2015 14 FTW STRATEGIC PLAN

The premier pilot training wing and community developing the world's best Airmen

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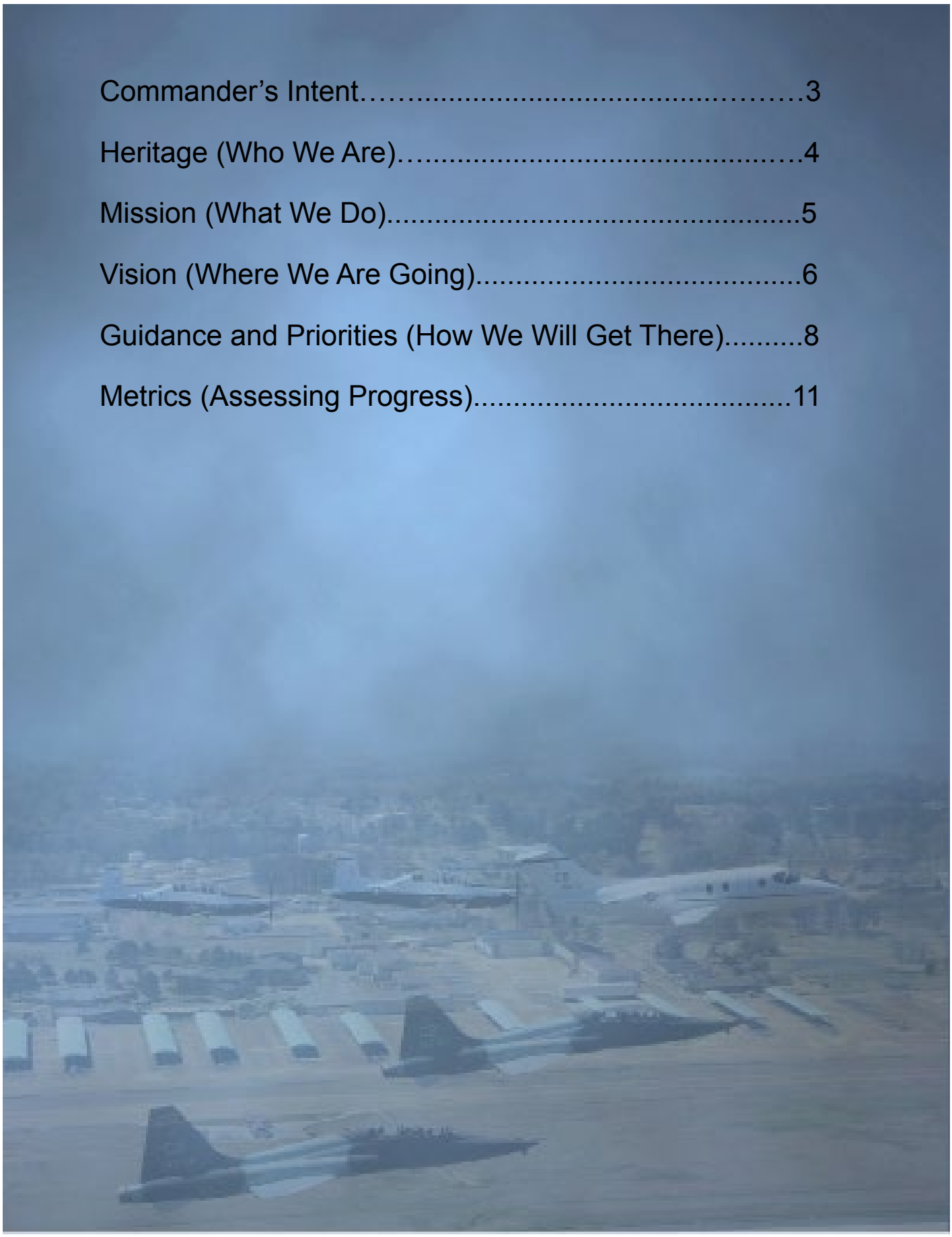


COMMANDER'S INTENT

Airmen and Airpower Advocates:

The 14th Flying Training Wing (14 FTW) plays an important role in preparing Airmen to fly, fight, and win in air, space, and cyberspace. Our mission statement clearly states that role.

MISSION: Produce Pilots, Advance Airmen, Feed the Fight

The 14 FTW's heritage inspires us to take pride in the work we perform while accomplishing our mission. Our vision helps us set priorities and make the tough decisions required to accomplish our mission effectively in a resource-constrained environment.

