

IA-00149



Building the 21st Century Air Force

**A Presentation to
the Center for Strategic and International Studies**

by Dr. Clark Murdock USAF/XPX

27 Feb 97

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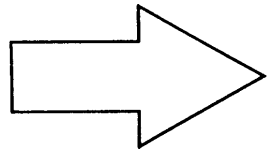
UNITED STATES AIR FORCE
**STRATEGIC
PLANNING**

Purpose

- *To provide an overview of the Air Force's reinvigorated long-range planning process*
- *To present the products of this effort*
- *To discuss implications of the Air Force's decisions*



Briefing Outline



■ Charter for AF/LR

- Institutionalizing Long-Range Planning
- Building the Strategic Vision
- Implementing Global Engagement
- Future Directions for the Air Force
- Concluding Remarks



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**STRATEGIC
PLANNING**

The Chiefs Initiative

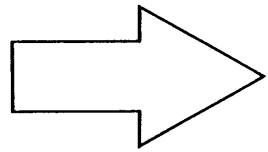
- Develop/institutionalize a long-range planning process
- Develop a strategic vision for the 21st Century Air Force
- Develop a long-range plan to implement the strategic vision



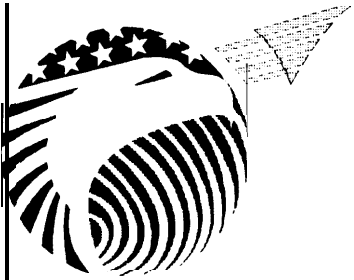
“A vision created for the Air Force, by the Air Force”



Briefing Outline



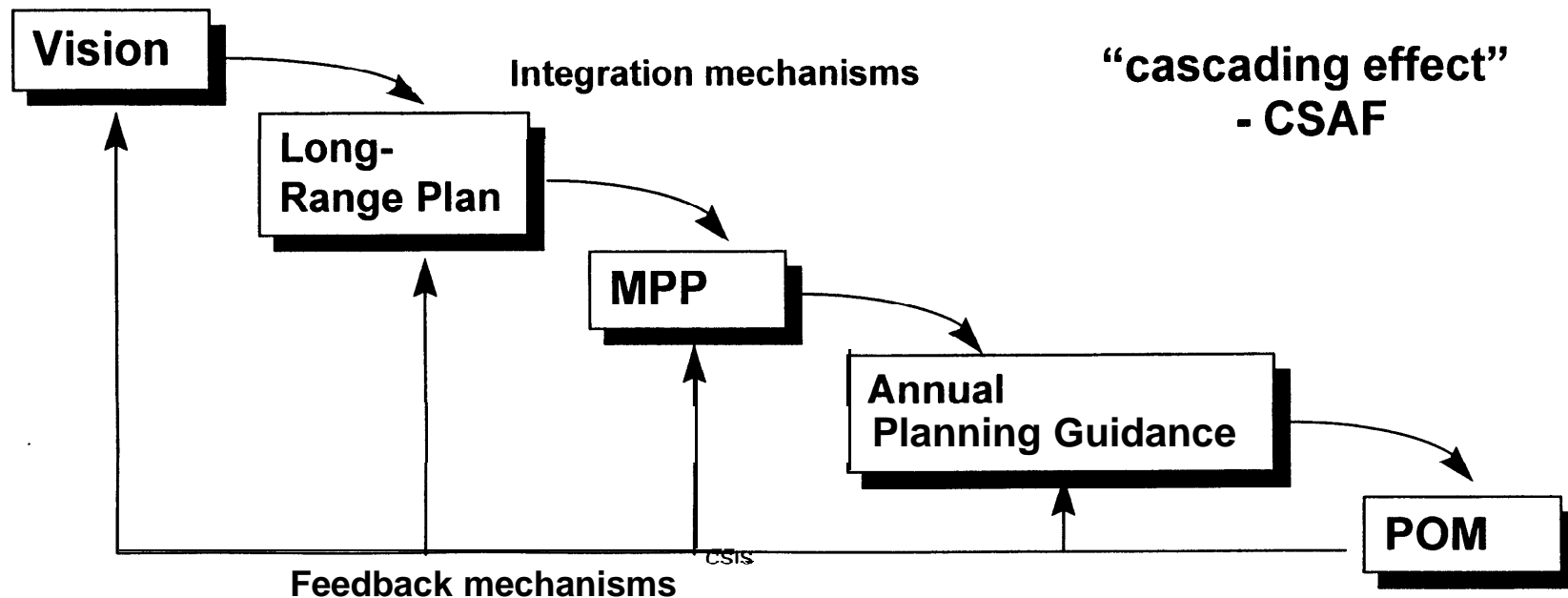
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- Concluding Remarks

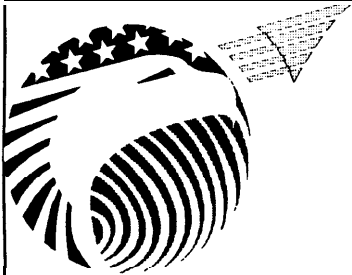


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**STRATEGIC
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Design Principles for AF Planning

- Need authoritative guidance from a corporate perspective on strategic issues
- Need planning integrated with programming
- Need to redefine the linkage between the MAPs and the POM -- integrating structure and office





AF Planning Cycles

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**STRATEGIC
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“Master attack plan with a rolling ATO.”

- **Every 4 years**
 - **Reaffirm/update the Strategic Vision**
- **Every 2 years**
 - **Review AF Long-Range Plan & Mission Area Plans**
- **Every year**
 - **BoD reviews Annual Planning Guidance**
- **Every CORONA**
 - **Review implementation of Strategic Vision/Long-Range Plan**

Long-range strategic priorities drive Air Force planning, programming, and budgeting decisions.



