

# AIR NATIONAL GUARD

## ***NGAUS Industry Day Air National Guard Perspective***

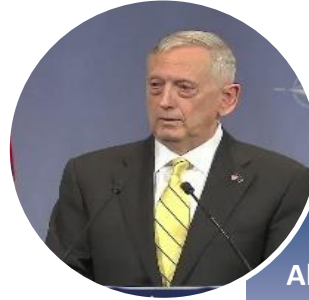
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Deputy Director, Air National Guard

11 December 2018

This Briefing is **UNCLASSIFIED**



# Strategic Landscape - ANG Priorities



Lethal Force  
Alliances/Partnerships  
Reform



Readiness  
Modernization  
Innovation  
Exceptional Leaders  
Alliances



Ready Forces  
People/Families/Employers  
Innovation



Readiness  
21<sup>st</sup> Century Guard Airmen  
Tomorrow's Fight



# Tomorrow's Fight: Recapitalization & Modernization

## END STATE: Recap is balanced/concurrent; Mod is congruent with NDS

### FOCUS AREAS:

- Involvement/Participation in AF Corporate Process/Congressional Advocacy
- Future Missions & Capstone Principles
- Balanced/concurrent w/AC; fielding plan coordination
- WEPTAC/DCP prioritized NAREA funding for modernization

## Sub-metrics

- Strive for balanced and concurrent recapitalization
- Seek opportunities for new and enduring flying missions
- Strive for dual-use platforms to deliver combat capability overseas and fulfill domestic roles at home
- Seek affordable solutions and offer the Air Force new ways to deliver combat air-power

FY19 Plan of Action & Milestones	FY19 Initiatives	FY20 Initiatives
<b>Building the FY21POM:</b> <ul style="list-style-type: none"> <li>•Air Force Planning Choices</li> <li>•CNGB POM Priorities</li> <li>•Director's Programming and Planning Guidance</li> <li>•ANG Group / Board / Council</li> <li>•AF Group / Board / Council</li> <li>•OSD Program and Budget Review</li> <li>•Unfunded Priority List</li> </ul> <b>Requirement development and validation</b>	<b>RECAPITALIZATION:</b> <ul style="list-style-type: none"> <li>•F-35 Recap/beddown</li> <li>•HH-OLR Fielding/CRH Fielding Plan WG</li> <li>•HC-130J fielding complete</li> <li>•KC-46A MOB 5-10</li> <li>•KC-46 MOB 2 beddown</li> </ul> <b>MODERNIZATION:</b> <ul style="list-style-type: none"> <li>•C-130H Modernization</li> <li>•F-16/F-15 AESA</li> <li>•Electronic Flight Bag in all ANG aircraft</li> <li>•Standup F-15 &amp; C-130H test detachments</li> <li>•KC-135 LAIRCM Block 30 test &amp; fielding</li> <li>•MAF RTIC</li> </ul>	<b>RECAPITALIZATION:</b> <ul style="list-style-type: none"> <li>•C-130J Recapitalization</li> <li>•C-130J Basing of FY18-19 Congressional funding</li> <li>•Develop SCIF Roadmap</li> <li>•F-35 Roadmap</li> <li>•KC-46 MOBs 5-10</li> <li>•C-130 Roadmap</li> </ul> <b>MODERNIZATION:</b> <ul style="list-style-type: none"> <li>•Tanker Roadmap</li> <li>•F-16 Force Structure synchronization working group (upgrades, mods, SLEP, retirements)</li> <li>•JWICS Roadmap to modernize &amp; secure C2 ISR collection, analysis, dissemination</li> </ul>



# DOMOPS

## ANG Capstone Principles:

- Militia Missions
- Flying Unit in all "54"
- Concurrent/Balanced Recap and Mod
- Dual-role Capabilities
- Total Force Leaders



## DOMOPS

- Process Innovation
- Community Interaction

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# MDC2 Implementation Plan



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**"The AF's projected force structure is not capable of fighting and winning against this threat array without a shift in focus to multi-domain capabilities and capacity."**  
- Air Superiority 2030 Study

