



11th Wing Strategic Plan

February 2023

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Background

The 11th Wing delivers unparalleled ceremonial, musical and funeral support to the



White House, senior Department of Defense leadership and Arlington National Cemetery through The United States Air Force Band, the U.S. Air Force Honor Guard, and the U.S. Air Force Chaplaincy and administers support to more than 70 mission partners on Joint Base Anacostia-Bolling, 10,000 members in the Pentagon, and over 33,000 members worldwide.

Additionally, the 11th Wing, which reports to the Air Force District of Washington, teams with the Naval District Washington and installation partners such as the Defense Intelligence Agency, Joint Air Defense Operations Center, U.S. Coast Guard Station Washington, Marine Helicopter Squadron One, U.S. Secret Service, U.S. Navy Ceremonial Guard, and many other premier organizations that provide critical missions and support to the National Capital Region.

The 11th Wing is the host unit for Joint Base Anacostia–Bolling, which is a 966-acre military installation in southwest Washington, D.C., built on land purchased in 1917 by then-U.S. Army Capt. Billy Mitchell. Originally a training location for Army and Navy pilots, the 2005 Base Realignment and Closure Commission combined the adjacent Bolling Air Force Base and Naval Support Facility Anacostia, establishing a joint base under U.S. Navy lead on October 1, 2010. Ten years later, on October 1, 2020, the base’s lead service authorities transferred to the U.S. Air Force.



The 11th Wing traces its roots back to the 11th Observation Group, which was established in 1933. The group was redesignated as the 11th Bombardment Group “Grey Geese” in 1938. The Grey Geese saw combat in the Pacific Theater of Operations with B-17s and B-24s. In 1978, the group was reactivated as the 11th Strategic Group, managing Strategic Air Command aircraft at RAF Fairford, England. The consolidated unit has served in its current mission since 1994, first as the 11th Support Wing and then as the 11th Wing.

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The 11th Wing became “The Chief’s Own” in 1995. The 11th Wing moved to Joint Base Andrews on October 1, 2010, and then moved back home to Joint Base Anacostia-Bolling on June 12, 2020. Finally, on October 1, 2020, it became the host wing for an Air Force-led Joint Base Anacostia-Bolling during the first-ever Joint Base lead service transfer in the history of the Department of Defense.



Name:

“The Chief’s Own”

Motto:

“Proud to be ... the Flying V!”

Mission

The 11th Wing delivers worldwide, premier ceremonial honors, mission support, and contingency operations from our Nation’s Capital.



The 11th Operations Group oversees the US Air Force Band, Air Force Honor Guard, and Chaplaincy at Arlington National Cemetery and the daily mission to represent and honor our Department of the Air Force by supporting senior White House, Congressional, Department of Defense, and Air Force leaders. They provide ceremonial, musical, funeral support, and State Funeral support to the American public, international community, Airmen, Guardians, and their families.



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The 11th Mission Support Group provides installation mission support to all units and mission partners that call Joint Base Anacostia-Bolling home. The six squadrons in the 11th Mission Support Group secure the base, provide logistical support and contingency operations support, procure resources and capabilities, provide engineering expertise, and support personnel and administrative functions, including the Air Force Worldwide Mission.



The 11th Wing Staff Agencies (WSA) and Comptroller Squadron execute and provide JBAB and Pentagon support for Public Affairs & Community Relations programs, Base Resident Advocacy, Protocol, Inspections & Planning, Information Protection, Wing Historian, Drug Demand and Reduction Program, and Small Business inclusion into base improvement and sustainment.



Additionally, the WSAs enable the legal, ethical, physical, and emotional security for JBAB and Pentagon members through the Judge Advocate, Equal Opportunity Office, Chapel, Integrated Violence Prevention, and the Sexual Harassment and Assault Response programs. Finally, the 11th Comptroller Squadron provides financial service support to over 17,000 Airmen and Guardians assigned to JBAB and the Pentagon while delivering decision support as the 11th Wing executes its \$129 Million annual budget.

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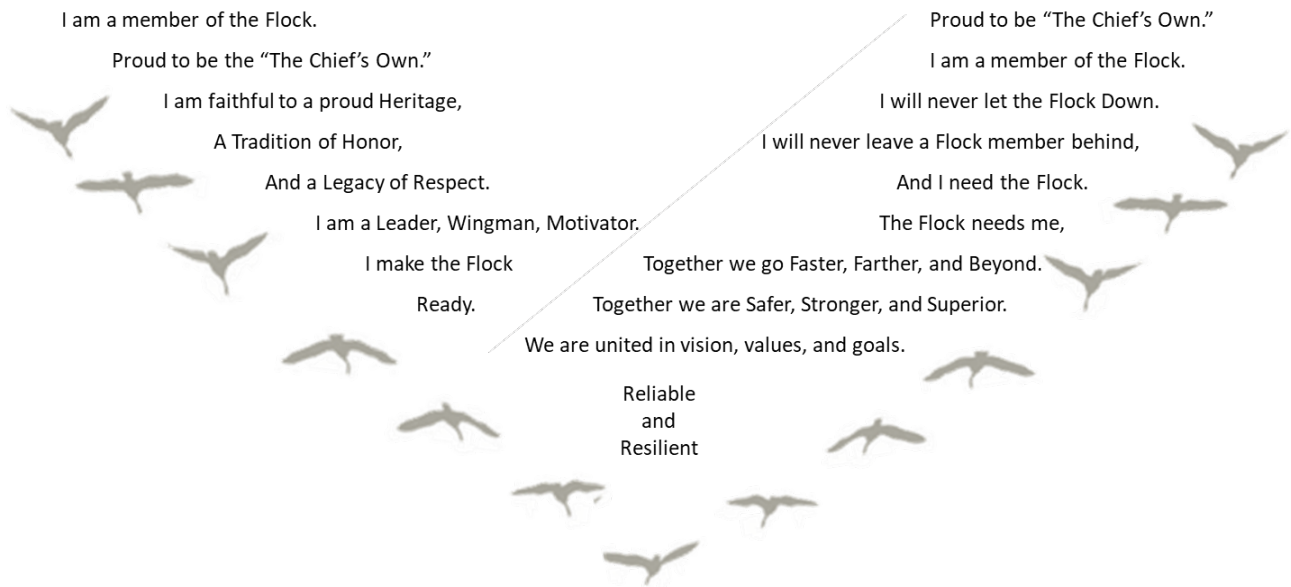
Vision

