

**F. E. Warren AFB Strategic Plan  
2011**



**U.S. AIR FORCE**

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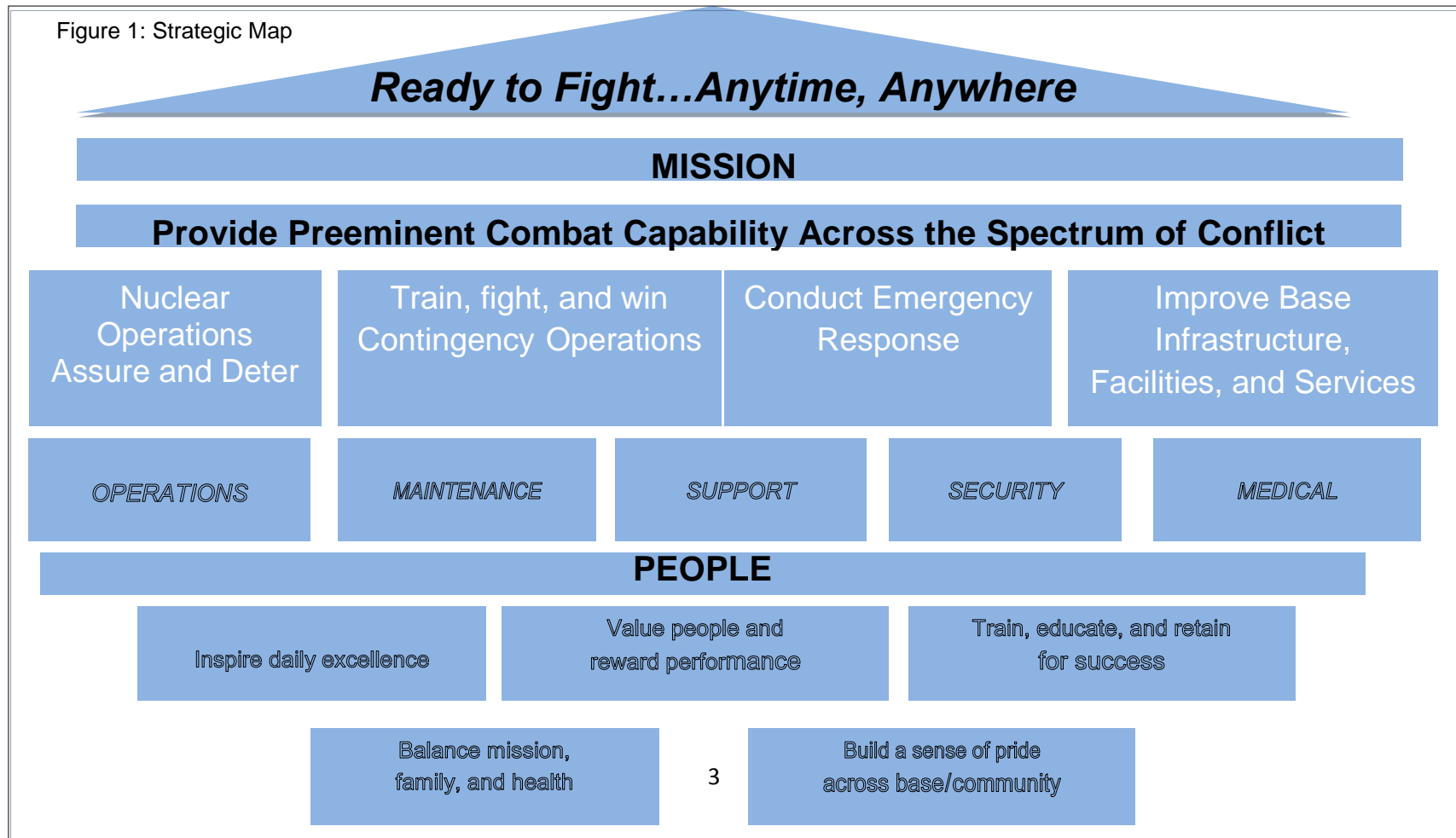
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# PURPOSE

Informed by higher headquarters guidance, the 2011 F. E. Warren AFB Strategic Plan identifies priorities and goals that will shape base-wide actions over the next year. Within the 90th Missile Wing corporate structure, this strategic plan guides resourcing decisions and provides focus for budgeting processes, personnel programs, services activities, military construction, and advocacy for weapon system modernization and sustainment. Key activities will be reviewed monthly by senior leadership, as presented by the appropriate champion.

