

Strategic Plan 2025



42d Air Base Wing
Maxwell Air Force Base, Alabama

Prepare For Combat...Prepare Others For The Same

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 where our motto was born; *Aethera Nobis...The Skies for Us!* Our mission today is to *Prepare for Combat...Prepare others for the same*; Team 42 has cemented itself as critical to the success of the Department of Air Force.

In today's competitive environment and focus on the Great Power Competition, the education and training of our Nation's fighting forces is critical to mission success. Team 42 prides itself on providing excellent combat support to Air University and Air Education and Training Command. As the Department of the Air Force continues its optimization efforts over the next few years, the 42 ABW will continue to provide premier combat support capabilities that are foundational to the success of our 40+ mission partners.

My Commander's Philosophy is to get *back to basics*, perfecting and enhancing the support we provide to Maxwell AFB & Gunter Annex. In doing that, my #1 priority is to *Take Care of People* -- the Total Force Airmen (military, civilian, and contract partners) that execute the 42 ABW mission each and every day -- all of you!

Thank you, Team 42, for all that you have done and will do as we embark upon the journey of executing our strategic plan as *a team of professionals delivering premier installation & combat support*.



Digitally signed by
SHAMEKIA N. TOLIVER
DN: cn=SHAMEKIA N. TOLIVER, o=42d ABW

SHAMEKIA N. TOLIVER, Colonel, USAF
"Crusader 1"

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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 that remained for ten weeks.

In April 1918, the War Department established Aircraft and Engine Repair Depot #3 on the same land as the former 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 (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. During the 1940s, Rosa and Raymond Parks served on Maxwell Field. She worked in lodging, and he served as a barber. The integrated transportation and service they experienced on Maxwell inspired them to fight for more integration in Montgomery and was pivotal to their role in the 1955 Montgomery Bus Boycott that integrated federal transportation.

In March 1946, Army Air Force senior leaders established Air University (AU) to continue the doctrine development and professional military education mission 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 and Space Forces," AU provides U.S. Air Force and Space Force enlisted, officer and DoD civilians with professional military education, professional-continuing education and graduate education.

As AU grew, so did Maxwell Air Force Base. In October 1994, the 42d Air Base Wing was designated the host wing for Maxwell-Gunter, 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 and supports over 42,000 active-duty Airmen and Guardians, Air Force Reserve, Air National Guard, Department of the Air Force civilians, contractors, students, allies & partners, family members, and 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 several 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 Air Force Base. Today, Gunter Annex is home to enlisted professional military and specialized education programs.

Maxwell Air Force Base has a long and distinguished heritage from the earliest days of aviation in the United States. Since its establishment over a hundred years ago, the base has provided a significant and growing presence in central Alabama and greatly contributes to the United States' National Defense.

Prepare For Combat...Prepare Others For The Same



Mission

Prepare For Combat... Prepare Others For the Same.

Vision

A team of professionals delivering premier installation & combat support

Priorities

- Take Care of People
- Execute the Mission
- Strengthen Partnerships
- Re-optimize Processes

Motto

Aethera Nobis...The Skies for Us!

Crusader History

The title of "Crusader" carries deep historical significance within the 42nd Air Base Wing. During their deployment on the Free French Island of New Caledonia in 1943, the Airmen of the 42nd Bomb Group were honored with the nickname "Crusaders" by their French allies, proudly adopting the Cross of Lorraine symbol on their B-25 Bombers. This legacy continues through the 42nd ABW.



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Who We Are



- **Two Geographically Separated Units**
 - 2 Fire Departments, 2 CDCs, 2 Youth Centers, 4 Fitness Centers, 3 DFACs, 2 Commissaries, 1 Active Runway
- **Second largest BOS Contract in AETC (~\$39M/year)**
 - 2/3 of CES, LRS, CS and major parts of FSS & OSS
- **Maxwell Federal Prison Camp (Minimum Security)**
- **FEMA Incident Support Base**
- **Second largest Pharmacy in Alabama**
- **857 Facilities (many 80+ years old) on 6.5M square feet**
- **45 Mission Partners across 4 Major Commands**

Base Personnel	17,715
Active Duty	2,888
Reserve/Guard	1,630
DoD Civilians	2,336
Contract Employees	1,059
Students	2,147
Family Members	8,500
Other Personnel	24,915
Retirees	24,000
Federal Inmates	915
Total Population	42,630



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Who We Are



Today, the 42 Air Base Wing is responsible for all base operating, infrastructure, and services support for over 42,000 active duty, Reserve, civilian, and contract personnel, students, and families at Maxwell AFB and Gunter Annex in direct support of Air University, 908th Flying Training Wing, Air Force Materiel Command units, Defense Information Systems Agency and more than 40 other mission partners.