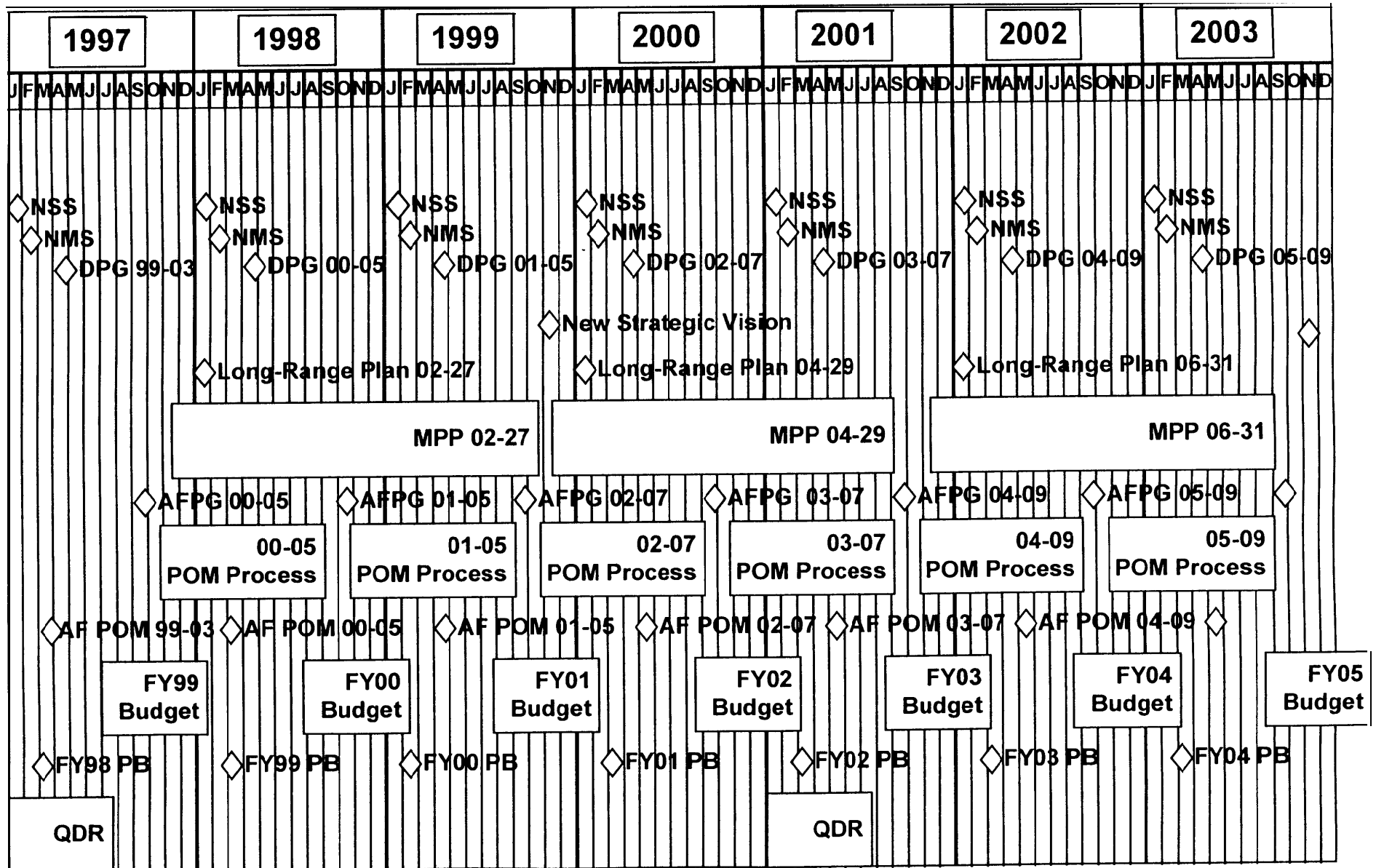
Getting On Cycle

UNITED STATES AIR FORCE

UNITED STATES AIR FORCE																							
1996						1997												1998					
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	
			. CORONA		. BoD . IPTs	. Program Source . Jump Start . BoD	. Strawrian																
Ongoing Long-Range Planning/BoD Process																							
				↓			↓												↓				
Global Engagement				◇			◇	Long-Range Plan 00-25											LRP 02-27		◇		
00-25 Air Force MPP												02-27 MPP											
Mostly Unconstrained												Constrained											
																		◇	AF Planning Guidance 00-05				

CSIS

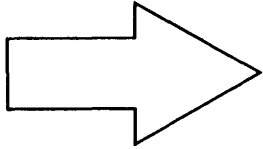
Relationship to QDR





Briefing Outline

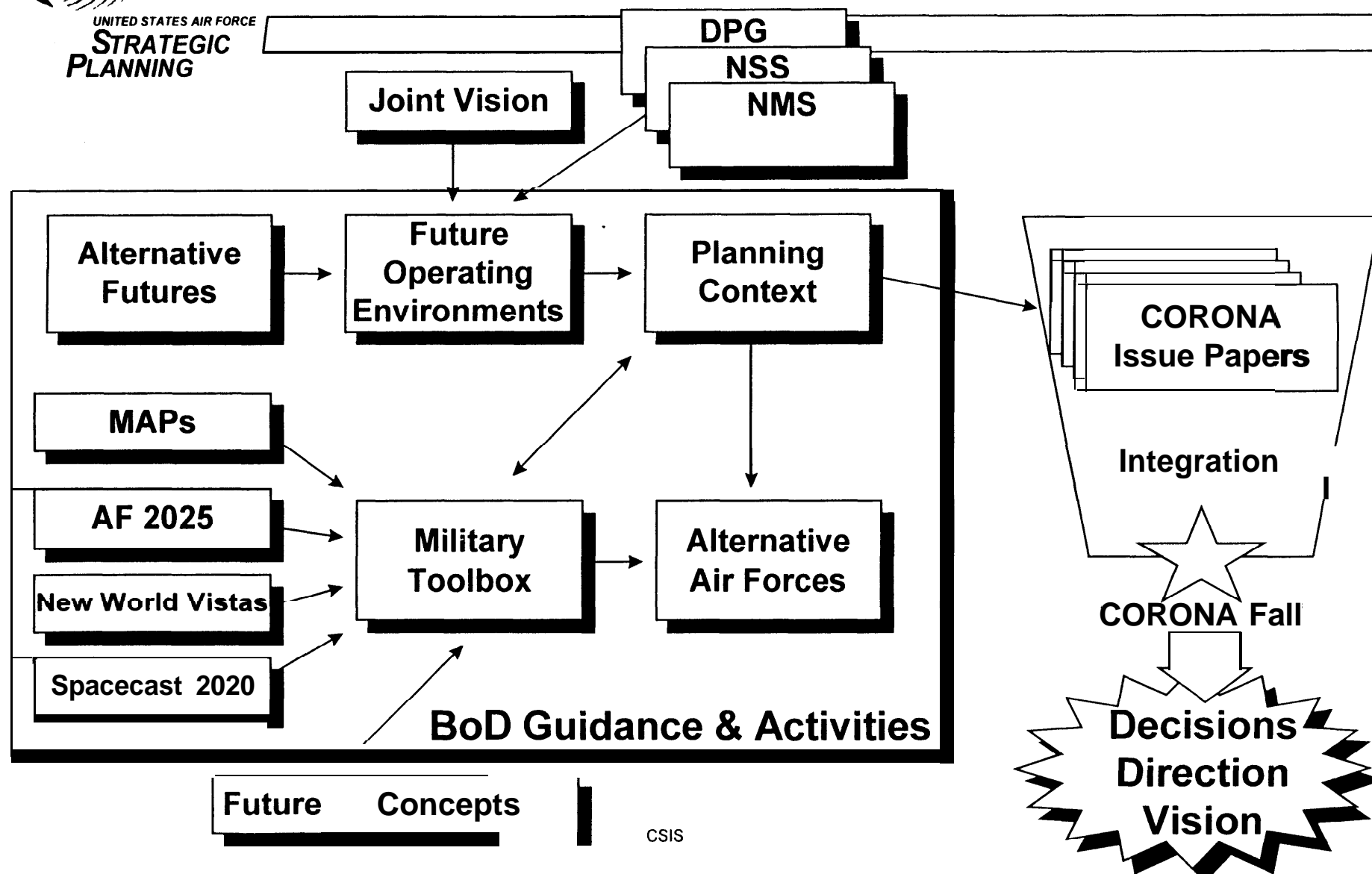
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Building the Strategic Vision