As noted in Figure 1, the 2011 F. E. Warren AFB Strategic Plan follows the Air Force template for strategic planning, which identifies senior leaders' vision, mission, priorities, and goals for the base.



# ***VISION***

ICBM operations are one of the most mature operations in the Air Force with well developed processes and procedures. While great faith can be placed in exceptional technical orders, checklists, instructions, and practices, care must be taken to ensure attention to detail and prevent complacency in day-to-day activities. The desire for excellence must be inspired for both mission accomplishment and support for our people.

## ***Ready to Fight ... Anytime, Anywhere***

This vision challenges us to be the best at what we do—the best deterrence and global strike force in the world. Building upon a heritage of excellence dating back to our legacy organization of the “Mighty Ninety” during World War II, the wing must continue to perform in an outstanding manner. Organizations that truly excel invariably have the same goal ... to be always ready to perform their mission.

We will also strive to be the base of excellence within Air Force Global Strike Command. While we do not have perfect weather, palm trees and beaches, or cosmopolitan diversions, most of us will agree that those are not the things that make up “the assignment of a career.”

Creating an environment that recognizes and rewards performance, giving people important things to do, ensuring supervisors are motivating and inspiring, and allowing units to create fun in imaginative ways ... these are the keys to the ideal assignment.

Through a concerted effort, we will develop the best service programs possible, meet the needs of our Airmen and their families, and improve facilities to the extent resources will allow. Ultimately, we want people excited about coming to F. E. Warren, enjoy going to work each and every day, do not want to leave, and if they do, cannot wait to return.

# ***MISSION***

The primary mission of the 90th Missile Wing is to support the Air Force’s overarching mission of fly, fight and win in air, space, and cyberspace. Specifically, our wing provides a nuclear strike option to deter aggression from any potential adversary and assure our Nation’s friends and allies as part of the Commander, US Strategic Command’s Task Force 214.

## ***To Provide Preeminent Combat Capability Across the Spectrum of Conflict***

As our mission statement suggests, our global strike capability must be ever ready, and ever postured for immediate response. The President, in his role as the nation’s Commander in Chief, places great faith that we will precisely and unhesitatingly execute his directives.

The stability of the Cold War has long since passed, giving way to an era of great challenge and tremendous uncertainty. Operating, maintaining, and sustaining our nuclear force must be accomplished while simultaneously supporting the Overseas Contingency Operations and meeting the needs of our

associate units, base population, and community. These demands are greater than ever while our resources are fewer than ever. Only through inspiring leadership, creative management, and an adaptable organization will we meet the challenges placed before us.

## PRIORITIES

Recognizing that resources are scarce, we must establish and pursue a clear set of priorities to ensure we use our people, money, materials, and time in the most efficient and effective manner possible.

### **Mission and People**

As an ICBM unit, we have the unique responsibility to train, maintain, and equip our wing while simultaneously meeting perennial mission requirements levied on us by our assigned combatant command, US Strategic Command. As such, we never have a down-day, we never get a break—we are always ready. Recognizing that our nuclear mission is first and foremost, it is listed number one against our other priorities:

- *Nuclear Operations, Assure and Deter*
- *Train, fight, and win Overseas Contingency Operations and Deployed In-place Mission*
- *Conduct Emergency Operations*
- *Improve Base Infrastructure, Facilities, and Services*

Each of these wing priorities are based on Air Force and joint strategies of sustaining the nation's war fighting advantage, defeating terrorism, protecting our homeland, and developing our people. Our number one priority ensures we continue to provide the nation's single most lethal capability within the military instrument of power, and do so with perfection. Simultaneously, we must train and equip our Airmen and deploy them overseas to fight and win the Overseas Contingency Operations as well as accomplish in-place deployed mission requirements. Meanwhile, we must be able to train and respond to emergency operations from attacks, conventional or nuclear accidents and incidents, and support and partner with our communities through assistance during civil emergencies and Defense Support to Civil Authorities. Finally, we must provide the means to develop our Airmen, give them a great home and workplace through continual improvements to our base infrastructure, facilities and programs to support our total population.