The 42d Air Base Wing is comprised of the Medical Group, the Mission Support Group, and Wing Staff Agencies. There are 10 squadrons within the Air Base Wing organization:

- 42d Security Forces Squadron
- 42d Force Support Squadron
- 42d Operations Support Squadron
- 42d Communications Squadron
- 42d Logistics Readiness Squadron
- 42d Civil Engineering Squadron
- 42d Contracting Squadron
- 42d Comptroller Squadron
- 42d Healthcare Operations Squadron
- 42d Operational Medical Readiness Squadron



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Strategic Competitor's View

This viewpoint is an evaluation of the competitor's or enemy view of the 42 ABW and ways to negatively affect the mission



Competitor Lines of Effort

- Distract
- Delegitimize
- Disrupt
- Degrade
- Exploit

Lenses

Counter US Conviction

Disrupt & Degrade Capabilities

Exploit international partner Force Development

Enemy Threat Assessment

Develop innovative & professional military leaders, to fight & win future conflicts

Distract & delegitimize professional military education, & influence perceptions

Disrupt or exploit business and enterprise development for DoD customers

Degrade & exploit local/regional disaster response

Disrupt & degrade DoD command & control, information sharing, & network access



Montgomery is a Joint Strategic Node

- Critical DoD, DoJ & EPA equities
- Disaster relief staging and response

Cyber as an Asymmetric Vector

- Information operations
- Espionage, Disruption & Degradation

U.S. Socio-Political Climate

- Social media is a useful tool to promote doubt
- Large scale distraction can buy strategic space

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Economic Impact Statement 2023



ABOUT THE STATEMENT

The Maxwell AFB Economic Impact Statement provides information about the economic impact of Maxwell Air Force Base. It is made available to federal, state and local officials and the general public.

An installation's economic impact on the local community is calculated by identifiable off-base local area spending from gross expenditures. All financial figures are rounded to the nearest dollar.

The Maxwell Economic Impact Analysis is prepared by the 42 Comptroller Squadron, Maxwell AFB. Any questions, please contact 42d Air Base Wing Public Affairs at (334) 953-2014.



SUMMARY OF PERSONNEL

Category	Personnel
Authorized Active Duty Personnel	2,888
Air Force Reserve / Air National Guard	1,630
Trainees/Cadets	2,147
Government Civilians and Contractors	3,395
TOTAL WORKFORCE	10,060
Military Dependents	3,223
COMBINED TOTAL:	13,283



EXPENDITURES

Construction	\$56,742
Locally Produced Goods and Services	\$285,939
Local Purchases Produced Elsewhere (local effect)	\$15,697
Other Spending – Local Hotel and Restaurant Spending by Traveling Personnel	\$42,271
TOTAL:	\$400,631



ESTIMATED INDIRECT IMPACT FOR PAYROLL AND MATERIALS

Annual Value	\$546,351
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TOTAL ESTIMATED JOBS CREATED

Jobs	15,193
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TOTAL ANNUAL ECONOMIC IMPACT ESTIMATE

Category	Amount
Annual Government Payroll	\$1,204,477
Annual Expenditures	\$400,631
Estimated Indirect Economic Impact	\$122,712
GRAND TOTAL:	\$2,274,170



**Largest Employer in the Montgomery Area
\$2.8M in Economic Impact across the River Region**

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Lines of Effort

- Elevate Quality of Life across Maxwell AFB & Gunter Annex
- Provide Premier Combat Service Support for Education, Training, Force Generation & Power Projection Capabilities
- Enhance communication & the common operating picture across the installation & community
- Instill a Warfighter mindset



Desired Outcomes

- Maxwell AFB & Gunter Annex become preferred installation within the command
- Leverage data to drive modernized support capabilities
- Increase connection and collaboration within the formation, with mission partners & the community
- Produce Mission Ready Airmen

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Focus Areas



- **LOE 1: Elevate Quality of Life at Maxwell AFB & Gunter Annex**

Focus Area 1: Improve installation welcome & onboarding experience

Focus Area 2: Military Family Housing, dormitory & facility advocacy

Focus Area 3: Community partnership on spouse employment, school & childcare availability

Focus Area 4: Premier medical support and emphasis on access to care

- **LOE 2: Provide Premier Combat Service Support for Education, Training, Force Generation & Power Projection Capabilities**

