



STRATEGIC PLAN

2022

EIGHTEENTH AIR FORCE

The 18th Air Force Strategy operationalizes NAF priorities through objectives, tasks, and sub-tasks grouped in a living document that is responsive to changing strategic and operational conditions while continuously assessing the current environment. 18th Air Force Headquarters will work with AMC and wings to advance warfighting readiness and capability.



STRATEGY

FOREWORD

Eighteenth Air Force provides a broad set of capabilities that underpin Air Mobility Command's Rapid Global Mobility enabling the Joint Force to project, sustain, employ, and reconstitute forces across the spectrum of operations.

The National Defense Strategy clearly identifies a need for mobility capabilities to compete, deter, and win in contested environments that require full-spectrum readiness, speed of maneuver, and dynamic Airmen leading the way.

Recognizing the key role that mobility forces have in joint and coalition operations, 18th Air Force's mission is to prepare Airmen for contested global air mobility operations... anytime, anywhere. 18th Air Force provides command oversight and readiness advocacy to accelerate change as the command operationalizes new capabilities such as the Joint Warfighting Concept, Joint Concept for Contested Logistic, and Joint All-Domain Operations. By preparing, then empowering our Airmen to recognize, understand, and mitigate threats to mission accomplishment, Air Mobility Command will deliver the right effects, at the right place, at the right time to ensure Joint Force Employment and Sustainment meets National Defense Strategy imperatives.

18th Air Force daily activities must be focused on organizing, training and equipping an empowered, connected, and innovative force. From permissive operations to the contested environment, 18th Air Force envisions its air mobility warriors executing and winning in joint all domain operations across the competitive continuum. This strategic guidance has been reviewed and revised to reflect NDS, TRANSCOM, USAF, and AMC priorities. It articulates 18th Air Force's strategic priorities to expedite efforts, resources, and develop mobility capabilities relevant to delivering joint forces now and in the future:

Strategic Priorities

1. Advance Force and Installation Warfighting Readiness
2. Develop Ready Airmen and Families
3. Prepare the Force to Win

18 AF will pursue these priorities by smartly advocating for enterprise solutions through focused engagement, information-sharing, and partnerships.

KENNETH T. BIBB, JR.
Major General, USAF
Commander

CHAD W. BICKLEY
Chief Master Sergeant, USAF
Command Chief

EXECUTIVE SUMMARY

COMMANDERS INTENT

18th Air Force will provide agile Rapid Global Mobility, aggressively preparing 18th Air Force Wings to compete, deter and win in war today and in the future.

PURPOSE

Accelerate change – Improve mission readiness, increase unit vitality, and empower Airmen and families.

MISSION

Prepare Airmen for contested global air mobility operations... anytime, anywhere.

VISION

Ready today, prepared for tomorrow...EXPEDITE!



STRATEGIC PRIORITIES



ADVANCE FORCE AND INSTALLATION WARFIGHTING READINESS

18th Air Force can provide an integrated, agile, qualitative approach to assist prioritization, perspective, and decision making in order to support AMC and Air Force objectives in developing new cutting-edge warfighting capabilities. 18th Air Force will partner with AMC to target investment to sustain and advance warfighting capabilities across its mission areas: airlift, air refueling, aeromedical evacuation, and mission support as well as advance the concept of AMC installations as a weapons system. Investment must increase resilience, agility, and lethality of AMC warfighting capabilities and systems, bolster RGM mission assurance in the Global Distribution Network (GDN), and employ Combined Joint All Domain Command & Control (CJADC2) architecture and system capabilities for decision advantage. Advancements across warfighting capability will increase the ability of AMC to project the joint force in contested environments. Objectives, tasks, and sub tasks include:



ADVANCE FORCE AND INSTALLATION WARFIGHTING READINESS

1.1 Partner with AMC and total force to represent MWSs in order to sustain, modernize and recapitalize airlift and air refueling, aircraft, balancing sustainment with accelerated investment in capabilities.

1.1.1 Actively participate in and advocate for MWS enterprise forums.

1.1.1.1 Synchronize staff and wings for smooth KC-46 transition.

1.1.1.2 Synchronize staff and wings for effective C-130J block 8.1 rollout.

1.1.1.3 Support Presidential Airlift Recapitalization (PAR) efforts.

1.1.1.4 Sync staff wings on KC-10 divestment.

1.2 Protect critical infrastructure & advance installations as power projection platforms to generate combat power for the high end fight.

1.2.1 Partner with IMSC to support installation priorities.

1.2.2 Partner with AMC/A4 to advance installation security initiatives.

1.2.2.1 Support counter-Small Unmanned Aerial Systems (c-SUAS) initiatives.



ADVANCE FORCE AND INSTALLATION WARFIGHTING READINESS

1.3 Ensure Wing infrastructure and JADC2 requirements are prioritized and integrated into AMC's POM

1.3.1 Support development of Air Battle Management System (ABMS).

1.3.2 Support development of Joint Mission Planning System (JMPS).

1.3.3 Advocate for right equipment and training to support unit use of tactical datalink systems.

1.3.3.1 Support CJADC2 sustainment (Unit Link Managers).

1.3.4 Promote experimentation and support best practices.

1.4 Partner with AMC and total force to advance AE capability and capacity for MAF FORGEN

1.4.1 Support AE Formal Training Unit (FTU) initiatives.

1.4.2 Support AE training pipeline improvements.

1.4.3 Advocate for Total Force solution to develop AE for the future fight.

1.5 Advocate and prioritize logistics under attack initiatives.

1.5.1 Work with AMC to implement distributed logistical concepts and capabilities (JCCL, Logistics Under Attack (LUA), and Aerial Port of the Future (APOF).