**"Today, every domain is contested -  
air, land, sea, space, and  
cyberspace."**  
- 2018 NDS

Ground Based Lasers  
Light speed Crippling Effects

Co-orbital ASATs  
Attack on Demand

Direct Ascent ASAT  
~8 min Time of Flight

ICBMs

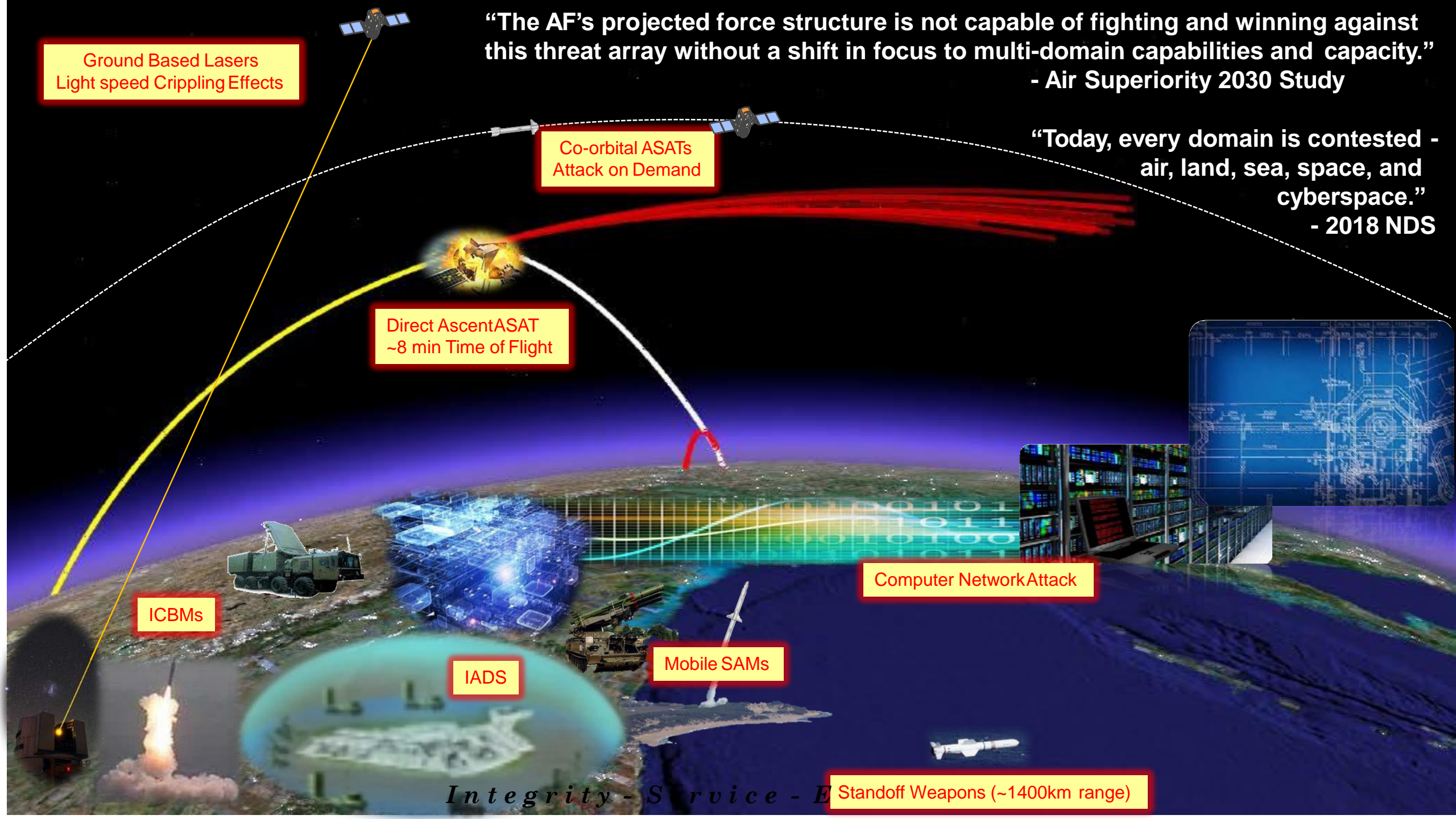
IADS

Mobile SAMs

Computer Network Attack

Standoff Weapons (~1400km range)

