

LITTLE ROCK AIR FORCE BASE



# 19TH AIRLIFT WING



2021  
STRATEGIC PLAN

***“Home of Herk Nation”***

# LETTER FROM THE COMMANDER



Angela F. Ochoa, Colonel, USAF  
Commander, 19th Airlift Wing



Black Knights,

The past few months highlight a turning point in our lives and careers as Airmen. We commemorated the 20th Anniversary of the horrific terrorist attacks on our Nation and reflected on 20 years of continuous combat operations in Afghanistan. In the weeks leading up to 9/11, we watched and participated in Operations ALLIES REFUGE and ALLIES WELCOME, where Air Mobility Command executed an airlift operation of historic consequence, resulting in the final withdrawal from Afghanistan. As we enter a new era, we will see a significant shift in focus toward competition with our pacing challenge – China.

Back in August, leaders across the 19th Airlift Wing analyzed our strengths and weaknesses, our opportunities and threats, and reshaped our mission, vision, and enduring priorities with an eye towards winning a great power conflict. This is the first step in the Wing's iterative process where we will constantly assess ourselves in preparation for the high-end fight. This document provides the necessary Commander's Intent for the next year so leaders at all levels can move out and get to work. The time is now. China is not waiting and will outpace us if we don't up our game. Our newest Airmen today will be the leaders of tomorrow's wars. It is our responsibility to ensure they are properly trained, equipped and ready to fight and defend our Nation's interests and our way of life...now and forever.

I am proud to be on this team. Thank you for your service and dedication to each other and our mission.

You are empowered--GO LEAD!

ROCK 01

# MISSION & VISION

	MISSION	VISION
	<b>To Fly, Fight, and Win... Airpower Anytime, Anywhere</b>	<b>The World's Greatest Air Force - Powered by Airmen, Fueled by Innovation.</b>
	<b>Rapid Global Mobility... Right Effects, Right Place, Right Time!</b>	<b>Air Mobility Warriors - Projecting Decisive Strength Across Contested Domains and Delivering Hope... Always</b>
	<b>Undaunted Tactical Airlift - Anytime, Anywhere!</b>	<b>Ready for the Next Challenge</b>





## We are... Black Knights with a HERK Mindset

The Black Knights have a reputation. When someone calls upon the 19th Airlift Wing, they know a team that embraces the *HERK Mindset* will answer. This *HERK Mindset* belongs to Airmen who are **H**ardworking, **E**mpowered, **R**eliable, and **K**nowledgeable. We don't shy away from challenges, we embrace them. Give us a problem and we'll solve it. When adversity strikes us in the face, our team will overcome. What does it mean to be a Black Knight? We deliver; no matter the task, no matter the conditions, we figure out a way to get it done.

Having a *HERK Mindset* means we have a "fail forward" mentality. We may not get it right the first time, but we will persist and prevail. We are a team that empowers Airmen to make decisions at the speed of relevance and at the lowest level of authority. We embrace a debrief culture that challenges each other to evaluate every action and ensures all members of our team grow by learning together. We hold ourselves and each other accountable.

Black Knights with a *HERK Mindset* are courageous. We trust in each other, our training, our knowledge, and we remain confident in our ability to make a difference. We take care of each other and our Families. We work hard, play hard, and have fun!

### **WE WILL SUCCEED AS BLACK KNIGHTS BECAUSE WE ARE:**

- Servant Leaders who cultivate trust, dignity and respect for all
- Disciplined professionals who push through barriers and take bold, deliberate risk
- Airmen of the highest character who lead with grace and love
- A unified team committed to our core values and each other



