and systems to lessen the burden on our force.

To enhance our command and control, the Air Operations Center needs continued development as a dominant weapon system, capable of providing reliable and assured connectivity to and between our forces around the globe and multi-domain command and control of air, space, and cyberspace forces. Our next-generation communications capabilities require integration into our force structure, maintenance and logistics systems, and intelligence collection activities. We must also take advantage of the “cloud” and future networking capabilities to enhance our data storage, information sharing, and organizational collaboration within air mobility and with our fellow service and coalition partners. The integration and standardization of our information technology systems is necessary to ensure compatibility across the Air Force, joint, and interagency enterprise.

Finding means and methods to defeat the barriers to global access will be critical to the success of military forces in the future. Air mobility will pursue a three-prong approach to solving the anti-access challenge. First, our Global Air Mobility Support System (GAMSS) will be enhanced to include new locations with dedicated infrastructure, parking ramps, and fuel systems to support robust mobility operations. Our GAMSS personnel are the forward deployed arm of air mobility and as such must be properly manned, equipped, and organized to execute their mission at a moment’s notice to anywhere our nation requires. Second, using the latest advancements in technology and manufacturing, we will design, build and modernize our aircraft, support systems, and infrastructure with intrinsic survivability and resiliency attributes. Third, we will incorporate communications, navigation, surveillance/air traffic management enhancements for unrestricted access.

To enhance our logistics and maintenance enterprises, we will continue to advance and modernize the associated systems and operating techniques and procedures. We will leverage technological advancements to drive management efficiencies and we must explore and evaluate new and innovative ways of performing maintenance and logistics operations in future environments.

Finally, in spite of our current success, we will continue to pursue new methods for transporting injured/critical patients with increased efficiency and effectiveness. Operational-clinical synergy of the mission must continue to be enhanced through advanced medical care, in-flight access to electronic health records, and equipment initiatives.

### **Enhance Mobility Partnerships**

*“Holding on to things that made us great in the past is not the way to make us great in the future.” Gen Welsh, 2015 Air and Space Conference*

We have integrated and organized our Active, Air Force Reserve, and Air National Guard forces to leverage the unique strengths and perspectives of each to execute the mobility mission. With over half of all

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mobility aircraft assigned to Air National Guard and Air Force Reserve Command units, we lead the Air Force in operating as a single force. The classic and active association mix construct provides a flexible template to meet operational requirements in both surge and steady state periods while retaining a viable strategic reserve for emergencies. For nearly 50 years, this concept has worked well. To ensure readiness and access to resources, especially when high operations tempo becomes steady-state for a lengthy period, it is essential to optimize the composition and development of our associate programs. We will continually evaluate our association partnerships for potential adjustments while exploring the integrated staff and wing constructs. Readiness is our priority as we balance the assignment of aircraft to Active, Reserve, and Guard units and ensure timely access and mission responsiveness.

Warfighter success is dependent on our continued teaming with commercial air carriers. To meet USTRANSCOM's readiness priority and maintain the surge capacity necessary to meet our nation's transportation needs, we will continue to foster our 60+ year relationship with industry through the Civil Reserve Air Fleet program. USTRANSCOM and Air Mobility Command recently completed a thorough Civil Reserve Air Fleet study and will implement program changes that ensure its continued viability. Civil Reserve Air Fleet readiness is a part of our decision calculus and will remain a vital segment of our airlift enterprise into the foreseeable future.

Today, mobility forces support combatant commanders and overseas major commands by developing key relationships and capabilities with partner nations, promoting U.S. strategic interests, and providing for essential peacetime and contingency access. Mobility Airmen mentor, advise and instruct partner nations' air forces to enable those partners to share the costs and responsibilities associated with military operations within and near their national boundaries. More importantly, the relationships built as a result of these efforts and the Air National Guard's State Partnership Program lay the groundwork for further democratic values and garner partner nation contributions when needed. In collaboration with the Department of Defense, Department of State, and Combatant Commanders we will build and expand our partnerships and partnership capacity beyond regional areas to the entire world.

### **Prepare Mobility Forces for Tomorrow**

*"We've got to modernize our Air Force. There's no ands, ifs, or buts about this. We cannot be ready, capable, and modern today and not ready, capable, and modern 15 years from now." Gen Welsh, 2016 Air and Space Symposium*

As we prepare for the future environment, we require that ready and capable mobility forces are available to meet current and emerging mission requirements. We will work with our Air Force and joint partners to develop a collaborative family of systems that enable our nation's military to remain the preeminent military force in the world. We envision this family of systems to integrate complimentary capabilities from each of the air force core functions to produce holistic effects for the nation and the warfighter. Furthermore, to ensure we remain relevant as a mobility force in the future, we will work with our acquisition and industry partners to find new and innovative means and methods to acquire new, and modernize existing, air mobility force structure and systems in a timely and cost-effective manner.