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# *Future Warfare...and its seams*



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# ***21<sup>st</sup> Century Deterrence***

- **To be successful in this environment:**
  - **Ready and lethal fighting formations**
    - **Innovative skilled experts**
    - **Purposeful leaders**
  - **Airpower integrated into, influencing and leading joint warfighting teams**
    - **Joint credible**
    - **Ready on day-one**
  - **Ability to command & control multi-domain, high velocity ops**
    - **Operational concepts**
    - **Advanced Technology**
    - **MDC2 Expertise**







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# *In pursuit of Multi-domain Operations*



Increase number of warfighting options	→	complex, simultaneous dilemmas for adversary
Increase resiliency	→	ability to fight through all contested domains
Increase Speed of Operations	→	fight inside adversary's OODA Loop

## Revitalizing Squadrons

- Mission Focus
- Purposeful Leadership
- Esprit de Corps

## Strengthen Joint Leaders/Teams

- Deliberate Joint Talent Management
- Joint Continuum of Learning
- Culture of Jointness

## Multi-domain C2

- C2 Operational Concepts
- Advanced Technology Train,
- Educate & Experience



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# ***Key Challenges***

- **C2 Operational Constructs not designed to optimize multi-domain operations**
  - Space and Cyber warfighting concepts are not as mature as Air warfighting concepts
  - AF has missions/capabilities divided between global and regional causing disconnects
  - Force Presentation affects multi-domain integration and C2 processes
- **C2 Technology is out of date and less capable of leveraging new technology**
  - Infrastructure is stovepiped preventing modern IT processes (IA) and rapid integration
  - C2 baseline in AOCs is tightly controlled affecting operational performance
  - Proprietary data inextricably woven into infrastructure and applications
  - New capabilities delivered too slowly to keep pace with technology cycles
  - Not able to leverage advanced tech (artificial intelligence, automation, big data analytics, etc.)
- **C2 Supporting Structures not designed for Multi-domain operations**
  - AF emphasizes Tactical Depth but requires more Multi-domain/Operational Breadth
  - Operational-level C2 is only Core Mission mostly done as a “pick-up” game
  - Security processes/procedures focused on limiting access to information...not sharing



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# ***Doctrine Refinement and Exercises***

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## **■ Doctrine Refinement**

- AETC's Doctrine Center-led Working Group will explore, develop, and document doctrine concepts and lexicon specific to MDO
- First event was August 2018 (followed by regularly scheduled meetings)
- AETC will ensure continuum of learning incorporates MDO concepts

