

# **17TH TRAINING WING**

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## **10-YEAR STRATEGIC PLAN**



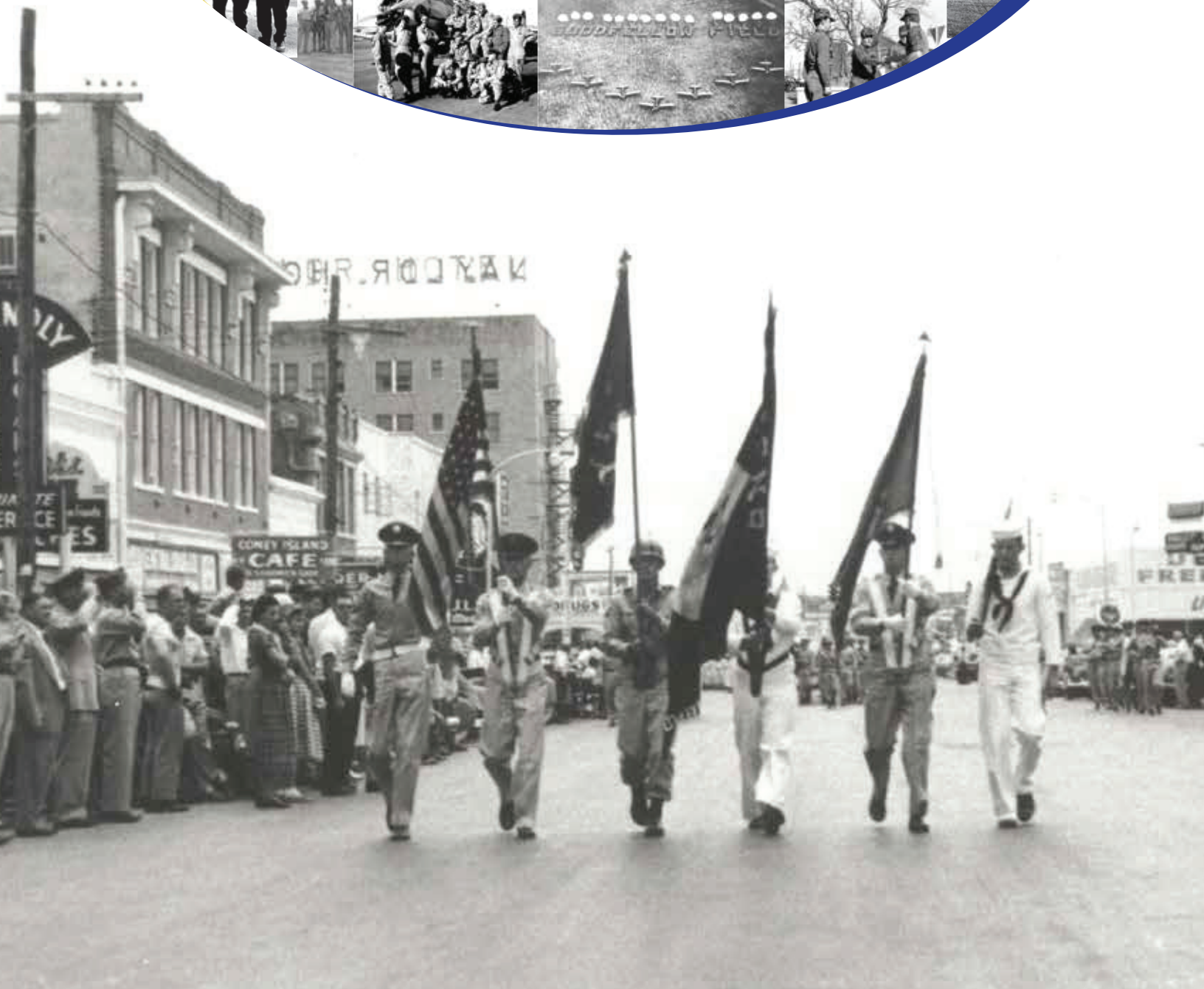
# **GOODFELLOW AIR FORCE BASE**



**"Within the 17th Training Wing, we  
stand on the shoulders of giants. "**

**~Col. Angelina Maguinness~**





## A MESSAGE FROM THE 17TH TRAINING WING COMMANDER

### Col. Angelina Maguinness



*F*ollowing several decades of counterterrorism and counterinsurgency operations in the Middle East, our military's focus has shifted to Great Power Competition with China and Russia as well as potential threats posed by rogue nation states. Now is the time to optimize our efforts across the Wing and modernize our infrastructure to transform training operations and improve survivability into the next few decades. To remain the most formidable Air Force the world has ever known, we must continue to accelerate change and embrace the future. We need to get the most out of every dollar allocated to this Wing and leverage our community partnerships to grow with the City of San Angelo. We can no longer plan to meet these challenges alone as a local Department of Defense entity; we are enmeshed in the communities we live in. Our success depends on the strength of our partnerships and collaborative problem-solving mechanisms.

Over the course of the last six months a team of Raiders gathered to develop the 17th Training Wing's 10-Year Strategic Plan. Our plan focuses on four distinct Lines of Effort which are One Community Approach, Training & Development, Infrastructure Modernization, and Technology Optimization. The One Community Approach will cultivate alliances with the local community, other DOD services, and external agencies, allowing us to meet resource requirements and achieve mission objects effectively. This interconnected network is essential to our readiness and success, as we rely on our shared capacity, knowledge, and support to accomplish our mission together. Our emphasis on Training and Development will drive us towards modernizing our teaching strategies, curriculum, and facilities to prepare joint service members to compete against any adversary anywhere at any time. It also focuses on bettering every Raider – whether joint service member or civilian - and challenging those members to reach their professional and personal goals while a member of the 17th Training Wing. Modernizing infrastructure will allow the installation to more than adequately support the thousands of members we train each year and will position the base to sustain itself given the uncertain threat environment, posed by adversary countries or the weather environment in West Texas. Finally, Technology Optimization forces change throughout the Wing driving us to harness technology to promote efficiency in our day-to-day operations and training initiatives.

