

The Mobility Manifesto

LET'S GO!



AMC is THE Joint Force Maneuver

COLD OPEN

If you are easily offended by intentional crass, please stop reading now. I alone own my waning decorum when it comes to matters of mobility. Forgive me, please. My mission, my Airmen, and indeed my country, require it ... and have so for decades.

Temptation demands an autopsy approach to fully appreciate the conditions that led to the current state of mobility. We must ignore the full measure of this lure and only lightly comply ... comply enough to acknowledge mobility became an afterthought. Mobility's caste paid the biggest price for the path chosen. Followed closely by quality of kit.

Comply enough to further confess the enterprise has been, and remains, in a boxed canyon. A canyon surrounded by the shear sharp faces of industrial leisure and the losing realities of both the present and the yet to come.

To climb out of the canyon, we must firmly establish a vision from which our attitude, throttle setting, and configuration will be unapologetically and aggressively set. A vision unhampered by original sin and excuse-laden admiration of the status quo.

To climb out we must acknowledge that we, Mobility Airmen, are the Joint Force maneuver from which winning lethality is solely birthed.

A handwritten signature in white ink, consisting of two stylized letters 'M' and 'M' with a small dot between them.

GENERAL MIKE MINIHAN

Commander

EXECUTIVE SUMMARY

- 1** Airmen are the Magic
- 2** Lethality Matters Most
- 3** We are THE Maneuver
- 4** Invest our American Tenacity
and Win NOW!

Let's Go!

THE MOBILITY MANIFESTO

We are in a crisis. We are still going to win, but we are in a crisis. This is not a strategy nor a campaign plan. This is untethered thought on the current state of affairs. An initial step to grip back the heart of Air Mobility harnessed by heritage. A drive for future Air Mobility, a lethal contributor so advanced it is unrecognizable by our forbearers. We address Let's Go Culture, the Environment, the Tools, and the Airmen. With one sound and repetitive fact, **our Airmen are the core of every success!**

The Mobility Manifesto provides a conceptual framework to address current concerns. It focuses on how to organize, train, and equip our current and future force of Airmen and Tools. Our manifesto seeks to free the command from limitations placed on our warfighters. It is time to demonstrate the adaptive nature the Mobility Force brings to the current fight, and the maneuver force we will bring to the next.

If we do not get this right, our nation's historical Air Mobility dominance is threatened, risking fatal consequences for the Joint Force and Department's strategic operational imperatives, of which Air Mobility is woven throughout! To fight out of this crisis we must drive the future with **bold, disruptive, solution-oriented actions** with the tools we currently have and new tactics, techniques, and procedures to employ them. We must strategically look across the budgetary cycle to guarantee the future tools we will need in advance of failure.

We must embrace our history and culture of delivering victory, and guarantee America's peace and prosperity against those who threaten it. We must acknowledge and act on the fact we must operate and attempt new concepts, tactics, techniques, and procedures we are not comfortable with. We must embrace the realities of lethality, the realities of what it takes to be the maneuver force, and the true sacrifices the next conflict will demand.

Our Airmen are the best in the world, the primacy of every mission. It is time to propel their legacy and successes toward the future of relentless Air Mobility!

This manifesto highlights the significant risk of inaction. We cannot afford to continue "as-is". Atrophy and stagnation must be weaned from our daily approach.

We are calling for revolutionary change, but it is important to note, there is nothing revolutionary about Mobility Forces focusing on lethality and standing as the center-of-gravity for the Joint Force. Culturally we have allowed terms like warfighter, lethality, offensive, attack, and destruction to disappear from our vernacular.

These terms are our DNA, there is nothing revolutionary about it. The only revolutionary aspect is where we, the Mobility Forces, are going.

If this comes across harsh, good. We are not looking for blue skies or smooth air. We are looking to deliver. **We will deliver on a promise that we will be there for the Joint Force, and we will be there for the Country in the most demanding of circumstances**, proven by the brave men and women of Air Mobility over the past 20 years, on world-wide missions in Iraq, and through the very end in Afghanistan.

