

319TH RECONNAISSANCE WING

STRATEGY

MISSION

**TO PROVIDE COMBAT-READY AIRMEN
AND AIRPOWER TO THE FIGHT**

VISION

**INNOVATIVE AIRMEN, DELIVERING WARFIGHTER
ADVANTAGE NOW, AND CREATING ENDURING
ADVANTAGE FOR AMERICA'S FUTURE**

DESIRED END STATE

**A COMBAT-CREDIBLE FORCE, READY AND ABLE TO
DEFEAT THREATS IDENTIFIED IN THE NATIONAL
DEFENSE STRATEGY, MOST ESPECIALLY
CHINA AND RUSSIA**



PRIORITY 1: BE READY TO FIGHT AND WIN

OUR MOST FUNDAMENTAL DUTY IS ENSURING READINESS TO FIGHT AND WIN, ANYTIME, ANYWHERE. OUR WING ENABLES AND CONDUCTS UNBLINKING GLOBAL OPERATIONS, AND WE WILL CONTINUE TO TRAIN AND PREPARE FOR OPERATIONS IN INCREASINGLY UNCERTAIN, COMPLEX, AND CONTESTED ENVIRONMENTS. WE PREPARE FOR THESE BY FOSTERING OUR ABILITY TO COMMAND AND CONTROL THROUGH THE PRINCIPLES OF MISSION COMMAND, ESTABLISHING AN A-STAFF, REHEARSING AGILE COMBAT EMPLOYMENT, UNDERSTANDING OUR DESIGNATED OPERATIONAL CAPABILITY STATEMENTS, AND TRAINING TO BE MULTI-CAPABLE AIRMEN (MCA). WE MUST BE WILLING TO MAKE BOLD, RISK-CALCULATED DECISIONS BASED ON COMMANDER'S INTENT, TO EXPLOIT EMERGENT OPPORTUNITIES AND WIN AGAINST CHINA, OUR PACING CHALLENGE; RUSSIA OUR ACUTE THREAT; AND OTHER PERSISTENT THREATS IDENTIFIED IN THE NATIONAL DEFENSE STRATEGY (NDS).

OBJECTIVE: PREPARE WARFIGHTERS FOR THE NEW ERA OF COMPETITION AND CONFLICT

AMONG OUR HIGHEST PRIORITIES ARE TO SHAPE FORCE PRESENTATION FOR OUR WING'S MISSIONS AND GENERATE CONSTITUENT FORCE ELEMENTS THAT DEPLOY TASK-ORGANIZED COMBAT POWER. TO PREPARE, WE WILL DEVELOP HIGH-FUNCTIONING ORGANIZATIONAL MODELS WITH CLEARLY ARTICULATED AUTHORITY, TRAIN TO RIGOROUS COMBAT-FOCUSED STANDARDS, AND EQUIP A DIVERSE BODY OF AIRMEN WITH THE TOOLS NECESSARY TO COMPETE, DETER, AND IF NECESSARY -- FIGHT AND WIN.

OBJECTIVE: IMPLEMENT A CULTURE OF MISSION COMMAND

OPERATIONAL AND STRATEGIC ENVIRONMENTS HAVE CHANGED, AND SO TOO HAS THE NEED FOR A MORE EFFECTIVE COMMAND AND CONTROL METHODOLOGY. MISSION COMMAND NECESSITATES ALL ECHELONS OF LEADERS UNDERSTAND COMMANDER'S INTENT, MAKE RISK-INFORMED DECISIONS, AND OPERATE THROUGH SHARED UNDERSTANDING AND TRUST. LONG TERM CULTURE CHANGE ALSO REQUIRES PERSONNEL TO UNDERSTAND AND DELINEATE BETWEEN THE STRUCTURAL ELEMENTS PHILOSOPHICAL AND CULTURAL ASPECTS OF MISSION COMMAND.

OBJECTIVE: BUILD JOINT AND COALITION MINDED PROFESSIONALS

OUR MISSION SPANS THE DOMAINS OF AIR, SPACE, CYBER, LAND, AND SEA. OUR AIRMEN MUST COMMUNICATE AND OPERATE BY, WITH, AND THROUGH EACH OF THESE DOMAINS. ALSO, TO SUCCEED IN FUTURE ENVIRONMENTS WE MUST LEVERAGE OPPORTUNITIES WITH JOINT, INTER-AGENCY, ALLIES, AND PARTNERS AT HOME AND ABROAD. WE WILL PURSUE OPPORTUNITIES TO IMPROVE COMMUNICATION, SHARE LESSONS LEARNED, AND FURTHER REFINE WARFIGHTING INTEGRATION.