Focus Area 1: Support Air Force, MAJCOM, and AU organizational optimization efforts, remaining ready to deploy forward

Focus Area 2: *Back to Basics* contract partnership and oversight for Base Operating Support



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Focus Areas



- **LOE 3: Enhance communication & the common operating picture across the installation & community**

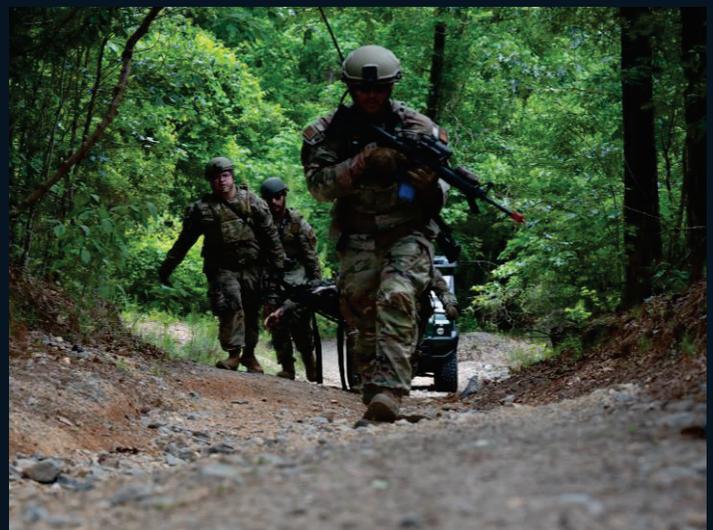
Focus Area 1: Streamline platforms to communicate across the installation

Focus Area 2: Establish a community initiatives team to synchronize community engagement

- **LOE 4: Instill a Warfighter mindset**

Focus Area 1: Synchronize training & exercise efforts across the wing to maximize readiness for emerging threats

Focus Area 2: Prioritize professional development that produces Mission Ready Airmen for Great Power Competition



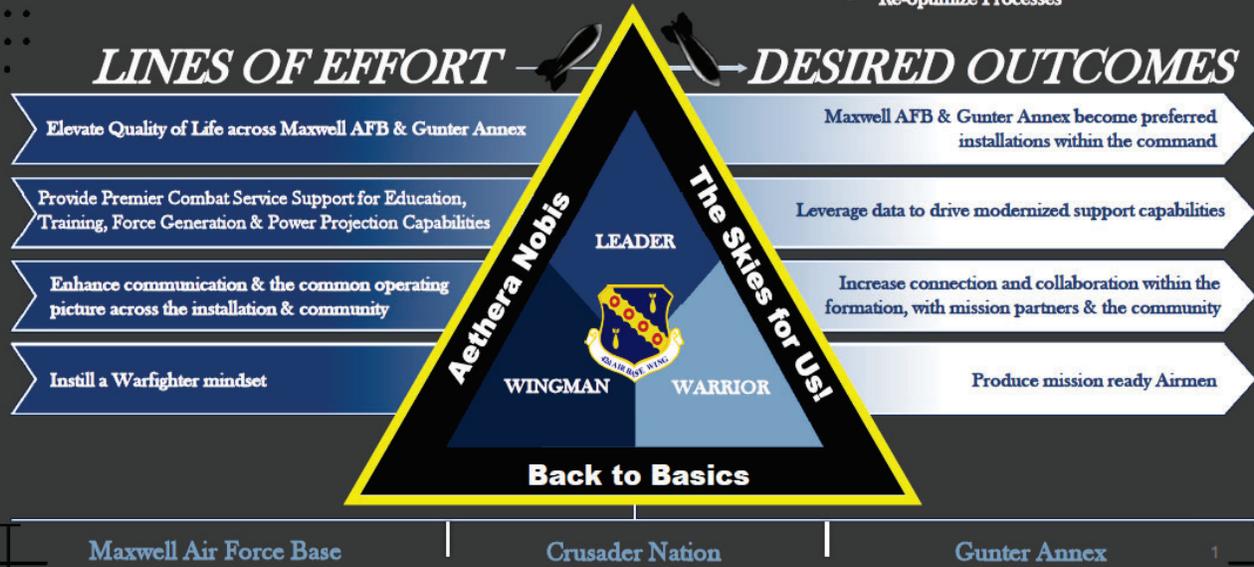
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42 ABW OPERATIONAL APPROACH



Mission: Prepare for Combat...Prepare Others for the same
Vision: A team of professionals delivering premier installation & combat support

- Priorities:**
- Take Care of People
 - Execute the Mission
 - Strengthen Partnerships
 - Re-optimize Processes



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