Today, Air Mobility Command Airmen will innovate, using the tools we have in new ways, to create novel operational concepts for Air Mobility and the Joint Force.

Simultaneously, Air Mobility Airmen will advocate for radical new **future** capabilities aimed to transform the way the Joint Force projects and sustains power around the globe. We must fight to be so ready the enemy doubts their ability to defeat us!

Without Air Mobility there is no meaningful maneuver—without Air Mobility there is no lethality. Without Air Mobility the Joint Force cannot project power and deliver deterrence. The Nation's defense depends on Air Mobility. We cannot wait, Let's Go!

LET'S GO! CULTURE

Delivering Lethality

Air Mobility demands a culture of respect, outwards and inwards, foundational technical expertise of the craft, and problem-solving character like no other. The foundational expertise refers to the tactical application of trade, how our Airmen effectively employ a Weapon System and how assigned roles and responsibilities are executed to ensure mission success.

We are the best at what we do, period ... and doing our job well is the most important professional trait we possess.

This lends itself to a confidence in our criticality to the Joint Force. We will continually push the boundaries of what we can do, and what we can bring to the warfighter. No more will we allow specified, restrictive tenets to artificially hinder our capabilities. We will deliver. We will not restrict our solutions.

Woven through our culture is a foundational knowledge of the business we are in, the war business. The tactics, techniques, and procedures we refine daily and those that have been refined from the long line of Mobility Airmen before us. **Lethality is what we will deliver.**

Roots

Our predecessors never shied away from challenges, and neither will we.

Our bombardment roots of WWII (and before!) are established through example after example of metal, flesh, and forces being ripped from the sky as those who came before us flew courageously in large formations, toward victory. We are frontline warriors; our mission is forward. It has been written in blood and is reminiscent in notes, warnings, cautions, and lessons learned. Our culture is forever in the headlines of the news around the world: Air Mobility Does It Again!

Imagine the uncertainty our warriors in WWI took to the skies! Imagine the courage! The bravery and the unknown it took with each flight for the first combat aviators. That bravery, that boldness of action, is in your roots as the mobility force.

Urgency

 *Freedom is never more than one generation away from extinction. We did not pass it to our children in the bloodstream. It must be fought for, protected, and handed on for them to do the same, or one day we will spend our sunset years telling our children and our children's children what it was once like in the United States where we were free.*

- President Ronald Reagan

There is a critical urgency here that matches the most trying times in history. We will step up to the challenge and act with focused tenacity to ensure we are ready for what is ahead of us.

AIR MOBILITY: DELIVERING JOINT LETHALITY

Air Mobility is the meaningful maneuver of the Joint Force and provides an asymmetric advantage to the warfighter, delivering lethality. To be clear, lethality means killing our enemy *en masse* and at tempo.

The agility Air Mobility brings to the fight is a problem-set multiplier for the adversary. Effective use and exploitation of the air commons has underpinned America's global military dominance since the Second World War, from peacetime cooperation to strategic competition. Air Mobility has established itself as the **admission ticket** for global force projection. The ability to supply at will through the air **resolves** poor strategic foresight, operational planning, and tactical execution.

Air Mobility has the most **untapped potential** of any force component and embodies the greatest set of **unrealized capabilities** as we look to the future.

Our Command will be the most driven team to **accelerate, change, and deliver** the force required to fight and win against China or any other threat presented to America. We will energize the thrust and vector of violence against the adversary, propel pursuit, and fuel closure on the enemy.

Our history is full of **incredible mobility feats and heroic Airmen**. The future fight will require the same from us.

Why Air Mobility?

Logistics: supply and transportation in time and space. In warfare, this equation tends toward brute effort, transporting personnel and equipment to battle in sufficient quantities and speed to best an enemy is the *sine qua non*. Decisive victory is not swift, and always predicated on superior mass through logistics. The Germans and the Japanese in the Second World War, the Chinese in the Korean War, and the Iraqis in Desert Storm are stark reminders of this principle.

