

PACIFIC AIR FORCES

COMMAND STRATEGY



PROJECTING AIRPOWER IN THE PACIFIC

FOREWORD



This document articulates PACAF's strategy in an effort to establish a common understanding of what's required to optimize resilient airpower in air, space, and cyberspace. The 2014 Quadrennial Defense Review flags the convergence of a rapidly-changing security environment, new challenges now faced by our allies and partners, and the urgency to refine our defense efforts in an austere budgetary environment. These concerns were in large part engendered by developments in the US Pacific Command (PACOM) Area of Responsibility where significant changes have occurred over the past year. In light of these developments, I directed my staff to reassess and update our PACAF Strategy published in January 2013. The resulting assessment found the framework of the five Lines of Operation (LOOs) remains soundly based and fully aligned with the United States Air Force's five core functions; we will, however, adjust our operational approach in executing them.


PACAF HERITAGE: Even before its inception in 1944 as the Far East Air Forces, airpower has played a key strategic role in securing America's national interests in the Pacific. Not only has the nation's Pacific Air Force sacrificed many lives and treasure in war and peace, it has also played a leading role in many major theater conflicts, supported multiple smaller scale contingencies, and contributed significantly to numerous large humanitarian assistance/disaster relief (HA/DR) efforts. Undoubtedly, PACAF has established itself as a permanent, reliable partner and we remain fully engaged in regional security, stability, and prosperity.

PACIFIC ENVIRONMENT: The rapidly-changing security environment, particularly the increasing dangers in the East China Sea and the potential South China Sea perils present new challenges to an already complicated region. As the reliable security partner, we understand that the geopolitical issues are complicated. This theater makes up more than half the world's surface; more than sixty percent of world's population; the world's largest economies; seven of the world's largest Armies; four of the world's nuclear powers; and historically, the largest percentage of natural disasters in the world.

PACAF TODAY: We are adjusting the strategic and operational approaches to execute our five Lines of Operation. In my role as the Joint Forces Air Component Commander (JFACC) and Area Air Defense Commander (AADC), my top priority is building a resilient Integrated Air and Missile Defense (IAMD) for the region. The ability to command and control our air, space, and cyber resources integrated with our Joint and allied partners is a revolutionary change in information resiliency. Our efforts to advance Power Projection will further enable the first two priorities. We will leverage our Missile Defense, C2 efforts, and Power Projection ability to build greater Theater Security Cooperation (TSC). Finally, we recognize our Resilient Airmen (RA) are the foundation of a stable and secure region. I cannot understate the importance of our readiness programs. With these priorities in mind, we must pursue innovations that will maximize returns of our available resources.

PACAF TOMORROW: Though the regional challenges are complicated, our men and women have the innovation and courage to *fly, fight, and win* anywhere in the Pacific. We will maintain our focus on deterrence, stability, and freedom. The cornerstone of my strategy is our ability to build and sustain combat-ready Airpower. In that pursuit, we will not fail.




HERBERT J. CARLISLE
General, United States Air Force
Commander, Pacific Air Forces






TABLE OF CONTENTS

Purpose	4
Regional Challenges	5
C-MAJCOM	6
Rebalance	7
Vision and Mission	8
Tenets	9
Lines of Operation	10
Summary	11



This document provides PACAF's strategic framework—our vision, mission, tenets, and lines of operation—to explain our flight path in a dynamic strategic environment. The framework is foundational to informing and influencing a broad audience and is ever evolving as a response to potential threats, challenges, and opportunities. This document specifically addresses the question, *Where are we going?*

My overall worldview has never changed: that America has and must maintain the strongest military in the world, that we must lead the international community to confront threats and challenges together, and that we must use all tools of American power to protect our citizens and our interests.

