



# AIR FORCE DISTRICT OF WASHINGTON

2018 - 2023 STRATEGIC PLAN



***"A modern, autonomous, and thoroughly trained Air Force in being at all times will not alone be sufficient, but without it there can be no national security."***

***— General H. H. 'Hap' Arnold, USAAF***

***"Not to have an adequate air force in the present state of the world is to compromise the foundations of national freedom and independence."***

***— Prime Minister Winston Churchill***

***"I think maybe the Air Force has been certainly among the most adaptable parts of our national military instrument of power. Every Service has made some adaptations, but I would suggest [that the Air Force's] seems to me, in my experience, to be most prominent, most visible, most important."***

***— Chairman of the Joint Chiefs of Staff General Martin Dempsey, USA***

***"The story of the United States Air Force is the story of the search for ... innovation."***

***— Chairman of the Joint Chiefs of Staff Admiral Mike Mullen, USN***

***"Higher, ever higher."***

***— Last words of Peruvian aviator George Chavez, 1910***

***"IN ORDER TO ASSURE AN ADEQUATE NATIONAL DEFENSE IT IS NECESSARY — AND SUFFICIENT — TO BE IN A POSITION IN CASE OF WAR TO CONQUER THE COMMAND OF THE AIR."***

***— General Giulio Douhet***

***"Air power is like poker.***

***A second-best hand is like none at all — it will cost you dough and win you nothing."***

***— General George Kenney, Commander of Allied Air Forces in the Southwest Pacific, 1942-45.***

***"The future of this country and the welfare of the free world depends upon our success in space."***

***— President Lyndon B. Johnson***

***The most important thing is to have a flexible approach... The truth is no one knows exactly what air fighting will be like in the future. We can't say anything will stay as it is, but we also can't be certain the future will conform to particular theories, which so often, between the wars, have proved wrong.***

***— Brigadier General Robin Olds, USAF***

***"Air power is indivisible.***

***If you split it up into compartments, you merely pull it to pieces and destroy its greatest asset — its flexibility."***

***— Field Marshal Bernard Montgomery***

***"The next war may be fought by airplanes with no men in them at all... Take everything you've learned about aviation in war, throw it out of the window, and let's go to work on tomorrow's aviation."***

***— General H. H. 'Hap' Arnold, USAAF, VJ Day, 1945***

***Contingency Response,  
Ceremonial Honors  
and  
Operational Support  
across the Nation's Capital and Worldwide***







## FOREWORD

The Air Force District of Washington (AFDW) Strategic Plan complements the Air Force's Strategic Master Plan. Our strategic plan aligns with the Air Force senior leader's priorities and lines of effort. It purposefully refines our specific mission tasks and verifies guidance; ensures revitalized and combat ready units and Airmen; finds ways to increase organizational effectiveness and support a resilient workforce; and strengthens a learning organization that routinely adapts to emerging missions and changing environments. The Secretary and the Chief of Staff of the Air Force directed the service to become increasingly more innovative and adaptive, citing our aviation pioneers. If not for the innovation of our predecessors like the Wright Brothers, Brigadier General Doolittle and his Raiders and countless others, we would not be the most advanced and capable Air Force in the world. They set the standard that we must continue to uphold for our Air Force and our Nation. Today's Air Force strategic imperatives -- agility and inclusiveness -- guide us to continue to build upon the values of those before us and help us evolve and adapt to what lies ahead.

Our unique organization supports Headquarters Air Force and Joint Forces and plays a role in protecting the National Capital Region (NCR). Each AFDW team member must embrace innovation as the foundational principle for all standard operating procedures and suggest ways to streamline our processes and find efficiencies in our operations. Success is based on unwavering dedication to the AFDW mission and the application of innovation in our procedures and processes. The success of this plan also relies significantly upon how we effectively communicate what we do and how we support our external and internal customers.

We, the Airmen of AFDW are the most important component of this strategic plan. Our focused efforts to achieve the strategic goals and objectives will ensure we grow and evolve to provide the high level of service, excellence and preparedness this command is known for. AFDW is greater because of the outstanding Airmen and the exceptional job we continue to do for contingency support, ceremonial honors and operational support in the NCR and worldwide.