In many conflicts, **transportation determined victory or defeat**—the defeated German 6th Army unable to be rescued from the air at Stalingrad in 1942, the victorious American effort saving Berlin in 1948. In great power conflict, **technical superiority does not determine ultimate success**—amassing enough personnel, keeping them alive and supplied for the fight is the deciding factor. In the words of Edward Luttwak, the renowned American military strategist, “To be military efficient means to function in such a way that the enemy cannot secure high returns for low cost ... [militaries] may well need to behave in a manner that may appear grossly inefficient.” Mass reigns.

Logistics must keep pace with the fight, and the pace of the fight is driven by technology. Technology drives the speed of information and machine. When semaphore and telegraph were the pinnacle of information speed, coal and wind drove machines and logistics just faster than armies could march. The air domain matured. Technology pushed information and machine through the sky orders of magnitude faster than an army could march; **air logistics was born, the world shrank.**

Today information drives the speed of the fight, and our Mobility Airmen and capabilities must match the pace. **Today, we are the only logistics capability that can provide mass at speed** and without a doubt, the tempo of a winning maneuver for the next conflict will be at velocities never before reached on the field of battle.

THE AIR MOBILITY ENVIRONMENT

“ Victory is the beautiful, bright-coloured flower. Transport is the stem without which it could never have blossomed. Yet even the military student, in his zeal to master the fascinating combinations of the actual conflict, often forgets the far more intricate complications of supply.

- Winston Churchill

Operational Environment: Today

We will not be deterred. There is more permissive than non-permissive. Period!

We assess the following as fact. **(1) The Airman has been, and always will be primacy for mission execution** and advancement of the fight. **(2) Our department has the capability to source mobility forces but lacks the flexibility to make lasting strategic decisions across budgetary cycles.** As a center-of-gravity for Joint Force success, we must ensure mobility is a winning force of the future—which comes with tough decisions that affect all services. **(3) There are critical gaps** in the capability and capacity required to fight and win inside the first island chain. **(4) Logistics is more than delivery of sustainment** to friendly forces. **(5) Mobility aircraft can deliver lethality:** missiles, data, lasers, sensors, jammers, mines, and innumerable other technologies. The choice is limitless for bold thinkers. **(6) Airframes are going faster and further.** As a result, we can deliver faster and loiter longer. **(7) Unmanned aircraft** are a reality, micro to macro, disposable to reusable. **(8) The enemy is tailor making a military force to kill us.**

We will meet the challenge of today with the tools and resources we have by unleashing Mobility Airmen. As the Air Force Chief of Staff has noted, we must Accelerate Change or Lose. Innovation is change; innovation is doing different things with the same tools, or simply doing things in a new way. This is in our power and is born from those who use the tools, who see the problems, who do the mission but want to do it better, faster, smarter, and with greater lethality. We will trust our Airmen to take risks, to try, to fail, to learn, to recover, to succeed, to Win. This will require a change in mindset and a shift to solution-oriented culture with a hunger for maximizing the tools we currently have and how to apply them in today's environment.

We must create new ways of operating, experimenting, and rehearsing. We must not look at our instructions and processes as set in stone. To do so shows a lack of trust or lack of faith in our Airmen.

We must be honest and answer the most important questions our Airmen can ask: why, and why not? Trust is infectious. Trust in our Airmen is empowering, and empowered Airmen will innovate to Win.

The State of Acquisition is Uncompetitive. Our planning, budget, and execution process is slow, cumbersome, and inadequate. Industry produces exceptional and exquisite mobility platforms at great cost and time, but not en masse.

As a result, the budget supports fewer solutions at greater cost and in longer times. The result for Air Mobility Command: We do not have enough—marked decrease of platforms and systems falling behind pacing threats. Although newer platforms such as the KC-46A and the C-130J have greater capacity and capability than predecessors, overall tanker and airlift capacity across the force is concerning.

