

AIR FORCE GLOBAL STRIKE COMMAND

# STRATEGIC PLAN





# AFGSC STRATEGIC PLAN OVERVIEW



## OUR MISSION

Airmen **ALWAYS** ready to provide  
Long-range precision strike...  
anytime, anywhere!

## OUR VISION

Innovative leaders providing safe,  
secure and lethal combat-ready  
forces for nuclear and conventional  
global strike...today and tomorrow!

## OUR FOCUS AREAS



## INTRODUCTION

The cornerstone of America's defense remains deterrence, something that we as Strikers are well versed in. The threat we face may change, but our mission remains constant. As members of the DoD, we must continue to hone our ability to compete strategically, modernize capabilities, and increase capacity to succeed in a high-intensity conflict.

AFGSC is the foundation of long range precision strike for not only the United States but the entire free world. However, we will further change the landscape through our advanced capability efforts such as B-21, Ground Based Strategic Deterrence (GBSD), Long-Range Stand-Off (LRSO) weapon, B-52 and NC3 modernization. A vital piece of the puzzle to meet today's and tomorrow's challenges is the development of our Strikers. We must have capabilities and capacity ... our people are critical to both.

In tomorrow's high-end operational environment, we as Strikers will be stressed and tested in ways we have never seen before. The following focus areas will guide AFGSC to best prepare for tomorrow's challenges and to win against our nation's adversaries.

## PEOPLE

Build courageous problem solvers, capable of intelligent risk taking

## MISSION

Compete, deter, and win against peer competitors

## MODERNIZE

Balance sustaining today's force while modernizing for tomorrow's fight

## ENGAGE

Engage local community & policy makers to increase Airmen quality of life

## MESSAGE FROM THE COMMANDER

Our long-range strike forces, both nuclear and conventional, are foundational to the security of our nation and the free world. To ensure we continue to be the force our nation needs today and in the years to come, Strikers must be **ALWAYS** Ready. The bedrock of all our efforts will always be our people; uniformed Airmen, dedicated civilians and supportive families. Each of my focus areas, from the foundation of our people and all who support them to the pillars of mission, modernization and engagement, underpins our ultimate responsibility...

**LONG-RANGE PRECISION STRIKE... ANYTIME, ANYWHERE!**

As Strikers, you will continue to leave your mark on history, and I am proud to serve alongside each and every one of you as we write the command's next chapter.





# THE STRATEGIC ENVIRONMENT



## INTRODUCTION

The threat to our American way of life has increased, and it is very real. The United States is engaged in long-term strategic competition with China and Russia who are advancing their capabilities and influence. To successfully deter and win against our adversaries, we must all first understand the environment we operate in and our approach to counter it.

Our Strategic Plan is our roadmap to ready our command for the threat and challenges that lie ahead. Our four lines of effort are designed to help elevate the command to the level which the threat demands and our nation deserves.

## CHINA - THE PACING CHALLENGE



- China has publicly stated their intention to reinvigorate 'the Chinese nation' and establish regional hegemony by 2049
- China continues to challenge the U.S. economically, militarily, and technologically and is making rapid advances in space, cyber, and missile technologies
  - Recently tested a hypersonic weapon capable of partially orbiting Earth
  - Significantly investing in robotics, swarming, quantum technologies and other applications of artificial intelligence and machine learning
- China is advancing its nuclear programs at an unprecedented rate to attain a modernized triad
  - Building additional missile fields to include 250 new missile silos, each missile capable of carrying multiple warheads
  - Fielded six ballistic missile submarines and upgraded its bomber fleet to carry nuclear air-launched ballistic missiles
- China continues to undermine Western governments, attack coalitions, and compel economic and political outcomes in their favor through information and systems warfare and cyberspace

*\*All content pulled from open source media*

## RUSSIA - A FAMILIAR COMPETITOR



- Russia continues to build-up and modernize their nuclear-capable forces
  - To date, Russia has recapitalized over 80% of its nuclear strategic forces
- Russia is remilitarizing the Arctic, to include the deployment of conventional and nuclear capable air-launched ballistic missiles
- Russia has made significant advances in building and testing kinetic and non-kinetic anti-satellite weapons designed to disrupt U.S. and allied command and control networks
  - In Nov '21, Russia conducted a test of its ASAT weapon that obliterated a target in orbit, creating a vast cloud of debris which forced astronauts on the International Space Station to seek shelter
- Russia seeks to exert its influence around the globe by sowing chaos, doubt, disinformation, and intimidation

*\*All content pulled from open source media*

THE THREAT THE U.S. FACES IS EVER CHANGING BUT AFGSC'S MISSION REMAINS CONSTANT. THERE ARE NO OTHER FRIENDLY BOMBER OR ICBM FORCES THAT CAN HOLD OUR ENEMIES AT BAY - WE ARE IT!