*Pride ... Teamwork ... Success*



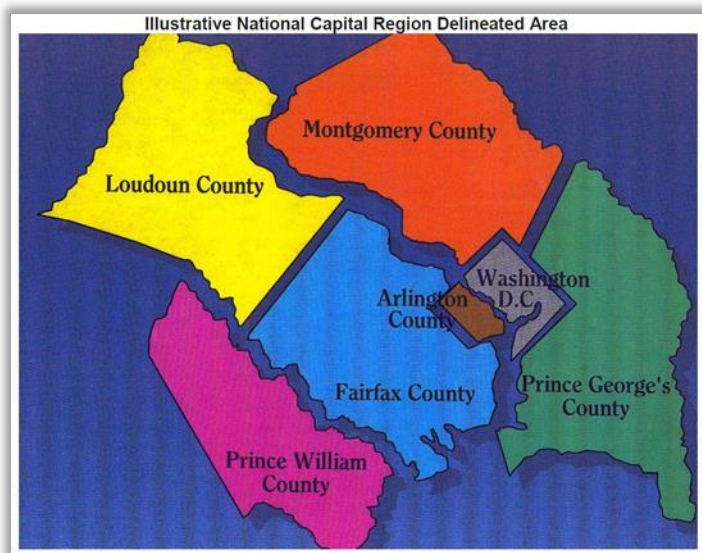
# Air Force District of Washington Strategic Plan

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## Command Overview



NCR, about 2,500 SMs, covers the District of Columbia, Six Counties, & Four Independent Cities

The Air Force District of Washington (AFDW) is located on Joint Base Andrews-Naval Air Facility Washington (JBA-NAFW), Maryland. AFDW brings air, space and cyberspace capabilities to the joint team protecting the National Capital Region (NCR). Designated as a direct reporting unit with major command Title 10 authorities, AFDW serves as the higher headquarters for a wing, a group and an attached Air Force Element (AFELM). We support local NCR organizations and individual deploying AF personnel. Additionally, we functionally support a global customer base and other Headquarters Air Force (HAF) and command AFELMs worldwide.

The NCR is a Department of Defense (DOD) critical joint area of responsibility with a unique set of national security challenges. AFDW presents Air Force forces to support and protect key government and military leaders. AFDW is comprised of the 11th Wing (11 WG), the 844th Communications Group (844 CG) located on JBA-NAFW and an AFELM located at Joint Base Anacostia-Bolling (JBAB) in Washington, DC.

The 11 WG, "The Chief's Own," is the host wing for JBA-NAFW and supports five tenant wings, two headquarters and over 50 other tenant organizations. Services include security, personnel, contracting, logistics, legal, financial and infrastructure support. The wing provides rotary assets in support of distinguished visitor airlift. It operates security for the world's most visible military flight line supporting the President of the United States and a myriad of dignitaries. Additionally, the 11 WG's United States Air Force Band, Honor Guard and the Arlington Chaplaincy render final ceremonial honors at Arlington National Cemetery to Air Force members who served this nation.



The Air Force's regional medical assets are organized under the 11 WG's 11th Medical Group (11 MDG). The 11 MDG provides medical care in the NCR and also supports the Joint Task Force-National Capital Region (JTF-NCR) and the Defense Health Agency, National Capital Region Medical Directorate operations. The 11



MDG is the Air Force's single medical voice for planning and implementing Air Force medical operations and supporting joint medical solutions within the NCR.

The AFDW Commander serves as the Air Force Service Component Commander to the Joint Force Headquarters-National Capital Region (JFHQ-NCR). When activated for homeland operations, the AFDW Commander is dual-hatted as the commander of the 320<sup>th</sup> Air Expeditionary Wing (320 AEW). The 320 AEW provides Air Force forces to the Joint Force Commander, Joint Task Force-National Capital Region (JTF-NCR) -- making air, space and cyberspace forces available in response to planned events or emergencies. These events range from security support during presidential inaugurations or responding to natural or man-made disasters to mitigating terrorist attacks.



The 844 CG provides communications and information technology systems, services and management to Headquarters United States Air Force (HAF), AFDW, the National Military Command Center and tenant units supporting over 18,000 users. The Group also organizes, trains, equips and deploys expeditionary combat support forces for homeland operations and worldwide Air and Space Expeditionary Forces.

The AFELM at JBAB executes administrative control over Airmen integrated in the Joint Base Support Component Force Structure. This administrative control includes but is not limited to, control of resources and equipment, logistics and training. The AFELM provides installation support services for 4,200 Airmen and their dependents. They also support over 17,000 military and civilian employees in 48 tenant organizations in the NCR.