## **■ Exercises, Wargames, and Training Events**

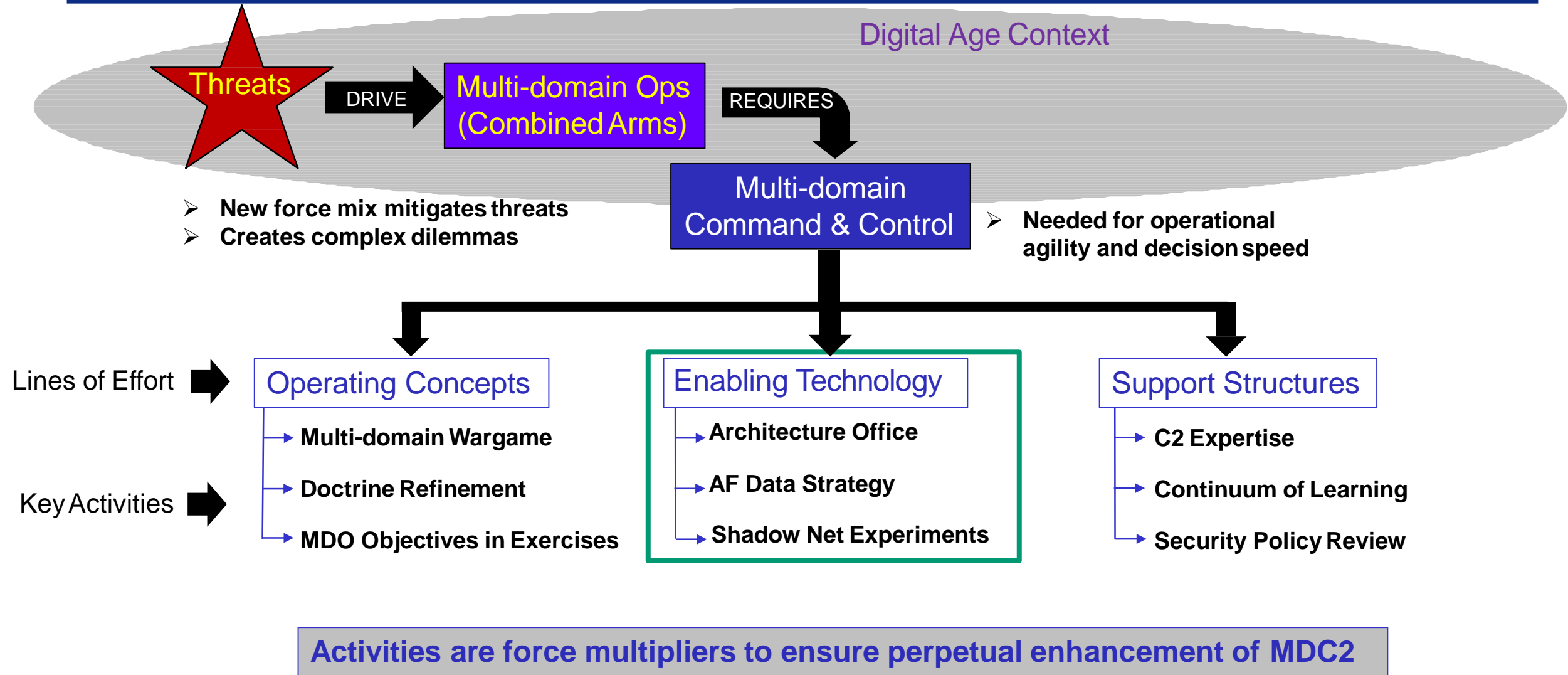
- All MAJCOMs will ensure events include MDO and MDC2 learning objectives
- Objectives should drive operational level tactics for
  - Multi-Domain “force packaging”
  - Dynamic distributed control
  - Conditions based authorities
  - Advanced Battle Management
- HAF/A3 will consolidate and validate MAJCOM inputs