These priorities will drive our strategic decisions regarding manpower requirements, operations, financial plans, military construction, training and exercises, and transformation initiatives. It is worth emphasizing; however, that at no time will senior leadership subordinate nuclear surety to any other demand placed upon the wing.

**Priority 1: Nuclear Operations, Assure and Deter.** Recent events have highlighted the need to instill a culture within the nuclear enterprise that places a premium on perfection. Perfection does not come easily or cheaply. It requires constant leadership emphasis, disciplined focus by every member, and the necessary resources to ensure effectiveness, sometimes at the cost of efficiency. Our senior DoD, Joint, and Air Force leaders demand perfection, the American people expect perfection, and we will strive to meet that standard each and every day.

**Goal 1.1: Provide safe, secure, and ready ICBMs.** The MM III fleet continues several sustainment programs to ensure viability to 2020, and perhaps to 2030. To ensure force readiness and availability, wing operations, maintenance, security, and support functions must work in concert to meet requirements levied on us by the CDRUSSTRATCOM as part of Task Force 214.

**Goal 1.2: Maintain a trained, disciplined, and motivated workforce.** People are our most valuable asset. Given that F. E. Warren AFB has the youngest demographic of any operational wing in the Air Force, and has a mission that demands adherence to standards with perfection, the challenges are manifested. The foundation of our mission success is rooted in a robust training regimen preparing our silent sentinels to maintain a safe, secure, and reliable nuclear deterrent force. Through an aggressive training program, focused supervisor engagement, and disciplined operations we create our predominantly first-term ICBM warrior cadre ready to tackle the challenges of the demanding nuclear operations mission. Our Airmen must be trained to exceptional heights of performance, motivated to meet strict behavioral standards mandated by the Personnel Reliability Program, and maintain warrior readiness at all times. We must all lead by example, recognize and reward performance, and maintain good order and discipline. Our young force continues to perform at amazing levels of achievement.

**Priority 2: Train, Fight, and Win Overseas Contingency Operations and Deployed In-place Mission.** Deploying overseas to defend our country and be placed in harm's way is the acme of service. Each deployment provides opportunities to meet needs of individuals and their families. The wing must ensure deployers are fully prepared, give them appropriate sendoffs, and celebrate their return. Furthermore, we need to provide support and maintain close communication during their deployment overseas and in-place. We can never do too much for our deployers and their families.

**Goal 2.1: Ensure Airmen are trained and equipped for deployment.** We must support our overseas and in-place deployers to ensure they are prepared in the best way possible to accomplish their mission with minimal risk to themselves and their fellow Airmen. Procuring the best equipment available for all deployers is the highest resource priority for the wing. Not only will all required expeditionary skills and ICNM specialty training be accomplished, but also multiple opportunities to practice those skills in an exercise environment.

**Goal 2.2: Support deployers and their families.** Our deployers need to feel connected to their home base and maintain a sense of awareness of what their friends and families are experiencing. Furthermore, we should be postured to meet needs of the deployed, whether it's taking care of issues at the home base, with family members, or providing morale items, newspapers, e-mails, letters, and care packages. Also, deployers should always be considered for assignment opportunities, special selections, nominations, awards, etc., so that they are never disenfranchised from opportunities simply because they are away from home station. A deployer must never be given "out of sight, out of mind" treatment. By projecting support forward, and realizing a member's presence back home, deployers can receive the best care possible whether it is overseas in contingency operations or our in-place deployed mission.

**Priority 3: Conduct Emergency Operations.** As a lead Response Task Force wing, the 90th Missile Wing is responsible for supporting US Northern Command during periods of crisis and major accidents and responses. The wing will meet those requirements by being fully trained, equipped, and prepared to implement the Air Force Incident Management System. Additionally, the wing will partner with civilian emergency responders through mutual aid requests and defense support to civil authorities.

**Goal 3.1: Execute AFIMS.** NORTHCOM support during times of crises is a developing and maturing process. F. E. Warren will continue to grow its ability to provide Response Task Force capabilities, and to mature its Air Force Incident Management System processes.

**Priority 4: Improve base infrastructure, facilities, and services.** As the host unit, the 90th Missile Wing is responsible for meeting the needs of our associate units, the base population, and developing strong ties with the community. The wing will meet those needs through a variety of base-level services programs to ensure F. E. Warren AFB is a good community partner, and provides for a great place to live, work, and play.