**“Ours is a diverse mission set. We support the National Capital Region ... from a contingency response standpoint, from a ‘face of the Air Force’ ceremonial standpoint, or from providing a variety of different types of support to Airmen within the NCR and beyond. There is a sense of the weight of responsibility that’s placed upon us; we are in one of the most visible venues in the world.”**

*AFDW/CC, Taking Care of Airmen, While Maintaining Constant Readiness*

## **Air Force Strategy**

The path to the future begins with a single common and clear understanding of the purpose of the Air Force. We must “*ensure the Air Force can always provide responsive and effective Global Vigilance—Global Reach—Global Power.*”<sup>1</sup> The Air Force provides global, responsive

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<sup>1</sup> America's Air Power: A Call to the Future, July 2014, p6 (<http://www.af.mil/airpower4america.com>)

forces through five core missions. Faced with the dramatic acceleration of the pace of change in the last two decades and the reemergence of peer competitors, our operating environment is becoming even more complex and contested. We must gain an enduring advantage. The new environment of fiscal responsibility coupled with a volatile global landscape can be addressed with operational agility and the innovation of our Airmen.

#### **USAF Five Core Missions**

- **Air and Space Superiority**
- **Intelligence, Surveillance and Reconnaissance**
- **Rapid Global Mobility**
- **Global Strike**
- **Command and Control**

The Air Force strategic documents define operational agility as the ability to rapidly generate -- and shift among -- multiple solutions for a given challenge. The means to achieve this is through two strategic imperatives. *Agility* captures flexibility, responsiveness and adaptability in our thinking, people, structures, processes and approach to operations. *Inclusiveness* means leveraging the broadest possible set of human resources to produce the maximum number of options. We seek innovation in all we do through diversity of thought from our greatest asset -- our Airmen. Applying these strategic imperatives to AFDW's strategic goals will improve operational agility in our missions.

***While not all the strategic vectors directly apply to AFDW's mission, our path to operational agility is clear:***

- Ensure a character-based command culture that values diversity of thought;
- Organize, train and equip to enable multi-domain command and control and mission execution thus providing a flexible, adaptive and responsive force;
- Strengthen our relationships with the Air Force Reserve, Air National Guard, joint services, interagencies and our local communities; and
- Focus on balancing partner capabilities by minimizing duplication of efforts and codifying shared doctrine, tactics and capabilities.

#### **Air Force Strategic Vectors**

- **Effective 21st Century Deterrence**
- **Global Integrated ISR**
- **Full-Spectrum Capability, High-End Focused Force**
- **Multi-Domain Approach**
- **Game-Changing Technologies**



## Our Vision

*“Ready Airmen, Renowned for Excellence, Worldwide”*



Airmen are the power of the Air Force. AFDW Airmen deliver the highest standards of performance in multiple no-fail missions within the world's most visible venue -- the NCR. The AFDW vision describes our Airmen's readiness and excellence. Our strategic plan seeks continuous improvement toward enhancing our readiness, processes, systems, organizations and infrastructure. In every Air Force or Joint operation, the high caliber of our AFDW Airmen ensures superior levels of service. Their outstanding abilities

to team with multiple mission partners results in the successful accomplishment of a wide array of missions including worldwide operational support. AFDW Airmen are our greatest strength.

## Our Mission

*Contingency Response, Ceremonial Honors and Operational Support across the Nation's Capital and Worldwide*

The AFDW mission clearly articulates our role within the NCR and our support to the larger Air Force. We are ready for contingency operations and strive to ensure strong mission partner relationships that enable NCR joint operations. We are committed to providing the finest, responsive Airmen renowned for their excellence in support of local, national and worldwide contingencies.



## Core Competencies:

### Execute Contingency Operations in the NCR

The AFDW Headquarters staff develops, coordinates, communicates and executes detailed response plans and are prepared to present Air Force forces. Response plans are focused on functional areas such as security, medical, evacuation, point of entry airfield operations, continuity of government and continuity of operations. AFDW represents the Air Force, addressing NCR cross-cutting service and interagency issues and providing ready forces for NCR crisis response. Our Air Force capabilities are designed to detect, preempt, respond to, mitigate and recover from events ranging from natural disasters to threats to the homeland. These capabilities are extended to support civil authorities and their federal and state requirements resulting in a comprehensive NCR government response to crisis and contingency operations.



