



Twenty-Second Air Force

Strategic Plan

2018

MISSION: Provide mission-ready Airmen

VISION: Reserve Citizen Airmen who are trained and ready to answer our Nation’s call

MOTTO: “Second to None!”

Overview & Mission Summary

Comprised of more than 12,000 Reserve Citizen Airmen and civilians in 14 subordinate units at over 30 U.S. locations, the 22 AF is a resilient, diverse and experienced force. Our seven unit-equipped wings, four groups, two support squadrons and a tactics training unit all do their part to ensure the Air Force Reserve remains relevant and lethal. 22 AF also serves as the Air Force Reserve Command lead for DoD special mission support providing 100% of the DoD requirement for weather reconnaissance, 100% of the fixed-wing aerial spray mission and 25% of the Modular Airborne Firefighting System (MAFFS) capability. While the preponderance of our force supports tactical airlift, all of our mission areas, to include civil engineering, flight test, training, joint planning, and DV airlift, play a vital role to the defense of our nation.

The 22 AF Staff is dedicated to optimizing the performance of our units in the field. Clear, concise and timely messaging, and prioritized support assures our commanders have the right resources at precisely the right time. Our leadership teams are committed to developing and supporting mission-ready Airmen.

[22 AF MISSION BRIEF](#)

Intent of the Strategic Plan

In alignment with HHQ direction, the 22 AF Strategic Plan documents the commander’s intent, and is designed to inform and guide efforts across the Numbered Air Force. Subordinate commanders are empowered to leverage this guidance to meet and exceed mission requirements.

Every Airman – military and civilian – in the 22 AF must understand how the accomplishment of their daily tasks support the execution of the overall 22 AF mission. As appropriate to their function, contract personnel also need to understand how the tasks they perform fit into the overall unit mission. Leaders at all levels must help establish and support these linkages so the efforts of our Airmen are aligned toward mission accomplishment and rooted in how we contribute to Global Vigilance, Global Reach, and Global Power for America.

AF Mission	AFRC Mission	22 AF Mission
Fly, Fight and Win...In Air, Space, and Cyberspace	Provide Combat-Ready Forces to Fly, Fight, and Win	Provide Mission-Ready Airmen
AF Vision	AFRC Vision	22 AF Mission
The World’s Greatest Air Force - Powered by Airmen, Driven by Innovation	Reserve Citizen Airmen - An Agile, Combat-Ready Force Answering our Nation’s Call...Always There!	Reserve Citizen Airmen who are trained and <u>ready</u> to answer our Nation’s call

Strategic Priorities Summary

- Organize, train and equip Airmen
- Develop and retain combat-ready Airmen
- Modernize and shape for the future

Priority #1:

Organize, train and equip Airmen

Clarification: Ensuring our Airmen are prepared and have necessary resources and support every level is at the core of our mission.

Relevance: Supporting our Combatant Commanders when called upon is our foundational mission. Trained, equipped and ready Airmen are our hallmark and the backbone of every successful mission. Commanders at every level will ensure our Airmen are ready to successfully accomplish the mission at home and abroad.

Supporting Goals

- Enhance Critical Skills Training (Champion, 22 AF/A4)
- Enhance availability of key resources (Champion, 22 AF/FM)
- Ensure Full Spectrum Operations (Champion, 22 AF/A3)

Relevance: For well over a decade, we have successfully supported Combatant Commanders in limited theaters of operation. Unfortunately, this concentrated effort has caused some of our critical skills to atrophy. We must ensure Full Spectrum Readiness by (1) identifying areas where critical skills have weakened, (2) procuring adequate training and school slots, and (3) sending the right Airmen to the training. All this must be done while making every dollar count in an ever-increasing fiscally constrained environment.

