



AIR FORCE DOCTRINE 2035

AFD35 WARGAME

The Intersection of
Technology and Doctrine

21 April

Large Group — Bldg 1400A

0730 — 0830

Check-in

0830 — 0930

Welcome/Historical Perspective

Orientation/Scene Setter

0930 — 1130

Turn 1: Tech R&D Investment Drill

1230 — 1600

R&D Outbrief

Turn 2: Force Design/Specific Tech
Drill

1600 — 1700

Wrap-Up

AU Walking Tour/Group Photo

1700 — 1900

(Optional) Icebreaker Social @ The
Air Force Club (The Pit)

22 April

5x Breakouts — Bldg 1405

0800 — 0830

Road To War/Update

0830 — 1130

Turn 3

1230 — 1600

Turn 4

1730 — 1930

(Optional) Montgomery Chamber
Social/Fireside Author Discussion

23 April

Large Group — Bldg 1400A

0800 — 0830

Day 2 Outbrief/SITREP

0830 — 1100

Turn 5: Expanded Duration

1130 — 1330

Industry Showcase

1400 — 1600

Observations Hotwash Closing
Comments

“Victory smiles upon those who anticipate the changes in the character of war, not upon those who wait to adapt themselves after the changes occur.”

- Giulio Douhet



Disclaimer

CLASSIFICATION: UNCLASSIFIED. All gameplay, discussions, and related activities will be conducted at the UNCLASSIFIED level at all times. All wargaming scenarios are fictitious and for training purposes only. The LeMay Center may, at its discretion, release unclassified insights and game outputs. There are no guarantees of confidentiality for any information disclosed during the wargame or related activities. Participants are solely responsible for protecting their own intellectual property, trade secrets, and proprietary information. The participation of any organization or the use of any technology during or related to this wargame, does not constitute or imply an endorsement by the Department of War, the United States Air Force, or the LeMay Center.

Before Arrival

1. Submit Visit Request for Gate Access and installation processing:

- All Non-DoW ID card holders must submit a visit request at the following link no later than 6 April 2026: [AFD35 Attendees Access](#)
- All Non-US Citizens must send an email to Maj Joshua Bryant, joshua.bryant.13@us.af.mil to provide additional information no later than 31 March 2026

2. Submit biographical information (to be made available to other participants):

- Send biography or LinkedIn information to Maj Joshua Bryant, joshua.bryant.13@us.af.mil

3. Select Food/Beverages:

- (Available for purchase) refreshments, lunches, and heavy hors d'oeuvres at the icebreaker. Cost: \$5 per day for daily refreshments (\$15 total), \$15 for the icebreaker, and \$17.50 per day for lunches for Tuesday and Wednesday, or \$65 for all. Selection and payment information at the following link no later than 14 April 2026: [AFD35 Coffee/Lunch/Social Options](#)
- Thursdays lunch will be available for purchase separately through the Air Force Club

4. Request Table for Showcase:

- Students and faculty from around Air University will be invited to casually engage with attendees at the Industry Showcase in the club ballroom. If you would like a table (2.5' x 6') for your organization, please contact Mrs. Sheila McKitt at sheila.mckitt@us.af.mil and Mr. Greg Sharpe donald.sharpe.2@us.af.mil

Logistics

1. Attire: Business Casual for civilians (all events) and UOD for Military

2. Additional details and suggested read-ahead information will be emailed 1 week before the event

3. Lodging reservations are the responsibility of each participant. Below are some local options:

- **Embassy Suites:** 300 Tallapoosa Street, 334-551-4034, Distance to Maxwell AFB - 3.3 miles
- **Renaissance Montgomery Hotel & Spa:** 201 Tallapoosa Street, 334-481-5000, Distance to Maxwell AFB - 3.3 miles
- **StayBridge Suites/Downtown:** 275 Lee Street, 334-532-0700, Distance to Maxwell AFB - 3.4 miles
- **Homewood Suites by Hilton Montgomery:** 1800 Interstate Park Drive, 334-272-3010, Distance to Maxwell AFB - 7.0 miles
- **Homewood Suites/EastChase:** 7800 Eastchase Parkway, 334-277-9383, Distance to Maxwell AFB - 13.4 miles
- **Hampton Inn/EastChase:** 7651 Eastchase Parkway, 334-277-1818, Distance to Maxwell AFB - 13.1 miles
- **Marriott Legends at Capitol Hill, Prattville:** 2500 Legends Circle, 334-290-1235, Distance to Maxwell AFB - 9.6 miles
- **Tru by Hilton, Prattville:** 2633 Legends Parkway, 888-232-0409, Distance to Maxwell AFB - 11.4 miles

This is a self-funded event and the LeMay Center will not be able to assist in funding participant travel

Directions

1. Visitors attendees must use the Maxwell Boulevard Entrance to Base and notify the guards that you are here for AFD35

2. A designated AFD35 entry lane will be established for participants at the Maxwell Boulevard entrance. Please follow posted signs.