In addition to fewer platforms, the combat power Air Mobility enables is a short-range force requiring massive amounts of fuel and a burgeoning logistic tail. Thus, mobility forces with a damaged competitive advantage must support combat forces suffering the same fate. Standoff munitions allow offensive lethality at range but do not allow us to both access and occupy the air commons at a time and place of our choosing. Simply put, our mobility forces lack the viable and survivable mass to support joint operations against a pacing competitor presenting contested airspace with equitable technology.

As a United States Air Force, **we have adapted operations to fight in contested airspace since the Second World War. Thud Ridge in Vietnam and Black Thursday in Korea** are examples of approaching enemy air defenses. However, our current adversaries have the air forces, air denial capabilities, and growing Joint Forces that will present American forces the most competitive and contested environments in history. Are we ready?

With our historical successes, an assumption has been born. The assumption that Air Mobility assets—tanker, airlifter, or ground support—can support Combat Air Forces in a contested environment and/or will be well outside the threat area. Mobility assets are joint assets, and in any operations, there will be a crisis of allocation and apportionment, stretching mobility assets from even internal Combat Air Force requirements. This reality must be communicated now to the Joint Team. **Air Mobility will fight to close the gaps.**

Operational Environment: Tomorrow

These are our **assumptions for the future operating environment:**

Air Mobility will be contested in all domains. Let us say that again together, all domains!

Physical to digital, from before the origination of conflict until after final termination. We will have to fight our way from home station to combat delivery, and back. We must be digital, informational, and physical warriors, always at risk and prepared to be under attack.

Demand for logistics exceeds supply, both in mass and velocity. We will have to provide the Joint Force commander options for the hard strategic and operational choices imposed by the tyrannies of time, distance, water, and adversary.

Air Mobility will be the medium of rapid and agile maneuver for the Joint Force. No other domain provides the combination of speed and efficiency which is permitted through the air. Surface is more efficient, but slower, space is faster, but less efficient. Air Mobility functions in the seam between the two.

Air Mobility must operate in expeditionary and non-expeditionary environments to support the range of Joint Force capabilities. We will be required to fight from home and from more austere locations than we have known in generations.

Attrition rates of human lives and resources will be higher than any estimation in our next conflict.

Speed and technology will not win the day, **critical thinking and adaptive, innovative execution will.** We must learn to react to changes and overcome challenges. No plan of logistics survives first contact with the adversary or the changing needs of the Joint Force.

We must posture our Airmen to take the lead, not wait for the next plan. **The speed of war will exceed anything we have ever known.** The essentials of move, sense, and act to the situation, to capitalize on opportunity presented by the enemy, will remain.

We must be prepared to sustain the tempo of operations much longer than in the OPLAN.

Joint Force reliance on logistics, the center-of-gravity of sustained conflict between great powers, will be challenged by distance and access. We must make several more assumptions:

China will have a Blue Water Navy and will seek an asymmetric challenge to manned combat aircraft operations. This adversary is fielding swarms of unmanned aircraft and is seeking the ability to present force anywhere in the Pacific. Some are slow, with persistent loitering, some are hypersonic and seek to evade our defenses. The challenge to all forces operating in and through the air domain, is widening.

Our adversary will contest access before a mission is launched from the continental United States, and possibly before it is planned. We must sense and react to this complex environment. We must deliver, defend, attack, adapt, and execute with intelligent agility.

All Mobility Airmen must be agile to the core. Being an “Operator” will take on a new meaning. An Airman may be expected to operate brand new equipment in areas outside of specialty code or expertise.

The requirements to support and supply the Joint Force will increase as distance and time progress. Island hopping techniques, as we know them from General Kenney and General MacArthur, will require flexible solutions as reasonable landing zones for current aircraft and projected aircraft in the future inventory will not have the ability to return to an airfield.

We must consider bypass options for all conceptual approaches and intermediary events that consume time and resources.