WE MUST THEREFORE BE ALWAYS READY TO PERSERVE FREEDOM & OUR WAY OF LIFE.

ALWAYS READY!



# PEOPLE



**GOAL: Build Courageous Problem Solvers, Capable of Intelligent Risk Taking**  
Strikers are the foundation of our Command. We win through our people, who drive success in our readiness, modernization, and mission priorities. For this reason, developing and retaining Strikers with the requisite education, training, and experience is vital to the effectiveness of our force.

We must create a more lethal force by fostering a culture that values and leverages the unique talents and backgrounds of our people. A strong foundation of resilient, combat ready, professional Strikers will yield the combat advantage we need to address the rising global threats.

**YOU are our greatest weapons system, and YOU uphold our competitive advantage!**

## ALL AIRMEN & CIVILIANS

### Be Inclusive

- Make all members feel appreciated and a part of the team regardless of their background or rank
  - Be open to differing opinions; create a safe and welcoming environment – creativity flourishes when all ideas are heard

### Be a Good Wingman

- Care about the members around you and their families; help Airmen to find and share their “why”
  - Know your teammates; don’t walk past an Airman having a bad day; understand when and how to offer help

### Be Respectful

- Treat our members with dignity and respect; we are a family of Strikers
  - Address inappropriate behaviors immediately; no lewd jokes or offensive remarks...ever

### Take Initiative

- When you see a problem, work to get it fixed or offer to help
  - Don’t leave problems for those who follow you; seek innovative solutions to improve your organization

## FRONT LINE SUPERVISORS

### Be Authentic

- Highly effective leaders are authentic people who understand themselves and are not afraid to show weakness
  - Remember to listen first!
  - Connect and communicate with team members; strive for genuine, open and truthful relationships
  - Model and allow your people to have a healthy work-life balance; allow time for fitness, leave, and family events

### Be Compassionate

- Enhance self-awareness and emotional intelligence; ask for feedback to understand your blind spots
  - We are all human and have our issues/struggles; show compassion if honest mistakes occur
  - There are leaders that we would go above and beyond because they care – strive to be that leader!

### Build Strong Teams

- Work to build each other up; break down barriers among organization/teams; enhance crosstalk
  - Forge bonds: be deliberate about team building activities, off sites, team gatherings; invest in team development
  - Fight for feedback, establish expectations/provide mission briefs for new team members, conduct exit interviews

### Make Continuous Learning a Priority

- Promote education and professional development with your people, whether officer, enlisted, or civilian
  - Create an environment where continual self-improvement is the standard and provide those opportunities to your team

## COMMAND TEAMS: WING, GROUP, SQUADRON

### Empower Strikers to Be Courageous Problem Solvers

- Embrace the ability to make informed decisions & take data-driven actions; make decisions at the lowest possible level

### Increase Resiliency for Both Members and Families

- Listen and take actions to address areas that affect members and family resiliency
  - Streamline in-processing and out-processing to help reduce the stressors of military life
  - Prioritize sponsor programs to onboard new members & families - ease their burden and make them a part of the team
  - Care for families of our deployed Strikers: provide points of contact they can call, check in often and invite them to gatherings

### Mentor and Groom Leaders...Build Your Bench

- Deliberately develop a large, diverse pool of leaders to ensure the depth and caliber that we will need in the future
  - Our most important task as leaders is developing, deliberately equipping, and actively retaining talented members

**BE DECISIVE - LEAD WITH CHARACTER**



# MISSION



## GOAL: Compete, Deter, and Win Against Peer Competitors

The United States is engaged in long-term strategic competition with China and Russia. The potential for conflict is at its highest since the close of the Cold War and is defined by new challenges and modern capabilities. It is essential to understand that every operational plan in the DoD and every other capability we have rests on the assumption that strategic deterrence will hold. None of our plans or capabilities will work as designed if strategic deterrence, and in particular nuclear deterrence, fails.

In tomorrow's high-end operational environment, we as Strikers will be stressed and tested in ways we have never been. The aspects outlined below will help prepare our Strikers for tomorrow's challenges.

