



COMMANDER'S VISION & INTENT

U.S. Strategic Command

ADMIRAL CHARLES RICHARD

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FOREWORD

Above all else, USSTRATCOM will continue to provide strategic deterrence to prevent great power conflict and underwrite every U.S. military operation around the world. To empower leaders to best execute their tasks and meet current and future challenges, our Command restructured its organization to better align mission responsibilities to the threats we face. Through these initiatives, USSTRATCOM will *Forge Strategic Deterrence* through a campaign that sets desired conditions to support global deterrence operations across the continuum of competition and conflict, and continue to develop professionals focused on integrating efforts on all levels and across organizations.

To continue the Command's trajectory to achieve our mission and set these desired conditions, we will mature the tenets I laid out when I took command. This effort requires the best from every USSTRATCOM team member.

Strategic Environment

Today's global strategic environment presents complex challenges to deterring adversary aggression and coercion. State and non-state actors are conducting subversive and destabilizing actions below the levels of armed conflict in all domains to advance their own long-term security goals, reshape the world in their favor, and deny and/or degrade the United States' ability to defend our own national interests.



Aided by the proliferation of modern technologies and weapon systems, our competitors and several adversaries are actively developing advanced capabilities that threaten the United States, our Allies, and our partners globally. These emerging capabilities are expanding threats, including nuclear, and allowing adversaries to integrate conventional, nuclear, space, electromagnetic spectrum, and cyber operations to field an unprecedented range of capabilities and create challenges that require a renewed emphasis on deterrence across the continuum from competition to conflict.

The National Defense Strategy (NDS) prioritizes addressing these threats and the return to great power competition, while directing the Department to focus on increasing lethality, strengthening alliances and partnerships, and reforming processes to deliver enduring advantages over short-term wins. To meet NDS objectives, USSTRATCOM will lead strategic deterrence planning and develop an integrated, strategic approach that leverages an information advantage, assesses the risks of strategic deterrence failure within the global environment, and is prepared to provide a decisive response. We must integrate the full spectrum of U.S. and Allied capabilities to execute tailored deterrent operations specific to adversaries. Our Nation, the Department and Joint Force, and our Allies are looking for USSTRATCOM to provide continued leadership and security across the globe as we adapt to these challenges.

COMMANDER'S VISION



Mission

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

Vision

As a global warfighting combatant command, USSTRATCOM delivers a dominant strategic force and innovative team to maintain our Nation's enduring strength, prevent and prevail in great power conflict, and grow the intellectual capital to *forge 21st century strategic deterrence.*

Desired Outcomes

USSTRATCOM's posture, demonstrations, and operations deter aggression and strategic attacks (nuclear and non-nuclear) across the spectrum of conflict. USSTRATCOM's capabilities and readiness assure Allies and partners of U.S. commitment and extended deterrence guarantees. Global and domestic audiences understand USSTRATCOM's mission and its importance to global security. As the enterprise lead, USSTRATCOM supports the recapitalization and modernization of strategic forces and supporting infrastructure. USSTRATCOM's combat-ready force maintains the ability to decisively respond to an adversary's aggressive act in any domain. Finally, USSTRATCOM continues to grow the human capital necessary to develop an agile and responsive workforce.

USSTRATCOM Priorities

To achieve these outcomes and remain focused on accomplishing our mission, we will continue to align our actions with the Command's priorities:

- 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**





COMMANDER'S INTENT

Be Ready to Man Battle Stations

Strategic deterrence is the foundation to our survival as a Nation. The men and women of USSTRATCOM must be ready, at a moment's notice, to execute our mission and, if required, be prepared to deliver a decisive response.



