



AIR FORCE DISTRICT OF WASHINGTON

2016 - 2021 STRATEGIC PLAN



Foreword



Today, our Air Force faces a myriad of challenges amid an unstable geo-political atmosphere. These challenges require us to identify new business practices and approaches to how we operate and support our Air Force at our level. Our adversaries are known and unknown actors who choose to engage us directly or indirectly by threatening our way of life. Regardless, our mission -- contingency response, ceremonial honors and operational support across the Nation's capital and worldwide -- remains incredibly complex and varied, and must not falter.

This Strategic Plan aligns with and complements the Air Force's Strategic Master Plan. It purposefully sharpens our specific mission tasks and guidance, prepares us to apply diversity of thought in all we do, increases collaboration with our mission partners and applies game-changing technology to our processes. The Air Force Chief of Staff directed us, and the rest of the Air Force, to become increasingly more innovative and adaptive. If it wasn't for the innovation of the people like the Wright Brothers, Brigadier General Doolittle and his Raiders, and countless other pioneers of airpower, we wouldn't be the most advanced and capable Air Force in the world. They showed us the way and set the standard that we must continue to uphold for our Air Force and our Nation. Today's Air Force's strategic imperatives -- agility and inclusiveness -- continue to build upon the values of those before us but have evolved as we have.

Our unique organization supports Headquarters Air Force and Joint Forces, helps protect the National Capital Region (NCR) and demonstrates the best of the United States Air Force to the nation. I charge every Air Force District of Washington (AFDW) Airman to continue to evolve, to be agile and to embrace our strategic plan. Our success is based on your unwavering dedication to the AFDW mission and our ability to communicate it internally and externally. Be an active contributor to advance our objectives.

You, the Airmen of AFDW, are the most important component of this strategic plan and your efforts within this plan will ensure we grow and evolve to provide the level of precision, service, excellence and preparedness this command demonstrates each and every day. As always, I am grateful for each and every one of you and the outstanding job you do every day.

DARRYL W. BURKE

Major General, USAF

Commander, Air Force District of Washington



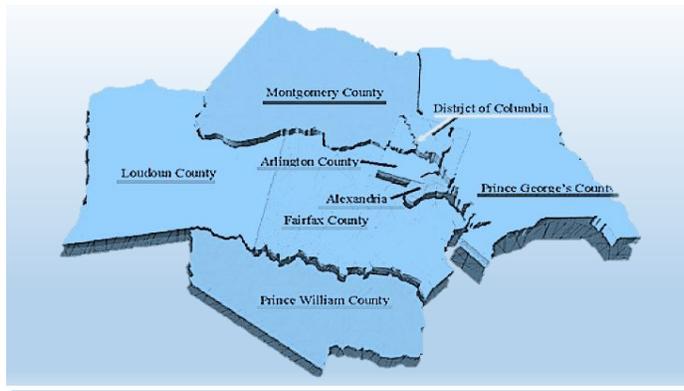
Air Force District of Washington Strategic Plan

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Command Overview



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

Air Force District of Washington is located on Joint Base Andrews-Naval Air Facility Washington (JBA-NAFW), MD. AFDW brings air, space and cyberspace capabilities to the joint team protecting the NCR. Designated as a direct reporting unit with major command Title 10 organize, train and equip authorities, AFDW serves as the higher headquarters for two wings and a communications group. We support local NCR and deploying individual Air Force personnel. Additionally, we functionally support a global customer base and Air Force Elements (AFELMs) worldwide.

The NCR is a Department of Defense (DOD) critical 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. The AFDW Commander serves as the Air Force Service Component Commander to the Joint Force Headquarters-National Capital Region. AFDW is comprised of the 11th Wing (11 WG), the 79th Medical Wing (79 MDW) and the 844th Communications Group (844 CG). AFDW is also responsible for an AFELM located at Joint Base Anacostia-Bolling (JBAB), Washington, D.C.

The 11 WG, “The Chief’s Own,” is the host wing for JBA-NAFW and supports six wings, three headquarters and over 80 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 NCR dignitaries. Additionally, the 11 WG’s United States Air Force Band and Honor Guard and the Arlington Chaplaincy renders ceremonial honors.

The Air Force’s regional medical assets are organized under the 79 MDW to provide medical care. The medical wing also supports the Joint Task Force-National Capital Region (JTF-NCR) and the Defense Health Agency, National Capital Region Directorate operations. The 79 MDW is the Air Force’s single medical voice for planning and implementing Air Force and supporting joint medical solutions within the NCR.

