

THE AIR FORCE SECURITY FORCES ACADEMY



Strategic Plan

2020

INTEGRITY WITH KNOWLEDGE

2018 National Defense Strategy requires Security Forces to be ready to defend against threats in every environment. This begins at the United States Air Force Security Forces Academy and continues through a continuum of training focused on building and refining a Defender's skill set and knowledge.

Commander
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**THE UNITED STATES AIR FORCE
SECURITY FORCES ACADEMY
9 JULY 2020**



Purpose

The purpose of this memorandum is to outline strategic context, codify priorities and goals, and provide direction regarding objectives, intent and subsequent tasks for Air Force Security Forces Academy.

Strategic Context

In 2020, we must continue to build upon the proud heritage of our predecessors while striving to find innovative ways to improve our training, our students and the permanent party members who lead them. We must strike a balance between education and training never losing sight of the things that define us as Defenders. We will focus on completing the work we started, incorporating efficiencies into our daily processes, and building the foundation of what's to come in 2030.

Mission

Develop Defenders ready for the challenges of today and tomorrow.

In greater detail, the Air Force Security Forces Academy provides the foundational training for Security Forces world-wide and continues through a continuum of training focused on building a Defender's skill set and knowledge level equivalent to their rank and grade. Each of the steps on the continuum is vital in preparing the Defender for Air Force missions at home and abroad. Our training operations are executed with commitment to safety and effectiveness.

Vision

Develop a World Class Academy recognized for delivering a Defender culture of excellence.

Intent

My intent is to provide outstanding training in a safe mental and physical working environment for every member of this command. As leaders responsible for training our future security force, we will epitomize professionalism, integrity, discipline and enthusiasm in all of our daily functions, while treating all Airmen, joint, international and community partners with dignity and respect. The culture I desire to foster at the United States Air Force Security Forces Academy is simple: Hold our Airmen to the highest possible standards while taking the best possible care of their welfare, while developing them personally and professionally. In order to create this training environment, leaders at all levels will pursue new and innovative ways to develop a culture of excellence, develop an enthusiastic pursuit of optimizing the learning and training experience, strengthen our mission partner relationships of training excellence, develop exceptional leaders, produce actionable solutions, and maximize time to execute quality repetitive training while instilling Defender history and heritage into our daily operations. We will leverage both proven and game-changing technologies through innovation and synchronization of efforts with AFWERX, Air Force Security Forces Center, industry and academia to address capability gaps both now and in the future. Our end state will be to foster a people first environment and culture, while executing our mission through extensive teamwork to develop airminded Defenders.

Priorities

- Develop a culture of excellence
- Optimize the learning and training experience
- Posture the 343d to be the 2030 World Class Academy

Principles

- People first! Mission and Team always
- Strengthen our mission partner relationships
- Execute realistic and challenging training
- Cultivate an environment of dignity and respect where individuals and teams are valued
- Develop exceptional leaders through mentorship, feedback and external opportunities
- Drive innovation to build next generation Airmen
- Foster an environment of effective communication

Execution

This guidance allows for flexibility and synchronization of work efforts. We will evaluate our priorities at least every six months and revise them as AF guidance changes, we meet our goals, or the situation dictates. Each assigned OPR will develop milestones associated with our work and report progress through unit reoccurring meetings. I will review progress monthly, at a minimum, to ensure we stay on course and maintain the ability to respond to new challenges as they occur.

343 TRS STRATEGIC PLAN 2020 GOALS AND OBJECTIVES

Strategic Goal 1 – Develop a Culture of Excellence

Strategic Goal 1 focuses on building and institutionalizing a culture that fosters excellence in all aspects of the United States Air Force Security Forces Academy. It requires a solid foundation of credibility, confidence, and integrity at all organizational levels and in all courses. This includes focus on the critical skills and competencies needed to inspire and lead positive change while promoting unit excellence and professionalism.