PRIORITY 2: GROW READY AND RESILIENT AIRMEN AND FAMILIES

A CONTEMPORARY FORCE REQUIRES CUTTING-EDGE RESOURCES TO MEET THE NEEDS OF AN INCREASINGLY DIVERSE, WELL-EDUCATED, AND FORWARD-LOOKING ENTERPRISE. WE ARE COMMITTED TO A WHOLE OF COMMUNITY EFFORT TO BUILD HEALTHY, RESILIENT, AND MATURE AIRMEN AND FAMILIES TO THRIVE IN REMOTE OR ISOLATED LOCATIONS AND HIGHLY STRESSFUL SITUATIONS. GROWING RESILIENT AIRMEN AND FAMILIES REQUIRES INNOVATIVE THINKING AND BOLD LEADERSHIP TO DO AWAY WITH INEFFECTIVE PROGRAMS. WE MUST SEEK, EXPERIMENT, AND ON-BOARD NEW AND FRESH PROGRAMS AND POLICIES FOCUSED ON PHYSICAL, SPIRITUAL, MENTAL, AND COMMUNITY HEALTH. BETWEEN OUR ARTFUL LEADERSHIP TEAMS, INTEGRATED RESILIENCE OFFICE, MEDICAL TREATMENT FACILITY, MILITARY AND FAMILY READINESS CENTER, CHAPLAIN CORPS, AND A MULTITUDE OF HELPING AGENCIES, WE ARE POSTURED TO SUPPORT THE WELL-BEING OF OUR AIRMEN AND FAMILIES TO ENSURE THEY REACH THEIR FULL POTENTIAL.

OBJECTIVE: DEVELOP READY AIRMEN

OUR MISSION NECESSITATES WE BE READY AND PREPARED FOR A MULTITUDE OF CHALLENGES. DAILY, WE CONDUCT EMPLOYED-IN-PLACE AND DEPLOYED OPERATIONS IN SUPPORT OF NUMEROUS COMBATANT COMMANDS. COMMANDERS AND SUPERVISORS WILL FOLLOW A SYSTEMATIC AND DISCIPLINED APPROACH WHICH WILL INCLUDE THE FOLLOWING:

- COMMANDERS WILL SET AN ENVIRONMENT IN ACCORDANCE WITH AFI 1-1 AIR FORCE STANDARDS.
- WE WILL WORK TIRELESSLY TO ENSURE OUR AIRMEN HAVE THE NECESSARY EDUCATION, TRAINING, AND RESOURCES TO THRIVE DURING REAL-WORLD OPERATIONS. WE WILL ALSO PREPARE FOR POSSIBLE FUTURE REMOTE, CONTESTED, AND ADVERSE OPERATIONS.
- WE WILL EXPAND OUR UNDERSTANDING OF MCA AND REFINE PROCESSES TO EVALUATE, ADVOCATE, AND COMMUNICATE OPPORTUNITIES, CHALLENGES, AND RISK.

OBJECTIVE: GROW READY FAMILIES AND A RESILIENT COMMUNITY

WARFIGHTING READINESS IS SUPPORTED BY STRONG FAMILIES AND A MULTITUDE OF HELPING AGENCIES READY TO SUPPORT ALL AIRMEN, CIVILIANS, AND DEPENDENTS. THE PILLARS OF OUR APPROACH ARE ALIGNED TO THE AIR FORCE FIVE AND THRIVE STRATEGY BY BRINGING INTO FOCUS CHILDCARE, EDUCATION, HEALTHCARE, HOUSING, AND SPOUSE EMPLOYMENT. ADDITIONALLY, WE WILL WORK TO ENSURE EVERYONE HAS A WARM HANDOFF TO THE RIGHT PROGRAM OR RESOURCE. WE WILL DEVELOP COLLABORATIVE EFFORTS TO BUILD AIRMEN AND FAMILY COMPREHENSIVE FITNESS, STRENGTHEN COMMUNITY TIES, AND FOCUS ON A SHARED FUTURE VISION.

OBJECTIVE: EXPAND READINESS RESOURCES

OPERATING AT VARIOUS LOCATIONS ACROSS THE GLOBE PRESENTS UNIQUE CHALLENGES. CARING FOR OUR AIRMEN REQUIRES EMPATHY, COMPASSION, AND HAVING THE ABILITY TO POSITIVELY INFLUENCE SOMEONE THE RIGHT WAY AT THE RIGHT TIME. SAID DIFFERENTLY, AS THE SOCIETY WE DEFEND EVOLVES, OUR REPOSITORY OF TOOLS MUST BE DYNAMIC TO GUARANTEE OUR WING MEETS THE HIGHEST STANDARDS OF READINESS. WE ARE COMMITTED TO SEEKING FRESH PERSPECTIVE, LISTENING TO THE NEEDS OF OUR PEOPLE AND, IN TURN, DISCOVERING NEW RESILIENCY TOOLS AND ORGANIZATIONAL PARTNERSHIPS. WE WILL DEDICATE TIME TO BUILD COMPREHENSIVE FITNESS, PURSUE ENGAGING AND WORTHWHILE TRAINING, AND RESOURCE INNOVATIVE SOLUTIONS.