## AFGSC'S MISSION

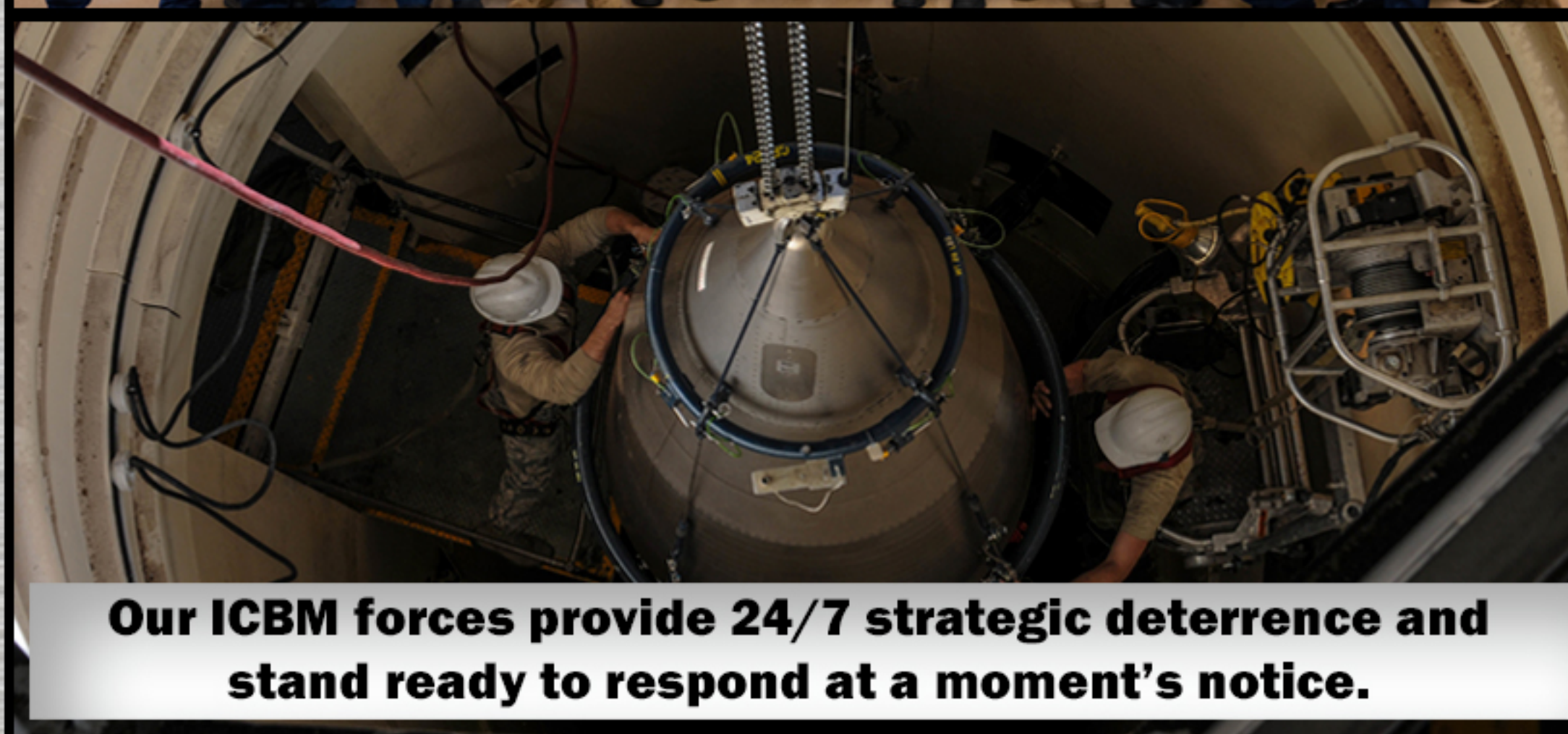
**Airmen ALWAYS Ready to provide long-range precision strike  
...anytime, anywhere!**



**All Strikers, regardless of their role or position, are necessary to protect our nation... We cannot do it without you!**



**Our Bomber Task Force missions provide global assurance & deterrence across all geographic commands.**



**Our ICBM forces provide 24/7 strategic deterrence and stand ready to respond at a moment's notice.**



**Our agile combat employment efforts provide on-call, combat support around the globe.**

## TO BETTER ACCOMPLISH OUR MISSION

### Address inefficiencies to optimize readiness

- Change outdated and stagnant processes and policies to make analytically-informed and timely decisions, while learning when to make risk-informed decisions

### Continue to strengthen relationships with allies and partners

- Our allies and partners are a force multiplier, and our success will depend on how closely we work together to secure our common interests and promote our shared values

### Create the data-driven capabilities and culture needed to achieve decision advantage

- When Strikers have the RIGHT information at the RIGHT place at the RIGHT time, they can make accurate decisions that allow us to be more efficient and lethal
- Enable data-savvy Airmen to take full advantage of the opportunities of data analytics, automation, and other new technologies

**ALWAYS Ready!**



# MODERNIZE



## GOAL: Balance Sustaining Today's Force While Modernizing For Tomorrow

Since our establishment in 2009, the foundation of AFGSC has been our legacy systems which are rooted in weapons technology from decades past. That is all about to change. Over the next decade, AFGSC will experience an unprecedented era of transformation. There will be new stealth bombers on the ramp, new ICBMs on alert, new NC3 architecture, new helicopters patrolling our missile fields, and the list goes on. We are on the edge of seeing a very new command, and these exciting changes are going to need YOU to help them across the finish line.