Sub-Goal	Objective	Performance Measurement	OPR
1.1. Refine the permanent party hiring process	1.1.1. Selectively recruit and hire qualified instructors	100% instructor hires vetted through losing/gaining commander	CC /CEM
	1.1.2. Reevaluate the Military Training Leaders (MTLs) hiring process	Researched proposal to TRG by 1 Feb 2021	CEM / MTF
1.2. Develop Academy personnel to a codified and credible professional standard	1.2.1. Build a continuum of learning to facilitate deliberate development	Action plan ready for consideration NLT 1 Mar 2021	CEM/ TDE
	1.2.2. Position personnel for professional development opportunities	Supervisors at all levels responsible for implementing the continuum of development	ALL
1.3. Foster an environment that develops students of character	1.3.1. Create a scoring tool to assess merits of student behavior and academics tied to incentives	Scoring tool (Team MPA) executable by Jan 2021	CCF
	1.3.2. Write a squadron student standard operating procedures (SOP) guide to capture expectations aligned with the scoring tool	100% students have SOP guide in hand by Feb 2021	MTF

	1.3.3. Reinvigorate SHIELD program	Develop and Implement NLT Feb 2021	TDE
1.4. Market the brand	1.4.1. Establish a communication/marketing campaign to increase awareness and encourage interest to all stakeholders	Marketing plan reaching all stakeholders on various platforms ready NLT Feb 2021	CEM
	1.4.2. Partner with local and enterprise agencies to advocate for marketing	Academy brand in SF Association magazine, multiple media platforms, and at venues around the world by end of FY 21	CEM

Strategic Goal 2 – Optimize the Learning and Training Experience

Strategic Goal 2 focuses on providing realistic and updated training through the continuum of learning for Airmen, NCOs, SNCOs, Officers, and Civilian Defenders. Specifically, build each course upon a foundation that is focused on defeating near peer competitors, in an environment that is academically and physically challenging and relevant.

Sub-Goal	Objective	Performance Measurement	OPR
2.1. Provide the right training at the right time	2.1.1. Establish a standard for fundamental versus foundational training (baseline SFAC, build up to other courses)	Ready to execute by 1 Oct 2021	CEM
2.2. Provide training aids that support relevant and realistic training	2.2.1. Build Defender handbooks that include history and heritage, basic weapons knowledge, use of force, and applicable foundational SF information	Manual in all student hands NLT 1 Mar 2021	TDE
	2.2.2. Construct a 21 st Century Tactical Communication Plan to support training communication and safety	Add to POM FY 24 by 31 Oct 2021	TRR
	2.2.3. Develop Individual Student Assessment Plan (ISAP) with specific annexes for each course	Manual in all students hands NLT 1 Mar 2021	TDE
2.3. Reinvigorate training development	2.3.1. Fully man TDE section	NLT 1 Jan 2021	DO
	2.3.2. Collocate Course Managers and courses and establish clear roles and responsibilities	CM offices in course areas NLT 1 May 2021	TRR
	2.3.3. Conduct comprehensive course reviews bi-annually and as needed	Course reviews to Commander Apr/Oct annually	TDE

	2.3.4. Complete course re-writes and open/close course validations	Rewrites complete by 1 Feb 2021 and open validations by Mar 2021	TDE
2.4. Build course sustainment plan	2.4.1. Update course AETC Form 120s	AETC Form 120s update and loaded NLT 30 Nov 20 and quarterly conference reviews thereafter	TM
	2.4.2. Align sustainment budget to course AETC Form 120s	Quarterly sustainment conference beginning Nov 2020 with budget aligned for FY 21 planning	TRR
2.5. Build institutional credibility	2.5.1. Grow and build upon subject expertise	Create organic system to develop SMEs to tie into unit continuum of development	TDE
	2.5.2. Increase cadre knowledge of threats and real world event AARs to incorporate in all aspects of training	S-2, intelligence, AFSFC, etc. briefs at least quarterly beginning Jan 2021	TDE
	2.5.3. Establish a robust aggressor force	Use threat briefs, available cadre, weapons systems and organic resources to improve aggressor tactics and proficiency by Jan 2021	OL-A
	2.5.4. Maintain Federal Law Enforcement Training Accreditation	Meet annual milestones and seek opportunities to surpass standards	Stan-Eval

	2.5.5. Maintain Peace Officer Standards and Training requirements	Meet annual milestones and seek opportunities to surpass standards	Stan Eval
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Strategic Goal 3 – Posture the 343 TRS to be the 2030 World-Class Academy

Strategic Goal 3 focuses on aligning current and future planning to support the vision of creating a world-class academy that is known for its professionalism, innovation, and passion to provide the best available training to all Defenders while focusing on those things we hold sacred.