Preparation for tomorrow begins with codifying the roles and missions of active duty organizations within the Rapid Global Mobility enterprise such as 18th Air Force, the USAF Expeditionary Center, and the Headquarters AMC staff. AMC will continue to collaborate and share benchmarked processes w/ other commands in an effort to gain efficiencies that will streamline processes to produce timely decisions and guidance for our Airmen and the warfighter.

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With most of our military forces based in the continental U.S., air mobility is vital to conduct rapid deployment operations over intertheater distances. We will continue to sustain and modernize our current fleets of C-5s and C-17s to meet the challenges of the future while we analyze and plan for recapitalization of the existing fleets. The next strategic airlifter capable of delivering outsized cargo, known today as the C-X, must be more efficient and effective as we streamline from two platforms to, eventually, one.

Our intratheater airlift fleet provides small to medium lift capabilities enabling it to effectively support homeland and tactical airlift requirements. We will continue to sustain and modernize our existing C-130H and C-130J fleets and procure C-130Js in accordance with existing congressional authorities. We will continue studying future intertheater requirements and concepts using future Army and Marine combat vehicles as a guide for analyzing size and weight requirements.

Our air refueling capability will be improved through a recapitalized and modernized tanker enterprise, beginning with the introduction of the KC-46. We will continue to sustain and modernize our legacy tanker fleet. Following delivery of the last KC-46, we will leverage new technologies and concepts to merge a second, affordable advanced air refueling platform into the emerging Air Force enterprise. Future needs include expanded flexibility to refuel the next generation of remotely piloted aircraft and conduct refueling in contested environments.

We will collaborate with our commercial industry and governmental research partners to explore advanced materials, designs, and other concepts (autonomy, network integration, battlespace awareness, etc.) for inclusion in our future aircraft and support systems. Furthermore, emerging concepts such as swarming and advanced automation for remotely piloted or autonomous refueling and cargo delivery vehicles, need to be thoroughly researched and evaluated to determine potential advantages for operations in future environments. Future successes depend upon continued exploration of a family of systems approach. This family of mobility systems will include common platforms with common configurations and digital backbones across all our weapon systems with a focus on reducing maintenance, sustainment, and training burdens while also seamlessly integrating with the larger Air Force family of systems. Implementing technical advancements and the applicable user interface will be critical as we move toward an overall defense strategy to offset the advantages of our adversaries.

Finally, we will continually analyze and evaluate our air mobility force structure and support system requirements through active sponsorship and participation in Department of Defense, Headquarters Air Force, and industry sponsored studies, analyses and wargames. These methodical and disciplined efforts are critical to ensuring we have the right capabilities, in sufficient quantities when called upon by our nation.

### **Develop and Care for Airmen and Their Families**

*“Number one, people matter. They always matter. They matter in everything we do. They matter all day long. They affect everything.” Gen Welsh, 2016 Air and Space Symposium*

Air mobility operations depend upon resilient, motivated, innovative, highly trained Airmen, able to integrate seamlessly with joint and coalition forces. Our Airmen must have the proper tools, education opportunities, and skills required to accomplish our mobility mission. For Air Mobility Command to harness corporate memory and its intellectual capital for readiness and continual innovation, we must

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become a learning organization. Educating and training our Airmen must include new delivery methods that ensure more effective learning through the continuum of education. We must embrace and incorporate new content and delivery methods that are transforming traditional learning environments for the next generation. Failure to do so can yield “negative learning” and slow the development of our Airmen. *We need bold, innovative Airmen!*...our Airmen must be lifelong learners and our leaders must foster a culture of collaboration and calculated risk-taking.

While we recruit Airmen, it is families that we retain. We will continue to support and implement Air Force level programs designed to ensure our families are well supported with Airmen and Family Readiness Centers, quality family housing, child care and youth centers, and access to first-rate health care. These and other quality of life programs are essential parts of the Air Force lifestyle and help us to retain our investment in the total force Airmen that are essential for mission accomplishment.

### **Closing**

Our charge is to provide “Unrivaled Global Reach for America...ALWAYS!” We do this by preserving the legacy of those before us as well as developing and delivering the next generation of Rapid Global Mobility. Success in the future requires bold leadership today-- Our nation needs it and our Airmen demand it; neither will be content with status quo.

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