UNITED STATES AIR FORCE
**STRATEGIC
PLANNING**

Board of Directors

Pre-CORONA Membership

Chair

Air Staff

Vice Chief of Staff

Gen Moorman SAF/AQ

Lt Gen Muellner

MAJCOMs

AF/DP

Lt Gen McGinty

USAFE/CV

Lt Gen Pratt SAF/FM

Mr Hale

PACAF/CV

Lt Gen Santarelli AF/LG

Lt Gen Babbitt

ACC/CV

Lt Gen Dula AF/SC

Lt Gen Fairfield

AFSPC/CV

Lt Gen Caruana AF/XO

Lt Gen Jumper

AMC/CV

Lt Gen Sams AF/IN

Maj Gen Casciano

AFMC/CV

Lt Gen Farrell AF/TE

Lt Gen (ret) Leaf

AETC/CV

Lt Gen Griffith Commander, AFR

Maj Gen McIntosh

AFSOC/CV

Brig Gen Ingersoll Director, ANG

Maj Gen Shepperd

Advisors

Advisors

AF/HO

Dr Hallion AF/PE

Maj Gen Handy

52 WG/CC

Brig Gen Keys AF/CE

Dr Wolff

7 AF/CV

Brig Gen Gatliff AMC/IG

Brig Gen Andrews

50 SW/CC

Brig Gen Moorhead AF/RE

Brig Gen Bradley

ANG

Brig Gen Waller AF/DPX

Brig Gen Regni

AFMC/PK

Brig Gen Roellig CMSAF

CMSAF Campanile

AFR

Brig Gen Harvey RAND

Ms Natalie Crawford



Board of Directors (Pre-CORONA Schedule)

Meeting	Process	Product	Dates
Board of Directors 1	Dissemination Facilitation	Key Issues Facing AF Vision	29 Feb 96
Board of Directors 2	Facilitation Seminar Games	Refine Key Issues Alt Air Force Vision (Future 1)	9 Apr 96
Board of Directors 3	Facilitation	Refine Key Issues Institutional Values Vision (Future 2)	1 May 96
Board of Directors 4	Facilitation	Consensus on Strategic Issues/Decisions Recommend CORONA Agenda	30,31 May 96
Board of Directors 5	Discussion	Mid-Course Update CSAF Guidance	8 Jul 96
Board of Directors 6	Discussion	Review CORONA Issue Papers	30 Jul 96
Board of Directors 7	Briefing/Discussion	Finalize CORONA Issue Paper Books	4,5 Sep 96

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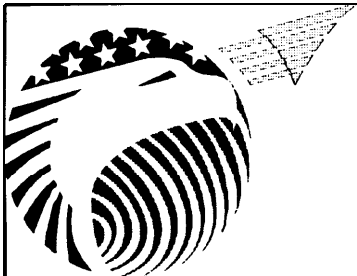


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CORONA Issue Paper Format

<u>Section</u>	<u>Title</u>	<u>Length</u>
1	BoD Issue Statement	8-10 Pages
2	Scope of Paper	
3	Desired / Potential Objective(s)	
4	Key Factors Affecting a Decision	
5	Decision Options	
6	Summary of Options Analyzed	
7	Impact on Other Issue Options	
TABS	As Needed	

Force options, not recommendations, up to senior leadership



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CORONA Fall '96

A historic CORONA (normally only two days long)

Purpose:

**CIP decisions to determine
LR strategic priorities
Build new strategic vision**

Agenda

**BoD involvement (pitch issues)
Executive breakfasts
Air Staff reorg
OSA / airlift
Divestiture**

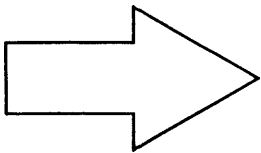
30 Sep - 4 Oct	Mon 7 Oct	Tues 8 Oct	Wed 9 Oct	Thurs 10 Oct	Fri 11 Oct
CSAF Preparation	GO Matters Acad, Other	Issues	Issues	Review	Open Review
	Intro Prep Issues	Issues	Issues	Field Activity	Open Review
	----- Evening (as needed) t-----				
	/ Issues	Issues	Issues		

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Briefing Outline

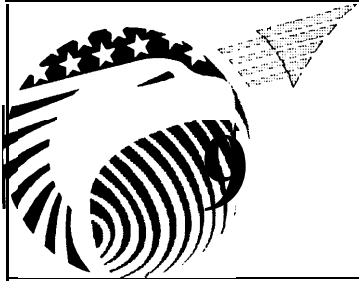
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- Charts the path of change for AF people and support
- Provides a framework for change with measurable and accountable steps for implementation
- Outline AF activities and steps to continue to tailor AF capabilities to meet JV 2010

