



# 521st AIR MOBILITY OPERATIONS WING STRATEGY

2022

# 521st AMOW STRATEGY

**1**

Letter From the  
Command Team

**2**

Framework

**3**

Priorities

**4**

Priorities (cont.)

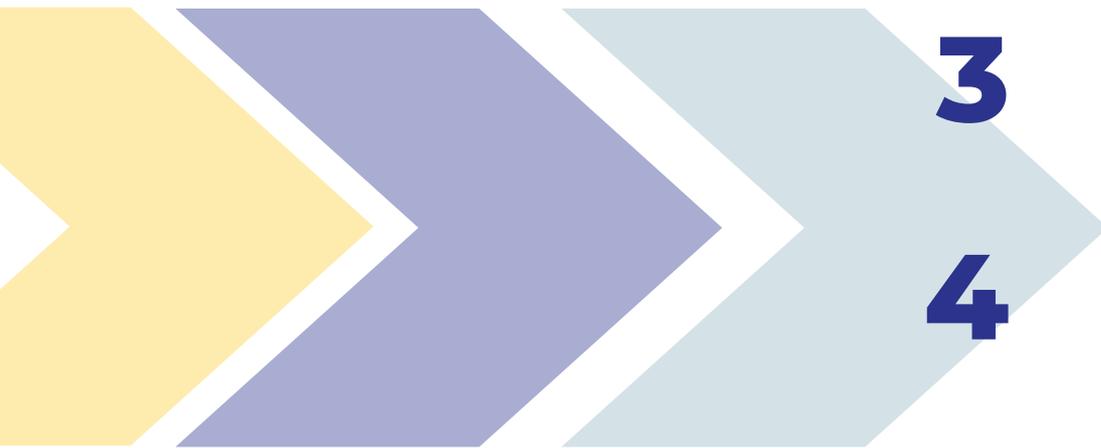
**5**

The Future is Now:  
NextGen AMOW

**6**

Let's Go!

## TABLE OF CONTENTS



# LETTER FROM THE COMMAND TEAM

The 521st Air Mobility Operations Wing has consistently found itself at the forefront of Air Mobility Command's rapid global mobility mission and we must continue to deliver success. Our nation depends on us, and we have the ability to **bring the lethality required to win!** You are the experts that have delivered for the United States with our allies and partners across all fronts. You have made it look easy and we're grateful for the opportunity to serve with you!

As AMC shifts focus to ensure the Global Air Mobility Support System can generate and sustain combat power to meet pacing threats, the 521st AMOW must shift and transform as well. **NextGen AMOW** is our charter, our future, and our requirement from higher headquarters.

From this requirement, we will reorient to strategic competitors while executing en route aircraft maintenance, aerial port operations, aeromedical evacuation, command and control, and aircrew support functions across the enterprise faster and with more agility than ever before. The "1-year shot clock" with AMC is running. **We must accelerate transformation without compromise to current operational capabilities.**

Make no mistake, **this is a winning team.** And, although change in the aftermath of success is incredibly challenging, we cannot rest on our laurels of yesterday's success. Each individual on this team has had a place in making history and shaping the future. **Keep up that momentum!**

In this document, you will find our strategy nested neatly under the AMC and USAF Expeditionary Center strategies. Future challenges await and we have no doubt the team will continue to uphold the **5-2-1 "Depend On Us" legacy.**



Colonel C. Dan Cooley  
Commander



Chief Master Sgt. Jeremiah F. Grisham  
Command Chief

# FRAMEWORK

## MISSION

### **Agile, Resilient & Reliable Air Mobility Operations... Always**

The 521st AMOW operationalizes U.S. Transportation Command's (USTRANSCOM) overseas posture into nodes supporting global air mobility operations. As the core element of Air Mobility Command's Global Air Mobility Support System (GAMSS) in U.S. European Command, Central Command, and Africa Command, our team of professional Airmen enables the timely movement and sustainment of Joint Forces via global access provided by our allies and partners. We are poised to accelerate Rapid Global Mobility (RGM).

