



## 2030 Strategic Plan

January 2020

*Success does not go to the country that develops a new technology first, but rather, to the one that better integrates it and more swiftly adapts its way of fighting.*

*– Secretary of Defense Jim Mattis, releasing of the 2018 National Defense Strategy*

**INTRODUCTION** – As the Combat Air Force’s focal point for delivering material and non-material warfighting solutions, the 53d Wing’s mission is to ***provide tactical advantage to the warfighter at the speed of relevance***. Our unique world-class teams of professional Airmen perform operational test and tactics development, weapons systems evaluation, and mission optimization spanning the U.S. Air Force’s fighter, bomber, rescue, reconnaissance, and space portfolios.

**STRATEGIC ENVIRONMENT** – An increasingly complex global security environment coupled with the rapid diffusion of advanced technologies has given rise to peer and near-peer adversaries. To confront these challenges and to create winning advantages, the 2018 National Defense Strategy directs a return to strategic competition. The 53d Wing embraces this call to action, as this strategic challenge manifests itself at the tactical level. The growing diversity and complexities of advanced warfighting systems has out-paced the 53d Wing’s apportioned resources, eroding our ability to remain aligned with warfighter’s shifting priorities.

**STRATEGIC APPROACH** – Framing the problem: The 53d Wing is hindered by the segregation and isolation of information, administration, planning, and execution that is not optimized, customer-informed, or aligned with our warfighting customer’s priorities. Organizational agility—the ability to change direction with strength, dynamic balance, and coordination in an expeditious, efficient and effective manner—has been lost. In short, the 53d Wing is not prepared to meet the needs of the warfighter for strategic competition with our adversaries.

The fundamental idea of the 53d Wing Strategy is to restore organizational agility by strengthening our wing’s competitive advantage—what makes us unique, valuable, and hard to replicate. While the 53d Wing has an impressive portfolio of missions, platforms, and people, our competitive advantage is ***integration***. Applying an integrated approach to all facets of the wing—from administrative management to test execution—will enable the 53d Wing to increase agility and make informed choices to accelerate relevant tactical advantages the warfighter prioritizes today, while also setting conditions to shape the future for the warfighter tomorrow. Concurrently, integration will foster a culture of *shared ownership, shared outcomes*. This strategy is based on four key assumptions:

- Adversary modernization programs will stay on their projected trajectories.
- Accelerated acquisition timelines will increase our demand signal to test, evaluate and reprogram new systems and integrate these systems with existing capabilities.
- Intense competition for resources, both fiscal and human, will remain a significant challenge.
- The Air Force will increasingly operate and integrate with joint and multi-national partners.

**STRATEGIC FRAMEWORK** – Supporting Air Combat Command’s *‘People first, Mission always’* vision, the 53d Wing Strategy is built around three interdependent focus areas that emphasize the importance of our people, our ability to win today, and ensuring our competitive advantage tomorrow. These focus areas are tied to the National Defense Strategy priorities and are aligned with our customer Combatant Commands and Major Commands. Finally, these three focus areas are supported by five critical enablers—without which we fail.

**CRITICAL ENABLERS** – Our success is dependent on integrating these critical enablers horizontally and vertically throughout the 53d Wing.

- **SECURITY** – Standardize, expedite and expand access for those who need it
- **FISCAL SUPPORT** – Prioritize for today, advocate for tomorrow
- **HUMAN CAPITAL** – Mission-align the right people, in the right place, at the right time, with the right training and experience
- **FACILITIES / HOST SUPPORT** – Engagement with host wings, the lifeline for our 20+ locations
- **COMMUNICATION / COLLABORATION** – Internally & externally

## **FOCUS AREA 1: DEVELOP EMPOWERED AIRMEN**

Our most valuable resource and our Nation's asymmetric advantage in any future conflict is not found in treasure or weaponry, but in the men, women and families that make up the 53d Wing. How we will *Develop Empowered Airmen*:

- **Talent Management** using a methodical process to recruit, hire, train, develop professionals, manage their performance and career, and implement leadership succession planning.
- **Deliberate Development** by creating tailored plans for developing professionals and future leaders focused on the unique qualities, abilities and competencies required at each level.
- **Ready Team, Ready Families** is our plan to provide the best support to spouses and families in the areas of employment, education, housing, engagement and connection to the mission.

## **FOCUS AREA 2: DELIVER INTEGRATED TACTICAL ADVANTAGE**

A holistic approach to integration is required to continually assess what problem we are solving, how important it is to the warfighter, and how we can do it better. How we will strengthen the 53d Wing's ability to *Deliver Integrated Tactical Advantage*:

- **Optimize Operational Test & Tactics Development** by developing resource-informed integrated processes to enable responsive alignment of our mission set to warfighter priorities.
- **Drive Relevant Validation, Evaluation & Integration** assimilating operational planning realities to address theater capability gaps and key operational problems.
- **Bolster Warfighter Engagement** to maintain shared consciousness, which forms an integrated feedback loop to continually deliver the relevant capabilities to our customers.

## **FOCUS AREA 3: SHAPE THE FUTURE FIGHT**

Proactive leadership, vision, and innovation is required to enable tomorrow's warfighter the freedom of action while confining the adversary and defining his response. How we will *Shape the Future Fight*:

- **Innovate towards the Future of Test & Evaluation** permitting rapid and secure test and evaluation of the full spectrum of capabilities our warfighters will employ.
- **Integrate Joint / Coalition Test & Tactics Development** through collaboration with the other services as well as our allies to deliver superior joint/coalition tactical advantage.
- **Inform Air Force Enterprise Decisions** by engaging and integrating with MAJCOM, Air Staff, and Joint Staff stakeholders to share insights and expertise unique to the 53d Wing.

We Provide Tactical Advantage to the Warfighter at the Speed of Relevance

**Critical Enablers**

Security  
Fiscal Support  
Human Capital  
Facilities / Host Support  
Communication / Collaboration

**Develop Empowered Airmen**

Talent Management  
Deliberate Development  
Ready Team, Ready Families

**Deliver Integrated Tactical Advantage**

Optimize Operational Test & Tactics Development  
Drive Relevant Validation, Evaluation & Integration  
Bolster Warfighter Engagement

**Shape the Future Fight**

Innovate towards the Future of Test & Evaluation  
Integrate Joint / Coalition Test & Tactics Development  
Inform Air Force Enterprise Decisions