VISION: The premier pilot training wing and community developing the world's best Airmen

My intent is that we use this plan to maintain our focus on long term priorities as we deal with immediate challanges in a rapidly evolving strategic context. In 2013 and 2014, the Chief of Staff of the Air Force (CSAF) and Secretary of the Air Force (SecAF) published vision, mission and strategy documents for the Air Force. The vision, America's Greatest Air Force - Powered by Airmen, Fueled by Innovation (http://www.af.mil/Portals/1/images/airpower/Vision_Brochure_PRINTresolution.pdf), describes **who** we are as an Air Force. The mission document, Global Vigilance, Global Reach, Global Power for America (http://www.af.mil/Portals/1/documents/newGV_GR_GP_PRINT.pdf), details our core missions; it outlines **what** we do. The strategy, America's Air Force: A Call to the Future (http://airman.dodlive.mil/files/2014/07/AF_30_Year_Strategy_2.pdf), details the SecAF's priorities and provides the **how**--a general path of "where we need to go" over the next 30 years.

Air Education and Training Command (AETC) also altered the strategic context by publishing the 2014 AETC Strategic Plan (http://www.aetc.af.mil/shared/media/document/AFD-140923-033.pdf), which includes the AETC vision, mission and strategy to include Priorities, Focus Areas and command-directed Measures of Success (MoS) and Metrics. It directs all AETC organizations to identify what success means for them in each AETC Focus Area, develop specific measurements for their level of operation, and adapt future activity to meet the measures of success and metrics. This 14 FTW Strategic Plan details our long-term focus and describes how we will address both wing and AETC priorities. We will update it upon release of the 19 AF vision and strategy and as required thereafter.

Budget constraints are another salient condition in our strategic context. Department of Defense agencies appear willing to offer funding for initiatives that improve overall efficiency or enhance effectiveness for specific mission sets, but we must properly prioritize and justify our requests. We also face an uncertain future. Technological breakthroughs and the requirement to downsize are driving rapid changes. To stay on our game and prepare for the future, we must make continuous improvements in our organizational structure, processes, equipment and facilities. We must also improve ourselves and our relationships with our teammates. Said differently, we must cultivate a strong, diverse and inclusive community. That is the only way we can continue to improve our mission effectiveness.

Thank you all again for everything you do. You inspire me and I am honored to serve as your commander.

John J. Nichols, Colonel, USAF
Commander, 14th Flying Training Wing

HERITAGE

The 14 FTW is an incredibly diverse organization, proud of our heritage and welcoming of new members. The 14 FTW family includes active duty, civilian, reserve and international Airmen, contractors, and the families of each of our members. Due to the strong partnership with the local community, we also have a term that encompasses 14 FTW members and its community partners, Team BLAZE.

Our community partners in Team BLAZE have a heritage that goes back to the earliest days of aviation. The city of Columbus started producing pilots, advancing Airmen and feeding the fight before the Air Force even existed. Capt Samuel Kaye Jr., a Columbus native and World War I pilot with four confirmed kills and SSgt Rufus A. Ward, a Columbus-raised B-17 tail gunner and World War II POW, are testaments to Columbus' early role in military aviation. In 1941, the city took a more formal role in our current mission. In response to an effort by the citizens of Columbus to secure defense industries, the War Department approved an Army airfield for the Columbus area, eventually giving it a pilot training mission. It was during this period that Col Joseph B. Duckworth, the "father" of modern instrument flight, developed his training techniques at Columbus. Following a inactivation in 1946, the base reopened as Columbus AFB in 1951. The city of Columbus supported the base since it's initial activation. This support was officially recognized as recently as 2011 when the citizens of Columbus and Lowndes County won the AETC Community Support Award, known as the Altus Trophy, which recognizes the community that provides the finest support to an AETC unit.