When activated for homeland operations, the AFDW Commander is dual-hatted as the commander of the 320th Air Expeditionary Wing (320 AEW). The 320 AEW provides Air Force forces to the Joint Force



Commander, JTF-NCR -- making air, space and cyberspace forces available in response to planned events or unplanned emergency events. These events range from security support during presidential inaugurations, 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 (USAF), AFDW, National Military Command Center and tenant units supporting 18,000 users. The Group 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.



“The Air Force’s ability to continue to adapt and respond faster than our potential adversaries is the greatest challenge we face over the next 30 years ... We must commit to changing those things that stand between us and our ability to rapidly adapt.”
General Welsh, America’s Air Force: A Call to the Future, July 2014

Air Force Strategy

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

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.”¹ We provide global, responsive forces through our five core missions. Faced with dramatic acceleration of pace of change in the last two decades, our operating environment is becoming even more complex and contested. We must gain an enduring advantage. The new normal environment of fiscal constraint coupled with a volatile global landscape can be overcome with operational agility.

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

Air Force Strategic Vectors

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

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 the Air Force's strategic vectors will improve operational agility in the Air Force's core missions.

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

- Continue to develop as an agile organization.
- Ensure a character-based command culture that values diversity of thought.
- Organize, train and equip to enable multi-domain mission execution thus providing a flexible, adaptive and responsive force.
- Strengthen our relationships with Air Force Reserve, Air National Guard, joint services, interagency and community relationships; balance partner capabilities; minimize duplication of efforts; and codify shared doctrine, tactics and capabilities.

My Vision: Renowned for Excellence; Prepared to Respond

Major General Darryl W. Burke, Commander, AFDW



Air Force District of Washington

Vision

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 AFDW vision describes our Airmen's excellence and responsiveness. Our strategic plan seeks continuous

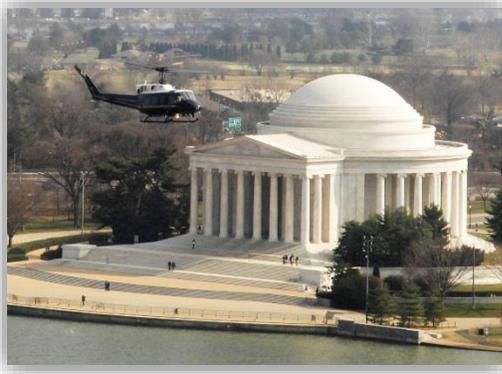
improvement toward enhancing our processes, systems, organizations and infrastructure. In every Air Force or Joint operation, the high caliber of our AFDW Airmen ensures superior levels of service. Their outstanding abilities to team with multiple mission partners results in the successful accomplishment of a wide array of missions. Airmen are our greatest strength.

Mission

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. 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



Air Force District of Washington develops, coordinates, communicates and executes detailed response plans to present Air Force forces. Response plans are focused on functional areas such as security, medical, evacuation, point of entry airfield operations and 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 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

The AFDW Headquarters staff provides 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. Co-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 providing critical communication capabilities.



A unique aspect of AFDW's ceremonial support is showcasing the Air Force through USAF Band and Honor Guard performances. The unflinching dedication of the Arlington Chaplaincy offers spiritual care without fail for bereaved military families. These three units, the Air Force component of Joint NCR ceremony resources, render honors to those who made the ultimate sacrifice. They also

engage in military ceremonial honors for the US President and Congress, the Department of Defense 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.

Airmen, the Power of the Air Force

A Vision for the United States Air Force, Jan 2013

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

Air Force District of Washington 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 and safety and logistical support through support agreements to protect and defend the homeland and national interests abroad.



Air Force District of Washington Strategic Goals

- AFDW Strategic Goals:**
- Goal 1: Agile and Focused Core Missions**
 - Goal 2: Broadly Communicated AFDW Vision and Mission**
 - Goal 3: Ready and Responsive Airmen and Organizations**
 - Goal 4: Integrated Cyberspace Capabilities**
 - Goal 5: Strong Mission Partner Relationships**

The rapid pace of change requires more flexibility, adaptability and responsiveness. We will remain agile and expand processes to encourage diversity of thought across the command. Our goals address increased collaboration with mission and joint partners and local communities to strengthen the Air Force's roles in the NCR. They address improving cyber proficiencies of our people, cyberspace processes and technology to provide greater capabilities. Additionally, our goals focus on Airmen resiliency, readiness, responsiveness and creating agile processes and organizational structures to support them. Collectively, these goals create a baseline for organizational and cultural change.

