

UNITED STATES STRATEGIC COMMAND

# USSTRATCOM



## COMMANDER'S VISION AND INTENT

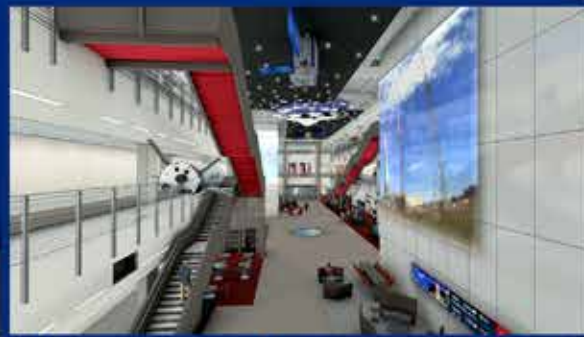
FEBRUARY 2017





# New USSTRATCOM C2 Facility

Projected Opening: 2019



# FOREWORD



The missions of US Strategic Command are diverse, but have one important thing in common with each other: they are all critical to the security of our nation and our allies. The threats we face today are just as real as they were in the past, but are more complex in this interconnected information age. We must be ready to address these threats today, and prepare to respond to the threats of the future – many are coming at a fast pace.

Enclosed is my commander's intent. I expect you to read and understand it ...and then move quickly to implement it. If you are inside the parameters of this intent, you do not have to ask my permission – execute. If you are outside the intent, come see me.

Each of you is responsible for integrating the global effects we create. The headquarters will integrate at the strategic level, and I expect components to integrate at the operational and tactical level. We must seamlessly integrate inside this command, with other Combatant Commands, and with our partners and allies. Integration is our collective responsibility, throughout the headquarters and throughout our forces.

USSTRATCOM is a powerful, dominant warfighting command. Our nuclear forces are safe, secure, ready, and capable of responding whenever our nation calls. These forces deter potential adversaries each and every day, but if deterrence should ever fail, we are ready to employ them. We have superior space and cyberspace forces that are critical to the American way of war in every theater around the globe. We must employ them decisively, to include actively defending them from new and growing threats.

The ultimate strength of our command is you, the joint and allied warfighters – officers, enlisted, and civilians. Our Soldiers, Sailors, Airmen, and Marines stand watch every day and night and willingly deploy into harm's way at a moment's notice. We must all remember that, and do whatever it takes to care for our people, families, and communities.

*“To be prepared for war is one of the most effectual means of preserving peace.”*

President  
George  
Washington  
January 8, 1790



## FOREWORD



President Truman formed Strategic Air Command (SAC) more than seventy years ago. SAC had a motto, coined first in 1957: Peace is our profession. But SAC is no more. Its original mission focused around our Air Force's strategic bomber aircraft, and that legacy lives on today in Air Force Global Strike Command at Barksdale AFB. Their motto is: deter, assure, strike!



Other components in this command have equally significant and historic mottos that carry important messages – overt and implied... *pax per scientiam* or peace through science, seize the high ground, and guardians of the high frontier to name a few.



In each of our missions, we must prepare for war to preserve the peace. Much has changed in US Strategic Command over the years but one thing has not – we should always remember that:

*Peace is our Profession...*



JOHN E. HYTEN  
General, USAF  
Commander



# STRATEGIC SITUATION

The 2016 National Military Strategy is clear about our adversaries, their intent, and their growing capability to threaten our national interests. Undoubtedly, the lack of forward stationing of forces negatively impacts our regional deterrence. There are other factors as well, to include modernization challenges, the importance of alliances and partnerships, all presented in an era of budget concerns. While USSTRATCOM still accomplishes its assigned Unified Command Plan mission areas, the threats present today require new and creative thinking about strategic deterrence.

In today's operating environment, technological and social access to once-muted narratives drives policy and challenges professional military judgement in the context of operations and tactics. To put it simply, this "information environment" is nonlinear – what you put into it is not what you get out of it. It is extraordinarily and violently dynamic. Frankly, the information environment may defy further explanation.

Our adversaries are certainly exploiting our struggle to process and understand, much less gain, advantages on this landscape. They benefit from our legal constraints and our preoccupation with military operations, both in physical reality and in the management of perception before, during, or after an activity.

This is particularly vexing in the space and cyber domains, the electro-magnetic spectrum, and the mission sets of strategic deterrence, electronic warfare, and missile defense. If we do not identify gaps, then program and organize for success, we will cede our current asymmetric advantages.

Against this backdrop, USSTRATCOM faces myriad changes in its organization and responsibilities. We are transitioning to a new Command and Control Facility and managing advocacy for key programs with reach beyond the horizon. Simultaneously, we have assets and personnel "in the fight" across the globe – which requires a focus on the now with an eye towards the future.



# PRIORITIES



My Priorities are:

- Strategic Deterrence
- Decisive Response
- A Combat-Ready Force

Above all else, we will provide the critical military foundation to enable our nation to **strategically deter** any potential adversary. Our operations must be ceaseless, deliberate, and enabled by a commitment to modernize our C2 and nuclear enterprise, which will enable us to meet the demands of the current and future strategic environment.