Within the 17th Training Wing, we stand on the shoulders of giants. These legendary Airmen, Soldiers, Sailors, and Marines paved the way in military aviation with efforts like the Doolittle Raid, set the foundation for joint intelligence training through the Cold War and beyond, and established a Department of Defense Firefighting Academy that standardized fire protection training across the services. We have much to be proud of and much to build on in that proud history. History is but prologue to an even prouder future that now includes a U.S. Coast Guard, U.S. Space Force and International Partners. As the 23rd CSAF, General Allvin, so decisively stated, "Honor our heritage by departing the past." Now is the time to move forward. This Strategic Plan sets the conditions for the 17th Training Wing to thrive decades into the future. I need each of you to internalize and really invest in this plan. It is your effort and hard work that will take this Wing to the next level and beyond. We will only get there as a Team. Let's go Raiders!





## INTRODUCTION

The 17th Training Wing (17 TRW) is poised to embark on a transformative journey with its 10-year strategic plan, dedicated to shaping the future of intelligence, surveillance, and reconnaissance (ISR) and firefighter training. The Wing has a commitment to high standards and rigorous training programs. Using available resources, cutting-edge technology, and a steadfast commitment to excellence, the 17 TRW aims to build on its legacy. This strategic vision ensures that the 17th Training Wing remains at the forefront of ISR, Firefighting, and all its diverse training missions. By integrating these essential capabilities, the Wing prepares the next generation of professionals to safeguard national interests and maintain a decisive advantage in an increasingly complex and dynamic world.

## VISION

**“Leading in Joint and Coalition Education & Training, Developing Future Leaders, and Securing Global Freedom”**

Over the next decade, the 17 TRW will be charting a transformative course to redefine excellence in ISR and Firefighting training, prioritizing student and leadership development, and fortifying partnerships. By pursuing cutting-edge technologies and state-of-the-art facilities, expanding joint and coalition training initiatives, and fostering a culture of innovation, resilience, and excellence, we envision shaping the future of global security. Our commitment extends to preparing a diverse team of leaders and professionals who will lead with distinction, safeguarding national interests and promoting stability in an increasingly interconnected world.