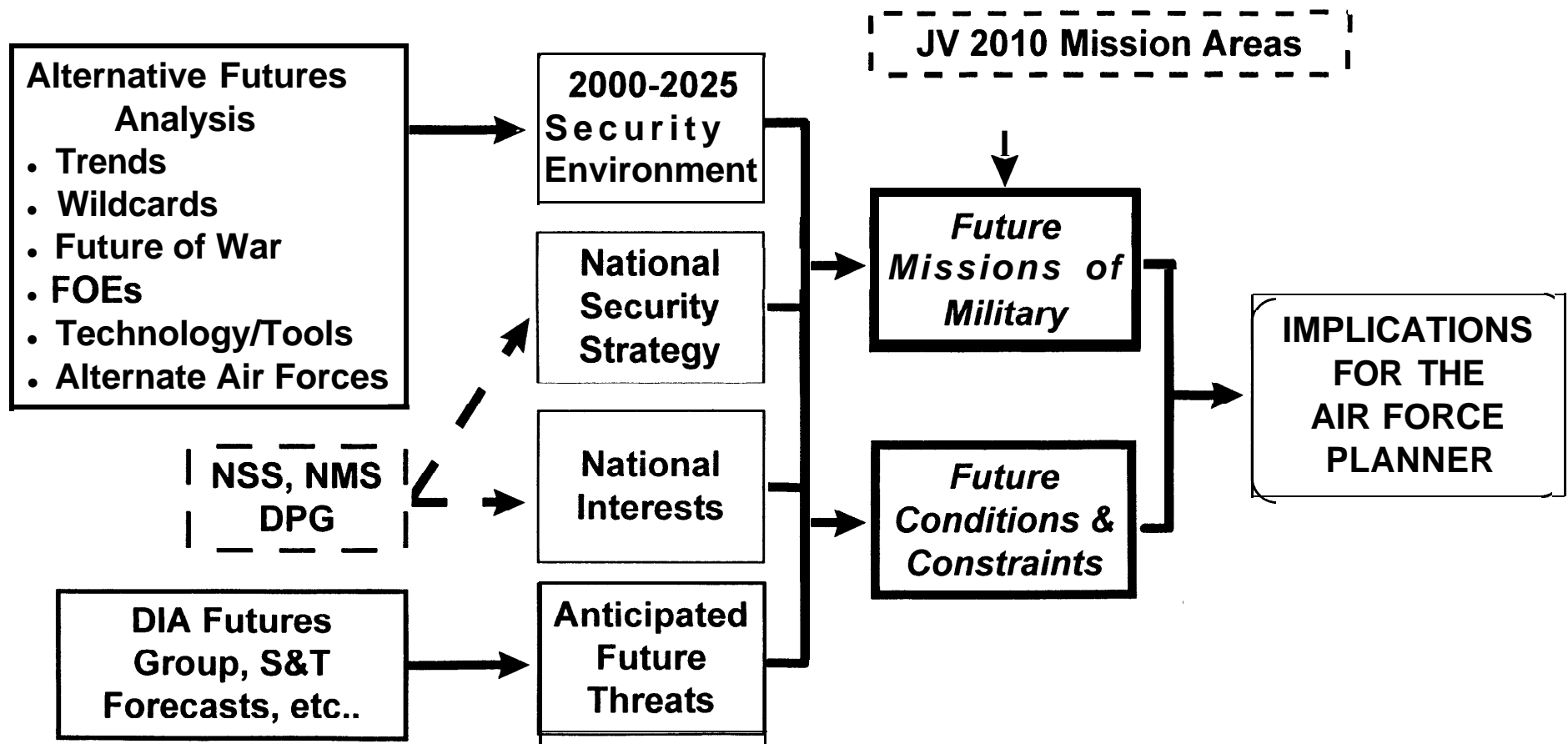




Section I

2000-2025 Planning Context

- Provide a common foundation for long-range planning
- Defines future broad capabilities



Change & uncertainty characterize the future planning environment



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Mission Changes Over Time

■ Protect the Homeland

- proliferation

■ Halt Aggression

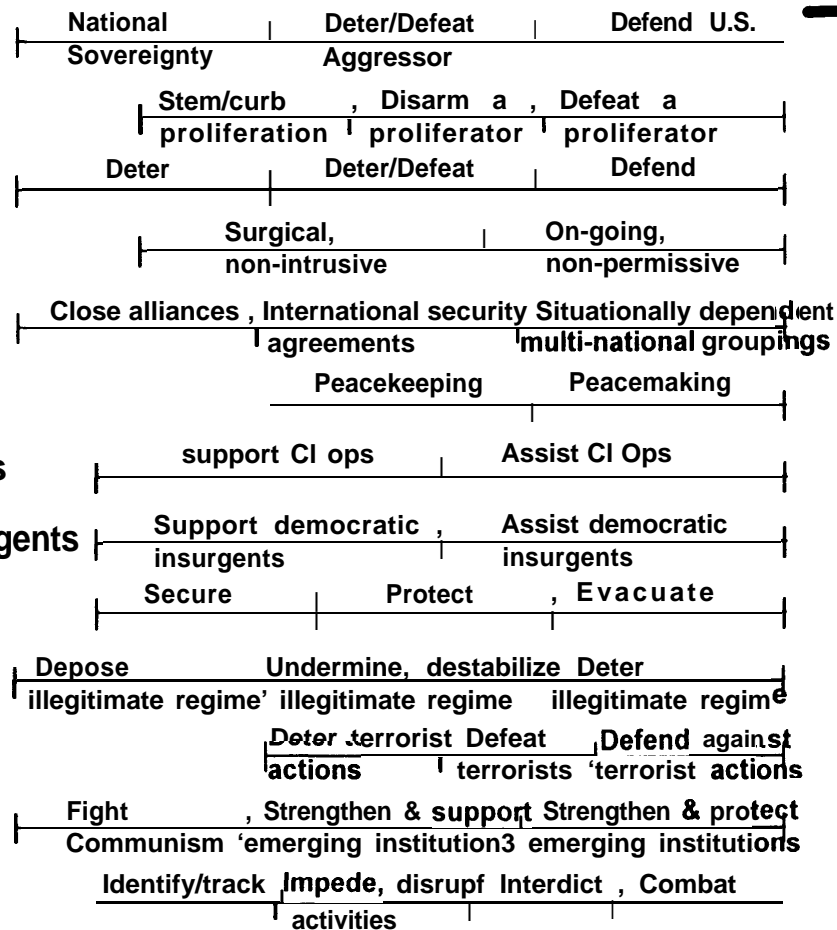
- Humanitarian Assistance
- Neutralize Combatants
- Peace Operations