### Provide World-Class Ceremonial Support within the NCR and Worldwide

AFDW staff also provide a wide range of support for high-visibility Air Force, DOD and Joint official functions and ceremonies. Specific focus areas include planning, programming, protocol, logistical services, command and control, functional oversight and event management. Located at America's Airfield, AFDW Protocol is the primary point of contact for the Air Force Distinguished Visitors program. AFDW's roles and responsibilities include public affairs coverage, logistic and medical response coordination, conference management, flight line security and ensuring critical communication capabilities.

A unique aspect of AFDW's ceremonial support is showcasing the Air Force through USAF Band and Honor Guard performances. Additionally, the dedicated Arlington Chaplaincy offers spiritual care without fail for bereaved military families. These three units comprise the Air Force component of Joint NCR ceremony resources. They render final honors to those who made the ultimate sacrifice. They also engage in military ceremonial honors for the US President, Congress, the DOD and other governmental agencies. Whether planning, programming, coordinating or providing ceremonial event services, AFDW's men and women highlight the Air Force's commitment to "*Integrity First, Service Before Self and Excellence in All We Do.*"





## Execute Military Department Operational Support Responsibilities for Airmen in the NCR and Worldwide

The AFDW staff fulfills a variety of roles in providing service responsibilities for administrative control and operational support to Airmen worldwide. Through its Title 10 responsibilities, AFDW Airmen organize, train, equip and prepare ready forces for Air and Space Expeditionary Force deployments, Homeland Operations, National Special Security Events and ceremonial support. We support a global customer base in a variety of functional areas: legal, financial management, contracting, human resources, communications, security, safety and logistics. Support agreements outline the AFDW's role for these global customers and support our duty to protect and defend the homeland and national interests abroad.



## Air Force District of Washington Strategic Goals

The rapid pace of change requires 24/7 combat readiness coupled with more flexibility, adaptability and responsiveness. Addressing increased efficiencies with a focus on core mission components paired with improving headquarters organizational processes and unit readiness, will ensure our continued excellence in our numerous roles in the NCR. Our goals focus on contingency support, ceremonial honors, operational support and combat readiness. Aligning with the AF strategy, we will continue to encourage an innovative, agile and learning culture to enable diversity of thought across the command to flourish. Collectively, these goals establish conditions for organizational agility, mission effectiveness and cultural change.

### AFDW Strategic Goals

- Agile and Focused on Core Missions
- Combat Capable, Mission Postured through Enhanced Readiness
- Effective, Efficient Organizations and a Ready, Resilient Workforce
- Tomorrow's AFDW: Aspiring Airmen in a Creative, Learning Culture

## Goal 1: Agile and Focused on Core Missions

**“To their great credit, our Airmen – adaptive and resilient – are bridging the widening gap between the dynamic 21<sup>st</sup> century environment and our 20<sup>th</sup> century bureaucracy.”**

*America’s Air Force:  
A Call to the Future, p 8*

Proliferation of disruptive technologies, rapid change and contested air, space and cyberspace domains are challenges in the foreseeable future. Denial of America’s access through, and freedom within global commons (air, space and cyberspace) directly threatens the NCR and AFDW’s mission. Charged with, and factoring in fiscal responsibility while focused on aligning and linking resources to the critical core missions, solidifies AFDW’s contributions to the JTF-NCR. Our missions, networked with and complementary to our joint services, interagency and state and local governments, ensure limited duplication of effort. Additionally, collaboration with our mission partners clarifies and reinforces our focus on roles and responsibilities and strengthens our partnerships. Reviewing

authorities and adding duties we should be doing or divesting those duties not aligned with AFDW’s authority improves our core mission capabilities thus enabling readiness and agility. Objectively measuring our core missions provides data to drive resource decisions. This singular focus on core missions, resourced and executed by our most valued asset, our Airmen, results in shaping a credible, ready and agile workforce.

**“Evolving threats ... compel us to ensure our Airmen remain postured to respond to any situation, anytime, anywhere. Just-in-time training for known deployments is insufficient to prepare Airmen to respond globally or react locally.”**

*AFDW/CC, “Improving Readiness of AFDW Airmen”*

## Goal 2: Combat Capable, Mission Postured Through Enhanced Readiness

AFDW presents Air Force forces “specifically designed and precisely employed to exploit the unique global advantages realized from operating in air, space and cyberspace.”<sup>2</sup> Fundamental to providing these forces, is their preparedness for combat and readiness to execute the mission 365 days of the year, night or day.



