



TWENTIETH AIR FORCE



STRATEGIC PLAN



2021





INTRODUCTION

Since the last Twentieth Air Force Strategic Plan was published, many things have changed in the world but our primary mission and foundational documents remain the same. Yet just as aircraft require small adjustments to maintain course, our mission and organization requires updating and adjustments. The purpose of this document is to capture those changes.

Maj. Gen. Michael Lutton
Commander, Twentieth Air Force

Chief Master Sgt. Charles Orf
Command Chief, Twentieth Air Force

“Execute at a high standard; be disciplined in execution; pay attention to details and have fun.”

-General Charles Q. Brown, Jr., Chief of Staff of the Air Force

Commander's Expectation

I expect all commanders to set the example for our Airmen. As commanders, set an appropriate command climate-regulations and policies must be adhered to and enforced. Air Force Instruction 1-1 and 1-2 contain our shared Air Force standards. I expect commanders to create an environment free of discrimination, sexual harassment or assault, religious intolerance, and inappropriate relationships. If they do occur, deal with them in a fair, objective, and timely manner consistent with Air Force Instructions and the Uniform Code of Military Justice.

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THE --- SITUATION

Threats to United States national security will likely expand and diversify, driven in part by Russia and China.

At present, Russia and China pose the greatest espionage and cyber-attack threats. However, it is anticipated that all potential adversaries and strategic competitors will increasingly build and integrate cyber espionage, attack, and influence capabilities. Furthermore, Russia will remain the most capable weapons of mass destruction potential adversary, developing new strategic and nonstrategic weapons systems. China will also continue to expand and diversify its weapons of mass destruction capabilities. The United States must defend and sustain the force in a contested and degraded environment.

As we continue to accomplish our mission, our communication and cyber products remain key to daily interactions and have made logistics, mission support, and medical forces even more important to supporting our task in meeting USSTRATCOM OPORD Global Citadel.

THE COMMANDER'S INTENT

Given the global security environment, our team must provide **combat-ready forces**. We are part of a **Joint Force** prepared to win. Our team will continue to grow lethality and innovate to provide military options to ensure our nation always meets the global security environment **from a position of strength**.

MISSION

Defend the United States with combat ready nuclear forces; on order, conduct global strike.

VISION

The world's most respected and feared global strike team, always ready to strike.

PRIORITIES

1. Build integrated lethality
2. Develop and care for Airmen and families
3. Lead nuclear surety and weapon system safety

We accomplish our mission, meet our priorities and strive for our vision through team excellence.

PAST

Twentieth Air Force units have a rich history of getting the mission done no matter the challenge.

FUTURE

Modernize the force.

MH-139 - bed-down is critical to our security mission. Upcoming construction projects as well as procuring the appropriate personnel is a challenging yet critical task in the next year. The people of the United States are counting on us.

GBSD transition - Although this weapon system is one of the most affordable in history, there is still a large lift in front of us. Maintaining one system and transitioning to another is going to take all 10,400 Airmen working together to bring the process to fruition. Construction begins in 2023 at F. E. Warren AFB.

StrikeWERX, Spark Sprints and other innovation processes – By leveraging Air Force Innovation processes, universities and local small business, a whole new world of possibilities opens for completing the mission.

LINES OF EFFORT

Twentieth Air Force's path lie in these 4 Lines of Effort. Each unit will have their own goals associated with these lines of effort but the overarching goals for Twentieth Air Force are outlined below:



EXECUTE THE MISSION

- Continue to meet all Operation GLOBAL CITADEL tasks
- Set an environment for 100% of Airmen to pass fitness test
- All Airmen meet medical readiness
- Mission balance with mental and physical fitness

MANAGE RESOURCES

- Maintain NWRM/NCE accountability
- Lead a culture of cost consciousness
- Current & accurate readiness reporting
- Leverage small business

LEAD PEOPLE

- Continue to develop and care for Airmen and families
- Motivate and recognize excellence through awards/recognition and e-portfolio programs
- Integrate new weapon systems

IMPROVE THE WING

- Continue to integrate risk management into training and daily ops
 - Execute high fidelity, realistic exercises
 - Missile Field Battle Space Awareness – continue fielding of ROP/Watchtower and WarTEK programs
 - Field Restricted Area Badge
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CONCLUSION

Last year Twentieth Air Force celebrated 75 years since its creation. The men and women who have served in its ranks have seen a myriad of challenges and through grit and determination, managed to successfully complete the mission each and every time. Today is no different. There is no doubt that this a very challenging time in our history however we have everything we need to be successful. The time is at hand to grow past our current capabilities and create an even stronger nuclear community. Now let's get to work.