PRIORITY 3: CHAMPION INNOVATION

WE ARE IN A PERIOD OF GREAT POWER COMPETITION. OUR NATIONAL SECURITY DEMANDS WE FOSTER A CULTURE THAT GIVES VOICE TO ALL IDEAS AND IMPLEMENTS THE VERY BEST. WE WILL CREATE AN ORGANIZATIONAL CULTURE OF PROFESSIONAL CURIOSITY, DIVERSITY, INNOVATION, AND ACTIVE WILLINGNESS TO CHALLENGE THE STATUS QUO. OUR GOAL IS TO EXPAND OUR INNOVATION ECOSYSTEM, ALLOWING US TO REALIZE PRIORITIES OF OUR HIGHER HEADQUARTERS AND SENIOR LEADERS IN ACCORDANCE WITH THE NDS. BEYOND THIS, WE WILL JUDICIOUSLY MANAGE CONSTRAINED RESOURCES TO REALIZE NEW, ASYMMETRIC COMPETITIVE ADVANTAGES INCLUDING, BUT NOT LIMITED TO, REAL-WORLD INTEGRATION SOLUTIONS TO MEET COMBATANT COMMAND REQUIREMENTS, AND JUDICIOUSLY MANAGING CHANGES TO THE AIR FORCE INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE ENTERPRISE INCLUDING DIVESTMENTS AND NEW CAPABILITIES. INNOVATION WILL BE FURTHER ENABLED THROUGH THE IMPLEMENTATION OF MISSION COMMAND.

OBJECTIVE: ALIGN EFFORTS TO HIGHER HEADQUARTERS OPERATIONAL IMPERATIVES

INNOVATION IS OCCURRING IN EVERY CORNER OF THE DEPARTMENT OF DEFENSE. MORE SPECIFICALLY, THE DEPARTMENT OF THE AIR FORCE IS RAPIDLY ONBOARDING NEW OPERATING CONCEPTS, IMPERATIVES, AND REVISIONS ACROSS DOTMLPF-P FRAMEWORK¹. THE 319 RW WILL ALIGN TO THESE CHANGES THROUGH AGILE LEADERSHIP, A-STAFF PRACTICES, AND POLICY AND PROGRAM DECISIONS OR RECOMMENDATIONS. MOREOVER, WE WILL PRACTICE ATTENTIVE LISTENING TO ECHELONS, INTERNALLY AND EXTERNALLY, AND PIVOT COMMUNICATION AND COLLABORATION TO MEET OPPORTUNITIES.

OBJECTIVE: ARTICULATE A FUTURE-FOCUSED STRATEGY

SEIZING ON STRATEGIC OPPORTUNITY AFFORDED THROUGH MISSION COMMAND, WE WILL IMPLEMENT A FUTURE-FOCUSED STRATEGY THAT ALIGNS CONCEPTS AND EFFORTS TO THE NATIONAL SECURITY STRATEGY, NDS, NATIONAL MILITARY STRATEGY, AND HIGHER HEADQUARTER IMPERATIVES. WE WILL USE THIS STRATEGY TO DRIVE ACTIVITIES, FOCUS ON OPPORTUNITY AND POSITION THE WING TO COMPETE, DETER AND WIN AGAINST OUR NATION'S ADVERSARIES. FURTHERMORE, WE WILL REMAIN FLEXIBLE TO DISCOVER NEW INSIGHTS, MANAGE CHANGES TO OUR TECHNOLOGY, PARTNER WITH STAKEHOLDERS, AND WE WILL BUILD OUR COMBAT CREDIBILITY AND ENDURING ADVANTAGE THROUGH DISCIPLINED PRACTICES THAT CONSISTENTLY DRAW FROM STRATEGIC IMPERATIVES.

OBJECTIVE: NURTURE OPERATIONS-FOCUSED INNOVATION, TRAINING, AND EDUCATION OPPORTUNITIES

TO SUCCEED IN GREAT POWER COMPETITION REQUIRES A DELIBERATE APPROACH TO INNOVATION. WE WILL SUPPORT ORGANIC WORKPLACE SOLUTIONS AND FOSTER USE OF THE NORTH SPARK DEFENSE LABORATORY. FURTHER, WE WILL MAXIMIZE RELATIONSHIPS WITH MISSION PARTNERS SUCH AS GRAND SKY, CUSTOMS AND BORDER PROTECTION, SPACE DEVELOPMENT AGENCY, CAVALIER SPACE FORCE STATION, ACADEMIA, AND CITY, STATE, AND COMMUNITY ENTITIES TO REALIZE CUTTING EDGE SOLUTIONS TO SHARED INTERESTS. WE WILL ENSURE AIRMEN HAVE THE TIME, OPPORTUNITY, AND RESOURCES AND ARE EMPOWERED AT ALL LEVELS TO PURSUE INNOVATION. THIS INCLUDES DEDICATED TIME FOR EXPERIMENTATION, TRAINING AND EDUCATIONAL OPPORTUNITIES, AND TEST RESOURCES.