Col Joseph B.Duckworth

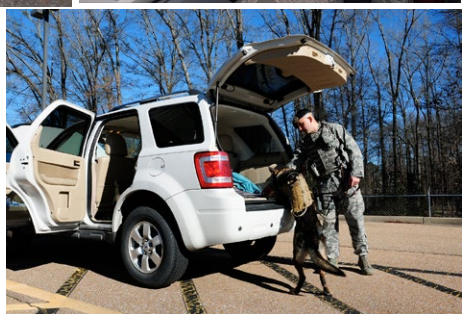
The 14 FTW's legacy is also inspirational. Its roots stretch back to the 14th Fighter Wing, activated as a temporary organization in July 1947 and as a permanent organization from July 1948 to October 1949. Its mission was to provide air defense for the northeastern United States. In February 1966, we were reactivated as the 14th Air Commando Wing and later, in August 1968, were redesignated the 14th Special Operations Wing. As of its inactivation in September 1971, the 14th Special Operations Wing had flown over 150,000 combat missions and produced three Medal of Honor recipients: Major Bernard F. Fisher, 1st Lt James P. Fleming and A1C John L. Levitow. In June 1972 the wing was activated as the 14 FTW at Columbus AFB. Since then we have trained thousands of pilots, advanced countless Airmen, and fed the fight during our nation's involvement in conflicts in Lebanon, Grenada, Panama, Kuwait, Somalia, Haiti, Bosnia, Kosovo, Afghanistan, Yemen, Iraq, Libya and Syria. The pilots we trained earned the praise of a thankful nation and sometimes gave their lives in these conflicts. The Airmen we advanced have become Air Force leaders, such as the former Chief Master Sergeant of the Air Force, CMSAF James Cody, the former USAFE/CC, General Robert "Doc" Foglesong, and the current AFGSC/CC, Lt Gen Stephen "Seve" Wilson. Today's 14 FTW Airmen have a proud legacy to build on.

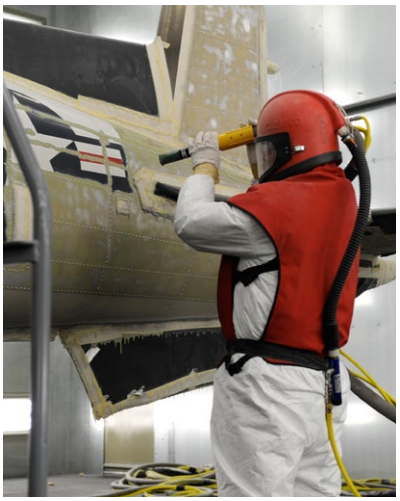
MISSION

MISSION:

Produce Pilots, Advance Airmen, Feed the Fight

Why does the 14 FTW exist? It exists because we have a job to do, an important mission we must accomplish--one that feeds into the missions of the organizations above us. Our mission is a subset of the AETC mission, "Recruit, train and educate Airmen to deliver airpower for America." The Air Force mission involves providing our nation Global Vigilance, Global Reach and Global Power through its execution of the five core missions that the Airmen we advance will go on to perform: air and space superiority; intelligence, surveillance and reconnaissance (ISR); rapid global mobility; global strike; and command and control (C2). Working down from the wing level, the reason each and every one of us are here is because of the role we play in accomplishing our 14 FTW mission. I expect you to know what your role is.





VISION

VISION:

The premier pilot training wing and community developing the world's best Airmen

Our vision defines what we see ourselves leaving as a proud legacy for those who follow us. Specifically, it tells what role we are going to play in the broader AETC vision, "Forging Innovative Airmen to Power the World's Greatest Air Force," and the AF vision, "The World's Greatest Air Force – Powered by Airmen, Fueled by Innovation." To flesh that vision out, I will paint a picture of where I see the 14 FTW going within the next five, ten, and fifteen to thirty years.

New fitness center design

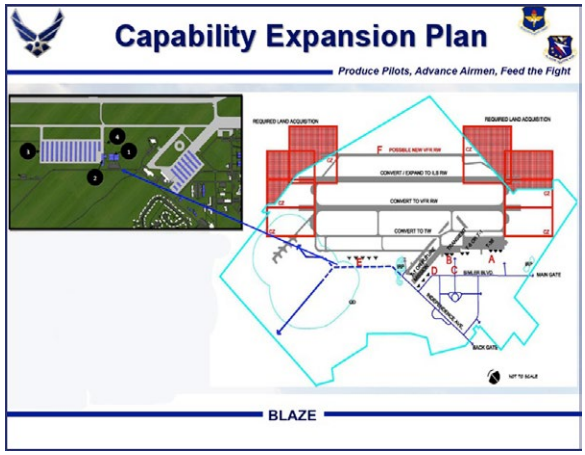
14 FTW in 5 years:

Within five years, we will continue to gain recognition as the premier pilot training base and community producing the world's best pilots. We will produce approximately 2,000 pilots, advance over 4,000 Airmen as they flow through the base, and serve as the home base for our fair share of the Airmen called to fight for our country and its allies. We will advance each other by discussing our issues and enacting innovative solutions in partnership with the local community and school districts. We will leverage the strength of our local vocational and technical training institutions towards filling our civilian vacancies with quality local hires. We will partner with the Federal Emergency Management Agency (FEMA) to better stage Columbus as an Installation Support Base for emergency response through North Gate and SAC Ramp access road improvements. We will alleviate legacy environmental concerns by removing unused fuel lines buried beneath Taxiway Delta and we will expand our Fuels building on the flightline to better suit our operational needs. We will strive to set the standard for the implementation of the new inspection system. We will upgrade our facilities to include complete renovations of our dormitories and our Club, and we will complete our communications wiring upgrades. We may enact some changes to our organizational structure, and, based on higher headquarters direction, our mix of active duty, reserve, National Guard, civil servant and contractor personnel. To improve quality of life, we are working to secure funding to construct a new Fitness Center and extended utilities infrastructure to SAC Lake for the future implementation of a high-quality recreational site. If all goes as planned, the 81 FS will be complete with its mission of training a total of 30 Afghan pilots and 90 Afghan maintainers on the A-29 aircraft. We will research, cost and site the facility and infrastructure requirements in advance of receiving the T-X aircraft, the planned replacement for the ageing T-38.

VISION

14 FTW in 10 years:

In ten years' time, the changes will be even more obvious. We expect to replace the T-38 with a new advanced trainer, currently referred to as the T-X. We will strive to set the standard for operations during that transition and beyond. Upgrades to our facilities, infrastructure, organizational structure, and total force mix will continue. We will replace the antiquated residences in Capital Village housing area with new, modern enlisted/junior officer homes. We will continue to grow the SAC Lake recreational area by adding a 30-spot Fam Camp, two recreational cabins with electricity and water, two primitive cabins, a swim area and a pier. We will fully upgrade and renovate our TLFs and lodging rooms, and we will maximize our off-base business partnerships to offset limited resources in areas such as bowling, golf, auto hobby and arts and crafts. Finally, we will strive to fully resource all flight training and maintenance functions, and integrate them into our Base General Plan. While certain specifics may change in our interaction with the local community, we will maintain the close and cooperative nature of the relationship.



14 FTW in 15-30 years:

In 15 to 30 years, many of the people, planes and facilities at Columbus AFB will depart or be upgraded. The base, though, will still be largely recognizable, most likely with the same mission. We will become more technologically advanced with more energy efficient buildings, vehicles and wireless communications. With dedicated effort, we will make sure our partnership with the local community is as strong as ever, emphasizing total force and joint partnerships for training and base support. We will provide a high quality of life for our Airmen and their families as we strive for recognition as the premier pilot training base and community producing the world's best pilots.

GUIDANCE AND PRIORITIES

COMMANDER'S GUIDANCE:

1. Core values and standards are non-negotiable

14 FTW members have a proud heritage of adherence to Air Force core values and standards. These values and standards exist because they make an organization, and the individuals within it, strong. Failure here harms not just an individual, but potentially the community, the Air Force and the nation. Let's set the standard for others to follow.

2. Know the mission and your role in accomplishing it

The mission is why we are here. Your role in the mission is why you are here. Know what your role is, adhere to the core values as you accomplish it, and ensure your work meets or exceeds standards.

3. Make everything you touch better

As you accomplish the mission, you will interact with people, and utilize equipment, facilities, and processes. Inspire those people and improve the equipment, facilities, and processes. Doing so directly increases our mission effectiveness, and I think you will also find it personally and professionally rewarding.

4. Treat everyone like customers and Wingmen

We have many customers. They may be the units gaining the pilots we train, or the Airmen we advance; they might be the Combatant Commanders leading Airmen we send to feed the fight, our partner nations, or maybe other members of Team BLAZE who are working with us to accomplish the 14 FTW mission. We also have Wingmen at home and deployed; team members who share our objectives and play a vital role in accomplishing our mission safely and with honor. The people you interact with may belong to one or both groups. When we treat those around us as Wingmen and customers, we ensure all are treated with dignity and respect. It also helps to guarantee every Airman is valued, that diversity makes our team better, and that we ourselves accomplish our jobs to the very best of our abilities

PRIORITIES:

1. Continue to execute the 14 FTW's mission as the highest priority to include the integration of the 81 FS' A-29 operations at Moody AFB

The mission of the 14 FTW is my top priority. Effectively executing it is a prerequisite for being the premier pilot training wing. Executing the mission as effectively as possible will require bold leadership and constant improvement. We must advance Airmen so they can come up with innovative solutions and empower them to make risk-management decisions that maximize our effectiveness. Our implementation of the Air Force's new inspection system will help on both fronts.