# 19TH Airlift Wing

**MISSION** Undaunted Tactical Airlift - Anytime, Anywhere!

**VISION** Ready for the next challenge

**WE ARE**

**Black Knights with a**

**Hardworking, Empowered, Reliable, Knowledgeable Mindset**

**ENDURING PRIORITIES**

**Airmen**

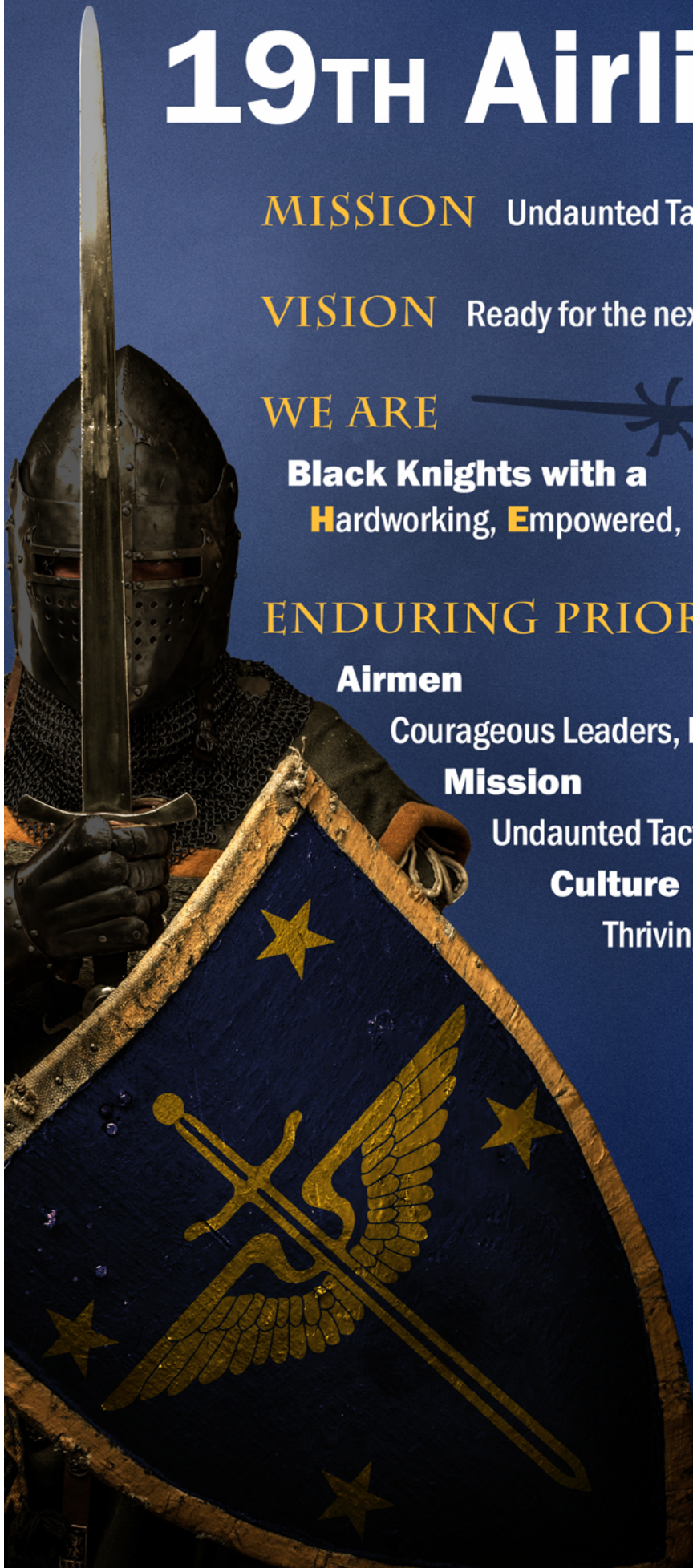
Courageous Leaders, Resilient Warriors & Strong Families

**Mission**

Undaunted Tactical Airlift and Agile Combat Support

**Culture**

Thriving Herk Nation





# ENDURING PRIORITY 1: AIRMEN



## AIRMEN – COURAGEOUS LEADERS, RESILIENT WARRIORS, AND STRONG FAMILIES

- 1A: Cultivate fitness in mental, physical, social, and spiritual domains and normalize help-seeking behaviors  
(OPR: 19 MDG)
- 1B: Nurture healthy Families and an active, robust care network (OPR: A&FRC)
- 1C: Accelerate Airmen’s deliberate development and invest in future potential  
(OPR: 19 AW/CCC)