**Goal 4.1: Improve base infrastructure, facilities, and services.** Even in a fiscally constrained environment, much can be done to improve our quality of life at F. E. Warren AFB. Over the past 20 years, the Air Force has made huge gains in providing a reasonable quality of life for our bases and their people. Accommodating significant budget cuts, particularly in service contracts, has resulted in challenges for our people.

## OBJECTIVES

Our seven goals provide the major components of our overarching strategy to simultaneously meet mission requirements and take care of our people. These goals, however, are broad and for the most part not actionable. Goals provide the basis for objectives, which in turn, drive definition of measures. At the wing level, we will identify only the objectives and measures that support each goal, and then identify a responsible agency to lead the effort in its achievement.

| 2011 Priorities  | 2011 Goals   | Objectives for Development by Champion   | Champion                                |
|--|--|--|---|
| Priority 1: Nuclear Operations Assure and Deter  | Goal 1.1: Provide Safe, Secure, Ready ICBMs                                      | 1.1.1. Achieve STRATCOM alert availability requirements<br>1.1.2. Ensure MM III sustainment programs remain on track<br>1.1.3. Bolster Self-Inspection Program to ensure self-critical culture<br>1.1.4. Support HHQ in developing policy and guidance improvements  | ALL<br>MXG<br>IG<br>ALL                 |
|  | Goal 1.2: Maintain Trained, Disciplined, and Motivated Workforce                 | 1.2.1. Enhance base-wide management processes<br>1.2.2. Expand workforce knowledge across the nuclear enterprise<br>1.2.3. Reduce personnel induced errors/MISHAPs<br>1.2.4. Achieve "Excellent" or better (Sat for NSI/LNSI) on HHQ inspections<br>1.2.5. Support culture of responsible choices<br>1.2.6. Improve various compliance standards | ALL<br>ALL<br>ALL<br>ALL<br>ALL<br>ALL  |
| Priority 2: Train, Fight, and Win Contingency Operations and Deployed In-place Mission | Goal 2.1: Ensure Airmen are Trained and Equipped for Deployment (OCO & In-place) | 2.1.1. Ensure members have the right equipment for deployment<br>2.1.2. Ensure members are fit for deployment<br>2.1.3. Ensure members receive the required training for deployment<br>2.1.4. Ensure members receive Phase I/II exercises/training for deployment  | MSG/ALL<br>MDG/ALL<br>MSG/ALL<br>XP/ALL |
|  | Goal 2.2: Support Deployers and their Families                                   | 2.2.1. Provide support activities for deployed member families<br>2.2.2. Ensure deployers remain "connected" with their home units<br>2.2.3. Provide exceptional "redeployment" support  | ALL<br>ALL<br>ALL                       |
| Priority 3: Conduct Emergency Operations   | Goal 3.1: Execute AFIMS  | 3.1.1. Maintain wing AFIMS compliance<br>3.1.2. Invest in AFIMS facilities to take advantage of available technology<br>3.1.3. Formalize training requirements and documentation for DSCA mission  | MSG<br>MSG<br>MSG                       |
| Priority 4: Improve Base Infrastructure, Facilities, and Services                      | Goal 4.1: Improve Base Infrastructure, Facilities, and Services                  | 4.1.1. Invest smartly in infrastructure improvements<br>4.1.2. Renovate facilities to meet the needs of the occupants<br>4.1.3. Improve services programs to achieve world class operations  | MSG<br>MSG<br>MSG                       |



## TASKS AND MEASURES

The following charts identify specific tasks and corresponding measures to pursue in support of overarching goals and objectives. Several tasks are identified by asterisks and are flagged for constant senior leadership oversight. Specific group or agency primary responsibilities are also included with each respective task. It will be left to the responsible organization to determine how best to define tasks, assign responsibilities, and set suspense's.

