

UNITED STATES STRATEGIC COMMAND

# USSTRATCOM



## COMMANDER'S

### VISION AND INTENT

FEBRUARY 2018





# FOREWORD

The best days in this job are when I have the privilege of visiting our Soldiers, Sailors, Airmen, Marines, and Civilians who serve each day and are either involved in war, preparing for war, or executing peacetime operations. I am amazed by the nearly 184,000 men and women supporting the USSTRATCOM mission, providing an umbrella of security for the United States and its Allies. Our men and women are stationed across the globe, standing watch from the depths of the ocean, on land, in the air, across cyber, and into space. To see the greatness of our country, you only need to look to those who are serving each and every day in this Command.

The strategic landscape has changed since the release of my initial vision and intent. We began to restructure the Command in alignment with our warfighting mission. We now have an air component and will soon have a maritime component. Due to our unique responsibilities, we are also leading doctrine with our new Joint Force Space Component Commander. Additionally, we will continue to retain our service components.

For our enduring mission, the new Command and Control Facility is moving toward completion and will support the long-term viability and credibility of our strategic deterrent force. From this new facility, we will conduct strategic planning, warfighting operations, aid the President's nuclear response decision-making process, provide global situational awareness to the National Command Authorities and Combatant Commands, and, if necessary, deliver a decisive response in all domains.

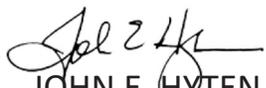
The focus of this Command remains to deter strategic attack on the United States and its Allies. USSTRATCOM stands ready to respond to threats anywhere, anytime across the globe. We acknowledge that we cannot do this alone and must continually work towards enhancing our alliances and partnerships - in all areas. We must ensure the capabilities required for the force of the future accelerate and outpace our adversaries.

The Command will continue to operate through mission-type orders, where everyone is empowered to move forward with initiative if operating within the left and right limits of this guidance. The Command's priorities remain:

- Above all else, we will provide **Strategic Deterrence**
- If deterrence fails, we are prepared to deliver a **Decisive Response**
- We will do this with a resilient, equipped, and trained **Combat-Ready Force**

This update reflects a new mission statement, a refined vision, and an intent that is consistent with a new campaign plan. This mission statement and vision clarify our role as a warfighting command and the ultimate guarantor of national and allied security.

Peace is our Profession...

  
JOHN E. HYTEN  
General, USAF  
Commander



# STRATEGIC ENVIRONMENT



**Chinese DF-31 Ballistic Missile**

Today's strategic environment is dynamic, complex, and volatile. For decades, we held a military advantage over our adversaries, both from a nuclear and conventional standpoint. That is still true today, but it is rapidly changing. Globally, adversaries are openly challenging the international order through aggression, coercion, and subversion, and our Allies and partners are looking to us for leadership and security.

Our adversaries are actively developing capabilities and demonstrating an advanced understanding of how to leverage nuclear, space, cyber, anti-access/area denial, electronic warfare, and the information sphere to gain an asymmetric advantage and exploit our vulnerabilities. They are integrating their military capabilities across all domains in an effort to deny and degrade the U.S. from advancing our international interests.

One of our biggest challenges in the future will be gaining and maintaining freedom of action as our adversaries' capabilities rapidly advance. Advancing technologies can be an opportunity or threat. For example, for decades the U.S. enjoyed unimpeded freedom of action in the space domain. Today's space capabilities empower the Joint Force to operate globally with unmatched speed, agility, and lethality. Our adversaries understand this and are working hard to erode that advantage.



**Russian TU-95 BEAR**

China's active and diverse ballistic missile program, advancements in nuclear forces, and rapidly developing hypersonic glide vehicle capability underscore the evolution in China's strategic forces. Russia is committed to the modernization of its strategic nuclear forces and continues to maintain a robust tactical nuclear weapons stockpile. Additionally, China and Russia have been quick to adapt space as a warfighting domain, and are developing counterspace capabilities with the specific intent of denying, disrupting, and degrading our space systems.



# COMMAND'S VISION



## Mission

USSTRATCOM deters strategic attack and employs forces, as directed, to guarantee the security of our Nation and our Allies.

## Vision

One innovative USSTRATCOM warfighting team deterring conflict and delivering decisive capabilities from, in, and through all domains wherever and whenever needed.

## **By that I mean...**

We are one total force warfighting team. This requires a change in culture within the Command. We can no longer afford to operate as seven different stove-piped teams. This applies to all elements within this Command. I expect collaboration and integration at all levels and between all organizations.



Twenty-first Century deterrence is more than just our nuclear capabilities – it is the integration of all our capabilities. We integrate these capabilities through inclusive planning addressing all domains – air, land, maritime, space, cyber, and the electromagnetic spectrum. We must understand how this plan is integrated not only within this Command, but with other Combatant Commands and our Allies. When executed, these integrated plans provide for synchronized operations across all domains orchestrated to achieve the objective of influencing our adversaries when and where we choose.



# COMMANDER'S INTENT



## Purpose

USSTRATCOM's campaign sets conditions across the globe as the ultimate guarantor of national and allied security. USSTRATCOM's forces and capabilities underpin and enable all other Joint Force operations.