■ Counterinsurgency Operations

- Support Pro-democracy Insurgents
- Protect Americans Abroad
- Secure Legitimate Regimes
- Stop Terrorism

■ Advance Democratization

■ Other military operations



***Future
Missions of
Military***

***Future
Conditions &
Constraints***



Implications for Long-Range Planning

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Desired Characteristics of Future Force

- Responds to the *full spectrum of contingencies*
- Has a *broad capability base*
- Understands the *full spectrum of adversaries*
- Ensures *rapid response*
- Develops *lean forces & support*
- Emphasizes *extended reach*
- Anticipates *asymmetries & unconventional situations*
- Prepares for *sustained operations*
- Anticipates (early) use of *NBC*
- Prepares for *US theater*
- Operates in *joint/coalition operations*
- Anticipates *transitory & dynamic partners*
- Operates in *non-traditional mediums (cities, info)*
- Create *hedges against uncertainty*
- Operates in concert with *other elements of national security*
- Maintains *high tech edge*
- Incorporates *commercial capabilities/know how*
- Responds to *mu/tip/e contingencies* at once

**Provides a demand generated statement of future supply
against which current supply can be judged**

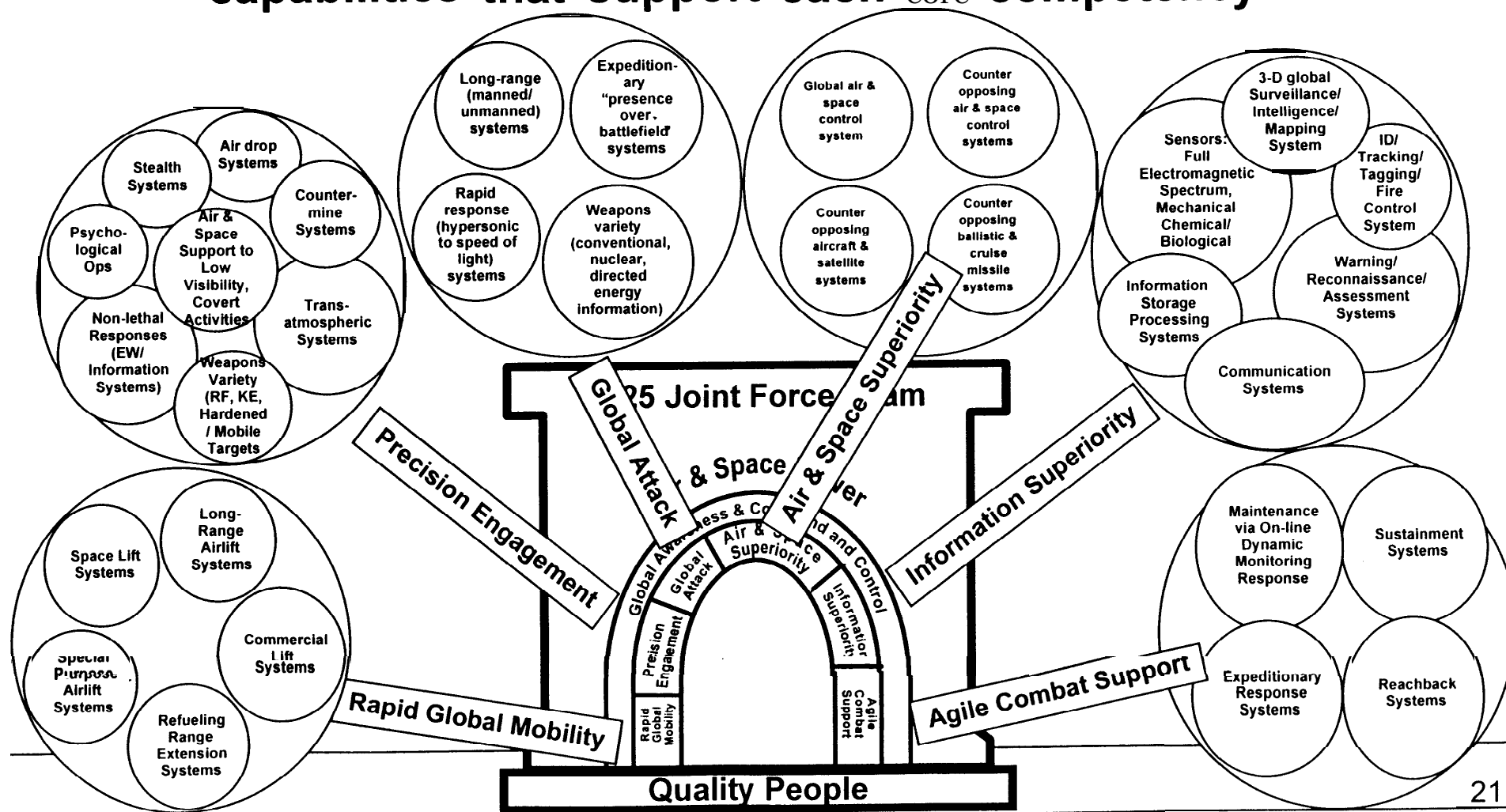
**IMPLICATIONS
FOR THE
FUTURE
P L A N N E R**



Section II

Strengthening Core Competencies

- Define the service core competencies and bundles of capabilities that support each core competency

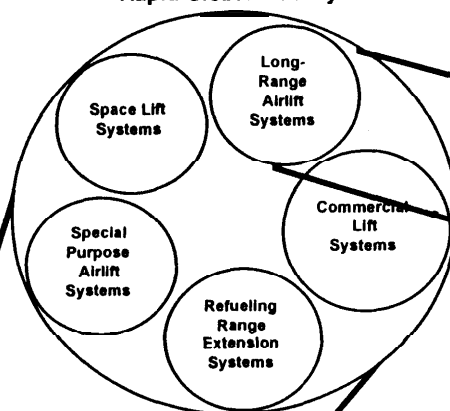




Sustaining Service Core Competencies

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Rapid Global Mobility



Strategic Gap Analysis Process

Current Air Force Operational Vision

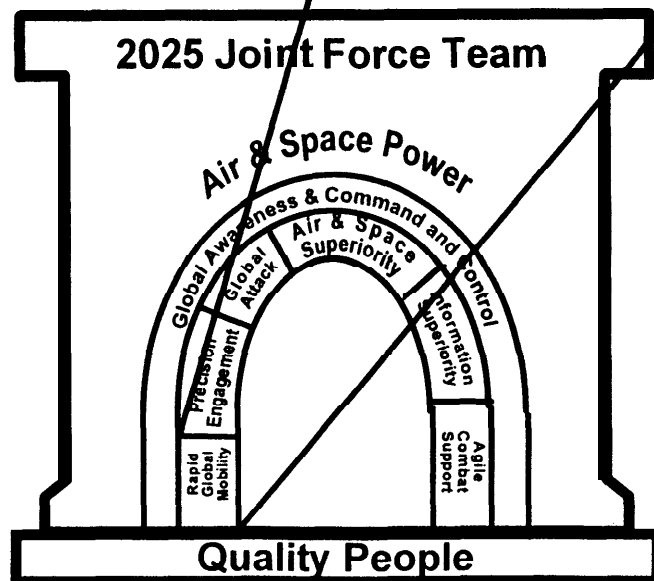
C-17
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C-141