A new and high-visibility portion of our mission is to serve as the parent wing for the 81 FS at Moody AFB. We activated the 81 FS on 15 January 2015. It supports 17 USAF pilot air advisors and 24 maintenance advisors. They will, over the next four years, train a total of 30 Afghan pilots and 90 Afghan maintainers on the A-29 aircraft. The 20 A-29s we will use for the training are Afghan aircraft, and will be relocated to Afghanistan in accordance with a binational agreement. We have already begun training the USAF pilot air advisors. We are scheduled to begin Afghan AF pilot and maintenance training in February 2015. Students will be grouped into classes, and a class should graduate approximately every 10 months. Success in this mission directly feeds the fight and may lay the groundwork for similar endeavors in the future.

2. Reverse the perception of Columbus as a "bottom-tier" base

As you may know, the Air Force Times article released on 21 July 2014 did not portray our base in a positive light. We can reverse the perception that Columbus is a "bottom-tier" base. One way to do so is through quality of life improvements. This includes things as simple as providing new grills at the base recreational area and purchasing new sports equipment. Facility upgrades are another component. We have upgraded the fitness center showers and made construction of a new fitness center a priority. Services also matter. We have coordinated with AETC A1 and FM to build a $150K request for the equipment and parts required to sustain the base bowling alley, swimming pool and fitness center. Additionally, the base golf course has chronically operated in the red and was slated to close in the fall. We will now keep it open for an additional 12 months while seeking innovative solutions to make it at least a revenue-neutral operation. For all of these quality of life initiatives, we need inputs and innovative ideas from Airmen for cost-effective programs and facilities.

In addition to quality of life improvements, we need to ensure the way we are treating others makes the 14 FTW a welcoming home for all of our members. This is especially true for deployed Airmen and their families. They need our support. Fostering comprehensive airman fitness (CAF), with its emphasis on resiliency, is an important component. So is providing members an environment that is welcoming, professional, and mutually respectful. This will allow people to quickly get established when they arrive and encourage them to use their talents to make contributions. One way to foster professionalism and mutual respect is to treat everyone like customers and Wingmen.

GUIDANCE AND PRIORITIES

PRIORITIES Cont:

3. Continue to build and strengthen community partnerships

Community partnerships support pilot production and help us advance Airmen. Our relationship with the City of Columbus is strong but in need of some attention. The 14 FTW will continue to nurture our relationship with the communities of the Golden Triangle area, and in return anticipate local organizations and businesses strengthening their support of our Airmen. Our Pilot Partner program for each SUPT class is an overwhelming success and our excellent relationship with Golden Triangle Regional Airport allows us to conserve resources as we routinely use the airfield for divert and weekend operations. The base community connection is strong, but these relationships can be fragile and require constant effort to sustain.

METRICS

Below are the measures of success (MoS) and metrics that the 14 FTW will use to assess how successfully we are addressing our priorities and the AETC priorities and focus areas. They are arranged by AETC Priority and corresponding Focus Areas. All items should also be tracked at the group level and below if applicable. 14 FTW additions are in bold font.

PRIORITY 1. ENHANCE MISSION EFFECTIVENESS (RT&E AIRMEN)

Focus Area 1.1. Recruit, train, and educate Airmen while maintaining quality and seeking efficiency in a resource constrained environment

MoS 1.1.1. RT&E requirements are validated on a recurring basis
MoS 1.1.2. Validated end-user requirements are met while delivering quality Airmen
MoS 1.1.3. More efficient methods to RT&E Airmen are balanced against AETC mission effectiveness
MoS 1.1.4. Successfully close out annual flying hour program (FHP)
MoS 1.1.5. Stay within 5% of timeline for pilot and controller training
MoS 1.1.6. 81 FS trained pilots and maintainers delivered on the agreed upon timeline with positive feedback from the Combatant Commander and Afghan government

Focus Area 1.2. Develop processes and advocate for the resources to meet future Air Force production requirements and Force Development initiatives

