



DEPARTMENT OF DEFENSE
COMMERCIAL AIRLIFT DIVISION
VISION FOR 2030 AND BEYOND



FORWARD

Commercial airlift is integral to the Air Mobility enterprise and underpins our national security. Commercial airlift companies support the Department of Defense (DoD) across nine Combatant Commands, preserving peace, influencing world events, and enabling the Joint Force to project, sustain, and reconstitute forces. The commercial airlift enterprise, including the *Civil Reserve Air Fleet (CRAF)*, gives the United States a strategic advantage enabling AMC to rapidly project and sustain military power over great distances—a capability unmatched by any other country in the world.

Today's world changes at an unprecedented pace as do the threats to U.S. military advantages. Our opponents have studied our way of war and recognize the key role mobility forces have in sustaining successful joint and coalition operations. Therefore, we must deliberately shape the commercial fleet, to safely deliver Rapid Global Mobility. Growing threats across all domains reinforce the need to ensure a robust and resilient commercial fleet able to sufficiently augment the DoD organic capability. The next generation commercial airlift fleet must allow AMC to compete, deter, and win in contested environments where a competitor or adversary uses kinetic or non-kinetic capabilities in an attempt to disrupt, delay, or deny U.S. operations in any domain. The airlift industry and AMC must recognize, understand, and mitigate these threats and then move on to achieve mission objectives.

Enclosed are the *mission, vision, and priorities* necessary to assure future DoD commercial airlift operations. We must move out now because Rapid Global Mobility underwrites the employment and sustainability of the Joint Force to win in future wars.



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THE WORLD HAS CHANGED



CONTESTED SECURITY ENVIRONMENT

The reemergence of great power competition has shifted the focus of America's defense strategy toward readiness to compete across all domains and deter aggression by adversaries. Opponents seek to create contested environments in air, space, and cyberspace.



AGILITY IS KEY

The DoD's mobility requirements are met by commercial companies comprised of skilled professionals with sophisticated equipment and a thorough knowledge of a complex global logistics systems. This agile mobility enterprise provides our nation's leaders with capabilities to rapidly project hard and soft power at any time to any location. Flexible contracting and execution for commercial capabilities and expertise will empower AMC's bid to deliver and sustain the fight.



PARTNERSHIPS ARE VITAL

Our adversaries have become more and more proficient at leveraging technology and media in an attempt to weaken our international and domestic relationships. To meet the demands of global war plans, AMC will team with our industry partners to provide augmented capacity to execute air operations. AMC will maximize these synergistic relationships to meet contingency and emerging requirements.



ECONOMIC TURMOIL

Growing national debt, constant market shifts, unfair trade practices, a global pilot shortage, and growing international demand for commercial airlift have made airlift a very competitive and dynamic industry. We must understand the DoD Commercial Airlift program is not solely an airspace issue, but also an economic one. A thoughtful analysis of the industrial and economic landscape will enable us to aggressively and deliberately compete for quality airlift services.



EMBRACE THE DIGITAL WORLD

Relationships with partners such as the FAA, DHS, ICAO, and commercial aviation companies are indispensable and constitute a force multiplier. Interoperability across military and civilian networks and communication systems is paramount to guaranteeing continued operational effectiveness and mission assurance, ensuring commercial airlift's ability to provide RGM to the Joint Force.



THE WAY AHEAD

AMC's mission never stops, therefore the CRAF and other commercial carriers must remain ever vigilant. Civilian companies will continue to perform daily on-demand augmentation missions while simultaneously preparing for the future environment. Proper management of the DoD Commercial Airlift partnership today will ensure a ready, agile, and resilient partnership prepared to achieve victory in a contested and uncertain future.

The DoD Commercial Airlift Division will act as the conduit merging requirements and policies of the DoD with the limitations and capabilities of the commercial fleet. Failure to appropriately articulate the DoD's requirements or the risks observed by industry can have long lasting detrimental effects on the commercial airlift and DoD relationship. Constant communication and collaboration between the DoD and the airlift industry will ensure a ready, agile, and resilient commercial airlift program.