-Secretary Chuck Hagel

As US involvement in Southwest Asia is reprioritized, the nation's attention is shifting toward the Pacific. This Rebalance of the nation's military strategy is timely and appropriate given the economic importance, political diversity, and physical size of

the Pacific. Our National Military Strategy stresses the importance of this region, reinforcing that all nations have rights to the global commons and must act in accordance with international law and norms. Multilateral cooperation is critical to maintaining peace and stability.

This command strategy illuminates PACAF's mission requirements: expand engagement and strengthen relationships with allies and partners while expanding outreach; increase combat capabilities while fielding new systems and maintaining current capabilities; improve warfighter integration while updating joint/combined concepts and capabilities for immediate and future threats. PACAF's direction is guided by two higher headquarters and their associated guidance documents: USPACOM for operational assignments summarized by the *USPACOM Theater Campaign Plan (TCP) 5000-13* and Headquarters Air Force (HAF) Strategy and its derivative, the Air Force Strategic Master Plan for resources, guidance, and directives.

Military, political, and fiscal landscapes have left PACAF facing new challenges. The declaration of the China ADIZ in the East China Sea in November 2013, and North Korea's completion of a third nuclear test are two examples. Uncertain global economic issues, increased regional nationalism, and expected natural disasters add to the complex nature of the Pacific environment. Additionally, PACAF foresees challenges to its advantage in air, space, and cyber space domains.



REGIONAL CHALLENGES



The Pacific region's vast size and complexity distinguishes it from other regions. In addition to China, the world's most populous country, India, the most populous democracy, and Indonesia, a secular democracy with the world's largest Islamic population, the Asia-Pacific region contains sixty percent of the world's population, with more than 1,000 languages spoken in 36 nations spread across 52 percent of the Earth's surface and 16 time zones.

The current fiscal environment has a fundamental impact on how PACAF tailors operations in the Pacific Theater. Competing national priorities limit defense spending and rebuilding forces that have spent the last decade on the battlefield will require a large share of the defense budget. Reductions could lead to decreased confidence in America's ability to fulfill this traditional security role. Daily operations require prudent management of limited fiscal resources.

PACAF will be affected by future trends associated with globalization, natural resources, demographics, information technology, and shifting power balances. Many regional countries continue to modernize their militaries and rely on the US as a security partner. Fundamental goals of US policy are to broaden areas of interoperability, cooperation, strengthen relations, and develop and maintain international norms.

We've had an advantage in stealth for a number of years. That kind of time gap will not occur again...and we certainly can't rest on our past accomplishments.

-General Hawk Carlisle, COMPACAF

While the US expects to remain the single largest military power in the world, potential adversaries including many non-state actors, may challenge US military power. Exploitation of the space and cyberspace domains create new avenues for warfare. Detection and attribution challenges of these domains present further concern and increase vulnerability of attack. The US and its allies must address issues of protection, including defense of installations, redundancy of capabilities, and survivability of assets.



C-MAJCOM



Headquarters PACAF, as a Component Major Command (C-MAJCOM), is the USAF's first Warfighting headquarters on a MAJCOM scale. The Commander, Pacific Air Forces (COMPACAF), assumes multiple leadership roles: Commander of a USAF C-MAJCOM and USPACOM Commander of Air Force Forces. COMPACAF utilizes the Air Operations Center (AOC) to execute and fulfill the following additional theater roles in all operational phases and across the range of military operations: Joint Force Air Component Commander; Area Air Defense Coordinator; airspace controlling and space coordinating authority.

Additionally, HQ PACAF serves as the administrative service headquarters, performing organize, train, and equip (OT&E) functions for PACAF Airmen. Instead of hard categories of operational and warfighting versus management and OT&E staff, the entire operationalized staff works together to meet the requirements of the day.

PACAF's C-MAJCOM structure allows for a scalable presentation of forces to USPACOM. Depending on timing, type, and severity of the event, multiple operational/warfighting members can fulfill theater COMAFFOR, JFACC, AADC, airspace control authority, and space coordinating authority roles.