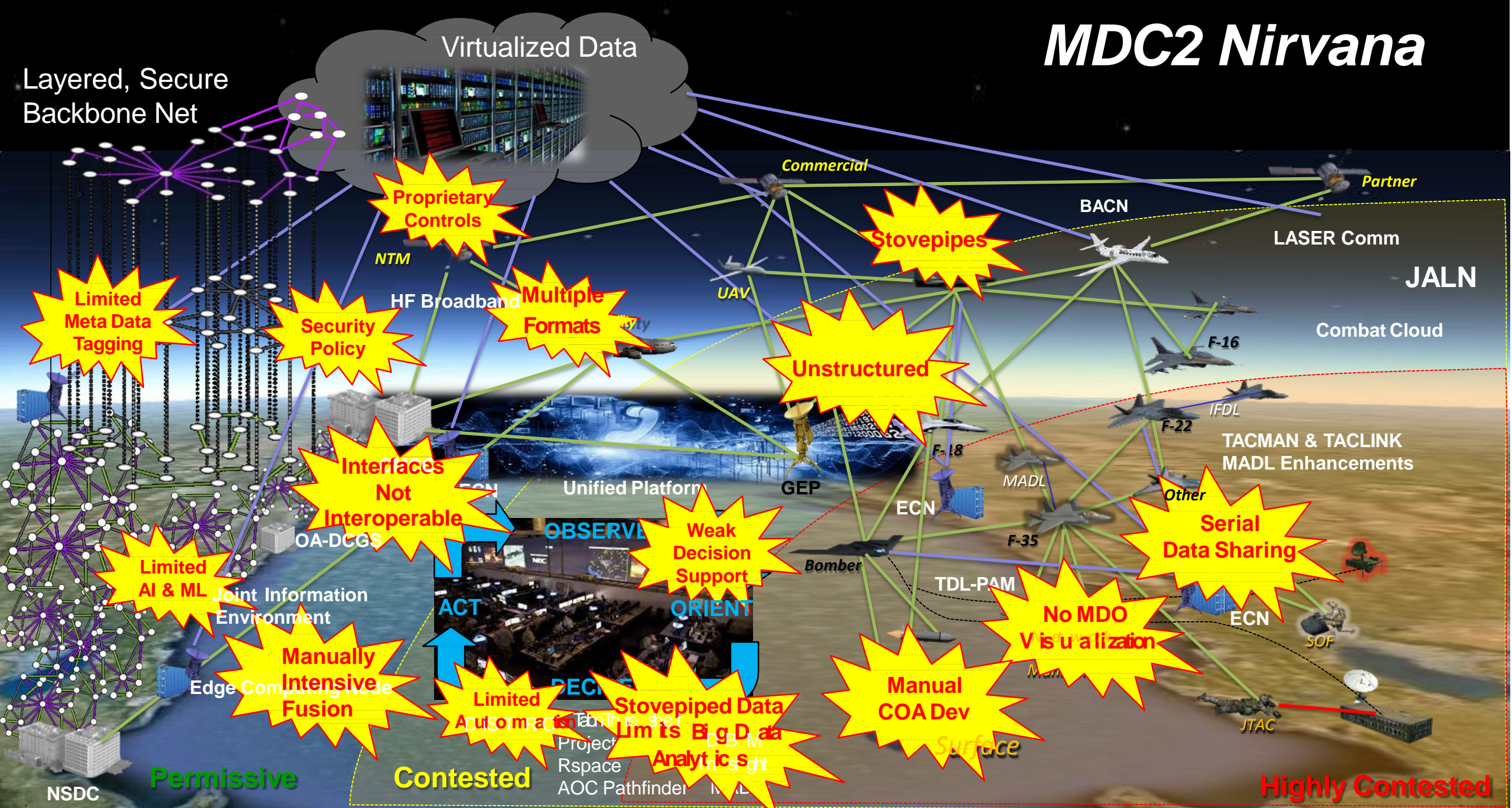


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# Connecting Need for MDO to Key Activities