Airmen are our greatest strength and they must be courageous leaders or we will lose the future fight. A courageous leader is willing to be vulnerable, to take risk, and embrace failure as an opportunity to learn. As Airmen, we are called to embody a warrior ethos and optimize human performance in all domains. To achieve maximum performance we train our bodies and minds, grow our emotional intelligence, ensure social connectedness, and develop spiritual wellness. We recognize when we are not well and have the courage to ask for help. Asking for help is a sign of strength and it starts with building trust in our relationships with front-line supervisors and helping agency professionals. Furthermore, our Families are integral to our success and we will ensure they are healthy, strong, and supported by an engaged care network. Finally, we will move even faster to build the leaders we need tomorrow through deliberate development and by investment in their future potential.

# ENDURING PRIORITY 2: MISSION

## MISSION – UNDAUNTED TACTICAL AIRLIFT AND AGILE COMBAT SUPPORT

- 2A: Execute impeccable fundamentals  
(OPR: All Commanders)
- 2B: Infuse an understanding of our future adversaries and threats in order to dominate the battlefield of tomorrow  
(OPR: 19 AW OSS/OSI)
- 2C: Ignite change, drive innovation, and develop tactics, techniques, and procedures (TTPs) for the high-end fight  
(OPR: 19 OG/CC)

The foundation of our mission lies in our ability to execute impeccable fundamentals in all our daily tasks, in garrison, employed, and deployed. What our nation asks of us is challenging and we strive for excellence in order to deliver. As we shift focus to our pacing challenge, China, we must know them and understand their strengths and weaknesses, how they view us, and how to exploit their vulnerabilities. We must train to execute with mission command and mission-type orders at the lowest level of authority if we are to succeed in a high-end fight. Lastly, the TTPs that won yesterday's war will fail us in tomorrow's war. We must adapt and change our warfighting principles now. We don't know the exact environment and enemy tactics of tomorrow, so we must continue experimentation, to include Agile Combat Employment, Multi-Capable Airmen, and drive a culture of innovation to support future capabilities.





# ENDURING PRIORITY 3: CULTURE



## CULTURE – THRIVING HERK NATION

- 3A: Create a connected community where every person feels valued, included, and can reach their full potential (OPR: 19 AW/CV)
- 3B: Eliminate bureaucracy and streamline decision-making (OPR: 19 MSG, 19 AW/DS)
- 3C: Advance an environment that demands accountability and encourages learning (OPR: 19 AW/CC)

As the 2020 and 2021 Racial Disparity Reviews clearly indicate, the Department of the Air Force has work to do in Diversity, Equity, Inclusion, and Belonging. The Home of Herk Nation is not immune to this challenge and it will take all of us, every Airman, to create an environment where all Airmen and family members can reach their fullest potential. This happens when we foster a culture where every person feels included, valued, and can bring their full selves to work every day. Our diversity is our strength and it is mission critical. Additionally, in line with CSAF's Action Order B, we will eliminate bureaucracy that exists in our organization, increase crosstalk while streamlining communications, and push decision authority down. We will not shy away from tough conversations. We will embrace a meeting culture where we challenge assumptions, bring to light issues, and make tough decisions. Finally, we will hold ourselves and each other accountable. We will create an environment where all units celebrate mission success as well as failing forward as a path to learning and team growth.

## CONCLUSION

Now is our time. We will embrace this moment, laying the foundation for all Black Knights to move out together with an eye towards our future competition. Our Nation calls on us to be bold, to be brave, and to take deliberate risk. We have a heritage that embraces this, not only as Airmen but also as Black Knights. Our legacy will be determined by how well we prepare today's Airmen to be courageous leaders for tomorrow's war. Together, we will succeed.



**WE ARE...BLACK KNIGHTS!**