Goal 1: Agile and Focused on Core Missions

“... 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, p2

Rapid change, proliferation of disruptive technologies 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

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

America’s Air Force:
A Call to the Future, p8

missions. Given continuing fiscal constraints, identifying the critical core missions and required resources clarifies AFDW’s roles and solidifies its 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. Redesigning our mission processes emphasizes agility. Aligning authorities, responsibilities and accountability will strengthen centralized control and decentralized execution. Our singular focus on core missions, resourced and executed by our most valued asset, our Airmen, results in shaping a credible and effective response.

Goal 2: Broadly Communicated AFDW Vision and Missions

Air Force District of Washington presents Air Force forces “specifically designed and precisely employed to exploit the unique global advantages realized from operating in air, space, and cyberspace.”² A comprehensive communication strategy clearly articulates the AFDW vision and missions. It clarifies the mission to our Airmen and their families. Execution of the communication strategy results in strengthened collaboration with mission partners and promotes unfettered contingency operations.

The key to the success of this goal is providing Airmen with clear and concise messages and empowering them to communicate AFDW’s unique missions. A clear strategic communication strategy culminates in defining who we are to our mission partners and the American people---the face of the Air Force.



² Global Vigilance, Global Reach, Global Power for America, August 2013, p2

Goal 3: Ready and Responsive Airmen and Organizations

“Today, Airmen are exploiting and mastering emerging technologies not only in air warfare, but also in space and cyberspace, giving the Air Force the ability to project global military power on a scale that our adversaries cannot match.”

America’s Air Force: A Call to the Future. July 2014 p8

Creating more flexible organizational structures and reassessing the associated critical processes enables AFDW to execute its unique missions. Agile Airmen can adapt to shifting priorities and shape dynamic mission changes. Redesigning our processes encourages innovation, embraces new thinking and enables decision makers to take prudent risks to accomplish the mission.³

Providing the collaborative tools and a professional work environment coupled with continuous learning amplifies our Airmen’s creativity and innovation as they execute our missions. This deliberate development of responsive Airmen ensures their ability to meet today’s challenges and overcome tomorrow’s rapidly evolving threat environment. AFDW will focus on ensuring educational and training opportunities for all Airmen and balancing a broad range of experiences within the force. These combined goals and objectives will realize an enhanced AFDW culture exuding agility, inclusiveness and diversity of thought.

Goal 4: Integrated Cyberspace Capabilities

Rapid technology evolution creates an environment that forces an organization to change at ever increasing frequency. Providing command and control support to the U.S. President and DOD missions requires modernizing, maintaining and securing critical lines of communication. AFDW will leverage game-changing technology to meet future needs, integrating cyberspace capabilities across mission processes. Training and equipping fully capable communication support teams enhanced by mobile computing will contribute to our Airmen’s effectiveness.



Agile processes and integrated capabilities will enhance our own, and our mission partners, effectiveness in providing for the success of Joint contingency and operational support missions. Modern, secure, stable and reliable cyberspace systems and processes are a force multiplier, mitigating other resource limitations.

³ A Vision for the United States Air Force, January 2013, p3

Goal 5: Strong Mission Partner Relationships

Strengthening those partnerships with the Office of the Secretary of Defense, Congress, industry, joint, interagency, international partners, and others will provide the mutual support we need to boldly step into the future and shape our own destiny.

Secretary James, America's Air Force: A Call to the Future, July 2014 Forward

Strengthening our current mission partner relationships and building new ones will support and clarify division of tasks resulting in more effective JTF-NCR operations. Clear lines of communication and collaboration will reveal gaps between AFDW and our joint and interagency partner's mission doctrine, tactics and procedures. Codifying AFDW's responsibilities relative to our mission partner's contributions, enables proper resource allocation. Strong mission partner relationships also improve teamwork synergies, support diversity of perspectives and increase shared innovation resulting in more efficient mission execution.



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 sharpens our goals, objectives and tasks and guides a cultural shift that values diverse thinking and every member's contribution as we collaborate on complex challenges. We must embrace agility and continually improve in the face of declining resources and persistent contingencies. Together we aspire to be a ready, responsive force. You are the key to our success. Amid any concerns and continued uncertainty, one constant remains -- our people are our greatest asset.



Annex A: Moving From Plan to Action

A successful strategic plan requires action to maintain its viability. The AFDW Strategic Plan must move from “*plan*” to “*action*” in order to ensure the strategic plan is not relegated to the bookshelf. One reason planning documents sit on shelves is 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
- Establishing and institutionalizing review of the progress

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 the tasks and the champion reports performance measures through the AFDW corporate process.

Champions identify resources and timelines needed for each goal. Interdependencies in the goals are noted. 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 supporting 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 supports resource justification and supports AFDW’s budget requests to the Core Functional Leads. Each strategic action prepares AFDW to effectively execute the current mission, manage future missions and improve our culture of agility and inclusiveness.