# MDC2 Nirvana

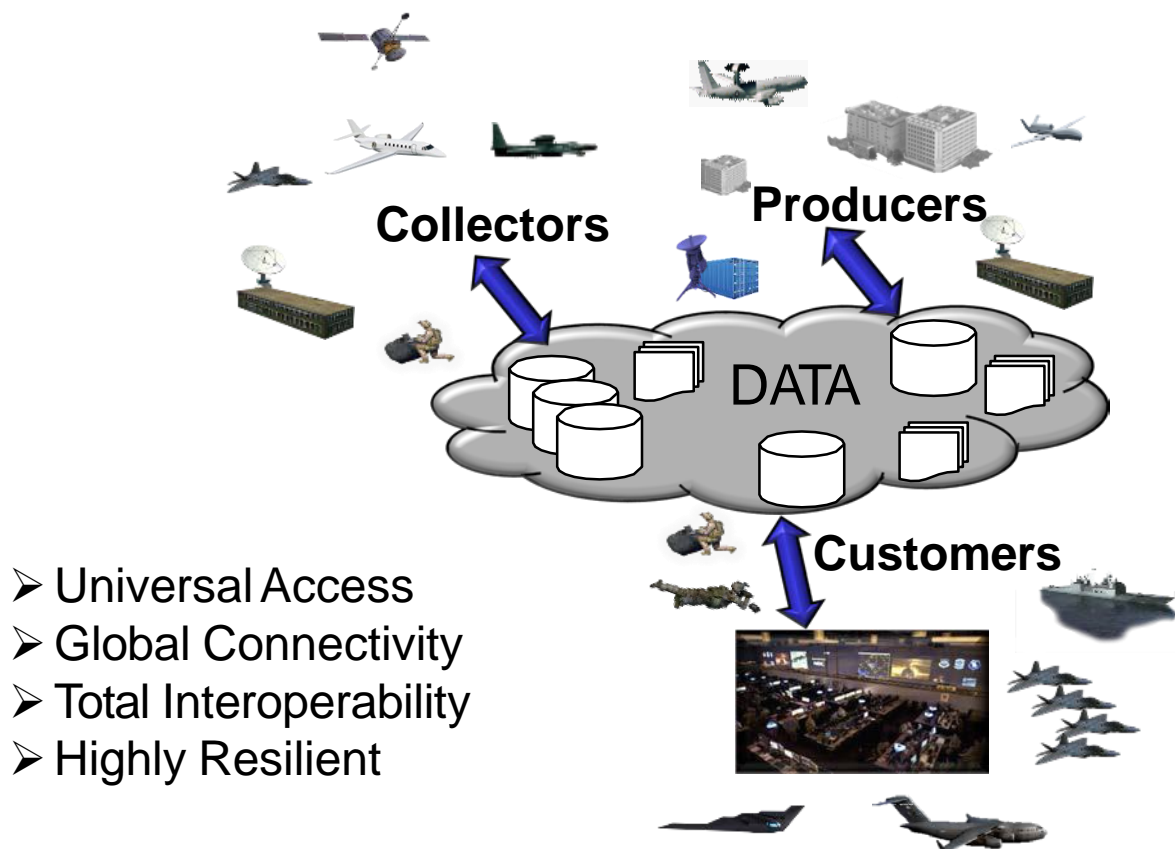


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# Enabling Technology



**Everyone can connect, share, & access  
all data all the time**

## Challenges to Implementation

- Security
- Latency
- Policy (access)
- Bandwidth
- Network management
- Standards (data, interfaces, etc.)

## AF Initiatives Addressing Challenges

- |                    |                    |
|--------------------|--------------------|
| ➤ AOC Pathfinder   | ➤ Hallmark         |
| ➤ Data-to-Decision | ➤ AFWERX           |
| ➤ Shadow OCs       | ➤ C2AOS-C2IS       |
| ➤ Space BMC2       | ➤ C3MS             |
| ➤ OA-DCGS          | ➤ Unified Platform |
| ➤ CMCC             | ➤ Project Maven    |
| ➤ Talon Thresher   | ➤ Combat Cloud     |
| ➤ RSpace           | ➤ JALN             |

**Must align initiatives to address  
challenges**





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# MDC2 Cadre

- **Cross-flow board-selected officers between 9-12 YOS (11x, 12x, 13x, 17x, 18x, etc.)**
  - Assigned to Operational-level C2 AFSC (13O)...retain initial AFSC as secondary
- **Assignments in AOCs with additional billets in 505<sup>th</sup>, COMAFFOR, JTF HQ, HHQ staffs**
  - Command opportunities for squadron, group and wing (AOCs, 505<sup>th</sup> CCW)
- **Convert billets on AOC UMDs and on selected staffs (equal to number of crossflows)**
  - Manpower neutral and will phase in based on C2 training pipeline
- **Eventually ~500x 13O billets**
  - Grade break down for O-4/O-5/O-6 is approx. 250/125/25
  - Steady state cross flow ~50x O-4s/year from ~15 feeder career fields
  - Phasing: COD, CPD, SRD, Spec Teams in RAOCs then Functionals AOCs and staffs
- **Training and SEI for select enlisted career fields to indicate those managed as C2 Cadre**
  - 1B4s, 1C3, 1C5, 1C6 career fields attend 4-week Air, Space, Cyber Integration Course





# *Isn't the Air Force already conducting Multi-domain Ops?*

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## ■ Yes, BUT...

- Manpower-intensive, ad hoc team of planners
- Primarily surge of coordinated supporting effects
- Insufficient multi-domain tools
- Multi-domain stakeholders are disbursed, disconnected and complicated
- Multi-domain mission data not accessible

■ AF Multi-domain Ops must include generation of offensive and defensive effects from air, space & cyber with capability to independently and directly support JFC objectives



# Questions?

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The best way to eat an elephant is one bite  
at a time...  
...but this elephant is moving fast!!