Fundamentally, we must focus on our nuclear, space, and cyber missions to create effects across all domains that influence adversaries and assure allies in the larger context of national security. Our deterrence efforts must include proactively shaping and messaging any potential adversary. We must be able to operate in all domains all the time. Creating effects across all domains requires integration, which I see as a process, and as an implied task in everything that we do.

Integration tends to drive large organizations to single solutions, but in our case, what we must do is integrate laterally. We must look for opportunities to mass effects where appropriate, create effects to hedge risks before they present a threat, and build relationships across the globe to foster resiliency.

If deterrence fails, the nation counts on us for a **decisive response**, or a series of them. These responses must defeat any adversary with our nuclear triad, our space capabilities, our cyberspace capabilities, and our missile defense capabilities. We must work with all our components and task forces to achieve this outcome. However, mere execution will not suffice in the current strategic environment.

We must also integrate and synchronize combat operations as a warfighting command, because synchronization is not simply timing. It is how we best arrange operations to create our desired effects. That requires anticipation, which is arguably the most difficult element of operational art, and is why a warfighting mindset must focus all of our work.

USSTRATCOM has the people, the processes, and the technology to anticipate the needs of our nation and its commanders, but we must unleash it through our application of strategy and embrace a warfighting mindset. We must also leverage our capabilities in joint electronic warfare and intelligence to help us gain the upper edge before a fight, during a fight, and through to the end.

Neither strategic deterrence nor decisive response will function without a resilient, equipped, trained, and **combat-ready force**. To that end, we must embrace the mentality that USSTRATCOM is a warfighting command. Our fight is each day, across the globe. This requires our forces to have depth in capability and breadth in capacity. We must constantly challenge ourselves to integrate with allies, partners, the interagency, DoD, the Joint Staff, and other commands to cover our seams and gaps, and to ensure we capitalize on the unique capabilities that USSTRATCOM can bring to bear. We cannot do this alone – we depend on our families and our communities to succeed, and they depend on us.

While it is crucial that we advocate strongly for the modernization of space, cyberspace, and missile defense capabilities, our top modernization challenge is the nuclear triad along with the associated command and control capabilities. We cannot allow our operations to hinge on single points of failure or other critical vulnerabilities.



# MISSION

USSTRATCOM employs tailored nuclear, space, cyberspace, global strike, joint electronic warfare, missile defense, and intelligence capabilities that deter aggression, decisively responds if deterrence fails, assures allies, shapes adversary behavior, defeats terror, and defines the force of the future.

# VISION



One USSTRATCOM Team – an innovative joint military and civilian team fighting and delivering integrated multi-domain combat effects across the globe, in space, and cyberspace, wherever and whenever needed.





## COMMANDER'S INTENT

- Embrace strategic deterrence, consisting of innovative joint fighting forces integrated and synchronized in multiple domains to ensure national security.
- Ensure that we can and will provide a decisive response to aggression, against any threat, when called upon by national leadership.
- Anticipate and meet warfighting demands through our campaign plan, our operational plans, and capability development.
- Develop the next generation of professionals and capabilities in order to prevail in future conflicts.



