



42

AIR BASE
W I N G



STRATEGIC PLAN

2019 - 2020



TEAM 42...WE'VE GOT YOUR 6



COMMANDER'S INTENT

The 42d Air Base Wing is steeped in a history of excellence and innovation. From roots in the Wright Brother's flying school to the 42d Bombardment Group's heroics in World War II's Pacific theater to today's mission of supporting intellectual and leadership development of all Airmen, Team 42 has cemented itself as critical to the success of the Air Force.

In today's competitive international environment, the education of our nation's fighting forces is critical to mission success. Team 42 prides itself on providing tailored, proactive support to Air University and its charge to deliver world-class education to Airmen while furthering the Air Force's Continuum of Learning and Force Development initiatives.

As Air University continues its transformation, the 42 ABW will provide the necessary foundations in safety and security, facilities, infrastructure, medical and quality-of-life enhancements to ensure success.

Team 42 will also continue to diligently support our over 40 mission partners. We will instill a culture of continuous performance improvement, seeking feedback and adjusting fire to improve mission execution.

Airmen are our most important resource. Team 42 values the professional development of all Airmen and will continue to emphasize that across all demographics. We will strive to improve the quality of life for all Airmen and their families, to include fitness and nutrition, morale activities, dorm and housing improvements, education, child care and medical care.

My Commander's Philosophy has three facets – "Triple A" – which I expect all Team 42 Airmen to carry out:

- (1) Attitude – bring a positive, caring and focused attitude
- (2) Airmen – take care of yourself, your family and one another in all aspects ... spiritually, physically, intellectually and socially
- (3) Ability – give your best each and every time ... we are professionals who can do anything

I'll close with a quote from former Chief of Staff of the Air Force General (retired) Ronald Fogleman. In talking about how the Air Force had the best technology and weapon systems in the world, he emphasized the most important resource we have ... our Airmen. He stated, "... people-to-people relations get things done in our organization."

I ask each Team 42 Airmen to build and foster relationships with Airmen in your work centers, squadrons and across Maxwell-Gunter. It is so much easier to accomplish the mission with a positive attitude, at the best of your ability, all while looking out for other Airmen and their families when you know one another.

Respectfully,
Col Pat Carley

Team 42 ... We've got your 6



42D AIR BASE WING HISTORY

Maxwell's history began with the Wright Brothers and the dawn of flight in the United States. In February 1910, Wilbur Wright opened the first civilian flying school in the United States on an abandoned cotton plantation near Montgomery. It lasted only ten weeks.

In April 1918, the War Department established Aircraft and Engine Repair Depot #3 on the same land as the former Wright flying school to repair training aircraft at Air Service airfields in the Southeast United States. After the war ended, the depot, despite curtailed workload and personnel, managed to avoid closure. In November 1922, the War Department renamed the depot Maxwell Field after Second Lieutenant William C. Maxwell, who had died in an airplane crash in the Philippines in August 1920.

In early 1931, the War Department relocated the Air Corps Tactical School from Langley Field, Virginia, to Maxwell Field and began a major construction program to provide academic facilities, support facilities and housing for the significant increase in personnel at the installation. During the 1930s, the ACTS faculty and students developed the tactical airpower and strategic bombing doctrines operationalized during World War II.

With war clouds gathering over Europe and the Far East, the War Department suspended the school in June 1941 (and closed it in October 1942) and opened the Southeast Air Corps Army Air Force Training Center (SEATC), later Eastern Flying Training Command, headquartered at Maxwell Field. The center oversaw over 100 flight schools at Maxwell Field and airfields across the Southeast United States. These schools graduated over 100,000 flight cadets, including those of many Allied air forces and Tuskegee Airmen, by September 1945.

In March 1946, the Army Air Force senior leaders established Air University to continue the doctrine development and professional military education of the pre-war ACTS. Since then, AU has evolved into hundreds of individual organizations across the country. Known today as "the intellectual and leadership-development center of the Air Force," AU provides Air Force enlisted, officer and DOD civilian professional military education, professional continuing education and graduate education, and officer commissioning training.

As AU grew, so did Maxwell AFB. Since October 1994, the host wing for Maxwell-Gunter is the 42d Air Base Wing, which traces its history to the 42d Bombardment Group (Medium) of World War II and the 42d Bombardment Wing (Heavy) of the Cold War. Today, the wing serves more than 10,500 military Airmen, civilians, contractors and students annually and supports over 22,800 family members and over 52,600 military retirees in the River Region of Alabama.

In November 1940, the Army Air Forces opened nearby Gunter Field at Montgomery's former city airport to host a phase 2 flight school. After the end of the war, Gunter went through a number of transitions. Between 1957 and 1966, the Aerospace Defense Command operated a Semi-Automatic Ground Environment Data Center at Gunter, which linked air surveillance radar stations around the southern Atlantic and Gulf of Mexico coasts into a centralized center for regional air defense. In March 1992, the Air Force changed the installation's status to Gunter Annex under Maxwell AFB. Today, Gunter Annex is home to most of the Air Force's enlisted professional military and specialized education programs.

Maxwell Air Force Base has a long and distinguished heritage that extends back to the earliest days of aviation in the United States. Since its establishment a hundred years ago, the base has provided a significant and growing presence in Central Alabama and has greatly contributed to the national defense of the United States.