MISSION

Assess and manage the capability of commercial air carriers to provide safe, ready, and reliable airlift services to meet DoD peacetime and contingency requirements.

Since its inception in 1951, commercial airlift has been fundamental to the DoD's execution of Rapid Global Mobility. Commercial airlift has, and continues to provide the DoD with transportation capacity which cannot be replaced by organic capability. As we progress in a world with increased complexity and risk, it is imperative we ensure the capability provided by commercial airlift remains Safe, Ready, and Reliable.

VISION

A Ready, Agile, and Resilient CRAF Program Which Meets DoD Requirements.

It is vital DoD Commercial Airlift stakeholders are ready for employment at a moment's notice. Routine exercises demonstrate the readiness of all partners in the DoD and commercial industry. As military and economic threats continue to emerge within an ever changing geopolitical landscape, an agile commercial airlift force will enable us to make decisions inside the enemy's decision cycle and capitalize on opportunities. Further, the uncertainty of future developments dictates the need for a resilient commercial fleet which can recover quickly from emerging risks and vulnerabilities. Contingency plans will assist in mitigating operational and strategic risk, ensuring the viability of the DoD Commercial Airlift partnership to 2030 and beyond.

DOD COMMERCIAL AIRLIFT PRIORITIES:



SAFEGUARD CRAF MEMBERSHIP: The capability and capacity of CRAF is rooted in the companies which have volunteered for the program. It is essential we maintain our partnerships between industry and the DoD to ensure CRAF subscription consistently meets or exceeds DoD requirements.



BALANCE RISK: When utilizing commercial carriers, it is paramount we understand civilians are moving our requirements, and the DoD cannot place them in the same level of risk as organic airlift. We must also ensure the service provided to the DoD sufficiently moves America's warfighting capability as close to the battlefield as possible. It is incumbent on DoD leaders, in conjunction with commercial carriers, to collectively balance the risks with requirements of the future conflicts.



COMPETITIVE CONTRACTING: Commercial companies conducting business with the DoD do so on a volunteer basis. A primary factor driving them is the compensation they receive for their services. The DoD must understand the global commercial airlift market to remain a competitive customer, ensuring the viability of commercial augmentation and CRAF subscription.



ENHANCE COMMUNICATION CAPABILITY: In order to provide effective "command", "control", and communication to commercial companies and their air operation centers, it is essential to develop a robust, reliable, and resilient communication capability in air, space, and cyberspace.



ENSURE READINESS: The CRAF is not effective if it is not ready to meet a call to activation. We will continue to ensure a ready CRAF program through regular inspections and exercises. Additionally, we will ensure all commercial companies possess the skills and equipment necessary to execute DoD missions.



REINFORCE PARTNERSHIPS: The sinew making the DoD and commercial airlift partnership work is its people. We must continue to work together collaboratively now and in the future to share ideas, and synergistically adapt to emerging risks, and requirements.



CAPITALIZE ON EMERGING TECHNOLOGY: The commercial airlift industry continues to innovate and develop new technologies to capitalize on the global airlift market. The DoD must be at the cusp of these technological breakthroughs in order to effectively integrate them into the strategic air mobility enterprise.

CONCLUSION

This document outlines the reality of a changing world, provides command vision and intent, and identifies priorities for the DoD Commercial Airlift enterprise. Together, with this vision and intent in hand, we will work toward a realistic and achievable action plan to reach our objectives. This plan will codify objectives, align our efforts, specify initiatives, and assess progress to make resource-informed decisions about the future.

Moving forward, we must prepare the airlift industry and the DoD to work synergistically in a dynamic and complex environment, moving at the speed of war to achieve mobility objectives. The CRAF program will provide the unmovable foundation for an agile and high-performing force adversaries cannot overcome. The commercial fleet is, and will continue to be, an integrated, flexible, part of Rapid Global Mobility which is indispensable to achieving our nation's interests around the world.

Thank you for your commitment to this endeavor and your service to the nation.



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