The 11th Wing strives to be a premier flock, honoring our heritage and enhancing our legacy as the Chief's Own with a Culture of H.E.A.R.T. (Honesty, Effort, Attitude, Respect, and Teamwork).

Values

Living our Values of Honesty, Effort, Attitude, Respect, and Teamwork in our daily operations creates a culture in which the entire flock maximize their talents, and we all succeed.

The Flock Creed



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Priorities

We take **PRIDE** in what we do: *Partnerships, Readiness, Innovation, Development, Engagement.*



Figure 1 – Priority Integration

Each Priority plays an integral role in the 11th Wing's mission success.

The following sections provide detailed definitions and specific goals for each Priority.

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Partnerships

The 11th Wing will build enduring relationships within the Flock, with Mission Partners, and Customers around the world.

The 11th Wing will proactively connect our 11th Wing team to our mission partners and customers around the globe and build these partnerships. We will implement and sustain deliberate, consistent, and effective communication. We will broaden the understanding of our mission to our customers and the larger Air Force to make ourselves more accessible and better capable of meeting mission requirements and helping our mission partners with their mission requirements. We will create the conditions for a well-informed 11th Wing to better understand its role in the National Capital Region, instill pride, and encourage the team to perform at a higher level. Additionally, we will strive to accelerate change and increase robust communication for prompt and efficient decision making.

Partnership Goals

- P1. Establish and bolster relationships within the 11th Wing to achieve mission objectives.
- P2. Establish and bolster relationships across Joint Base Anacostia-Bolling and the Pentagon to achieve mission objectives.
- P3. Establish and bolster relationships throughout the National Capital Region to achieve mission objectives.
- P4. Establish and bolster relationships outside the National Capital Region to support the Air Force District of Washington and 11th Wing's Worldwide Mission.



Readiness

The 11th Wing will establish and sustain Personnel, Programs, and Processes to meet mission requirements.

We will proactively develop the 11th Wing's readiness programs to a mature state and drive a ready-focused culture. We will drive Flock members to be ready at all times and ensure our units are postured for success. Additionally, we will posture the 11th Wing in a ready-state to enable the National Capital Region and Joint Base Anacostia-Bolling team for mission success.

Readiness Goals

- R1. Develop the 11th Wing's installation readiness to understand, execute, and evaluate deployments in support of combatant commands.

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R2. Strengthen and sustain Flock member Resiliency with focus on programs and processes that support Flock members, their friends and families, social connections, support entities, and medical support.



Innovation

We will create a culture that supports and encourages new ideas, processes, and procedures.

The 11th Wing will integrate and adapt modernization to shed outdated practices and structures. We will focus on building the Flock we need to defend our Nation, source innovative solutions, and produce Flock members who think innovatively. We will harness opportunities that reduce workload on Flock members; increase capabilities for customers; and optimize our installations. The end state we seek is bolstering an efficient and effective Flock.

Innovation Goals

- I1. Produce a culture of innovation and continuous process improvement.
- I2. Source Operational data and integrate digital and analytical tools to support critical capabilities.



Development

The 11th Wing will provide opportunities for personal and professional growth.

We will develop highly skilled, knowledgeable, and dependable Flock members and Civilian leaders who provide resilient responses to all situations. Due to the unique nature of our partnerships and mission sets, we will focus investment in developing capable Joint-minded Flock members. We will inspire our Flock members by empowering, training, and equipping them and encouraging them to seek opportunities for themselves while providing an environment of Flock member engagement, satisfaction, healthy work-life balance, and retention. Ensuring our workforce can adapt and adjust to rapidly changing operational environments improves our ability to face emerging challenges and to deliver premium operational, ceremonial, and contingency support.

Development Goals

- D1. Educate all Flock members to understand their connection to the mission through immersion programs.

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D2. Cultivate participation in deliberate development opportunities for all Flock members.

D3. Enhance functional and foundational skill sets for Flock members.



Engagement

The 11th Wing will strengthen outreach with Community Partners and Supporters outside the military.

We will proactively seek and strengthen engagements with our community partners and supporters outside the military. We must be intentional with deliberate, consistent, and effective communication. We are committed to explaining our missions to our non-governmental supporters. By doing this we make ourselves more accessible, increasing recruiting, and strengthening our relationships in the community. Additionally, we will increase engagements to strengthen relationships within the National Capital Region, instill civilian pride in our military mission and increase support to our 11th Wing and Joint Base Anacostia-Bolling teams.

Engagement Goals

E1. Initiate engagements with both military and civilian communities that may develop into meaningful partnerships.

E2. Leverage engagements to build positive influence throughout the communities surrounding Joint Base Anacostia-Bolling.

E3. Leverage engagements to educate and build influence with District of Columbia area stakeholders, families, and communities.

E4. Leverage engagements to educate and build influence with worldwide stakeholders, families, and communities.

The 11th Wing will actively pursue these priorities as we strive to be a premier Flock. We are proud to be the Flying V and honor our heritage as the Chief's Own. We live the values of H.E.A.R.T. in our ceremonial, operations, and support missions to create a culture where all can thrive.