Sub-Goal	Objective	Performance Measurement	OPR
3.1. Improve infrastructure squadron-wide	3.1.1. Leverage existing facility management processes to seek engagement opportunities	Representation at 100% of all monthly and quarterly facility manager meetings	TRR
	3.1.2. Create monthly facility meeting internal to the unit	Detailed work order tracker ready to present at meetings creating renewed ownership in the process	TRR
	3.1.3. Improve outside standing areas to prevent the introduction of excess mud and dirt in indoor training facilities	Provide a plan to the FY 21 Budget process to request/implement overhangs and concrete surfaces at each training area where students are required to wait outside	TRR
	3.1.4. Build a Defender Training Complex (all-encompassing outdoor space) that facilitates training, graduations, fitness, and mass unit gatherings.	Requirements captured and to the TRSS NLT 1 Dec 2020	DO

	3.1.5. Enhance tech training quality of life facilities	Proposal completed NLT 1 Jan 2021	MTF
3.2. Maintain, standardize, and upgrade all classrooms	3.2.1. Develop classroom status chart indicating priorities over time	Classroom checklist complete 1 Jan 2021 for all classrooms	DO
	3.2.2. Develop 5-year plan to upgrade flooring, monitors (TVs), desks, paint, heritage, classroom IS name boards, etc.	20% of classrooms updated each year	TRR
3.3. Incorporate technology and innovation squadron-wide	3.3.1. Build classroom, office, conference room interactive technology plan	Squadron-wide Microsoft Outlook Teams or similar software implementation plan by 1 Apr 2021 to support video chat in classrooms and conference rooms and increase communication efficiencies	TRR
	3.3.2. Research innovative dormitory check-in/check-out software/hardware and practices.	Software added to unit budget process for consideration NLT end FY21. Implement efficient processes to reduce waste.	MTF

	3.3.3. Upgrade and grow student computer capabilities	Research well defined requirements for inclusion in FY 21 budget	TRR
3.3. Restructure faculty	3.3.1. Leverage stakeholder precedent and authorities to reorganize faculty to support training and education independently	Restructure complete NLT 1 Feb 2021	DO
3.4. Evolve student support services	3.4.1. Relocate Bldg 10253 CQ, and create plan for long-term relocation	CQ moved to new space NLT 1 Dec 2020	MTF
	3.4.2. Bolster SAT Process to support future ops, to include team building exercises	Coordinated plan ready to execute NLT 1 Jan 2021	MTF
	3.4.3. Build Student Management Section that includes TOC, MTL and UPC	Plan ready NLT 1 Jan 2021	MTF
3.5. Analyze roles, responsibilities and associated authorities and propose adjustments to improve effectiveness.	3.5.1. Propose adjustment to improve effectiveness across the Academy	Proposal ready NLT 1 Feb 2021	DO
	3.5.2. Examine tasking procedures and business rules; deliver recommendations	Deliver recommendations NLT 1 Feb 2021	DO

Conclusion

This strategic plan is not prescriptive and is not set in stone. Rather, it communicates broad guidelines to describe the Academy’s three priorities: develop a culture of excellence; optimize the learning and training experience; and posture the 343 TRS to be the 2030 World Class Academy. The priorities and objectives listed in this memorandum will help us shape the work we do, together, to meet our mission. In the end, however, we’ll need to dedicate ourselves to our goals to enable the team to realize the potential of what we’ve started. We have the right people in the right positions to execute a successful plan. Simply put, each of us must make a positive difference... and, as a team, ***be the difference!*** Our Nation and our Air Force depend on our best.