## MISSION:

**We TRAIN, TRANSFORM and EMPOWER joint and coalition warriors**

The mission of the 17 TRW is to develop and empower Joint Service Members to deliver unmatched ISR and firefighting capabilities for our nation. Through rigorous training programs and a commitment to excellence, the 17 TRW ensures that each Joint Service Member is equipped with the critical skills and knowledge necessary to excel in a rapidly evolving global environment. By fostering a culture of innovation, integrity, and resilience, the 17 TRW stands at the forefront of preparing the next generation of Joint Service professionals to protect and defend the United States and its interests around the world.



# LOE #1: ONE COMMUNITY APPROACH

Embracing a “One Community Approach” in the 17 TRW 10-year strategic plan is vital for fostering ties between the base and the surrounding community. This collaboration enhances mutual understanding, ensures effective crisis response, and improves healthcare services. It also allows for addressing shared concerns through community/base committees and provides educational opportunities, enriching both military and local communities. Environmental projects preserve natural resources, while economic partnerships create job opportunities, boosting the local economy. A community/base committee addressing critical issues like energy and public health ensures resilience and sustainability. This strategy enhances quality of life and operational effectiveness for all.



**Desired Effect:**  
**Fostering a cohesive 'one community approach' by strengthening partnerships, communication channels, and collaboration among all stakeholders, ensuring shared goals, mutual support and collective success.**

## OBJECTIVES:

### 1.1. Enhance Base/Community Outreach Programs

Develop and implement joint outreach programs that foster strong relationships between the base and surrounding communities. Organize regular community events, such as open houses, career fairs, and volunteer initiatives, to promote mutual understanding and cooperation.

### 1.2. Foster Cohesive Emergency Preparedness and Management

Establish integrated emergency preparedness and response plans that include both base and community resources. Conduct base/community emergency drills and training exercises to ensure seamless coordination during crises.

### 1.3. Strengthen/Broaden Medical Partnerships

Collaborate with local healthcare providers to improve medical services for both base personnel and community members. Develop base/community medical initiatives for resource sharing to increase access to care while driving down costs.

### 1.4. Form Community and Base Committees

Create committees composed of base personnel and community leaders to address mutual concerns and opportunities for collaboration. Hold regular meetings to discuss and implement initiatives that benefit both the base and the local community.

### 1.5. Build/Enhance Educational Partnerships

Partner with local schools, colleges, and universities to provide educational opportunities for both military/civilian families and community members. Develop programs that encourage base personnel to participate in community educational initiatives, such as guest lectures and mentoring.

### 1.6. Promote Environmental Stewardship

Implement base/community environmental projects that protect and enhance local natural resources. Encourage community participation in base-led environmental initiatives, such as recycling programs and conservation efforts.

### 1.7. Support Mutual Economic Growth and Development

Collaborate with local businesses and government agencies to drive economic growth and development that benefits both the base and the community. Establish programs that support the employment of military spouses and veterans in the local economy.

### 1.8. Establish a Committee for Common Issues Between Base and Community

Form a committee comprising base and community representatives to address critical needs such as energy, transportation, and public health. Develop strategic plans and initiatives to tackle emerging challenges, ensuring both base and community resilience and sustainability.



# LOE #2: TRAINING AND DEVELOPMENT



Focusing on training and development in the 17 TRW's 10-year strategic plan is crucial. Providing cutting-edge training for joint and coalition forces will ensure personnel are exceptionally suited and ready for future challenges. Implementing agile learning systems offers flexible, tailored training programs that adapt to individual needs and mission requirements. Promoting a culture of continuous learning ensures that all personnel stay current and enhance their skills regularly. Modernizing training with advanced technologies and benchmarking against DoD standards maintains a competitive edge, while personalized developmental pathways support individual career progression and leadership growth. This comprehensive focus on training and development ensures that the 17 TRW remains at the forefront of operational readiness and excellence.

## Desired Effect:

**All Raiders will continuously learn and grow through tailored and deliberate training and development to compete and win our nation's wars.**

## OBJECTIVES:

### 2.1. Prepare Raiders for Great Power Competition

Equip every Raider with combat-relevant skills and the ability to excel in battle. Develop warriors capable of leveraging cutting-edge technologies, innovative tactics, and superior decision-making skills that ensure a strategic advantage over our enemies.

### 2.2. Pursue Excellence in ISR and Fire Protection Training

Modernize training programs for intelligence and fire protection by incorporating the latest technologies. Advocate for training program requirements to stay aligned with current and emerging threats, scenarios, and mission demands and pursue continuous feedback in order to meet field/force requirements.