The environment will demand onboard survivability and multirole craft to flow through the system acting as command and control, electronic warfare, offensive, and defensive weaponry. Yes, the future of Air Mobility, as the maneuver for the Joint Force, **must regain its roots as a lethal force.**

THE TOOLS

Delivery. Delivery will provide the winning solution of sustainment for the Joint Force inside the first island chain and our approach will be unshackled. Our line of business is too critical to continue the false limitations of delivery capabilities. You want maneuver? We are the maneuver. You want fires? We will be your fires. You want sustainment? We will seek and force sustainment. Fuel, cargo, data, connectivity ... **we will deliver for the Joint Team! Mobility's intent is to fight and win anytime, anywhere.**

Rediscovering Mass

We are producing vulnerable, high-value, low-density assets at an alarmingly slow rate. Our force posture and acquisition has set us on a collision course to fail. Over 50 years ago, Willow Run was producing a viable and applicable war machine ... every hour, on the hour! We must rediscover this way of doing business. We must rediscover mass. Our mantra for our machines will be **faster, cheaper, flexible, disposable, and simple.**

The current path of purchasing the next—NextGen Tanker, NextGen Airlifter, must change. Given the instabilities of budgetary process for the Department of Defense and the long lead times, Air Mobility Command must pursue cheaper, repairable, regenerable, simpler technical solutions.

We will likely go to war with the tools we currently have. This reality should not, and will not, preclude us from being demanding customers and unaccepting of the acquisition status quo for the tools our Airmen will employ in combat.

Foremost, technical improvements must come at the aft end of the aircraft—the materials handling equipment, the loading equipment, the refueling technology, and in-transit visibility must be uniform and common across the board. Without these improvements, we cannot improve mass.

Although not a part of Air Mobility, the freight industry has had a sea of change in operations and philosophy since the supply chain shocks brought upon by nation states' response to the pandemic. The ability to track items down to the individual stock number, from ship to forklift, on common containers, is now a reality. As demonstrated in previous conflict, these capabilities can deteriorate with the introduction of chaos with direct impact to mass and flow. **We must drive adaptivity into these systems.**

We must imagine and demand a flightline where field and platform are unrecognizable to our grandparents. It is not asking too much to pursue non-traditional platforms that can help sustain Air Mobility and its support mission. These include drone delivery by subsurface, sea, near space, and space. Disposable gliders and unmanned aircraft designed for one trip to the battlefield should be in our inventory now. This includes resurrected deception capabilities for Mobility Forces: decoy capabilities, ground deception, cyber misdirection, and countermeasures throughout the electromagnetic spectrum. We must develop new ways to integrate the full spectrum of delivery mechanisms without respect to parochial service roles and historical seams: drones, ships, trucks, and space-based systems.

Reimagine What We Have

We must play to the strengths of our Airmen and our platforms! Our force invented wet wing defuel capabilities using old-school fuel hoses, new aircraft, and revised regulations. Within a year our force became a force multiplier for special operations and special missions around the world. This innovation was not with a new technology but using what tools we had. We must replicate this across the force. Repeatedly.

From the boneyard in Tucson, to older transport in the civilian market, to our own regulations, we must reimagine the Mobility Force. We must find those technical and available means we have in storage, supply, and elsewhere to grow our capabilities.

And at the staff level—what instructions and regulations hold us back? What stovepipes constrain our thinking? What history clouds our imagination? What prevents us from delivery? Why are the rules as they are, and who can change them?

In the field, what tactics, techniques, and procedures can be explored now while the bullets are not flying? What about a 24-hour sortie, 30-hour sortie, 36-hour sortie? Pilot plus one? **There is nothing provocative here**—this is maximizing training and exposure now, ahead of conflict. **The risk of inaction is too high!**

Control of the Air

Victory will go to those who can sense and seize opportunity in a lighting-fast cycle. Static anchor tracks, straight-line delivery routing, and over-surveyed DZ/LZs must depart our planning assumptions mindset. Our tools must enable an unconstrained decision matrix to the operator solving the tactical problem set.

Connectivity will drive Joint Lethality. If the Joint Force fails to connect Mobility Air Forces, then we will lose great force-multiplying potential. All mobility assets must be integral nodes, active and passive contributors to the connectivity of the Joint Force. This effort will shift paradigms and create operational concepts we have never imagined—but we must imagine! Insights gained from the KC-46A on an active link during the Ukraine crisis proved that Airmen are well ahead of the rest of the bureaucracy. They are being held back. Unleash this potential by connecting all mobility assets now.