In order for PACAF to successfully manage resources, effectively care for its people, and meet operational requirements, COMPACAF advocates through both USPACOM and the USAF corporate structures. Time and energy spent to the warfighter and OT&E functions are prioritized to the warfighter. Especially in these personnel-constrained times, the combined warfighting/OT&E staff construct is a way of life. Each HQ PACAF staff member optimizes mission accomplishment with a synergistic AOC. Ultimately, HQ PACAF has succeeded in establishing itself as a C-MAJCOM, by continuing to support the combined and joint team missions in our vitally important theater.



REBALANCE



The Secretary of Defense has laid out four concepts supporting our Rebalance toward the Asia-Pacific: Principles, Partnerships, Presence, and Power Projection. The Rebalance will be a gradual process not characterized by a sudden increase in US presence, but rather by deepening our sustained long-term defense engagement and political focus.

PRINCIPLES. We have a fundamental commitment to principles of open and free commerce within a just international order emphasizing the rights and responsibilities of all nations, fidelity to the rule of law, resolving disputes without coercion, and open access to all of the shared domains. The Pacific Rebalance is a security, stability, and engagement strategy. Accordingly, it builds peace and prosperity across the Pacific region, consistent with growth of developing nations in the theater.

PARTNERSHIPS. PACAF will continue to modernize and strengthen our alliances and partnerships. We will strengthen efforts to nurture existing relationships, and deepen relationships with established partners. Many regional nations share our goal for cooperation that promotes greater mutual understanding and trust. As such PACAF will engage with the full range of regional multilateral institutions and working groups, particularly focused on multilateral and joint air operations, counter-terrorism, environmental security, humanitarian assistance, disaster relief, and human rights.

PRESENCE. We are enhancing our presence in the region by strategically distributing our posture over a wider geographic range. In coordination with our sister services, over the next few years we will modify our posture to preserve our presence and increase our commitment to the entire region. Our enhanced posture does not imply that we require new main operating bases. On the contrary, we will continue to mature our “places, not bases” approach. This approach is politically sustainable and operationally resilient.

POWER PROJECTION. We will sustain investments to project airpower and meet our security commitments in the Pacific region. We will advance investments to increase the technological and maneuver edge of US and Allied forces, with particular emphasis on our unique multi-dimensional skills for warfighting through the air, space, and cyber domains in support of the joint fight. We will stress the importance of our new platforms: the new long-range strike bomber and all-aspect strike munitions, the new F-35, and the new KC-46 aerial refueling tanker. We will emphasize all assets needed to defend the depth, reach, and vision of our nation and its allies. Our IAMD capabilities, Command & Control (C2), Electronic Warfare (EW), Agile Combat Support, space, cyber, and ISR capabilities play critical roles in projecting power any time and from any place throughout the Pacific region.



VISION AND MISSION

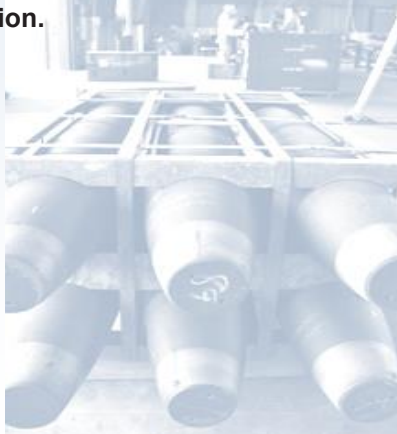


PACAF VISION: Combat-ready American Airmen: the foundation of Pacific stability and security.

PACAF MISSION: PACAF delivers rapid and precise air, space, and cyberspace capabilities to protect and defend the United States, its territories and our allies and partners; provides integrated air and missile warning and defense; promotes interoperability throughout the AOR; maintains strategic access and freedom of movement across all domains; and is postured to respond across the full spectrum of military contingencies in order to restore regional security.