The 90th Missile Wing Director of Staff is responsible for managing the wing's strategic plan, and advising the commander of goals and objectives attainment. The Director may request additional status updates, action plans, stop light charts, etc, to ensure progress is being made on the below listed objectives.

| 2011 Goals   | 2011 Objectives   | Tasks  | Measure  |
|--|---|--|--|
| Goal 1.1:<br>Provide Safe,<br>Secure, Ready<br>ICBMs | 1.1.1. Achieve STRATCOM alert availability requirements   | <ul style="list-style-type: none"> <li>• Ensure all sorties are properly targeted (OG)</li> <li>• Ensure all sorties are properly coded (OG)</li> <li>• Ensure all LCCs are properly configured (OG)</li> <li>• *Accurately report sortie status (OG/MXG)</li> <li>• *Respond to A Cat sortie off alerts (MXG)</li> <li>• Coordinate JPIC maintenance requirements with STRATCOM (OG/MXG)</li> <li>• Safeguard facilities and respond to security situations (SFG)</li> <li>• *Ensure convoy, CAT, SET, MFT team availability (SFG)</li> <li>• *Ensure RPIE and facilities support alert readiness (MSG)</li> <li>• *Ensure support and transportation equipment availability (MSG)</li> <li>• *Ensure all personnel manning, proficiency, and experience meets minimum standards (All)</li> </ul> | 100% accuracy<br>100% accuracy<br>100% accuracy<br>Within STRATCOM guidelines<br>Within STRATCOM guidelines<br>No less than 14 day notification<br><br>IAW DODI 5210.41M<br>No LIMFAC to MXG<br>Within STRATCOM guidelines<br>No LIMFAC to MXG<br><br>Continuous assessment for mission accomplishment |
|  | 1.1.2. Ensure MM III sustainment programs remain on track | <ul style="list-style-type: none"> <li>• *Complete Propulsion Replacement Program (MXG)</li> <li>• *Complete Fast Rising B-Plug (MXG)</li> <li>• *Complete ECS Modification (MXG)</li> <li>• *Modify LCC Blast Doors requiring alignment (MXG)</li> </ul>  | By Jul 2012<br>By Jun 2012<br>By Aug 2011<br>As needed by OG   |

|   |  |   |   |
|---|--|---|---|
|   | 1.1.3. Bolster Self-Inspection Program to ensure self-critical culture     | <ul style="list-style-type: none"> <li>• Ensure unit root cause analysis is used for all significant findings (ALL)</li> <li>• Ensure timely resolution of HHQ findings (ALL)</li> <li>• Complete Semi-annual Self Inspections (ALL)</li> </ul>   | <p>100% compliance</p> <p>Within 6 months or CV waiver<br/>By MW/IG suspense</p>  |
|   | 1.1.4. Support HHQ in developing policy and guidance improvements          | <ul style="list-style-type: none"> <li>• Improve cross flow of information for PRP (MSG/MDG)</li> <li>• Support implementation of all applicable DODI (ALL)</li> <li>• Improve cross flow of information following incidents in AFGSC (Dull Swords, code events, etc) (ALL)</li> </ul>  | <p>No SAV/Insp sig discrepancies</p> <p>100% compliance</p> <p>No like/repeat incidents</p>   |
| Goal 1.2:<br>Maintain<br>Trained,<br>Disciplined, and<br>Motivated<br>Workforce | 1.2.1. Enhance base-wide management processes                              | <ul style="list-style-type: none"> <li>• Key programs have continuity binders developed (ALL)</li> <li>• Programs have robust documentation review processes (ALL)</li> <li>• *Key programs have SAV requirements identified (ALL)</li> </ul>   | <p>100% current</p> <p>Gp/CC validation to Wg/CC</p> <p>100% current</p>  |
|   | 1.2.2. Expand workforce knowledge across the nuclear enterprise            | <ul style="list-style-type: none"> <li>• Expand crew force understanding of base-level ICBM ops (OG)</li> <li>• Ensure group leaders attend off-base orientation courses (ALL)</li> <li>• Ensure required leaders attend the AFNWC Nuclear Mgt Fundamentals Course (ALL)</li> <li>• Provide ICBM 101 course (U-01/MAF/LCC tour) to required base personnel (ALL)</li> </ul> | <p>8 addl hours MCCC upgrade</p> <p>As determined by group/CCs</p> <p>Per AFI 91-101_AFGSCSUP 1</p> <p>Quarterly</p>                    |
|   | 1.2.3. Reduce personnel induced errors/Mishaps                             | <ul style="list-style-type: none"> <li>• Reduce lack of discipline/professionalism Cat A/B Mishaps (ALL)</li> <li>• Reduce Class C/D/E Mishaps (ALL)</li> <li>• Reduce the number of personnel induced mission impacted decisions (equipment shortages, field deviations, parts runs, etc) (ALL)</li> </ul>   | <p>0 occurrences</p> <p>Below AF and AFGSC Avg</p> <p>Continual reduction, less than previous year</p>                                  |
|   | 1.2.4. Achieve "Excellent" or better (Sat for NSI/LNSI) on HHQ inspections | <ul style="list-style-type: none"> <li>• *Develop/implement strategy to ensure daily mission readiness (ALL)</li> </ul>   | <p>No marginal, unacceptable, or unsatisfactory ratings</p>   |
|   | 1.2.5 Support Culture of responsible choices                               | <ul style="list-style-type: none"> <li>• *Reduce DUIs (ALL)</li> <li>• *Reduce Art 15s (ALL)</li> <li>• *Eliminate illegal drug use (ALL)</li> </ul>  | <p>Continual reduction, less than previous year</p> <p>Continual reduction, less than previous year</p> <p>No more than 10 annually</p> |