¹ DOCTRINE, ORGANIZATION, TRAINING, MATERIEL, LEADERSHIP AND EDUCATION, PERSONNEL, FACILITIES, AND POLICY

PRIORITY 4: BUILD LASTING PARTNERSHIPS

THE SUCCESS OF OUR MISSION RESTS ON EFFECTIVE GLOBAL PARTNERSHIPS. WHERE APPROPRIATE, INSTALLATION AND GEOGRAPHICALLY SEPARATED UNIT (GSU) COMMANDERS WILL WORK WITH PARTNER ORGANIZATIONS, APPLICABLE HIGHER HEADQUARTERS, AND LOCAL GOVERNMENTS TO DEVELOP POLICIES AND OPPORTUNITIES THAT FURTHER OUR MISSION, OPERATIONS, AND QUALITY OF LIFE. AIRMEN AND PROFESSIONAL ORGANIZATIONS WILL PROMOTE COLLABORATION IN OUR LOCAL COMMUNITIES, AND WE WILL STRENGTHEN PARTNERSHIPS WITH GRAND FORKS AFB TENANT UNITS AND INSTALLATION COMMANDS HOSTING 319 RW GSUs, TO ACHIEVE OUR SHARED NATIONAL DEFENSE OBJECTIVES.

OBJECTIVE: FOSTER PUBLIC-PRIVATE PARTNERSHIP

319 RW AIRMEN WILL CONTINUOUSLY SEEK OPPORTUNITIES TO IMPROVE COMMUNICATION AND BUILD CONNECTION BETWEEN OUR ON AND OFF BASE COMMUNITIES. ADDITIONALLY, WE WILL PURSUE MISSION- ENABLING AND FORCE-MULTIPLYING OPTIONS AT SCALE THROUGH COOPERATIVE AGREEMENTS WITH INSTITUTES OF HIGHER LEARNING, BUSINESSES, AND PARTNER GOVERNMENT AGENCIES. WE WILL SYNCHRONIZE EFFORTS CONCERNING SHARED INTERESTS TO CREATE SHARED SOLUTIONS AFFECTING ECONOMIC GROWTH, TALENT MANAGEMENT, INFRASTRUCTURE, EDUCATION, ACCESS TO CARE, AND QUALITY OF LIFE.

OBJECTIVE: COMMUNICATE AND GUIDE FEDERAL, STATE, AND LOCAL SUPPORT

INSTALLATION AND GSU COMMANDERS WILL WORK WITH STATE AND LOCAL GOVERNMENTS TO DEVELOP OPPORTUNITIES THAT FURTHER THE DEPARTMENT OF THE AIR FORCE'S MISSION AND OPERATIONS WHILE IMPROVING QUALITY OF LIFE FOR OUR AIRMEN AND THEIR FAMILIES. THESE EFFORTS SHOULD ENCOMPASS BASE SUSTAINMENT, ENERGY, TRANSITION ASSISTANCE, MORALE, WELFARE AND RECREATION, EMERGENCY SERVICES, ACCESS TO CARE, MUTUAL TRAINING, MILITARY FAMILY EDUCATION, STEM TRAINING, AND FIVE AND THRIVE TENANTS.

OBJECTIVE: ENABLE SUCCESS FOR OUR DEPARTMENT OF DEFENSE MISSION PARTNERS

THE SPACE DEVELOPMENT AGENCY IS TRANSFORMING SPACE CAPABILITIES TO DELIVER THE PROLIFERATED WARFIGHTER SPACE ARCHITECTURE TO MEET OUR NATION'S RAPIDLY EVOLVING NEEDS. THE TEST RESOURCE MANAGEMENT CENTER'S SKYRANGE PROGRAM AIMS TO ACCELERATE HYPERSONIC MISSILE TECHNOLOGY, PROVIDING A DETERRENT ADVANTAGE. BOTH PROGRAMS DIRECTLY CONTRIBUTE TO THE SECRETARY OF THE AIR FORCE'S OPERATIONAL IMPERATIVES AND OUR NATION'S MILITARY ELEMENT OF POWER. WE WILL WORK WITH OUR HIGHER HEADQUARTERS TO ENSURE ALIGNMENT OF EFFORTS AND SUPPORT THESE AND OTHER MISSION PARTNERS' CRITICAL PROGRAMS.