## VISION

### **Empowered Mobility Airmen Accelerating Global Reach for Today & Tomorrow**

## COMMANDER'S INTENT

### **Accelerate transformation without compromise to current operational capabilities**

**>>> an increased pace and quality are both required <<<**

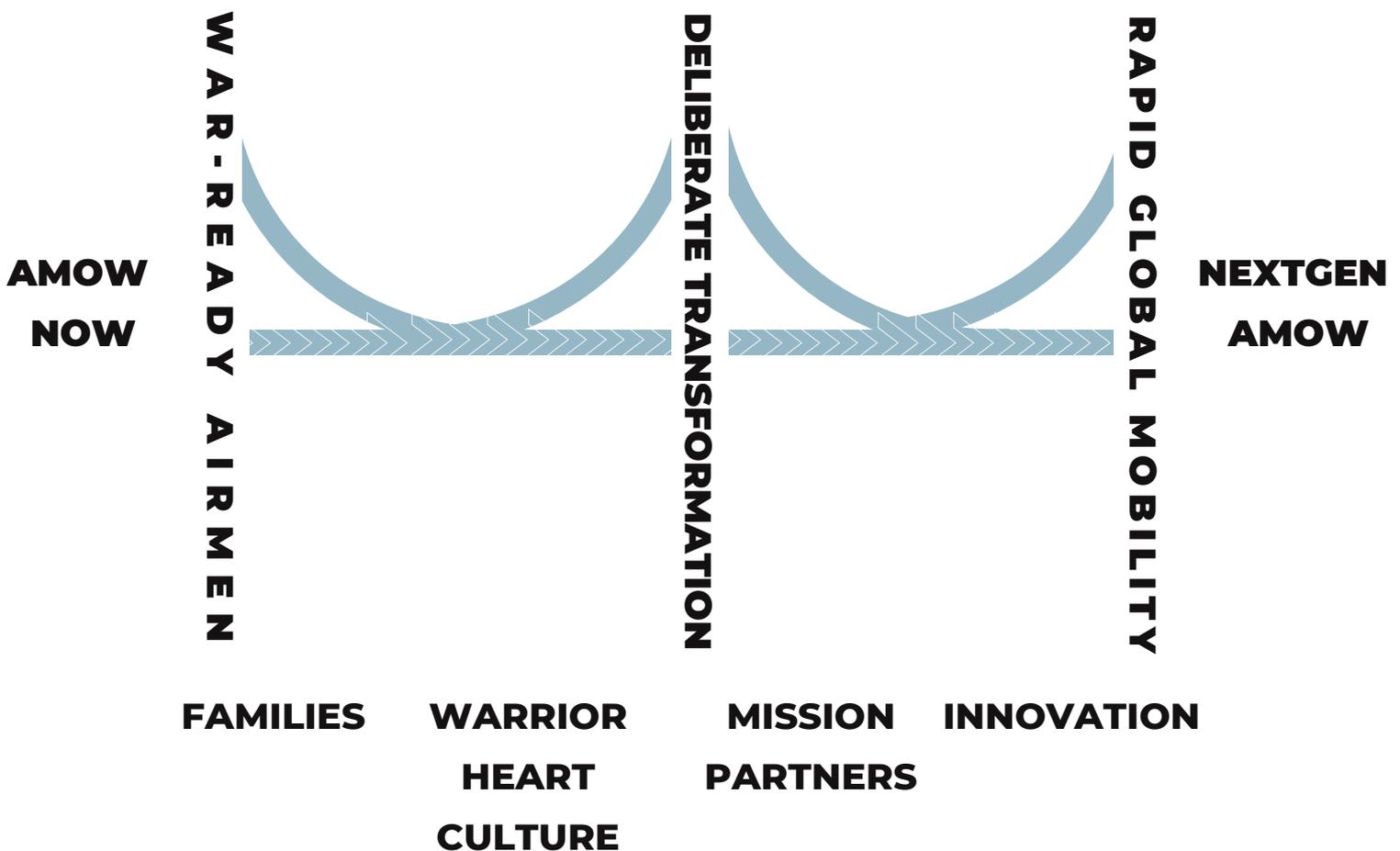
Air Force Chief of Staff Gen. CQ Brown, Jr.'s first Action Order and AMC Commander Gen. Mike Minihan's running shot clock culminate to one point: we must change now to meet the future fight. This does not mean reckless, misguided, or wasteful changes, but meaningful, innovative changes that make the 521st AMOW a more agile and resilient force, ready to execute the mission today and tomorrow. We will have a bias for action to expedite the pace of change while ensuring the quality of our actions.

# PRIORITIES

The National Defense Strategy, Department of the Air Force Operational Imperatives, U.S. Air Force Action Orders, USTRANSCOM priorities, AMC vectors, and the U.S. Air Force Expeditionary Center strategy are driving the 521st AMOW to intentionally prioritize time and resources to rapidly evolve.

We have established three priorities to support this strategy as it bridges the wing from AMOW Now to NextGen AMOW: War-Ready Airmen, Deliberate Transformation, and Rapid Global Mobility.

Foundational and integral to the 521st AMOW's ability to succeed and execute the mission are: Families, Warrior Heart Culture, Mission Partners, and Innovation.