## Method

We will pursue the Command's objectives of deterring aggression and coercion, enhancing alliances and partnerships, enhancing readiness today, and delivering the future force in these ways:

- 1) Demonstrating:** USSTRATCOM deters catastrophic actions from adversaries and poses an immediate threat to any actor who questions U.S. resolve by demonstrating our capabilities. Routine deployments, tests, exercises, and operations of our forces show we are ready with defense and response options to fight and win. Our demonstrations clearly signal U.S. commitment to Allies and partners while deterring our adversaries.
- 2) Engaging:** USSTRATCOM strengthens relationships by engaging military, government, allied, academic, non-governmental, and commercial entities that contribute toward campaign and alliance objectives. Strong, collaborative relationships support advocacy, increase military interoperability, improve alliance capability and capacity, complicate adversary decision making, and increase the repercussions of potential attacks. We integrate our defense critical missions and implement the Joint Strategic Campaign Plans by engaging with the Joint Force, allies, and partners.
- 3) Preparing:** USSTRATCOM retains its U.S. global military posture and readiness by effectively integrating joint and coalition capabilities to achieve mission success, while reducing vulnerabilities to its forces and capabilities. Preparing enhances the response to adversary action to prevent escalation and denies the benefits of attacks by employing new capabilities; testing new concepts; and developing new tactics, techniques, and procedures to fight through asymmetric escalation. Preparing postures USSTRATCOM to immediately respond to any situation. Additionally, visible preparation demonstrates the resolve of the Nation and this Command.

## Desired Conditions

USSTRATCOM's demonstrations, operations, and posture deterred major conflict and significant attacks to the U.S. and its interests. USSTRATCOM decisively responded to adversary aggression with forces and capabilities from, in, and through all domains to achieve national objectives. Finally, USSTRATCOM's combat ready forces retained existing and created new advantages over our competitors.



# COMMANDER'S NARRATIVE



We must look at deterrence through a new lens. We are no longer defined by the bi-polar world of two superpowers that simplified our approach to deterrence. The U.S. is challenged by multiple adversaries and the expanding range of capabilities available to them. With each potential adversary comes a different set of perceptions and internal dynamics. Deterrence is more complex and the 'one size fits all' approach does not work. Operations countering one adversary have potential second and third order consequences when interpreted by other potential adversaries or our Allies. This multi-polar and all-domain environment requires collaboration among Combatant Commands, other DoD elements, Allies, and partners ensuring individual efforts do not adversely affect the globally-integrated approaches to each problem set.



The bedrock of our deterrence is founded on a safe, secure, ready, and reliable nuclear Triad. While the current Triad continues to provide the backbone to our national security, we will eventually reach the end of investments made to our nuclear infrastructure from a generation ago. The B-21 Bomber, Columbia-Class SSBN, the Ground-Based Strategic Deterrent, Nuclear Command, Control, and Communications, Long-Range Stand-Off, and weapons and warheads will – without a doubt – provide the nuclear deterrent our Nation needs... now and well into the future.

## There is only War



Today, deterrence is more than our nuclear capabilities. Deterrence requires integrated planning for all capabilities, across all domains. This enables the synchronized operation and decisive response to adversary aggression anytime, anywhere. We must make this concept operational for all domain warfighting throughout the Command. We must normalize space and cyberspace as warfighting domains. There is no war in space, just as there is no war in cyberspace. There is only war, and war can extend into any domain. To fight wars in these domains we must develop the appropriate rules of engagement that allow for rapid response and delegate authority to the appropriate level to operate quicker and integrate better.

# COMMANDER'S NARRATIVE



## Speed and Innovation

The pace of change in the strategic environment is rapid and demands adapting the way we operate to stay ahead of evolving threats. We cannot afford to be outpaced by our adversaries. We need speed and innovation at all levels in this Command, and I expect leaders to empower their people with authority and responsibility to go fast. We need processes that are integrated, move faster, and demonstrate greater risk tolerance. We cannot afford to have a culture of risk aversion if we are to outpace our adversaries. Each member of the USSTRATCOM team has my permission to challenge the status quo if things are not moving fast enough.



## Backbone of the Command

The strength of this Command is its people. The Soldiers, Sailors, Airmen, Marines, and Civilians in this enterprise have the most important mission in the entire Department of Defense. You are expected to perform to the highest standard, yet mission success looks as if nothing happened. My travels across the Command and around the globe highlight to me that we have the most remarkable team in the world.

Not only is USSTRATCOM geographically dispersed, the breadth of our mission areas is astounding. We are responsible for Strategic Deterrence, Nuclear Operations, Space Operations, Joint Electromagnetic Spectrum Operations, Global Strike, Missile Defense, Analysis and Targeting, and Cyberspace Operations (until CYBERCOM is elevated to a Combatant Command). These critical capabilities are an integral part of our combat operations and enable warfighters across all domains to win. We are truly a global warfighting command, and you should be proud every day to be a part of this team.



Thank you, again, for the important work you do, and what each of you contribute to this enterprise. I am proud to stand shoulder-to-shoulder and serve with you.





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