Since the Second World War, control of the air, the ability to operate without interference and the prevention of adversary operation, has been a necessary requirement for mobility. From the allied landings in North Africa in 1942 to the Russian invasion of the Ukraine in 2022, the side without control of the air has suffered to supply and transport its forces. **Victory lies in our ability to deliver.** With the range and precision of modern weapons, what constitutes control of the air and for how long is now in dispute. Long the purview of the Joint Force, denial is a viable strategy for our adversaries.

What does this mean for mobility? Our tanker force will be forced to be closer to the fight. As a result, improvements in defensive systems—to include electronic warfare capabilities—will be a requirement for future acquisition. Our Mobility Forces will be at risk on the ground, an accelerating threat for our force.

It is also not out of the question, approaching 2023, to arm all mobility assets to advance maneuver capabilities for the Joint Force. Put another way: **Why are we not yet a part of the offensive calculus?**

Want to see a reaction from enemy air forces when they attempt an intercept of a mobility aircraft? Hang an automated missile defense system and an electronic warfare pod off the wings and belly. Do it now under-wing of a KC-46A or of a modified KC-135. **You have now changed the calculus for the enemy.** You have now created enormous **dilemmas for the enemy.** Creating doubt and increasing cognitive load defeats the enemy's will to win, these efforts will deter.

A defensive posture only goes so far, and as previous great power conflicts have proven, most notably the battle of the Atlantic in 1942 and the combined bomber offensive in Europe from 1942-1945, countering enemy capability rather than defending assets is a critical component to success. We cannot find ourselves on the receiving end of deterrence, specifically at a tactical level.

Rediscovering mass, reimagining what we have, and controlling the air with Mobility inserted into the calculus will drive a lethal Joint Force. This will be accomplished by **motivated Airmen demanding the best of our current and inbound tools** in the kit.

THE AIRMEN

Our Military Competitive Advantage

Our adversaries are developing and employing technology to solve their logistics challenges. Predictive algorithms, supply management systems, quantum computing, additive manufacturing—all increase logistics velocity and reduce demand. We should pursue the same.

We, however, have a critical advantage: Mobility Airmen. Given similar tools, a force that trusts, empowers and equips a thinking, creative force will dominate a military that controls and coerces its people. Our adversaries centralize. We will disperse with authorities, resources, decisions, actions, forces.

The best innovation comes not from a central committee or even a well-staffed headquarters. It comes from the Airman on the ground, hands greasy, shirt sweaty, ideas fresh. It comes from the Guardsman who integrates understanding of her civilian employment into our current military challenges. It comes from the Reservist with decades of experience in the field. It comes from the digitally native recruit who brings a fresh perspective on operational imperatives.

Our Mobility Airmen provide another critical advantage: They think! No plan survives first contact with the enemy, no algorithm can be written for all contingencies, and no quantum supercomputer can be creatively innovative.

Our Airmen will reimagine and revise plans at time of need. Our Airmen will comprehend and overcome contingencies. Our Airmen will develop solutions to problems not yet identified. Our Airmen will imagine and invent the future of Air Mobility Operations. **Our Airmen will Win!**

The Primacy of the Airman!

Victory rests on the hearts, minds, and shoulders of **the greatest Team of Airmen the world has ever known**. **Mobility Airmen**. The men and women of Air Mobility are the central source of proud mobility exceptionalism. They are the mission fuel that executed Global War on Terror airlift over the last 20 years and the largest non-combatant evacuation operation in history in 2021. Afghanistan, a landlocked logistical nightmare labeled the graveyard of empires, was dominated by Air Mobility for 20 years, and the Airman never faltered. We could be back tomorrow if called upon.

The men and women of Air Mobility create the backdrop of all global reach and global power found so comfortably by the United States military, decision makers, and citizenry since the advent of air delivery. It is in the DNA of every Mobility Airman to deliver this promise. A promise that is so often taken for granted.