MoS 1.2.1. RT&E processes are identified to support future needs/demands
MoS 1.2.2. Required resources are secured to execute our mission
Metric 1. Maintain a prioritized list of purchases ready to execute anytime resources become available throughout the FY
MoS 1.2.3. AETC work force is cultivated to support current and future RT&E requirements
MoS 1.2.4. Correct infrastructure exists to support current and future RT&E requirements
Metric 1. Obtain funding for a new Fitness Center
Metric 2. Military construction projects completed on schedule

PRIORITY 2. SUPPORT AIRMEN AND THEIR FAMILIES

Focus Area 2.1. Progress the career development of Airmen assigned to AETC

MoS 2.1.1. Commanders (CCs)/Supervisors regularly mentor AETC uniformed and civilian Airmen to build professional relationships that foster communication regarding careers, competencies, requirements to be competitive for promotion and developmental education, responsible behavior, and organizational missions in accordance with AFMAN 36-2643, Air Force Mentoring Program.
Metric 1. Maintain percentage of noncommissioned officers (NCOs) with completed CCAF degrees (prior to senior NCO eligibility) at or above AF average
Metric 2. Maintain decoration approval prior to PCS rate at or above 90%
Metric 3. Maintain timeliness rate of performance reports at or above 90%

METRICS

Focus Area 2.2. Enhance military and community partnerships to support Airmen and their families

MoS 2.2.1. Support programs meet the needs of Airmen

MoS 2.2.2. Community partnership opportunities and best practices are communicated throughout the Command

MoS 2.2.3. Essential support for Airmen is provided by base are partnerships with sister services, and the local community

Metric 1. Develop partnerships with off-base businesses to offset limited base resources in areas such as bowling, golf, auto hobby and arts and crafts

MoS 2.2.4. Installation resource support needs are identified and communicated to the appropriate level

MoS 2.2.5. 14 FTW informs AETC and its component wings of our Community partnership activities and develops and shares best practices

Metric 1. 14 FTW informs AETC and its component wings of community participation in base events and downtown events supported by the 14 FTW

Metric 2. Develop honorary commander program into a best practice

Focus Area 2.3. Champion Airmen's access to support information and services

MoS 2.3.1. Information/services are readily available and aligned with Airmen's issues

MoS 2.3.2. Key programs are fully implemented

Metric 1. 100% of AETC organizations have or are partnered with a Key Spouse program

Metric 2. Uniformed Service: 100% sponsorship contact to inbound Airmen within 30 days of assignment notification.

Metric 3. AETC special duty assignment manning percentage should be at the following minimum level for the respective category indicated below

a. Military Training Instructors (MTIs) – 100%
b. Military Training Leaders (MTLS) and Recruiters – 95%
c. First Sergeants – 90%

Metric 4. Maintain 100% unit-level contact rate with families of deployed members

Metric 5. Support AETC developmental special duty (DSD) assignment process by submitting qualified personnel to meet 100% of the AETC quotas assigned to the 14 FTW

METRICS

PRIORITY 3. ENSURE A CLIMATE OF PROFESSIONALISM AND MUTUAL RESPECT

Focus Area 3.1. Infuse Air Force core values and heritage into everything we do

MoS 3.1.1. AETC teaches, reinforces, and practices Air Force Core Values

MoS 3.1.2. Heritage is an integral part of our daily business

Focus Area 3.2. Ensure an ethical culture with accountability at all levels

MoS 3.2.1. Accountability is a recognized component of AETC culture

MoS 3.2.2. Organizations reinforce a positive work environment where an ethical culture can thrive

PRIORITY 4. FOSTER COMPREHENSIVE AIRMAN FITNESS (RESILIENCY)

Focus Area 4.1. Integrate Comprehensive Airman Fitness across the Command through the four pillars of mental, physical, social, and spiritual abilities

MoS 4.1.1. AETC incorporates the CAF message and resilience training into appropriate training and education

Metric 1. Maintain Physical Fitness Assessment pass-rate at or above 95%, and non- currency rate at or below 5% (authorized waivers)