Champion: 22 AF/DS

Strategic Priority #2:

Develop and retain combat-ready Airmen

Clarification: Our competitive advantage begins with our ability to develop and retain combat-ready Airmen with strong character, who are commitment to our AF core values of *Integrity First, Service Before Self* and *Excellence In All We Do*. We will ensure our Airmen receive focused training, mentorship and professional development to reach their full potential.

Relevance: Airmen are, and will remain, our top priority. It is through their ingenuity we find innovative ways to strike the balance between mission effectiveness and risk. To ensure our triumph, we must invest in our Airmen at every level. Creating an environment of trust and empowerment where Airmen excel as leaders and technical experts will optimize our outcomes.

Supporting Goals

- Promote a high performing culture where each Airman can reach their full potential
- Reinvigorate the Wingman culture

Relevance: Engaged leaders fuel esprit de corps. Through promoting our proud Air Force values we create a positive environment for our Airmen. By building our Airmen we build our teams; by building our teams we accomplish our mission.

Champion: 22 AF/CV and 22 AF/CCC

Strategic Priority #3:

Modernize and shape for the future

Clarification: Modernization and innovation are essential to keeping the competitive advantage. We must constantly assess everything we do in the effort to build an effective and efficient force.

Relevance: In our challenging, uncertain and fiscally constrained environment we must make every effort to maintain our competitive edge. Modernization of our weapon systems, along with an agile and lethal force, will keep us in the forefront of our adversaries.

Supporting Goals

- Establish agile and responsive support to Combatant Commanders (Champion, 22 AF/A3)
- Provide maximum JA/ATT support to Special Operations Command, Ft. Bragg and Ft. Benning partners (Champion, 22 AF/A3)
- Modernize and recapitalize weapon systems to provide optimal capability (Champion, 22 AF/A4)
- Appropriately structure and staff the NAF (Champion, 22 AF/A1)
- Appropriately advocate for modernization and recapitalization needs through legislative and media engagements in accordance with AFRC messaging (Champion, 22 AF/PA)

Relevance: The best way to be prepared for unpredictable future fights is to attain and maintain Full spectrum Readiness (FSR). The key to FSR is training – the right type of training with the right joint partners utilizing the right equipment. We must maximize our joint training while ensuring our equipment is either modernized or recapitalized. In addition, we must ensure Numbered Air Forces are properly staffed and trained to enable subordinate units to properly organize, train, and equip their Airmen for the future fight.

Champion: 22 AF/DS

Internal Control Measures

Fourteen key measures have been identified to ensure successful operations across the NAF. These measures directly support the performance of our strategic plan and the responsibilities bestowed to commanders at all levels (AFI 1-2).

[22 AF ICM](#)

Governance

This strategic plan is part of an annual process of review and revision. A strategic planning team will be assembled at the 12-month mark (or as required) to:

- Ensure continued alignment with HHQ guidance
- Conduct an environmental assessment to include; internal/external strengths, weaknesses, opportunities and threats
- Update and communicate revisions to the strategic plan and incorporate Process Improvement (PI) initiatives to achieve stated goals

The 22 AF/CCO is responsible for the maintenance and scheduled revisions of the 22 AF Strategic Plan.

Responsibilities

The 22 AF/CC is the office of primary responsibility for the 22 AF Strategic Plan. The primary responsible parties for carrying out the assigned duties and activities for each of the priorities have been assigned to the priority champions.

Final Thoughts

Airmen of the 22nd Air Force should be proud! We have proven ourselves vital to protecting our Nation by providing much needed capabilities on demand. Our continued ability to deliver powerful options across multiple mission areas for our country's defense is even more critical as future threats continue to emerge and evolve. Our mission remains clear - Provide mission-ready Airmen. To this end, we must remain resourceful, focused and agile in our execution. We will rise to every challenge and come out a better, more lethal force. We will achieve our vision... We are Reserve Citizen Airmen who are trained and ready to answer our Nation's call.

"22 Air Force...Second to None!"

Craig L. LaFave, Maj Gen, USAF
Commander, 22 AF