



Produce Pilots,



Advance Airmen,



Feed the Fight



2016 14 FTW STRATEGIC PLAN



14th Flying Training Wing

September 30, 2015

"Produce Pilots, Advance Airmen, Feed the Fight"

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





TABLE OF CONTENTS

Commander's Intent.....	3
Heritage (Who We Are).....	4
Mission (What We Do).....	5
Vision (Where We Are Going).....	6
Guidance and Priorities (How We Will Get There).....	10





COMMANDER'S INTENT



Airmen and Airpower Advocates:

The 14th Flying Training Wing (14 FTW) has a proud heritage and 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 vision lays out our aspiration for what we will become through effectively accomplishing our mission.

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

My intent is we use this plan to maintain our focus on long term priorities as we deal with immediate challenges in a rapidly evolving strategic context. Much of our direction is set from above. In 2013-2015, the Chief of Staff of the Air Force (CSAF) and Secretary of the Air Force (SecAF) published vision, mission, strategy and planning documents for the Air Force. The vision, *America's Greatest Air Force - Powered by Airmen, Fueled by Innovation*, describes **who** we are as an Air Force. The mission document, *Global Vigilance, Global Reach, Global Power for America*, details our core missions; it outlines **what** we do. The strategy, *America's Air Force: A Call to the Future*, details the SecAF's priorities and provides the **how**--a general path of "where we need to go" over the next 30 years. The final document, the *USAF Strategic Master Plan*, translates our strategy into comprehensive guidance, goals, and objectives.

Air Education and Training Command (AETC) supplemented this guidance with their *2016 AETC Strategic Plan*. The AETC plan provides Commander's Vectors and Immediate Focus Areas for the command, along with its vision, mission and strategic goals. In reference to AETC, it states "Airpower Starts Here!" Lt Gen Roberson makes this phrase into a challenge-response, with the expectation that any AETC Airman challenged with "Airpower" will respond "Starts Here!" Our 14 FTW Strategic Plan nests within these documents and provides my guidance and priorities for the wing. It will be updated as required and, following AETC's lead, we will provide a Strategic Management Annex for assessing our progress on meeting AETC and 14 FTW goals.

In addition to higher headquarter guidance, the conditions I see as most salient in our strategic context at Columbus Air Force Base are manning shortages, fiscal constraints, uncertainty, and technological changes. I admit our manning has been tight, and will likely remain so for some time. I am continually amazed at how much you have accomplished through personnel actions and proper prioritization. Fiscal constraints are another area where we have nevertheless managed to improve our facilities and operations by prioritizing and then fully justifying our spending requests. Regarding uncertainty, the upside to this challenge is we have the power to shape the future with our innovations. The same holds true for technological changes. In order to stay on our game and prepare for the future, we must continue to improve ourselves as well as our organizational structure, processes, equipment and facilities.

Thank you all again for everything you do. We are a strong, diverse and inclusive team accomplishing an essential mission with grit and determination. You inspire me and I am honored to serve as your commander.

BLAZE 1



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 which 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 an inactivation in 1946, the base reopened as Columbus AFB in 1951. The city of Columbus has supported the base since its 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 who provides the finest support to an AETC unit.



Col Joseph B. Duckworth

14th Wing Heritage

-  14th Pursuit Group
-  14th Air Commando Wing
-  14th Special Operations Wing
-  14th Flying Training Wing



FIRST PIPER CUBS - CAFB

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 produced 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 Roy, the former USAFE/CC, General Robert "Doc" Foglesong, and the former AFGSC/CC, Lt Gen Stephen "Seve" Wilson. Today's 14 FTW Airmen have a proud legacy to build on.

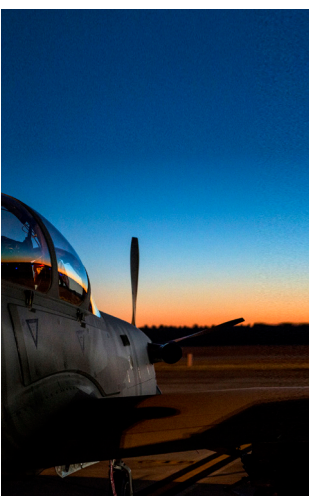
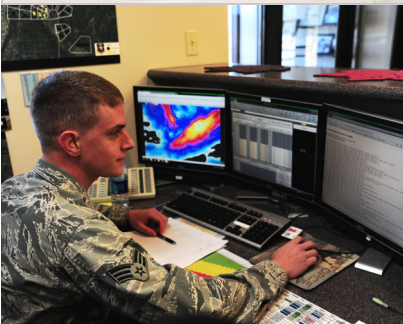


MISSION

MISSION:

Produce Pilots, Advance Airmen, Feed the Fight

Why does the 14 FTW exist? It exists because we have an important mission we must accomplish—one which feeds into the missions of our parent organizations. 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 execution of these five core missions which 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 important role we each 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 years, ten years, and beyond.