|   |  |  |   |
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|   |  | <ul style="list-style-type: none"> <li>• *Reduce tobacco use (ALL)</li> <li>• *Eliminate internet child pornography (ALL)</li> <li>• *Reduce suicide rate (ALL)</li> <li>• *Reduce sexual assaults (ALL)</li> <li>• *Reduce domestic violence (ALL)</li> </ul>   | <p>Less than 28% of AD personnel<br/>No new cases<br/>No new cases<br/>No new cases<br/>No new cases</p>                                      |
|   | 1.2.6 Improve Various Compliance Standards                         | <ul style="list-style-type: none"> <li>• Reduce COMSEC/CMI violations and network events (ALL)</li> <li>• Reduce GPC violations (ALL)</li> <li>• Increase NWRM error-free shipments/reduce TDRs (MSG)</li> </ul>   | <p>Less than previous year<br/>Less than previous year<br/>Less than previous year</p>  |
| Goal 2.1:<br>Ensure Airmen<br>are Trained and<br>Equipped for<br>Deployment | 2.1.1. Ensure members have the right equipment for deployment      | <ul style="list-style-type: none"> <li>• *Ensure deployers have all critical equipment/materials (ALL)</li> <li>• *Ensure deployers have all required equipment/materials (ALL)</li> </ul>   | <p>0% critical deficiency rate<br/>10% non-critical deficiency rate</p>   |
|   | 2.1.2. Ensure members are fit for deployment                       | <ul style="list-style-type: none"> <li>• *Ensure wing members are medically ready (MDG/ALL)</li> <li>• *Ensure wing members are physically fit (ALL)</li> </ul>  | <p>PIMR Rate of 83% or better<br/>PFT pass rate of 96% or better</p>  |
|   | 2.1.3. Ensure members receive the required training for deployment | <ul style="list-style-type: none"> <li>• *Conduct on-base training as required (ALL)</li> <li>• *Ensure off-base training is completed as required (ALL)</li> </ul>  | <p>100% complete<br/>100% complete</p>  |
|   | 2.1.4. Ensure members receive Phase I/II exercises for deployment  | <ul style="list-style-type: none"> <li>• Develop exercise scenarios for deployment line processing (XP)</li> <li>• Develop exercise training scenarios for Base X deployment requirements (XP)</li> <li>• Publish self assessment report (XP)</li> <li>• Conduct after action review (hot wash) for all exercises</li> </ul> | <p>IAW IG focus area/emphasis<br/><br/>IAW AF Expeditionary Skills Training<br/>Within 20 days of exercise<br/>Within 10 days of exercise</p> |
| Goal 2.2:<br>Support<br>Deployers and<br>their Families                     | 2.2.1. Provide support activities for deployed member families     | <ul style="list-style-type: none"> <li>• Ensure Sq/CC or First Sergeant make family contact monthly (ALL)</li> <li>• Leverage A&amp;FRC Readiness NCO/PHP-IDS for family assistance during deployments (ALL)</li> </ul>  | <p>100% compliance<br/><br/>100% contact with families</p>  |
|   | 2.2.2. Ensure deployers remain "connected" with their home units   | <ul style="list-style-type: none"> <li>• Ensure Sq/CC or First Sergeant make member contact monthly (ALL)</li> <li>• Include deployers when considering awards, assignments, etc (ALL)</li> </ul>  | <p>100% compliance<br/><br/>100% compliance</p>   |