Future Demand -- 2000-2025
Planning Context

Identify Strategic Gaps

Actions to Strengthen
Core Competencies

Iterative
Process





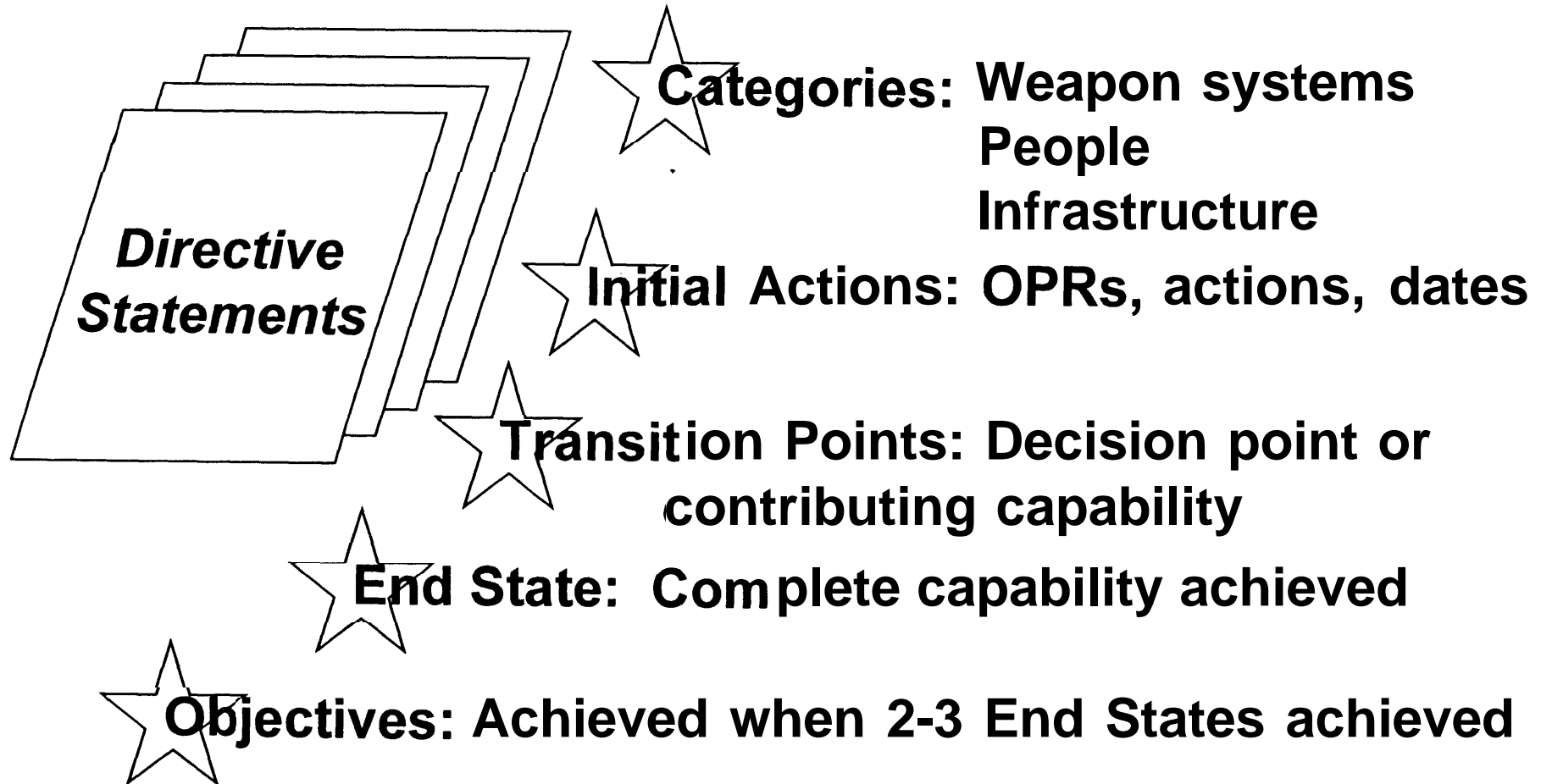
Section III: Directive Statements

- Implement strategic directions taken at CORONA Fall '96 and incorporated in *Global Engagement: Strategic Vision for the 21st Century Air Force*
- Future versions of the long-range plan will build on the LRP directive statements and provide a comprehensive, balanced plan for the future force



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Long-Range Plan Section 3: Directive Statement Content





- First step in linking planning and programming

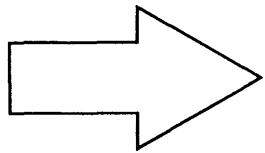
- **Ultimate goal: A fiscally constrained plan that integrates MAPs/MSPs**
- **Provides front-end guidance to 00-05 POM build**
- **Focus this year on achieving the LRP end-states**





Briefing Outline

- Charter for AF/LR
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Redefined Air Force Core Competencies

Old

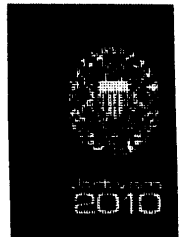
- Air Superiority
- Space Superiority
- Global Mobility
- Precision Employment
- Information Dominance



New

- Air & Space Superiority
- Global Attack - (Added)
- Rapid Global Mobility
- Precision Engagement
- Information Superiority
- Agile Combat Support - (Added)