<sup>2</sup> Global Vigilance, Global Reach, Global Power for America, August 2013, p2



Goal 2 focuses on ensuring readiness training plans are executed and that ancillary training is re-scoped to ensure alignment to unit mission designed operational capability statements, a.k.a. DOC statements. The end-state includes providing forces the equipment they need, not only just-in-time, but anticipating equipment needs for emerging missions and joining that equipment with Airmen when called upon.

Mission posture depends on communications and infrastructure. The strongest advocates for infrastructure are those who manage it. AFDW's advocacy role with AF Civil Engineering Center and AF Installation and Mission Support Center directly supports command and tenant requirements. Enhanced readiness begins with ensuring fiscal responsibilities. Directed by the AF, the full statement audits identify AFDW's fiscal readiness and ensures resources are focused on our core missions and force readiness. Finally, the need for integrated defense capabilities to protect and defend our installation requires readiness through training that extends to all the members of the AFDW community.

**“Organize for Innovation ... The Department’s leadership is committed to changes in authorities, granting of waivers and securing external support for streamlining processes and organizations”**

*National Defense Strategy, Organize for Innovation, p 10*

### **Goal 3: Effective, Efficient Organizations and Ready, Resilient Workforce**

Creating more flexible organizational structures and increasing workforce performance enables AFDW to execute its unique mission. Resilient, physically fit and ready Airmen can adapt to shifting priorities and shape dynamic mission changes. Improving workforce performance encompasses process improvements, developmental workforce training including civic leader engagement training, effective recruiting and retention programs and encouraging and supporting workforce participation in resiliency and readiness programs.

Providing the professional development opportunities and a professional work environment coupled with an emphasis on continuous learning provides an environment for our Airmen's creativity and innovation as they execute our missions. This deliberate development of resilient and ready Airmen ensures their ability to meet today's challenges and overcome tomorrow's rapidly evolving threat environment. AFDW will focus on balancing the manning/staff ratios, expanding on-boarding training and ensuring professional development opportunities for all assigned personnel. These combined goals and objectives will realize an enhanced AFDW culture exuding agility, inclusiveness and diversity of thought.

**“We recognize that the bureaucracy doesn’t always allow innovation to happen and that’s one of the reasons for creating things like AFWERX.”**

Secretary Wilson, *SecAF Talks Air Force Innovation Across JBSA, Austin, July 2018*

## **Goal 4: Tomorrow’s AFDW: Aspiring Airmen in a Creative, Learning Culture**

Establishing an open learning organization culture supports leaders at all levels to encourage innovation, embrace new thinking and enable decision makers to take prudent risks to accomplish the mission.<sup>3</sup> Acting on DOD leadership’s commitment to streamline processes and



organizations, the Secretary of the Air Force moved toward creating an environment of innovation by establishing an ecosystem (AFWERX) to adapt innovative technologies from academia and business. Several MAJCOMs including the Air Force Reserve, followed suit by establishing innovation teams and encouraging change. Current AF programs exist to review and adapt creative ideas such as the continuous process improvement process and General Larry O. Spencer’s Innovation Award. In fact, over the last two years, over 100 ideas from

AFDW personnel were submitted to another AF program, Airmen Powered by Innovation. The AF Spark Tank Challenge Program, the annual calls for the General Spencer Innovation Award nominations and the availability of continuous process improvement experts bear witness to the AF’s commitment of applying innovative ideas to every aspect of operations and support.

At its heart, agility is the ability to act appropriately within a changing context.<sup>4</sup> Agile processes and integrated capabilities will enhance our effectiveness and contribute to our mission partners’ effectiveness by successfully executing joint contingency and operational support missions in our fluid and dynamic NCR environment. This goal moves AFDW



toward exhibiting learning organization traits such as fostering an environment that facilitates creativity aimed at continually transforming itself. Education, training and professional development help us continue to learn new skills and new ways of thinking about our work processes. This goal will enable us to take that learning one step further by engaging creativity, critical thinking and diversity of thought within all our processes.