### 2.3. Implement Agile Learning Systems

Deploy agile learning systems that offer flexible, modular training programs tailored to mission requirements.

### 2.4. Foster a Perpetual Learning Environment

Cultivate a culture of continuous learning by integrating perpetual learning strategies into daily operations for every Raider.

### 2.5. Ensure Sustained Manning for Mission and Mission Support

Foster a resilient and proficient workforce capable of meeting operational demands. By implementing comprehensive recruitment strategies and robust training programs, we aim to maintain optimal staffing levels across all critical roles (instructors, MTLs, support staff, etc.) This approach will not only enhance operational readiness but also ensure seamless mission execution and sustained support capabilities in dynamic and challenging environments.

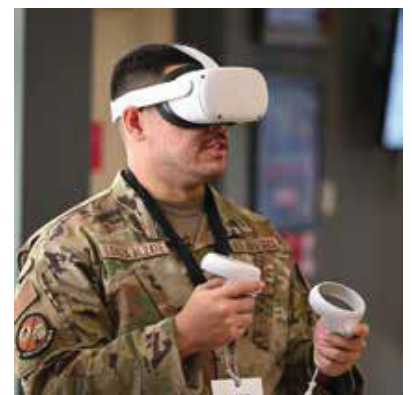
### 2.6. Maintain DoD's Competitive Advantage

Continuously benchmark training and development programs against the best practices within the DoD and globally to maintain a competitive edge. Conduct

regular assessments and updates of training curricula to incorporate the latest advancements and strategic insights.

### 2.7. Facilitate Individual Developmental Pathways

Create personalized developmental pathways for each Raider, enabling tailored career progression and skill development. Implement mentorship and coaching programs to support individual growth and foster leadership development.





# LOE #3: INFRASTRUCTURE MODERNIZATION

Prioritizing infrastructure modernization on the 17 TRW's 10-year strategic plan is essential for supporting current/future missions and enhancing quality of life. Developing resilient infrastructure ensures robustness against disruptions and maintains mission-critical operations. Expanding and modernizing training facilities accommodates diverse educational/training needs and evolving requirements. Optimizing workspaces and living quarters with modern amenities promotes collaboration, productivity, and well-being amongst personnel. Upgrading communication systems ensures seamless and secure connectivity. Improving energy efficiencies and implementing renewable energy sources reduce environmental impact and enhances sustainability. Upgrading water and sewage systems ensures reliable, safe, and sustainable water management. This comprehensive approach to infrastructure modernization supports mission readiness, improves operational effectiveness, and fosters a better living and working environment for all personnel.



**Desired Effect:**  
**Modernize infrastructure that keeps  
pace with an  
evolving world.**

## OBJECTIVES:

### 3.1. Develop Resilient Infrastructure

Assess current infrastructure for vulnerabilities and implement measures to enhance resilience against natural disasters, cyber threats, and other disruptions. Establish a comprehensive maintenance and upgrade schedule to ensure all infrastructure remains robust and capable of supporting mission-critical operations.



### 3.2. Expand and Modernize Training Facilities

Construct and renovate training facilities to accommodate diverse educational needs and evolving training requirements developed by the operational field/force. Integrate advanced technologies and flexible spaces into training environments to support a wide range of learning modalities and scenarios.

### 3.3. Optimize and Improve Workspaces and Living Quarters

Redesign workspaces with modern amenities to promote collaboration, productivity, and well-being among personnel. Upgrade living quarters to enhance quality of life, incorporating features such as high-speed internet and recreational facilities.

### 3.4. Upgrade and Integrate State-of-the-Art Communications Systems

Implement the latest communication technologies to ensure seamless, secure, and reliable communication across all units. Integrate communication systems to improve interoperability and coordination within the 17 TRW and external partners.

### 3.5. Improve and Sustain Energy Efficiencies

Implement energy-efficient technologies and practices to reduce consumption and minimize environmental impacts. Develop and maintain renewable energy sources to support the base's operations, reducing reliance on traditional power grids and enhance energy security.

### 3.6. Upgrade/Update Water and Sewage Systems

Modernize water supply and sewage infrastructure to ensure reliable, safe, and sustainable water management. Implement water conservation measures and advanced sewage treatment technologies to minimize environmental impact and comply with regulatory standards.