STRATEGIC PLAN

Mission

The foundation of Air University and our mission partners ... enabling mission success

Vision

Provide a world-class installation for Airmen and families ... developing the next generation of leaders

Motto

Team 42 ... We've got your 6

Priorities

Provide world-class support to Air University and mission partners

Develop Airmen and care for Airmen and their families

Support Combatant Commanders with mission-ready Airmen

Lines of Effort

Provide world-class support to Air University and mission partners

- Instill a can-do culture
- Ensure the Wing is properly resourced
- Instill continued professionalism and pride in base appearance and service
- Enable Air University's continued modernization and transformation
- Maintain strong force protection and security posture
- Foster a culture of problem solving and continuous performance improvement

Develop Airmen and care for Airmen and their families

- Continue/expand professional development programs for all demographics
- Enhance medical readiness and resiliency programs
- Collaborate with community leaders to improve education opportunities
- Improve privatized housing partnership and experience
- Enhance base services for Maxwell and Gunter
- Provide no-fail support to victims of abuse
- Deliver optimized medical care and innovative access options

Support Combatant Commanders with mission-ready Airmen

- Deploy combat-ready Airmen
- Support family members of deployed Airmen
- Train and exercise to ensure mission success at all levels





42D MEDICAL GROUP

Lines of Effort

Provide world-class support to Air University and mission partners

- Instill and embody a can-do culture
 - Enable commanders to make smart risk decisions and exercise waiver authority where appropriate
- Ensure the Medical Group is properly resourced
 - Evaluate manpower based on increased student throughput
 - Elevate significant gaps and consider creative solutions to deficits
- Foster trusted care and patient safety based on mutual respect, transparency and continuous performance improvement
 - Promote executive team involvement in Causal Analysis review and develop regularly scheduled executive team rounding
- Cultivate patient ownership through Air Force Medical Home focus
 - Promote “Reward Efficiency, Set Priorities and Empower Teams” (RESET) and encourage adherence to facilitate team and provider continuity
- Collaborate with community partners to enhance medical care delivered to our customers
 - Facilitate recurring, regular and open communication

Develop Airmen and care for Airmen and their families

- Train, educate and mentor to inspire individual and organizational excellence
 - Continue cultivating internal deliberate development and mentoring database
 - Expand professional development programs for all demographics
- Foster a culture of problem solving and innovation and empower idea generation
 - Encourage participation in and expand innovation programs
 - Facilitate Squadron Revitalization efforts

Support Combatant Commanders with mission-ready Airmen

- Develop and sustain combat-ready Airmen
 - Promote rigorous training opportunities in-house, in the local medical community and via TDYs
 - Enhance exercise and evaluation programs
- Ensure AU and Wing Airmen are fit to fight
 - Achieve IMR rates at 80% or above for AU, 42 ABW and mission partner personnel
 - Maintain annual RILO currency





42D MISSION SUPPORT GROUP

Lines of Effort

Provide world-class support to Air University and mission partners

- Instill a can-do culture
 - Improve contracting speed and efficiency
- Ensuring the Wing is properly resourced
 - Enhance strategic planning for Force Support functions
 - Improve support agreement reimbursement
- Instill continued professionalism and pride in base appearance and service
 - Improve deployment processing
 - Continue Air Show and major event strategic planning and execution
- Enable Air University's continued modernization and transformation
 - Continue AU 2030 planning initiative
 - Continue Leader Development Course campus renovation
 - Transition Information Technology (IT) to IT as a Service
 - Evolve Maxwell into Smart Base
- Maintain strong force protection posture
 - Upgrade installation barriers and gates
 - Evaluate the use of additional security and technology measures
- Foster culture of problem solving and innovation and empower idea generation
 - Reorganize Host Aviation Resource Management
 - Enhance end-of-year process/increase speed and accuracy
 - Improve evaluation and decoration process



Develop Airmen and care for Airmen and their families

- Continue/expand professional development programs for all demographics
 - Continue Squadron Revitalization efforts
- Deploy combat-ready Airmen
 - Continue Defender revitalization (uniforms, training, equipment, culture)
- Enhance medical readiness and resiliency programs
 - Expand support through Airman and Family Readiness Center
- Collaborate with community leaders to improve education opportunities
 - Improve School Liaison Officer service
- Improve privatized housing partnership and experience
 - Continue strong partnership with Hunt housing; improve landscaping, road quality, work order process
- Enhance base services for Maxwell and Gunter
 - Assess/implement quality-of-life upgrades to include family gathering areas, Lake Martin, Gunter dining

Support Combatant Commanders with mission-ready Airmen

- Deploy combat-ready Airmen
 - Enhance Traffic Management Office service



42D AIR BASE WING STAFF AGENCIES

Lines of Effort

Provide world-class support to Air University and mission partners

- Instill a can-do culture
 - Enable commanders/directors to make smart risk decisions and exercise waiver authority where appropriate
- Ensuring the Wing is properly resourced
 - Evaluate agency manpower based on increased student throughput
- Maintain strong force protection posture
 - Enhance exercise and evaluation programs

Develop Airmen and care for Airmen and their families

- Foster culture of problem solving and innovation and empower idea generation
 - Continue and expand installation innovation programs
- Expand tailored resiliency programs
 - Continue data-driven enhancements to Community Action Board and Community Action Team
- Provide no-fail support to victims of abuse
 - Increase Volunteer Victim Advocate pool to maximize support to victims

Support Combatant Commanders with mission-ready Airmen

- Support family members of deployed Airmen
 - Ensure resiliency programs include focus on deployed family members





42d Air Base Wing

Maxwell Air Force Base

Alabama | United States