<sup>3</sup> A Vision for the United States Air Force, January 2013, p3

<sup>4</sup> Air Force Future Operating Concept, September 2015, p7



The final objective identifies “the AFDW of the future” by defining assumptions of the NCR environment in 2026 and applying those assumptions to the AFDW mission and processes. Creative thought will enable Airmen to define courses of action to better posture AFDW to be ready for future operations. Operating with our mission partners in a fluid and dynamic NCR environment tomorrow requires every assigned member to use creative thought to prepare the command to meet the challenge.

## Conclusion

The AFDW Strategic Plan aligns with Air Force direction to be innovative, adaptive and inclusive in our approach to evolving challenges and mission requirements in the 21st century. This plan outlines our goals, objectives and tasks. The plan also guides a cultural shift that values critical thinking, diverse perspectives and honors every member's contribution as we collaborate on complex challenges. We must embrace agility and continually improve in the face of resource levels to focus on core mission and persistent contingencies. Together we aspire to be a ready, responsive force. You, the Airmen of AFDW, are the key to our success. Amid future threats and continued uncertainty, one constant remains -- our people are our greatest asset.

**“... the [Air Force] vision encourages Airmen to understand and explain their role in producing airpower for America by telling the story of the Air Force through their own unique perspective.”**

*Global Vigilance, Global Reach, Global Power for America, p 2*

## Annex A: Moving From Plan to Action

A successful strategic plan requires action to maintain its viability. The AFDW Strategic Plan successfully moved from “*plan*” to “*action*” from 2016-2018, thus avoiding the strategic plan being relegated to a bookshelf. One reason a planning document sits on a shelf is that organizations often confuse strategic plans with strategic actions. Strategic plans are statements of what we intend to do. Strategic actions are steps that lead to achievement of our long-term goals. Strategic plans focus on events in the future; strategic actions get us there. This strategic plan identifies strategic actions that position AFDW and our Airmen to quickly accommodate emerging missions and overcome diverse threats. Key steps in keeping the strategic plan alive and viable include:



- Active involvement by the senior leadership;
- Prioritizing the command's objectives and initiatives; and
- Establishing and institutionalizing progress reviews.

### **Active Involvement by the Senior Leadership**

AFDW's A/Special Staff Directors are the owners responsible and accountable for achieving the goals. Directors assigned as goal champions are also responsible for organizing and guiding cross-functional teams, ensuring that each action is assigned to a person. These teams execute tasks and Champions report performance measures through the AFDW corporate process.

Champions identify resources and timelines needed for each goal. Interdependencies in the goals are considered and time-phasing is evaluated to complete dependent objectives and sequential and concurrent tasks. Success is the achievement of each goal's end state thus realizing the future described by the goals that leads to achieving the AFDW Commander's vision.

### **Prioritizing the Command's Objectives and Initiatives**

Senior leaders use the strategic plan as a guide for prioritizing workload in the Directorates and for assigning resources to missions. This requires senior leadership to prioritize the objectives using AFDW's available resources. The purposeful alignment of the AFDW Strategic Plan to the Air Force's strategy solidifies resource justification and supports AFDW's budget requests to the Air Force Core Functional Leads. Each strategic action prepares AFDW to effectively execute the current mission, manage future missions and improve our culture as an innovative, agile and learning organization.



### **Establishing and Institutionalizing Review of the Progress**

The success of the strategic plan relies on the reporting process. Performance measures gauge effectiveness and are evaluated and reported through the AFDW corporate process. Goal Champions will routinely brief the AFDW Council providing a macro-level view of progress toward achieving the goals. The AFDW/CC may select the topics to be briefed in advance according to his/her priorities. Champions will brief the AFDW Council on a recurring schedule unless a goal is trending negatively. In those instances, the negative trending goal may be briefed more often. Goal Champions may also recommend closure, adaptation, migration or deletion of goals, objectives or tasks.

These corporate reviews can adapt the strategic plan to emerging missions or technology changes by modifying, adding or deleting current goals, objectives and tasks. They also provide opportunities to reprioritize resources, review milestone progress and synchronize efforts across the goals. Every two years the AFDW Strategic Planning Board will conduct a complete review, analysis and update of the plan. Additionally, A3/5/6 will provide an updated strategic plan within 90 days of an AFDW/CC Change of Command for the commander's review.