1) Prepare: USSTRATCOM retains its global military posture and readiness by effectively integrating joint and coalition capabilities to achieve mission success, while reducing vulnerabilities to its forces, generating competitive advantages, and war-winning capacity to:

- Enhance our response to adversary actions, prevent escalation, and deny the benefits of attacks
- Employ new capabilities, test new concepts, and develop new tactics, techniques, and procedures to fight in an integrated manner, globally, in all domains across the spectrum of conflict
- Lead strategic deterrence planning to integrate efforts across combatant commands, the interagency, and services

2) Engage: USSTRATCOM campaigns to strengthen relationships by engaging military, government, allied, academic, non-governmental, and commercial entities that contribute to achieving national, regional, and alliance objectives to:

- Build and maintain strong, collaborative relationships that support mission advocacy/execution
- Increase military interoperability and improve alliance capability/capacity
- Complicate adversary decision-making and increase the repercussions of potential attacks
- Integrate our critical missions across the Joint Force, our Allies, and our partners
- Implement the Joint Strategic Campaign Plans to present one unified force to any adversary

3) Demonstrate: USSTRATCOM readiness and capability deters adversary's strategic attack by posing a decisive threat to any actor and demonstrates U.S. commitment to Allies and partners through:

- Routine deployments, tests, and mission rehearsals
- Global power projection operations

COMMANDER'S INTENT



Follow the Shot

USSTRATCOM is focused precisely on our objectives as a global warfighting command. We must maintain our momentum and complete the initiatives that will keep us on this trajectory and guarantee a resilient, equipped, and trained *combat-ready force*.

- 1) Sustain:** USSTRATCOM remains committed to providing combat-ready nuclear forces for the Department's highest priority mission, nuclear deterrence, and will continue efforts to further our mission, such as:
- Utilize the Human Capital Framework to develop leaders and organizations that unleash the command's talent and initiative, foster a disciplined, accountable workforce, and empower individuals to challenge assumptions and initiate change
 - Ensure the Curtis E. LeMay Command and Control Facility (C2F) provides continuous command and control between the President, senior national leadership, and the Joint Force; a sustainable and adaptable information technology path; and impenetrable security to meet changing threats
 - Support the seamless transition of space operations to a fully functional USSPACECOM
- 2) Recapitalize:** USSTRATCOM will continue to advocate for the Nation's investments in recapitalizing legacy systems and developing supplemental capabilities called for in the 2018 Nuclear Posture Review (NPR). We must continue to:
- Keep triad recapitalization and modernization on track
 - Set recapitalization requirements and promote smart investments for credible nuclear triad delivery systems and a responsive nuclear weapons complex
 - Maintain sufficient flexibility in the nuclear triad to fully execute our national strategy
- 3) Build:** USSTRATCOM must continue to drive rapid acquisition processes and requirements for capabilities pursuant to our mission roles and responsibilities. The NC3 Enterprise Center (NEC), in coordination with USSTRATCOM and key stakeholders, takes on this role for next generation nuclear command, control, and communications (NC3):
- Ensure current NC3 systems are fully understood, secured, and seamlessly support existing and new triad weapon systems
 - As the NC3 enterprise lead, mature the NEC and our next generation NC3 requirements
 - Advocate for supplemental capabilities to execute national strategies and meet requirements laid out in the NPR, such as the sea-launched cruise missile
 - Provide requirements for mature conventional global strike and hypersonic technology to complement current capabilities



COMMANDER'S INTENT

Forge 21st Century Strategic Deterrence

USSTRATCOM is home to the critical mass of the nation's intellectual capital on strategic deterrence. In addition to our nuclear legacy, we must continue building an adaptive global warfighting command that anticipates challenges to deterring strategic attack in all domains.

1) Execute Integrated Strategic Deterrence:

USSTRATCOM will clearly articulate the risk of a strategic deterrence failure, characterize strategic warning for the Department of Defense, identify potential indicators, analyze adversary decision calculus, and conduct integrated operations, activities, and investments to reduce the risk of a deterrence failure across the spectrum of conflict by:

- Building relationships across the Department, combatant commands, services, and agencies to understand considerations of strategic deterrence failure
- Presenting a credible deterrent force, postured appropriately to challenge any adversary perception that they benefit from aggressive action
- Execute a campaign employing tailored strategies and coherent messaging efforts integrated across all elements of national power



2) Increase Command Efficiency & Effectiveness:

USSTRATCOM will coordinate its global operations across combatant commands to present one impenetrable global fighting force:

- Ensure the headquarters and components implement Department reforms and improve resource application to core missions
- Optimize organizational structures and develop agile and flexible warfighters
- Work with the Department, USNORTHCOM, and USSPACECOM to better define missile defense roles and responsibilities supporting strategic deterrence and homeland defense missions
- Adhere to personnel reliability and standards of performance



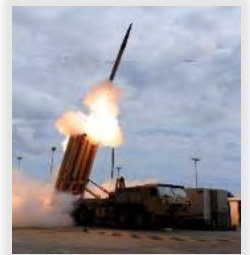
COMMANDER'S INTENT



3) *Grow Intellectual Capital & Influence*

Decision Making: We recognize the strength of our command is the men and women of USSTRATCOM. Through professional development and educational opportunities, we will:

- Build a workforce with the skillsets to meet the demands of today's security environment
- Seek out and provide avenues to attract and retain top talent
- Develop a responsive command that maintains a global, enduring perspective focused on generating both immediate and long-term effects
- Return healthy, resilient professionals back to their Services with a global perspective, joint command experience, and understanding of the elements of strategic deterrence
- Maintain continuous collaboration among national senior leaders, the Department of Defense, government agencies, and academics to understand how key factors in the strategic environment support an integrated approach to strategic deterrence
- Continue to engage global and domestic audiences to dispel nuclear myths
- Lead the effort to re-think how the Department conducts mission rehearsals and war games to address challenges in the security environment





COMMANDER'S NARRATIVE

Teammates, it is a privilege to serve our Nation with you, the Sailors, Soldiers, Airmen, Marines, and Civilians assigned to this command. You continue to impress me with your dedication and ability to meet challenges head-on. My Vision and Intent lays the groundwork for continuing USSTRATCOM's efforts toward a global warfighting command that integrates planning and operations to deter strategic attack in all domains.

Remain Mission Focused

First and foremost, we must remain focused on our mission to deter strategic attack and employ forces, as directed, to guarantee the security of our Nation and our Allies.

USSTRATCOM provides the Joint Force's foundational elements for deterrence and decisive response – fundamental to our Nation's survival. I expect every member of USSTRATCOM to execute our mission and prepare to *Man Battle Stations*, if deterrence fails.

Complete our Initiatives

Second, the command is implementing several measures to perform our mission and I expect every member to Follow the Shot. We will continue to support our Nation's deterrence policies, sustain readiness for the Department's highest priority mission, and advocate for the necessary investments in capabilities to preserve our Nation's deterrent forces. The C2F will support the long-term viability and credibility of our strategic deterrent force and provide the infrastructure to conduct strategic planning, provide global situational awareness to the National Command Authorities, and, if necessary, support global warfighting operations in all domains. The command's Human Capital Framework provides guidance to develop agile, flexible, and responsive professionals, and recruit and acquire top talent to bolster our warfighting team.



COMMANDER'S NARRATIVE



Provide Strategic Deterrence

Finally, USSTRATCOM will focus on approaches that set desired conditions and reach outcomes necessary to maintain our Nation's competitive advantages and provide strategic deterrence. These approaches will follow three lines of effort within our vision statement to Forge 21st Century Strategic Deterrence.



Our Command's Priorities

We must remain ready to respond to threats, deter strategic attacks in all domains across the globe, and assure Allies and partners of our deterrence commitments. Our 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**



You, the men and women of USSTRATCOM, make our Command a responsive global warfighting force, executing our Department's highest priority mission as the ultimate guarantor of our Nation's and Allies' security. I am confident in our ability to succeed when tested and to provide solutions to strengthen military readiness and increase lethality.

All-Ahead Flank!

A handwritten signature in black ink, appearing to read "Charles A. Richard".

CHARLES A. RICHARD
Admiral, U.S. Navy
Commander

A dramatic landscape at dusk or dawn. The sky is a deep, dark blue with wispy clouds. A bright, glowing light source is visible on the horizon, creating a lens flare effect. A bright, diagonal beam of light cuts across the sky from the upper left towards the lower right. The foreground shows silhouettes of trees and a field of grass.

PEACE IS OUR PROFESSION...