National Security Strategy



**Dominant
Maneuver**

**Precision
Engagement**

**Focused
Logistics**

**Full-Dimensional
Protection**

**Air and
Space
Superiority**

**Global
Attack**

**Precision
Engagement**

**Rapid
Global
Mobility**

**Information
Superiority**

**Agile
Combat
Support**



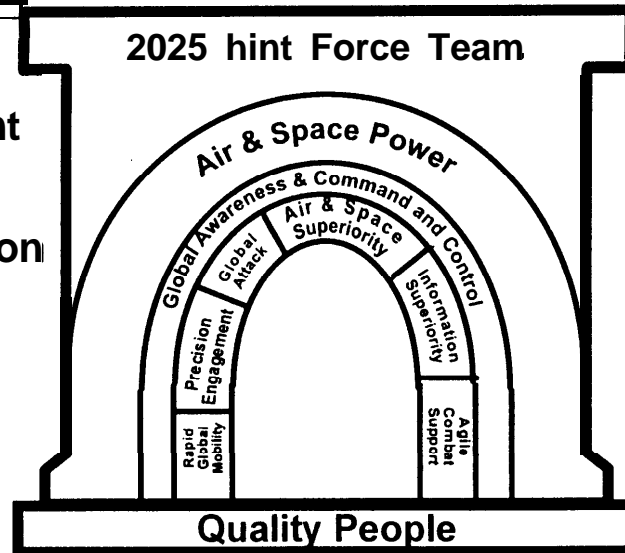


Directions for the Air Force

Strategic Vision & Directive Statements

■ Cross-cutting themes

- Integrating air & space
- Leading the development & operation of UAVs
- Commitment to innovation
- Increasing efficiency through outsourcing & privatization

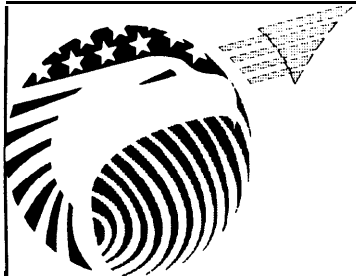


■ Capabilities Areas

- Info Operations
- Future Space Operations
- Nuclear Weapons
- Global Presence & Power Projection
- Missile Defense

■ People

- Airman of Tomorrow
- Total Force



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**STRATEGIC
PLANNING**

Integration of Air and Space

An air force transitioning into an air and space force on its evolutionary path to a space and air force

- Organized for integrated air and space operations
- Educated and trained operators to exploit air and space assets in an integrated way
- Air and space assets sustained in a seamless manner

Superior stewardship established AF as the recognized leader in the harmonization and integration of military space programs

Recognize other services have an interest in space support to their missions, the AF will sustain its stewardship of space and will fully integrate AF space capabilities to support the joint needs of the nation



Leading the Development and Operationalization of UAV Technology

Demonstrate Air Force leadership by capitalizing on UAV technologies...

- **Deploy high altitude endurance (HAE) UAVs to augment/replace manned ISR platforms**
- **Deploy HAE UAVs to augment manned platforms with communication relay functions and to augment SATCOM systems**
- **Deploy UAV capabilities to perform SEAD (lethal and non-lethal)**

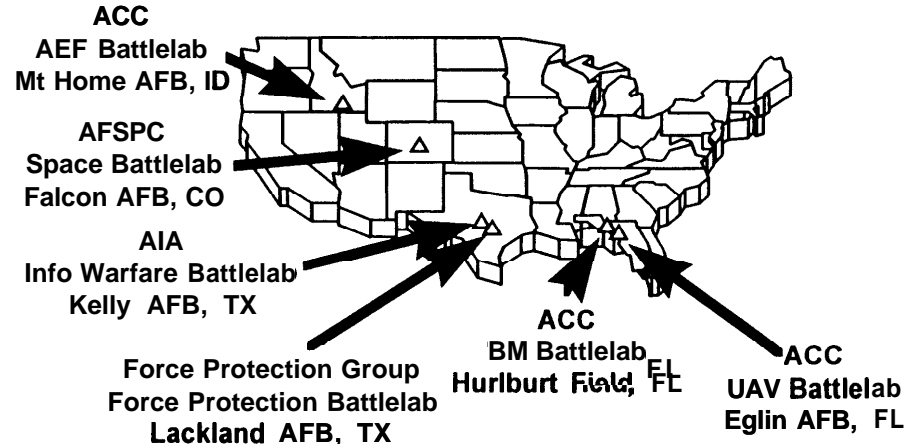
Committed to aggressive series of programs exploiting UAV technology



Air Force Commitment to Innovation

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- Improve the capabilities of AF core competencies
- Reinvigorate the spirit of innovation and creativity
- Create small focused battle labs, relying on field ingenuity to identify and measure the potential for innovative operational and sustainable concepts
- Integrated alternate concepts/initiatives into planning/programming process



**Committed to a vigorous program of experimenting, testing,
exercising, and evaluating new operational concepts and systems**



Increased Efficiency Through Outsourcing & Privatization (1)

Aggressively reducing infrastructure and its related cost

- **Increase the efficiency of the modernization process**
 - **Exploit emerging information technologies**
 - **Accelerate ongoing acquisition programs**
 - **Ensure “best value” practices**
 - **Redefined AF lab structure**
- **Enhance capability of Air Force test centers**
 - **Increase emphasis on use of modeling & simulations to decrease reliance on flight testing**
 - **Evaluate next generation testing requirements, seeking opportunities for inter-service efficiency of weapons systems support**



Increased Efficiency Through Outsourcing & Privatization (2)

Aggressively reducing infrastructure and its related cost

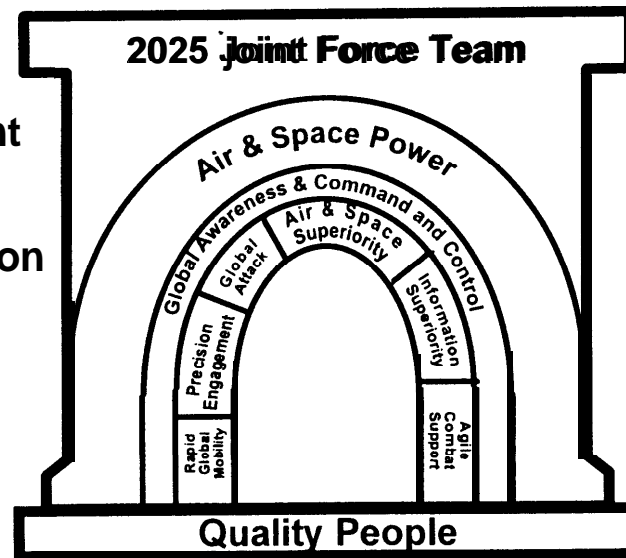
- **Improve efficiency of weapons system support**
 - **Agile operational sustainment of expeditionary Air Force**
 - **Logistics C² capability that provides real-time visibility reach-back and control of all logistics resources**
 - **Assured time-definite battlefield delivery & distribution capability**
- **Maintain the Quality of Life Standards while searching for new and more efficient ways to provide them**
 - **Process that supports & sustains a strategic direction for basing**
 - **Re-engineered base of operation support functions to ensure efficient operations and required “sense of community quality of life characteristics”**