## **Responsibilities**

### **AFDW Commander**

- Provides vision/mission statement and describes commander's intent
- Approves AFDW's strategic plan
- Chairs the AFDW Council; approves resource allocations, organizational/process change

### **AFDW Vice Commander**

- Chairs the Strategic Planning Board approving interim strategic plan results and guides changes in response to emerging threats and responsive missions
- Guides the strategic plan development ensuring a comprehensive plan for AFDW

### **AFDW Director of Staff**

- Guides the AFDW Board corporate process by adding the strategic plan and its action plans on the AFDW Council agenda for review and approval
- Serves as direct and active oversight of the Champions implementing the strategic plan

### **AFDW/A3/5/6**

- Serves as the command OPR for the AFDW strategic plan
- Manages the biennial strategic planning update process and ensures incorporation of applicable Air Force guidance
- Submits a revised strategic plan within 90 days of an AFDW/CC change of command
- Develops guidelines for strategic plan assessment and reporting
- Manages the corporate briefing schedule
- Incorporates internal analysis/lessons learned into the AFDW Strategic Planning process

### **AFDW Corporate Board and Council**

- Uses the strategic plan to guide resourcing decisions and organizational/process changes
- Reviews goal progress and reviews objectives on a periodic and routine basis
- Aligns resourcing appropriately and monitors progress toward goal achievement
- Directs strategic plan changes or resource changes to mitigate gaps in task and objectives

### **Goal Champions**

- Briefs objectives, assessments, measures and associated staff actions during Board and Council meetings
- Chairs working groups as required to implement the tasks
- Manages, collects, analyzes and reports performance measures
- Identifies shortfalls and/or recommends mitigation strategies including potential offsets
- Collects, analyzes and provides lessons learned throughout the process
- Provides IG Management Inspection assessments periodically
- Analyzes and assesses goals and recommends actions for the biennial strategic planning process

## Annex B: AFDW Goals and Objectives, Strategic Plan 2018-2023

Goal 1: Agile and Focused on Core Missions	
	Obj 1.1 Review and validate tasks/customers/authorities for task alignment
	Obj 1.2 Establish objective measures for mission components
	Obj 1.3 Improve AFDW's Multi-Domain C2 (MDC2) awareness
	Obj 1.4 Enhance strong partner relationships
Goal 2: Combat Capable, Mission Postured Thru Enhanced Readiness	
	Obj 2.1 Coordinate and synchronize unit readiness training plans
	Obj 2.2 Ensure timely equip/modernize programs submitted in POM
	Obj 2.3 Ensure timely infrastructure investment
	Obj 2.4 Exercise Financial Improvement and Audit Remediation full statement audits
	Obj 2.5 Develop installation integrated defense capabilities
Goal 3: Effective, Efficient Organizations and a Ready, Resilient Workforce	
	Obj 3.1 Ensure newly assigned personnel are fully mission capable
	Obj 3.2 Improve AFDW key processes
	Obj 3.3 Implement workforce retention strategy
	Obj 3.4 Enhance resiliency, readiness, professional training and development
Goal 4: Tomorrow's AFDW: Aspiring Airmen in a Creative, Learning Culture	
	Obj 4.1 Develop critically-thinking Airmen w/training and development opportunities
	Obj 4.2 Integrate structures fostering improved communication and learning culture
	Obj 4.3 Envision "AFDW 2026" to inform senior decisions and prepare Airmen



## Annex C: Acronyms

AEW	Air Expeditionary Wing
AFDW	Air Force District of Washington
AFELM	Air Force Element
AFWERX	team of innovation experts who connect Airmen with the resources necessary to transform their ideas into a reality
CC	Commander
CG	Communications Group
CONOPS	Concept of Operations
DOD	Department of Defense
HQ	Headquarters
ISR	Intelligence, Surveillance and Reconnaissance
JBA-NAFW	Joint Base Andrews-Naval Air Facility Washington
JBAB	Joint Base Anacostia-Bolling
JFHQ-NCR	Joint Force Headquarters-National Capital Region
JTF-NCR	Joint Task Force-National Capital Region
NCR	National Capital Region
OPR	Office of Primary Responsibility
SMART	Specific, Measurable, Achievable, Realistic, Time-bound
WG	Wing

### ***Vision***

*Ready Airmen, Renowned for Excellence, Worldwide*



### ***Mission***

*Contingency Response, Ceremonial Honors and Operational Support across the Nation's Capital and Worldwide*



### ***Motto***

*"Pride ... Teamwork ... Success"*