1.5.2 Support Virtual Reality (VR) training initiatives to include mixed/augmented reality solutions.

1.5.3 Modernize aerial port operations, Aerial Port of the Future (APOF).

1.5.4 Field virtual aircraft forms.

STRATEGIC PRIORITIES



DEVELOP READY AIRMEN AND FAMILIES

18th Air Force will develop a force of mission ready, expeditionary, and empowered mobility leaders ready to employ Rapid Global Mobility in contested environments utilizing cutting edge warfighting concepts across the continuum of conflict. 18th Air Force prepares its future leaders and families by focusing on professional development, mentoring, standards of excellence, and high moral character. These Airmen will be skilled at leveraging advanced technologies and the newest warfighting capabilities in all domains to fully support AMC and Air Force objectives for the future. Objectives, tasks, and sub tasks include:



DEVELOP READY AIRMAN AND FAMILIES

2.1 Empower the wings to experiment and develop joint-minded Airmen for operational employment.

2.1.1. Engage deliberately with wings and A-Staff to establish joint/functional Airmen development efforts.

2.2 Conduct and enable development and talent management.

2.2.1 Improve Mobility Air Forces Development Team (MAF DT) to deliberately develop and invest in Airmen for current and future leadership roles.

2.2.1.1 Identify and track Airmen with specific skills.

2.2.1.2 Inform workforce diversity analysis through Mission Area Working Group (MAWG) and Barrier Analysis Working Group (BAWG) efforts.

2.2.2 Support Diversity Equity & Inclusion (DE&I) efforts through MAWG and BAWG participation.

2.2.3 Evaluate PHOENIX HORIZON programs ability to prepare officers for future conflicts.

2.2.4 Guide Enlisted Force development and talent management.

2.2.5 Guide civilian and total force development and talent management.



DEVELOP READY AIRMAN AND FAMILIES

2.3 Guide comprehensive character development and instill ethical leadership.

2.3.1 Develop and share ethics discussions with wings through existing forums.

2.3.2 Influence and participate in commander and leadership training courses.

2.3.2.1 Guide training courses to include: HIGH FLIGHT, GRACC, front line Supervisors, Flight Commanders, Squadron, Group, and Wing Commanders.

2.3.3. Support and participate in General Officer Inspire Program, AIM wings, and Diversity, Equity & Inclusion initiatives.

2.4 Advance culture of support, belonging, and connectedness for all Airmen and their families.

2.4.1 Advocate for Airmen's Quality of Service (QoS) and Quality of Life (QoL) initiatives.

2.4.1.1 Support Base Operational Support Team (BOST) and resiliency initiatives.

2.4.1.2 Evaluate quality and review QoS/QoL programs for wing utilization.

2.4.2 Advocate and showcase wing best practices for use as enterprise solutions.

STRATEGIC PRIORITIES



PREPARE THE FORCE TO WIN

18 AF provides a set of capabilities that underpin AMC's Rapid Global Mobility and prepares mobility Airmen to project the joint force and ensure strategic deterrence through robust exercise, training, and assessment. These capabilities support AMC's advancement of the Joint Warfighting Concept (JWC), CJADC2, Joint Concept for Contested Logistics (JCCL), and Agile Combat Employment. In addition, 18 AF will support and enhance the command's ability to execute strategic deterrence and nuclear response missions in a contested environment. Finally, 18 AF will ensure the command can execute presidential and senior leader airlift support missions. Objectives, tasks, and sub tasks include:



PREPARE THE FORCE TO WIN

3.1 Advocate with AMC and wings to maximize joint training.

3.1.1 Work with AMC and wings to improve mobility aircrew seasoning, skills, and competencies.

3.1.1.1 Improve seasoning, skills, and competencies for the KC-46 enterprise.

3.1.1.2 Improve seasoning, skills, and competencies for the nuclear enterprise.

3.1.2 Work with AMC and wings to improve readiness and employment capability for forces and weapon systems supporting strategic deterrence and nuclear response.

3.1.3 Support and advocate for units executing Presidential and national senior leader airlift missions.

3.2 Drive Agile Combat Employment (ACE) and Multi Capable Airmen (MCA) concepts for MAF operations, and advocate for required force and infrastructure modernizations.

3.2.1 Work with AMC and Expeditionary Center to improve velocity, capacity, and agility of mobility support.



PREPARE THE FORCE TO WIN

3.3 Support MAF Force Generation (FORGEN) and the Commander's training guidance.

- 3.3.1 Coordinate with AMC and wings to implement FORGEN and execute Readiness Driven Apportionment and Allocation Process (RDAP).
- 3.3.2 Coordinate with AMC and wings to establish MAF Single Integrated Planning Team (SIPT).

3.4 Partner with AMC to develop and implement FORGEN certification process.

- 3.4.1 Establish continuous evaluation review at NAF level.
- 3.4.2 Work with AMC/IG and wings to approve exercise scope and scale.
- 3.4.3 Establish review of wing inspection status prior to AMC's Semi-Annual Inspection Council.

3.5 Project, Connect, and ensure strategic advantage.

- 3.5.1 Advocate for improvements and sustainment of Nuclear Command, Control, and Communications (NC3) in support of the nation's nuclear mission.