|  |   |   |   |
|--|---|---|---|
|  | 2.2.3. Provide exceptional "redeployment" support                           | <ul style="list-style-type: none"> <li>• Include Wg/CC welcome for redeployment briefing (ALL)</li> <li>• Ensure Sq/CC or representative present (ALL)</li> <li>• Ensure awards ceremonies established as required (ALL)</li> </ul>   | When 10 or more are returning<br>All arrivals<br>All decorations  |
| Goal 3.1:<br>Execute AFIMS   | 3.1.1. Maintain wing AFIMS compliance                                       | <ul style="list-style-type: none"> <li>• Review new instructions and make CL/process changes (MSG)</li> <li>• Enhance base and community ESF relationships (MSG)</li> <li>• *Conduct joint base/community exercises (MSG)</li> </ul>  | 3 mos after new AFI released<br><br>Annual crosstalk w/each posn<br>At least one per year                       |
|  | 3.1.2. Invest in AFIMS facilities to take advantage of available technology | <ul style="list-style-type: none"> <li>• Refine collaborative capability across CAT/EOC/UCCs/ICC (ALL)</li> <li>• Establish ICC capability (WG/MSG/SFG)</li> </ul>  | Establish real time connectivity<br><br>100% connectivity with C2 platforms                                     |
|  | 3.1.3. Formalize training requirements and documentation for DSCA mission   | <ul style="list-style-type: none"> <li>• Identify key billets and associated DSCA/AFIMS training (MSG)</li> <li>• Plan and execute wing exercises involving key billets in their AFIMS roles (XP/MSG)</li> </ul>  | 100% identified<br><br>100% identified  |
| Goal 4.1:<br>Improve Base Infrastructure, Facilities, and Services | 4.1.1. Invest smartly in infrastructure improvements                        | <ul style="list-style-type: none"> <li>• *Resurface base roads (MSG)</li> <li>• *Resurface key parking lots (MSG)</li> <li>• *Correct deficiencies in landscaping (MSG)</li> <li>• *Mitigate deficiencies in bridges or overpasses (MSG)</li> <li>• *Mitigate impact of wildlife presence (MSG)</li> <li>• *Maintain LF s now removal/grass cutting to allowable standards (MSG)</li> <li>• Upgrade base wide communication infrastructure (MSG)</li> </ul>   | By 2011<br>By 2011<br>By 2012<br>By 2012<br>By 2012<br>IAW applicable instructions<br><br>By 2012               |
|  | 4.1.2. Renovate facilities to meet the needs of the occupants               | <ul style="list-style-type: none"> <li>• WSA pavement project and new ECP (MSG)</li> <li>• *Continue MILCON 200 series dormitory upgrade (MSG)</li> <li>• *Renovate Bldg 31 as new museum (MSG)</li> <li>• *Overhaul shooting range (MSG)</li> <li>• *Advocate for new visitor control center (MSG)</li> <li>• *Advocate for consolidated fire station (MSG)</li> <li>• *Complete ADAL missile maintenance complex(MSG)</li> <li>• Advocate for roll transfer facility renovation (MSG)</li> <li>• *Advocate for restoration of Bldg 284 (MSG)</li> </ul> | Summer 2011<br>By 2015<br>By Dec 2011<br>By Jun 2011<br>By 2016<br>By 2014<br>By Sep 2011<br>By 2015<br>By 2014 |
| Goal 4.1:<br>Improve Base Infrastructure,                          |   |   |   |

|                          |  |  |   |
|--------------------------|--|--|---|
| Facilities, and Services |  | <ul style="list-style-type: none"> <li>• *Advocate for operational CATM facility (SFG/MSG)</li> <li>• *Advocate for new/renovated MWD Kennel/facility (SFG/MSG)</li> </ul>   | <p>By 2017<br/>By 2016</p>                            |
|                          | 4.1.3. Improve services programs to achieve world class operations | <ul style="list-style-type: none"> <li>• *Strive for excellence in all service programs (MSG)</li> <li>• Complete ADAL CDC to increase infant care capacity (MSG)</li> </ul> | <p>Meet AF Golden Eagle standards<br/>By Nov 2011</p> |