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 enhance community relations via agreements with local stakeholders concerning encroachment and development. Additionally, our goal is to revitalize our Installation Development Plan, and continue to solicit inputs from base customers to ensure contracts for our needs, such as Aircraft Maintenance, Base Network and Telephone and Facility Sustainment and Restoration are properly updated. Construction projects planned for the next five years for Columbus Air Force Base are numerous. To support the training mission, we will reconstruct the outside runway, 13L/31R, and construct a new fuels operation facility. Additionally, the eight old underground fuel storage tanks on the flight line will be removed and demolished. In order to continue to improve base morale, a planned renovation and expansion to the Fitness Center will include adding 1000 square feet of usable space and will repurpose the old Health & Wellness center area for alternate open workout areas. Also, the construction of a focal point for community activities (Community Commons) will centralize core services along with educational programs and be anchored by an internet café with a drive thru coffee service. Furthermore, we will aggressively seek out opportunities for community partnerships with the city of Columbus in addition to other ad-hoc committees, sharing our goals for improved quality of life for our Airmen and their families. Specifically, partnerships with the Dwayne Hayes Recreational site and the Mississippi Military Affairs Committee appear promising. Our intent is to develop a recreational site for Team BLAZE featuring full hook-up campground sites, picnic area, boat launch and an Outdoor Recreation annex to rent boats, sell/rent gear and outdoor equipment.



VISION

The security of the installation will be enhanced by completing the perimeter road repavement project and by replacing the perimeter fencing which will allow for easier access while enhancing security. An upgrade and renovation of the interior of the Security Forces facility building 208, to include a separate briefing area by the armory facility, will allow for more professional facilities for our defenders.

To increase efficiency of the day-to-day operations of the base, various mission support projects will be completed. An upgrade of the wireless network to integrate emerging technologies will support the flying training mission for years to come. Construction of a building for DLA Disposition Services (formerly known as DRMO) processing will improve functionality of the base waste processing. Furthermore, renovation, replacement and modernization of storage warehouses, to include outside and covered storage, will allow for more storage and reliable assets as well as improve security, boost organization, and speed efficient vehicle parts storage and supply by replacing dated shelf storage with modern dense-pack rolling shelving system. We will also move to shift the vehicle parts procurement and funding process to an installation support center (ISC) centralized managed system. Additionally, procurement of a new weapons storage facility to be located in the Logistics Readiness Squadron warehouse will allow Columbus to support the warfighter more efficiently. Finally, securing funding for renovation projects which support divestiture of Building 926 will allow for its demolition.

In addition to construction projects and changes to buildings, mobile assets will be upgraded beginning with a replacement of all law enforcement sedans with the latest reliable and energy efficient sedans as the Air Force strives to meet Presidential executive orders mandating fleet energy savings and green energy goals. To aid in the servicing of the new sedans, we will need to install a new modern dense-pack rolling shelving system and a Commercial Internet Service Provider (CISP) which will support computerized work stations for vehicle technicians, ensuring the vehicles perform efficiently. Further more, a transition from On-Line Vehicle Interactive Management System (OLVIMS) to Defense Priorities and Allocations System (DPAS) will streamline efficiency and accountability of the wing's 220 government vehicles and equipment. Finally, acquiring angled baffles with wall containments for the Lowndes Country Range to convert the range from an outdoor berm range into an outdoor fully contained range will ensure we are operating within Department of Defense guidelines and allow Columbus AFB to continue to partner with local agencies to gain efficiencies by sharing facilities.

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. 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 for the replacement to the aging T-38.



14th FLYING TRAINING WING STRATEGIC PLAN (2016)



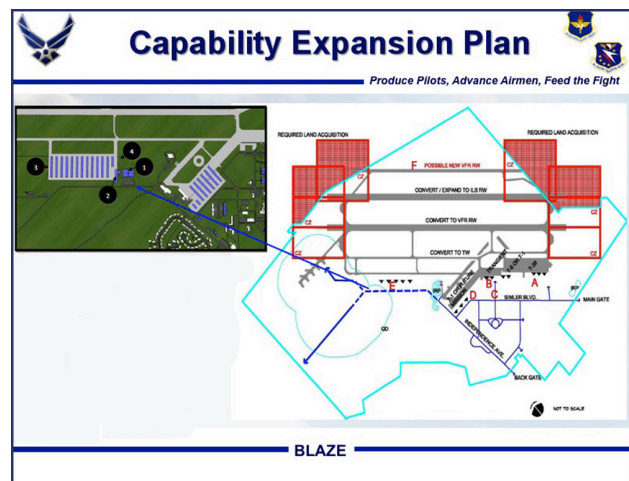
14 FTW in 10 years:

In ten years' time, the changes will be even more obvious. We expect to replace the T-38 with an Advanced Pilot Training (APT) Family of Systems (FoS), in which the plane is currently referred to as the T-X. Our Joint Land Use Study program will set the plan for how we right-size our facility structure, implement a Geo-Diverse communications infrastructure ensuring 24/7 operations, and replace our aging aircraft refueling vehicle fleet with 17 modern efficient vehicles.