Directions for the Air Force

*Strategic Vision & Directive Statements

- Integrating air & space
- Leading the development & operation of UAVs
- Commitment to innovation
- Increasing efficiency through outsourcing & privatization



■ Capabilities Areas

- Info Operations
- Future Space Operations
- Nuclear Weapons
- Global Presence & Power Projection
- Missile Defense

■ People

- Airman of Tomorrow
- Total Force



Information Operations

■ Information Warfare

- Aggressively expand information protection for all AF assets
- Enhance ability to conduct offensive operations at the operational & tactical levels/strategic level in conjunction with other agencies

■ Global Awareness

- Process and procedures to integrate air and space sensors to provide joint force commanders with the global and theater picture of the battle space
- Ensure AF C2 systems & operational picture are GCCS compliant

■ Command and Control

- Provide the joint force commander with a capability to control and execute in real time, integrated employment of air & space forces

Information Superiority is not the sole domain of the Air Force. The strategic perspective, gained from operating in the air-space continuum, uniquely suits airmen for information operations



Future Space Operations

- Key military functions are already migrating to space (ISR, communications, terminal guidance, position locations)
- The nation will need to be prepared to defend U.S. interests in space, when necessary (driven by national policy, international events, threats moving through and to space, etc.)
 - Develop doctrine, plan for and conduct R&D of enabling advanced technologies for space-based systems to ensure the U.S. is prepared to field a full range of capabilities if so directed
 - Provide spacelift, space support infrastructure and space force enhancement capabilities necessary for future space and air operations

The Air Force's migration along the air-space continuum will be driven by technology, threats, world events and national security needs



Nuclear Weapons

- **Maintain the triad and support future reductions at the appropriate national decision point**
- **Sustain AF theater nuclear commitment to NATO and regional CINCs**
- **Enhance emphasis on nuclear policy, safety, security systems, and standards**
 - **Establish Air Staff directorate for nuclear and proliferation matters**
 - **Centralize all nuclear support effects at Kirtland AFB**
 - **Increase commitment to safe secure storage of nuclear weapons**

Sustain its efforts in the nuclear area and increase its efforts to deal with the proliferation risk



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Missile Defense

Multi-faceted approach to counter cruise and ballistic missile threat posed to Americans and American interest

- **Improve surveillance and early warning of attack in support of layered defenses against missiles**
- **Theater level -**
 - **Aggressively support attack operations & sensor integration**
 - **Develop capabilities in the boost and mid-course intercept phases**
- **National level - Develop, time-phased & treaty compliant, capabilities to expand area defense coverage from a modest CONUS land-based system able to handle limited attacks**
- **Over time, merge global and theater missile defense architectures into a common counter air and space system**

CSIS



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Presence & Power Projection

- **Core Competency of Global Mobility is indispensable to worldwide joint operations**
 - **Focused on exploiting cutting-edge technologies**
- **Mixture of permanent and rotating air and space-based assets that provide global awareness, assurance and deterrence**
 - **Reach out to allied air forces in strategic locations:
Coalition building, risk sharing and humanitarian missions**
 - **Increase access to and expand capacity at overseas locations**
 - **Increase reliance on air expeditionary forces for presence and power projection**
- **Strong engagement role by maintaining robust and flexible air and space forces for power projection**

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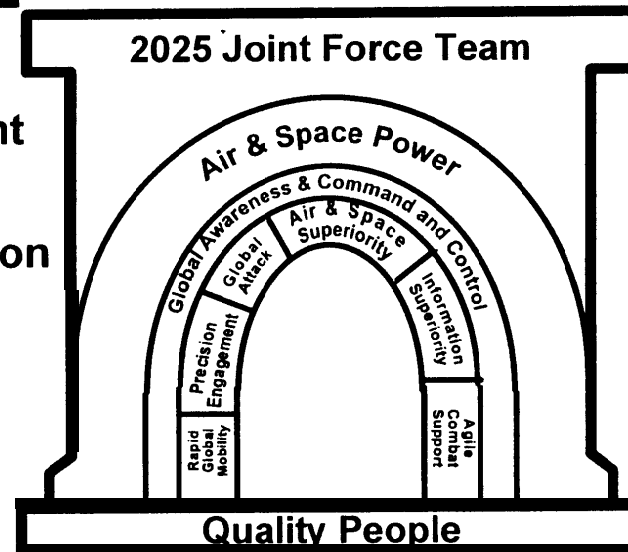


Directions for the Air Force

Strategic Vision & Directive Statements

■ Cross-cutting themes

- mm Integrating air & space
- Leading the development & operation of UAVs
- Commitment to innovation
- mm Increasing efficiency through outsourcing & privatization



■ Capabilities Areas

- Info Operations
- Future Space Operations
- Nuclear Weapons
- Global Presence & Power Projection
- Missile Defense

■ People

- ≡ Airman of Tomorrow
- ≡ Total Force



People (1)

**Airmen of Tomorrow will understand the doctrine, core values and core competencies of the AF as a whole -
- in addition to mastering their own specialties**

- **Change definition of “operator” - Military or civilian member experienced in the employment and doctrine of air and space capabilities**
- **Create a new air and space basic course to create the “new operator” - (Initial assignment for most officers will be operational)**



People (2)

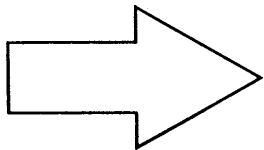
Total Force of tomorrow

- Enhance process on which core values are reinforced for total Force daily through education, leadership and accountability
- Create similar institutional commitment and responsibilities in military and civilian members through career development and continuing education programs
- Continuously see opportunities to shift mission and activities into the reserve components (AFRES & ANG). Optimize use of IMAs and associate concepts.



Briefing Outline

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Concluding Remarks

- The Air Force is on the path to change
 - First decisions taken & represented in the Long-Range Plan
 - New structure for planning at senior & staff levels
 - Jointness is central to the process

**Goal: Changing to support the nation's interest
in a rapidly changing security environment**