The PACAF Strategy uses a structure of vision, mission, tenets, and lines of operation. In the near-term this foundational construct focuses on tenets and lines of operation to provide additional emphasis and specific direction to ensure PACAF meets both its long-term vision and remains congruent with current joint mission requirements.

PACAF's primary operational responsibility is to employ USAF Title 10 resourced capabilities to present mission ready forces in response to USPACOM mission requirements. Accordingly, USPACOM's theater strategic end state, mission statement, and Commander's Intent directly inform PACAF's vision and mission. Cascading from USPACOM's direction, PACAF's updated charter reflects the Rebalance initiatives and it's role as a C-MAJCOM to promote and maintain security and stability in the region.





TENETS

Against a backdrop of the *USPACOM TCP 5000-13* and USAF's current and anticipated rebalanced resources, the three tenets amplify how PACAF plans to meet CDRUSPACOM's TCP Intent and End State. Current PACAF capabilities and capacities will be selectively modernized with the cost effective introduction of new or updated equipment and technology prescribed by DoD, USAF, and USPACOM rebalance strategies.

EXPAND ENGAGEMENT: Working with our allies and partners to deter aggression, increase burden sharing, and maintain peace and stability. Improve coordination with our sister services, USAF functional leads, the Pentagon, and Congress.

The near-term intent is to increase emphasis on multilateral and joint exercises where a relatively small investment will provide a greater return in building long term trust with potential partners and friends. It remains important that we continue to engage China and Russia to promote responsible behavior and to prevent miscalculation, and promote transparency. With established allies and partners, we will work to help build their confidence, improve combined interoperability, disrupt proliferation and provocations, and solidify joint access during contingencies and/or for throughput to critical locations across the region.


INCREASE COMBAT CAPABILITY: Increasing PACAF capabilities, and enhancements with allies and partners to ensure freedom of movement in the global commons, mitigate the tyranny of distance, and counter growing anti-access/area denial capabilities.

Despite budget challenges, USAF modernization needs are pervasive and persistent. Given the proliferation of ballistic missile technology, integrated air and missile defense (IAMD) is a compelling operational need. Secure, resilient C2 networks are essential to modern warfare and demand robust Cyber defense and Cyber combat capabilities.

PACAF must sustain investments in force recapitalization while advocating for new capabilities, particularly the F-35, the KC-46, and the long-range-strike bomber. Likewise, we will advocate for more airborne Intelligence, Surveillance, and Reconnaissance (ISR) assets and persistent, penetrating, expeditionary capabilities that allow us to operate in an increasingly complicated Anti-Access/Area Denial environment. New capabilities will not just come in the form of new hardware. Over the next few years, we will seek innovative ways to employ our existing weapons systems and refine our tactics, techniques, and procedures.

IMPROVE WARFIGHTER INTEGRATION: Enabling cross-domain integration throughout diverse environments to operationalize AirSea Battle, advance multilateral HA/DR capability, and counter A2/AD.

Given the current fiscal constraints, the USAF is not likely to satisfy theater requirements on its own. Our air, space, and cyber superiority in the region is a shared responsibility. With this in mind, PACAF will pursue greater integration of Area Air Defense Commander (AADC) responsibilities within the Air Operations Center (AOC) C2 systems. Additionally, we will continue to strengthen our Air Sea Battle concept and bolster the level of coordination with our maritime counterparts. In an effort to promote Joint/Coalition air-refueling training, PACAF supports a broader international version of NATO's air refueling standard. This will preserve our uncompromised ability to penetrate airspace on our terms, and hold any target at risk.



LINEs OF OPERATION

PACAF cross-functional Lines of Operation guide near-term time, money, and manpower investment to meet joint warfighter requirements associated with known and emerging threats and hazards. Ongoing economic struggles and resulting fiscal constraints will slow the pace of modernization and its resulting new capabilities demanded by the Rebalance.