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 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 will select the topics to be briefed in advance according to his/her priorities. Champions will brief the AFDW Board on a recurring schedule unless a goal is trending negatively. In those instances, the Commander may direct the negative trending goal be briefed more often. Goal champions may also recommend closure, adaptation, migration or deletion of a goal through the AFDW corporate process.

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. Within 90 days of an AFDW/CC Change of Command, the A3/5 will provide an updated strategic plan for the commander's review.

Responsibilities

AFDW Commander

- Provide vision/mission statement and describe commander's intent in a strategic message
- Approve AFDW's strategic plan
- Chairs the AFDW Council; approves resource allocations, organizational/process changes

AFDW Vice Commander

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

AFDW Director of Staff

- Guide the AFDW Board corporate process by adding approval of the strategic plan and its action plans to submit to the AFDW Council for review and approval
- Serve as direct and active oversight of the Champions implementing the strategic plan

AFDW/A3/5

- Serve as OPR for the AFDW strategic plan
- Manage the biennial strategic planning update process and ensure incorporation of applicable Air Force guidance
- Submit a revised strategic plan within 90 days of an AFDW/CC change of command
- Develop guidelines for strategic plan assessment and reporting
- Manage the corporate briefing schedule
- Incorporate internal analysis/lessons learned into the AFDW Strategic Planning process

AFDW Corporate Board and Council

- Use the strategic plan to guide resourcing decisions and organizational/process changes
- Review goal progress and review objectives on a periodic and routine basis
- Align resourcing appropriately and monitor progress toward goal achievement
- Direct strategic plan changes or resource changes to mitigate gaps in task and objectives

Goal Champions

- Brief objectives, assessments, measures and associated staff actions during Board and Council meetings
- Chair working groups as required to implement the tasks
- Manage, collect, analyze and report performance measures
- Identify shortfalls/recommend mitigation strategies including potential offsets
- Collect, analyze and provide lessons learned throughout the process
- Provide IG Management Inspection assessments periodically
- Analyze/assess goals and recommend actions for the biennial strategic planning process

Annex B: AFDW Goals and Objectives, Strategic Plan 2016-2021

AFDW Goals	Objectives
Goal 1: Agile and Focused on Core Missions	Obj 1.1 Clarify, Define and Document Core Missions through the CONOPS Process Obj 1.2 Align Customers, Resources and Processes to Mission Priorities Obj 1.3 Develop an Agile, Disciplined Process for Mission Changes Obj 1.4 Refresh Mission Processes Using Process Improvement
Goal 2: Broadly Communicated AFDW Vision & Mission	Obj 2.1 Communicate Easily Understood AFDW Messages to Intended Audiences Obj 2.2 Deliver and Promote Clear/Concise AFDW Roles/Responsibilities Routinely to Internal and External Customers
Goal 3: Ready and Responsive Airmen and Organizations	Obj 3.1 Create More Collaborative and Agile Structures, Processes and Systems Obj 3.2 Establish a Comprehensive Deliberate Force Development Program Obj 3.3 Enhance the Readiness and Resiliency Opportunities of Our Airmen by 10 Percent Annually Obj 3.4 Foster a Professional Workplace Environment Obj 3.5 Promote Air Force Culture Change ... Diversity of Thought
Goal 4: Integrated Cyberspace Capabilities	Obj 4.1 Increase Cyberspace Proficiency Among Airmen and Mission Partners Obj 4.2 Provide Agile, Disciplined Processes to Enhance the Mission from Planning Through Execution Obj 4.3 Integrate Game-Changing Technology into Cyberspace Capabilities and Operational Plans Obj 4.4 Modernize Cyberspace Support Infrastructure to Provide an Operationally Resilient, Reliable and Secure Cyberspace Environment
Goal 5: Strong Mission Partner Relationships	Obj 5.1 Build New, and Improve Current Relationships Obj 5.2 Document Roles and Missions with Team and Mission Partners Obj 5.3 Routinely Engage, Communicate and Collaborate with Process Owners and Policy Makers to Increase Capability and Capacity

Annex C: Acronyms

AEW	Air Expeditionary Wing
AFDW	Air Force District of Washington
AFELM	Air Force Element
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
JTF-NCR	Joint Task Force-National Capital Region
MDW	Medical Wing
NCR	National Capital Region
OPR	Office of Primary Responsibility
SMART	Specific, Measurable, Achievable, Realistic, Time-bound [Relates to objectives]
USAF	United States Air Force
WG	Wing