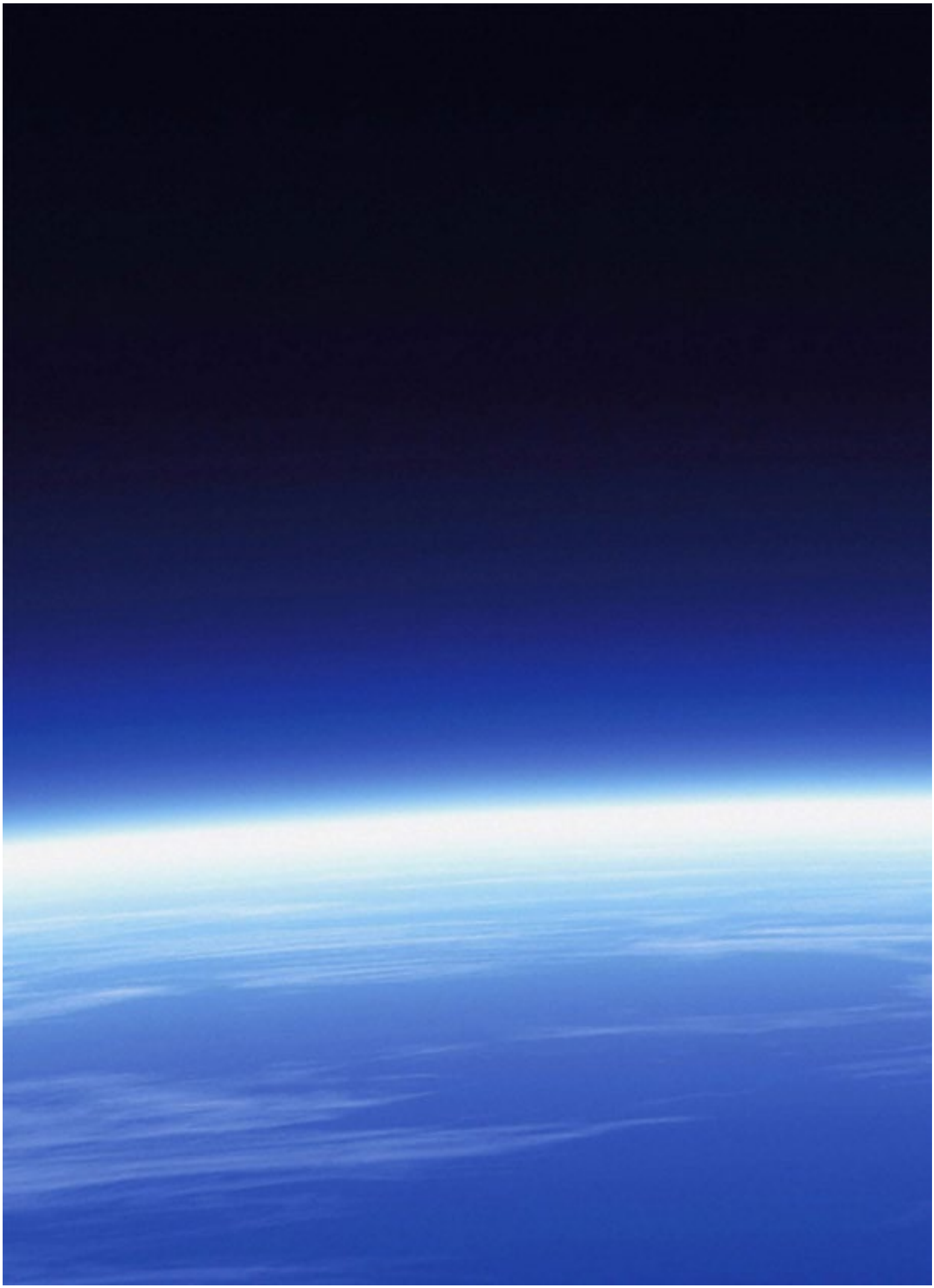
Metric 2. Maintain non-exempt Airmen Physical Fitness Assessment "Excellent" ratings equal to or above the AETC goal of 70%

MoS 4.1.2. Integrated community action plans are established for CAF by October 2014

Focus Area 4.2. Provide Airmen awareness of Comprehensive Airman Fitness and available tools

MoS 4.2.1. Every squadron has Master Resilience Trainers (MRTs) and Resilience Training Assistants (RTAs)

MoS 4.2.2. Airmen at all levels can apply the knowledge presented by CAF pillars

MoS 4.2.3. Airmen are aware of CAF resources, initiatives and tools

Metric 1. Decrease Health and Wellness negative incidents (sexual ssaults, on-the- job injuries, suicide attempts or completion, Airman-to-Airrman violence, intimate partner violence, child maltreatment, drug/alcohol related incidents) by 10% per year