# PRIORITIES (cont.)

## WAR-READY AIRMEN

War-Ready Airmen will be the asymmetric factor that ensures success for our wing and our nation. Our Airmen are the first pillar of the strategy because without them we cannot build toward our other priorities. To that end, we will focus on tailored development, making our Airmen more capable, fit, educated, and resilient. We need to harden our forces, prepare them for hardships associated with warfare, and ensure they have the training, equipment, and organization needed to be victorious in a high-end peer conflict. Ready Airmen Training is how our Air Force is focusing on this issue -- we will use that and more. Our efforts will require time, investment, exercises, and training but it is vital to maintaining our competitive edge and is the number one priority.

## DELIBERATE TRANSFORMATION

The Secretary of the Air Force's seventh Operational Imperative beckons the 521st AMOW to enable "readiness of the Department of the Air Force to transition to a wartime posture against a peer competitor."<sup>1</sup> Global access provided by the GAMSS is no longer assured. AMC must be able to project and sustain the joint force under persistent, all-domain attack. Contested environments present timing, tempo and transregional challenges to global transportation's ability to meet increased logistics demands of the high-end fight and directly threaten our GAMSS forces' ability to project air power globally and support the joint team. We must evolve the GAMSS to support USTRANSCOM and AMC's need to scale to meet RGM demands in the high-end fight while balancing the resources required to support the demands of day-to-day competition. We must assure access to our supported theaters to meet our nation's needs and always answer the call.

## RAPID GLOBAL MOBILITY

The 521st AMOW is the backbone of Rapid Global Mobility for three geographic combatant commands. As we reorient to strategic competitors and the potential for a high-end fight, the 521st AMOW will play an important role supporting USTRANSCOM's ability to deploy, maneuver, sustain, and redeploy the joint force. AMC and the AMOW secures USTRANSCOM's ability to respond quickly to crisis and contingency while balancing global steady state requirements presented by the competition environment. Our strategic locations require steadfast execution of core competencies: en route aircraft maintenance, aerial port operations, aeromedical evacuation, command and control, and aircrew support functions. Optimizing our current mission, improving battlefield awareness, and integrating lessons learned from prior operations must continue as we transform for the future. We will pursue new ideas and capabilities, never losing sight of the RGM capabilities that make us exceptional.

1. Kendall details 'Seven Operational Imperatives' & how they forge the Future Force

# THE FUTURE IS NOW: NEXTGEN AMOW

**We expect War-Ready Airmen postured to maneuver within our area of responsibility under an Air Mobility Team (AMT) construct, increasing nodal capacity within the fixed en route structure and alternate locations, to support the Joint Force and mission partners.**

**The 521st Air Mobility Operations Wing shall:**

**1. Be Relevant, Ready, and Responsive.** It is an absolute imperative that we deliver responsive RGM supporting Secretary of Defense priorities and U.S. national interests. The 521st AMOW will remain the gateway to three theaters, while able to provide augmenting support, as required, globally. We will provide a capability to bridge Contingency Response (CR) and permanent basing, ranging from expeditionary operations to enduring, fixed-based mission requirements.

**2. Provide Technically Proficient Airmen.** 521st AMOW personnel will be experts in their core competencies and have a foundational understanding of the requirements of our en route teammates. Our team will also embrace Multi-Capable Airmen (MCA) initiatives, bringing skills beyond their native Air Force Specialty Codes (AFSC) that are relevant for teaming and force package needs. They must be resilient across psychological domain, physical domain, and professional requirements. Adaptable to any situation, they will be prepared to “fight-the-base,” innovate, and execute the mission as a team.

**3. Be Strategically Postured.** The 521st AMOW will be ready to operate where needed at the right time and place, bringing logistics capability at the required scale for effect -- ready with a fully developed maneuver capability integrated into en route squadrons. Our largest “fighting force element” will be the Air Mobility Operations Group (AMOG), directly engaging in planning activities, crafting solutions, and providing oversight of teams. The 521st AMOW will be comprised of and prepared to maneuver AMTs. Finally, we will have an optimized basing solution and organizational alignment, ensuring we are correctly aligned and positioned throughout the theater, with all fixed locations able reposition or receive additional forces as needed to meet surge mission requirements.

# LET'S GO!

**We know where we're going; it's time to get to work. Specific objectives, tasks, and subtasks will be outlined in the Strategy Annex, but today we will attack near-term goals:**

1. Identify guidance that overlooks the AMOW as the operational arm of theater logistics.
2. Reveal gaps and seams with host nation bases, and devise plans of action to close them.
3. Establish AMT command relations and Unit Type Code (UTC) force packaging.
4. Expand displacement and dispersal locations (flex nodes).
5. Highlight shortfalls for filling higher headquarters requirements.
6. Understand the Ready Airman Training Model and build toward implementation.
7. Foster an understanding of our allies, partners, threats, adversaries, and competitors.