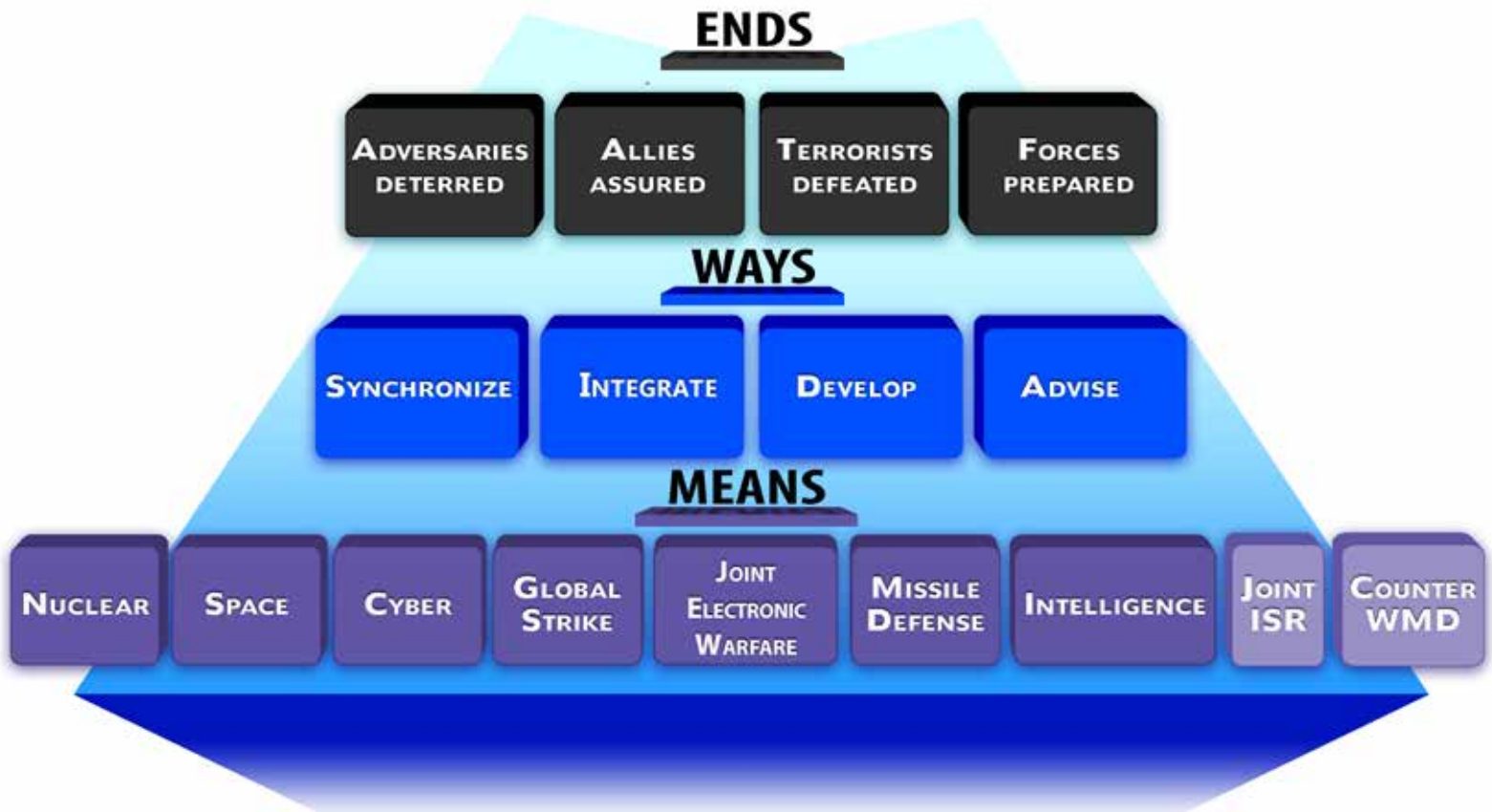
## KEY QUESTIONS



- Are we ready to fight now?
- Do we have the battle management, command, and control structures needed to dominate in the strategic environment?
- What are the key commander-to-commander relationships?
- How will we fight in the year 2030, and with what capabilities?

# STRATEGY

Joint doctrine defines military strategy as a “prudent idea or set of ideas for employing the instruments of national power in a synchronized and integrated fashion to achieve theater, national, and/or multinational objectives.” A strategy is a living-document process that military formations can hold on to in good faith while they undertake their respective or collective missions.



Strategies belong to the commander, and when employed properly, lead to a candor that makes risks and opportunities easier to articulate up and down a chain of command. At USSTRATCOM, our strategy is our Campaign Plan. I encourage you to read it, but in lieu of digesting all of the operational and tactical details, the model that is adapted above is a good primer for your understanding of what we do, and how we do it.



# WHO WE ARE

Warfighting and strategy are inextricably linked. I believe that warfighting requires a culture, and therefore we must absorb this into our mindset. As such, we will create the culture, not simply aspire to change it. Throughout this document, I have outlined my assessment of the strategic environment, my priorities, some guiding questions, my vision and intent, and our strategy. I have not been prescriptive in any of these areas. As a commander, I will focus my efforts on developing C2 and Rules of Engagement. That is Commander business, and I expect that from my subordinate commanders as well. Staffs support this focus and anticipate, manage transitions, identify risks, and identify decision points. All units will maintain a high state of readiness and resiliency, which includes fostering and bolstering our relationships with our families and communities.

Warfighters are best encouraged by mission-type orders driven by clear and simple strategy. If the objectives are set, the only guidance I must give comes in the forms of limitations: constraints on how you should pursue an objective and restraints on how you should not pursue an objective. If we are fighting off a common frame, these discussions come with ease. Normalizing command relationships and staff processes, to include how we are organized, is the first step towards becoming a true warfighting command. We will manage potential UCP elevation of USCYBERCOM, changes in the USSTRATCOM role for joint ISR and CWMD capabilities – and we will leverage components to the maximum extent possible. We will meter change by first identifying what is working, and then what is not working. We will strengthen the former and fix the latter.

The constructs should be easy enough to follow; now it is our job to inculcate them. Peace is our profession. Strategic deterrence, decisive response, and a ready force are our priorities. We integrate, synchronize, develop, and advise to meet our objectives of deterrence, assurance, defeating terror, and preparing the force with the means at hand. The result of practicing this strategy will be a warfighting culture, one in which we are ready to fight now or when called upon to do so, with the right command and control, and the right commander-to-commander relationships, so that we are postured to win in the year 2030 and beyond.





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