THEATER SECURITY COOPERATION (TSC)

We are engaged in TSC daily and every Airman overseas is an American ambassador. Achieving a high level of shared theater security provides a means for access and influence enabling all three PACAF tenets. By prioritizing PACAF's exercise and engagement budget, we will conduct high fidelity training in contested, degraded, and operationally limited environments and synergize our robust ties with key allies and joint partners by establishing a multilateral training construct in theater.

IAMD / RESILIENCY

We have applied the hard fought lessons learned from previous US war-time experience to devise a strategy that uses a smart mix of Active Defense, Passive Defense, and Attack Operations. In addition, our Airmen are developing innovative and game-changing technologies to overcome missile defense challenges.

POWER PROJECTION

Power projection provides rapid crisis response across the full spectrum of military operations. This effort is the core of the USAF's *fly, fight & win* mission characterized by PACAF's air, space, and cyber superiority; globally integrated ISR capabilities; rapid global mobility; and readiness force posture. Our peacetime posture is to deter adversaries while reassuring friends through shared efforts to exercise and train like we intend to fight. In the future, we will invest significantly in capabilities of space, cyber, and EW. These advancements will fill critical gaps and bring new capabilities.

AGILE, FLEXIBLE COMMAND AND CONTROL (C2)

The ability to command and control our air, space, and cyber resources integrated with our joint and allied partners is a revolutionary change in information resiliency. We have matured the USAF's battle-tested principle of Command and Control into Centralized Command, Distributed Control, and Decentralized Execution. Among the many elements central to Distributed Control, three stand out: effective communication of Mission Command throughout the Joint force, sustained Unity of Effort in support of the commander's intent, and an agile flexible Theater Air Control System.

RESILIENT AIRMEN

Airmen are the critical enabler. We must continue to develop and care for them and their families. We demand a flexible and responsive workforce with the ability to surge to protect the nation in times of crisis; therefore, we strive to ensure Airmen understand their importance to the mission and the importance of caring for one another. PACAF has a fundamental commitment to care for their families whether PACAF Airmen are at home or deployed. We will ensure PACAF Airmen are "Resilient Airmen" who are combat ready, comprehensively fit and aware, and cross-culturally competent making responsible choices. We will reduce assaults and suicides, increase awareness and importance of the Pacific strategy, reward bold leadership and be mutually supportive at all levels, and seek innovation that maximizes the use of Total Force resources .

SUMMARY



Across the vast and complex region, we are faced with ever-evolving threats and challenges. This reassessment of our strategy focuses PACAF's security, stability, and defense efforts despite a constrained budgetary environment. This command strategy further reaffirms our framework remains soundly based and fully aligned with the Air Force's five core functions. Demonstrating effective Integrated Air and Missile Defense, Flexible Command and Control, and Power Projection by capitalizing on our wartime experience reassures allies and provides an effective deterrent to potential adversaries. Ultimately, this strategy is enabled by Resilient Airmen and Theater Security Cooperation with our allies and partner.

Though the propositions articulated in this strategy are valid for any fiscal environment, they are particularly appropriate based on the current fiscal environment and the nation's Rebalance. Force management reductions, reduced budgets, and sequestration effects provide a unique opportunity to critically assess what is essential to our mission. Tackling the challenges we face across the Pacific means capitalizing on this opportunity to build new and innovative solutions. Airmen, military and civilian alike, must prioritize efforts within our Lines of Operation in order to safeguard our warfighting commitment.

Airmen in general and Pacific Airmen in particular come from a long legacy of bold and innovative air-minded leaders. Our generation will soar above these regional challenges and continue the proud legacy of those courageous and pioneering Airmen who came before us. I need your unrelenting integrity, service before self, and commitment to excellence to ensure success. Thank you for what you do every day in your service of our great nation. It's because of each you that our Air Force will continue to remain the world's greatest fighting force!





**If we should have to fight, we should be
prepared to do so from the neck up instead of
from the neck down.**

- Jimmy Doolittle