The new \$30 million Fitness Center (a two phase military construction) will be complete; a 96,000 square foot fitness center in the fields adjacent to what is currently called "Freedom Park." The new, state-of-the-art Fitness Center will address long-standing concerns of Columbus Airmen and their families by providing an indoor running track and indoor pool. We will also construct a new Youth Center to enhance service to our families, and renovate the Bowling Center to add gaming areas, wireless capabilities and an area for private parties. We will build upon a repurposed Golf course if and when conditions suggest that other alternative uses such as a family recreational site or fitness trail better synch with our goals for force regeneration.

Mission enhancements will include the construction of a new North Gate with a hardened-guardhouse, bollards, and sturdy fence with monitored cameras. Additionally, we will seek a letter of agreement with the Federal Emergency Management Agency (FEMA) for north gate use to assist with our ability to provide disaster assistance. We will also construct a new Logistics Compound to encompass all of the Logistics Readiness Squadron (except Fuels) into one location. Finally, we will build a new Temporary Lodging Facility compound along with fully upgrading/renovating existing Visiting Quarters lodging rooms.

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 beyond 10 years:

Beyond 10 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 replace dormitories and advocate for our privatized housing contractor to construct new housing in Capital Village in order to meet health, safety, and quality of life goals. We will also construct new facilities for Security Forces to include the squadron, armory, briefing and warehouse functions so these facilities will be compliant with security requirements. Finally, we will pursue a new vehicle management facility for maintenance and operations to replace aging 1950s era building. With dedicated effort, we will make sure our partnership with the local community remains 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:

My commander's guidance has not changed except for the links to the AETC Commander's Vectors and the addition of how to treat people like customers and Wingmen.

1. Core values and standards are non-negotiable (AETC - Leadership)

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 (AETC Motivated Mission Accomplishment)

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 (AETC - Innovation)

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 (AETC - Taking Care of Airmen and Families)

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. To keep our customers' business, we need to treat them with patience, dignity and respect. 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. To keep them safe and doing the right thing, we must be attentive, willing to speak up, and ready to act on their behalf. The people you interact with may belong to one or both groups. When we treat those around us as Wingmen and customers, we keep each other safe and ensure all are treated with dignity and respect. Doing so also helps increase performance as people contribute more because they feel valued, and the diversity that inclusiveness fosters will, when guided by common mission, vision and values, increase our capabilities.





GUIDANCE AND PRIORITIES

COMMANDER'S PRIORITIES:

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

The mission of the 14 FTW is my top priority. Effective execution is a prerequisite for being the premier pilot training wing. Executing the mission as effectively as possible will require bold leadership and continuous improvement. The Airmen we advance will provide the required bold leadership as they come up with innovative solutions and make risk-management decisions that maximize our effectiveness. Our Commander's Inspection Program (CCIP), recognized as the best in AETC in 2014, will play a key role in monitoring our continuous improvement.

2. Enhance our infrastructure

Our physical and communications infrastructure is critical to our mission, and a key area where we can improve our quality of life. Our facilities and equipment must be functional, and should be as modern and reliable, or redundant, as possible. We have made some progress here, with our renovation of our Club and Medical Clinic, purchase of a survey, fitness center upgrades, transition to Voice over Internet Protocol (VoIP) phones, and successful performance on our Command Cyber Readiness Inspection (CCRI). We still have more to do, though. Ensuring we can always maintain adequate communications is my top infrastructure priority, and our 14th Communications Squadron has the lead on proposing and vetting initiatives. My second priority is mission-essential facilities, and proposals for major improvements should be routed through the 14th Civil Engineering Squadron. My third priority is quality of life improvements. These may be simple changes like obtaining new products or services for your unit, or bigger changes like facility upgrades or new wing initiatives. Enhancing our infrastructure is an area where I need innovative actions and proposals from each and every member of Team BLAZE; make everything you touch better.





GUIDANCE AND PRIORITIES

COMMANDER'S PRIORITIES Cont:

3. Continue to build and strengthen community partnerships

Community partnerships support pilot production and help us advance Airmen and feed the fight. Our relationship with the City of Columbus is strong, and we will continue to strengthen it. The local organizations and businesses in communities across the Golden Triangle area have increased their support of our Airmen, and we will seek out ways to build even more partnerships. 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. Our strong base community connections cannot be taken for granted, so we will put in the effort required to sustain and enhance them, and treat our community partners as customers and Wingmen.





MISSION:

Produce Pilots, Advance Airmen, Feed the Fight

VISION:

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

COMMANDER'S GUIDANCE:

1. Core values and standards are non-negotiable
(AETC - Leadership)
2. Know the mission and your role in
accomplishing it
(AETC Motivated Mission Accomplishment)
3. Make everything you touch better
(AETC - Innovation)
4. Treat everyone like customers and Wingmen
(AETC - Taking Care of Airmen and Families)