We must ensure that our modernization efforts are executed with speed, ingenuity and dedication. Additionally, we need to be forward-thinking as we onboard our new weapon systems so they can seamlessly integrate into the field. Our legacy systems need to remain lethal and ready until we complete this transition. To do this, we need your creative, innovative, and "outside-the-box" solutions to remain ALWAYS Ready!

## ERA OF TRANSFORMATION

**As we enter a new era of transformation, our weapon systems are funded and our Strikers are equipped for the future fight. There are no other allied bombers or ICBMs ... We Are It!  
OUR NATION, PARTNERS AND ALLIES ARE COUNTING ON US**

### Intercontinental Ballistic Missile Evolution

- Minuteman III (MMIII) – Initial design life of 10 years, and in 2020 we celebrated 50 years of continuous alert - 24/7, 365 days a year!
- Ground Based Strategic Deterrent (GBSD) is a benchmark program that will...
  - Replace all 400 MMIII ballistic missile systems
  - Completely revamp aging launch facilities, launch control centers & missile alert facilities with state-of-the-art technology
  - Utilize digital engineering and modularity to outpace the threat

### Bomber Fleet Modernization

- Our bomber platforms are aging – the mighty B-52 entered service in 1961 while the B-1 and B-2 had their first flights over 30 years ago
- AFGSC will transition from a three bomber force to two:
  - B-1, B-2, & B-52 → Modernized B-52 & B-21
    - The B-52 will receive new engines, radar & avionics
    - The B-21 will provide next-generation stealth technology
- The current fleet is in high demand providing support all over the world
  - It is imperative we maintain the lethality of the B-1 & B-2 until the B-21 is fielded

### Next-Generation Weapon Systems

- Long Range Stand-Off Weapon (LRSO)
  - Replaces the 25+ year old Air Launched Cruise Missile
  - Provides recallable/re-targetable nuclear capability to hold any target at risk with a visible and tailorable deterrent
- AGM-183 Air-launched Rapid Response Weapon (ARRW)
  - The first U.S. air-launched hypersonic weapon
  - Enables our combatant commanders to hold fixed, high value, and time-sensitive targets at risk in a contested domain from stand-off distances

### Other Systems Being Recapitalized

- Survivable Airborne Operations Center (SAOC) will replace the aging E-4B National Airborne Operations Center (NAOC) and will provide an advanced command and control capability that is survivable and enduring
- MH-139 Grey Wolf will replace the outdated UH-1N Huey, providing increased speed, range, and lift capabilities
- Nuclear Command, Control, and Communication (NC3) architecture will be completely revamped ensuring the backbone of the nuclear triad is modular, resilient, and survivable



**BE BOLD - BREAK THE STATUS QUO**



# MODERNIZE



## TOTAL FORCE MODERNIZATION

We are undergoing some of the biggest modernization efforts in decades, simultaneously. We have to ensure our current systems last until replacements arrive. Here are ways you can help.

### Don't let existing policies & procedures restrict how we operate new systems

- Leverage existing policies and regulations to our advantage
- Develop relationships with program stakeholders
- Capitalize on lessons learned from other programs to accelerate ours
- Prepare the force for these capabilities to ensure there is a seamless transition from old to new
  - This includes: new construction, training for personnel, support equipment, manning requirements, etc

### Generate innovative solutions at all levels to maintain our competitive edge

- All Strikers are empowered to identify and provide solutions for mission short-falls, gaps, or inefficient processes
  - Develop a thought out plan, and present it to your supervisor
- We succeed through your innovative ideas and solutions – utilize STRIKEWERX
- Leaders must encourage Strikers to take intelligent risks and understand failure is a part of the learning process

## CURRENT FORCE



## FUTURE FORCE

BE BOLD - BREAK THE STATUS QUO



# ENGAGE



## **GOAL: Proactively Develop Relationships at All Levels**

If we are to succeed at preserving our nation's freedom, then we must continuously strive to be the most lethal Air Force in the world. To do this, we must make a concentrated effort to cultivate partnerships, understanding, and sense of cooperation between our installations and local, state, and federal communities and agencies, as well as our international allies and industry partners. In addition to preserving our national security, AFGSC is committed to investing in our communities that support us.