From the Army Air Corps birth of airlift, to the demand spike in the late years of the Second World War, to the unprecedeted force of today, all success has centered around the Airman. Innovative approaches, can-do attitudes, and a relentless pursuit of mission execution has separated our Airmen from the world's historical logistical forces. Mobility Airmen have enabled a lethal force to project power across the globe and have been so effective as to create the guised assumption that Air Mobility is a guarantee: The fuel will be there, the cargo will be there, the delivery will arrive. They are on time, on target, anytime, anywhere.

It was the Airmen who executed the Berlin Airlift, sticking the can-do attitude and aggressive intolerance for threats to America straight in the eye of the Soviet Union. Again, it is in our DNA. The historical examples of exceptional Mobility Airmen are extensive, and these examples have built today's standard. Today's Team is the Team that moved over 124,000 people out of Afghanistan in 17 days. Today's Team of Airmen will lead the victorious path we are about to travel, to change the current state of mobility from where it is, to where it needs to be to Win the next big fight. **We are in good hands.**

IN REFLECTION

This is a call for champions, winners, dedicated Americans standing the watch, staring our competition in the eyes, ready to aim the pointy end to the scary places and GO! This is clear-eyed confirmation, our Airmen are what make our adversaries stay awake at night.

The augmented day, of which many of us only know, has been filled with resolve. Every minute of every day the Airmen, the exceptional Airmen, are on the line hacking the mission and grinding through unforeseen threats and setbacks to provide our country the global reach and power we so comfortably assume. On their backs they carry the success of the Joint Force. They are a tenacious team growing tired of the surrounding complacency.

We must decide to accelerate, we must decide to change, we must decide to be lethal, we must decide to maneuver, **we must demand to WIN**. Step up!

The future of Air Mobility is glaring to the Far East with lethal intent and zero consideration for past precedence. Expectations regarding what we can or cannot do must be washed away. We will break the mold. **We will deliver, as always.** We will deliver new tactics, techniques, and procedures. We will deliver innovative approaches to air delivery. We will deliver an accelerated and unapologetic drive for victory toward any adversary who wishes to contest the greatest Mobility Force in the world.



VICTORY:



FINAL AND COMPLETE SUPREMACY
IN BATTLE OR WAR

“ WHETHER YOU FLY, FIX, OR SUPPORT.

WHETHER YOUR DUTY IS ON THE FLIGHT DECK,
FLIGHT STATION, OR FLIGHT LINE.

WHETHER YOU START YOUR DAY AT GUARD MOUNT,
ROLL CALL, OR MISSION BRIEF.

WHETHER YOU ARE CIVILIAN, DEPENDENT,
GUARD, ACTIVE DUTY, OR RESERVE.

WHEN THEY SAY, “AMERICA DOESN'T HAVE THE WILL.”

WE SAY, “LET'S PLAN IT AND BRIEF.”

WHEN THEY SAY, “IT'S TOO FAR, TOO CONTESTED.”

WE SAY, “STARTING ENGINES CHECKLIST.”

WHEN THEY SAY, “THE ADVERSARY IS TOO
POWERFUL WITH HOME FIELD ADVANTAGE.”

WE SAY, “COMBAT ENTRY CHECK COMPLETE.”

WHEN THEY SAY, “WE'RE NOT READY.”

WE SAY, “CLEARED TO CONTACT, LOAD CLEAR,
MISSION COMPLETE, FLOWN AS FRAGGED.”

WHEN GENERAL BROWN SAYS,
“ACCELERATE CHANGE OR LOSE.”

WE SAY, “**WE WIN OR DIE.**”

LET'S GO!

GENERAL MIKE MINIHAN

(Change of Command Remarks, 2021)



190

1AP+

HDG 190



BOTHERED WARRIOR TROLLS

Hazardous duty, long hours, constant danger, safe returns never guaranteed; American peace, prosperity and prestige maintained by your success.

Send resumes to michael.minihan@us.af.mil

~~- Go~~
Faster



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