# LOE #4: TECHNOLOGY OPTIMIZATION



Focusing on technology optimization on the 17 TRW's 10-year strategic plan is essential for maintaining operational superiority and efficiency. Acting as change agents for DoD policy ensures that the organization stays aligned with emerging technologies and best practices. Leveraging tech natives as innovation champions harnesses the expertise of digitally proficient personnel. Partnering with industry leaders provides access to cutting-edge innovations. Achieving technology parity ensures equitable access to advanced tools and resources across all units. Developing a secure cloud environment supports both classified and unclassified operations, enhancing flexibility and security. Enabling universal access to applications and data from any device increases operational agility. Realizing cost savings through technology efficiencies allows for reinvestment into critical infrastructure. This comprehensive focus on technology optimization ensures that the 17 TRW remains at the forefront of technological advancements and operational effectiveness.

**Desired Effect:**  
Maximize operational effects through  
advance and innovative technology  
integration.

## OBJECTIVES:

### 4.1. Drive Policy Innovation and Adoption

Act as change agents to influence and shape DOD policy, ensuring alignment with emerging technologies and best practices. This can be accomplished by creating a cross-functional policy review team to identify and advocate for necessary policy updates and modifications that facilitate technology optimization.

### 4.2. Leverage Tech Natives as Innovation Champions

Identify and empower tech-native personnel within the organization to act as champions and early adopters of new technologies. We will develop a structured program to harness the skills and insights of tech natives integrating their expertise into strategic planning and decision-making processes.

### 4.3. Foster Strategic Partnerships with Industry

Build and sustain partnerships with leading technology companies to leverage cutting-edge innovations and best practices. We will need to create collaborative platforms and forums for regular interaction and joint projects with industry partners to drive technology advancements.

### 4.4. Achieve Technology Parity Across the Organization

Conduct comprehensive technology audits to identify and address disparities in technology access and usage across the Wing. We will ensure hardware, software, and other technological assets are made available and accessible to those who require them, in a consistent and efficient manner.

### 4.5. Develop Secure, Flexible Cloud Environments

Design and implement a secure cloud infrastructure that supports both classified and unclassified operations. We will need to establish robust security protocols and continuous monitoring, which involves the ongoing tracking and analysis of systems activities and data to detect and respond to potential threats, to protect data integrity and confidentiality within the cloud environment.

### 4.6. Enable Universal Access to Applications and Data

Develop and deploy technologies that allow secure access to applications and data from any device, enhancing operational flexibility and mobility. The 17 TRW will work to implement single sign-on and identity management solutions to streamline access

and improve user experience.

Realize Cost Savings for Reinvestment in Critical Infrastructure

Identify and implement cost-saving measures through technology optimization, such as virtualization, consolidation, and efficient resource management. Reallocate savings from technology efficiencies into critical infrastructure projects enhancing overall mission readiness and capability.



## **Mission**

"Achieving Excellence Through Readiness, Resource Optimization, and Innovation"

## **People**

"Empowering Our Force by Nurturing Human Potential and Prioritizing Well-Being for All"

## **Relationships**

"United in Purpose – Partnering as a Bedrock Principle, Forging a Stronger Global Community Together"

MISSION

PEOPLE



**PRIORITIES**

RELATIONSHIPS

### **LINES OF EFFORT**

### **DESIRED OUTCOMES**

#### **One Community Approach**

Fostering a cohesive 'one community approach' by strengthening partnerships, communication channels, and collaboration among all stakeholders, ensuring shared goals, mutual support and collective success.

#### **Training and Development**

All Raiders will continuously learn and grow through tailored and deliberate training and development to compete and win our nation's wars.

#### **Infrastructure Modernization**

Modernize infrastructure that keeps pace with an evolving world.

#### **Technology Optimization**

Maximize operational effects through advanced and innovative technology integration.



# OUR CORE VALUES



*The*

**R**elationships

create a cohesive and collaborative environment

**A**ccountability

ensures everyone strives for excellence

**I**ntegrity

is the foundation of our conduct

**D**edication

drives us to persist and achieve our goals

**E**mpowerment

enables every individual to take initiative

**R**esilience

ensures we overcome challenges

*Way*



**GOODFELLOW AIR FORCE BASE**