The following outlines ways in which Strikers at all levels can help build and strengthen relationships both on and off base.

## **ON BASE**



**Build and strengthen relationships across your base or organization allowing Strikers to be more effective and efficient**

- Break down stovepipes among organizations and career fields!
- Introduce new members to sister organizations; crosstalk to promote understanding of different roles and missions
- Create the connections for a cohesive base team – too often there is an “us vs them” mentality amongst our own teammates

## **LOCAL COMMUNITY**



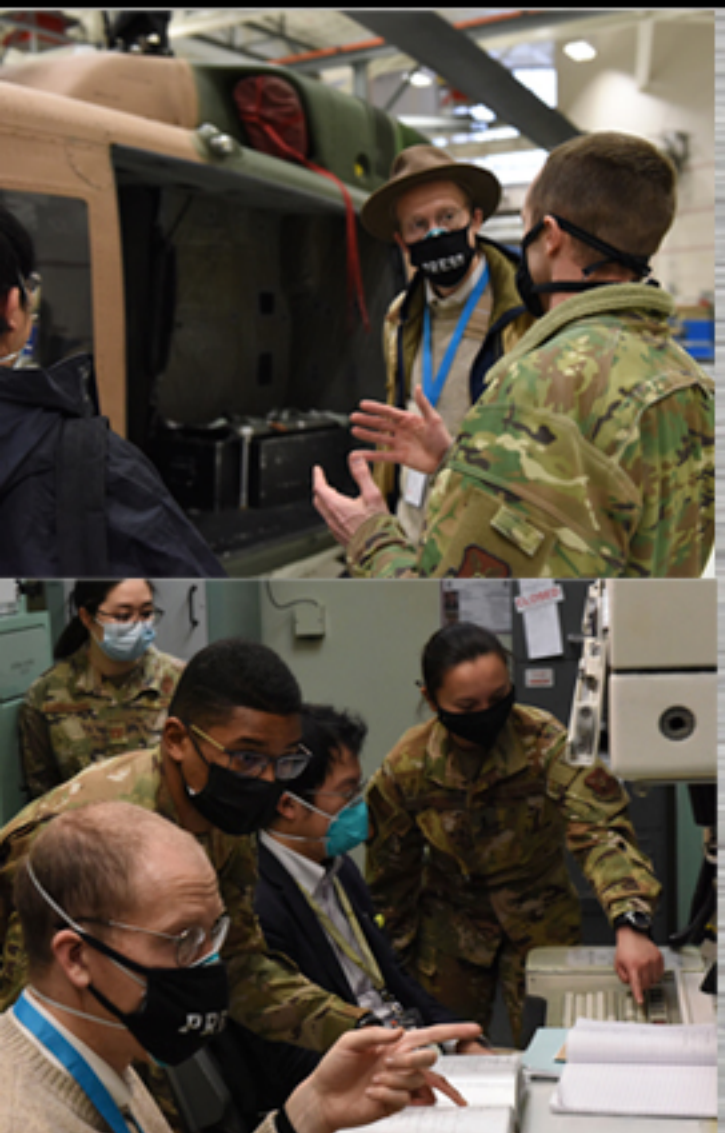
**Develop an open, mutually beneficial, cooperative relationship between the installation and the community**

- Be an active helper in the community, volunteer with local non-profit organizations
- Integrate with local community, participate in activities both on and off base

**Commanders should educate community leaders and influencers on the effect local issues have on the base, mission, and/or quality of life for Strikers and families enabling them to advocate for solutions on our behalf**

- Determine your top 2-3 prioritized issues that require help, support, or advocacy
- Determine who your influencers are in the local community and state legislature
- Engage and educate key stakeholders on your mission and issues
- Invite stakeholders on base to see Strikers in action and to discuss mission impacts or our Striker families

## **STRATEGIC ENGAGEMENTS**



**Continue to build and strengthen international relationships**

- Coordinate with our allies and partners through Bomber Task force rotations and missions

**Commanders should synchronize legislative efforts**

- Reach out to the AFGSC's Legislative Liaison & local civic leaders, Military Affairs Committee, and Chamber of Commerce
- Seek to introduce and educate representatives on your mission and problems
- Consider the timing of engagements (e.g. state and federal congressional cycles; prior to major local milestones or events)

**Stay informed with the latest technologies**

- Engage with local universities, national labs, think-tanks, and industry partners

**PROACTIVELY DEVELOP RELATIONSHIPS AT ALL LEVELS**



# STRIKE ON!

