

149TH FIGHTER WING



FLIGHT PLAN

2018 - 2028





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F-16C



Gunfighters-


It is truly an honor to be part of the Gunfighter Family! Thanks to your sacrifice and dedication, the 149th Fighter Wing is continuously recognized throughout the Air Force and around the world for its outstanding contributions to the defense of our nation. As citizen soldiers, you have a unique call to also serve the great State of Texas, to support our families and to serve the local communities. This is one of the biggest strengths of the Gunfighters; maintaining a proper balance between mission, family and community.

The 149th Fighter Wing’s vision is Uncompromised Excellence, Mission Dominance! We have a proven history of excellence dating back to the inception of our unit. For over 70 years, our unit has provided domestic operations an unwavering service to our communities. Building upon our past successes and looking to secure our future, we have created a strategic roadmap in this Flight Plan.

One of the goals of this strategic plan is to safeguard the 149th Fighter Wing’s mission for generations to come. The strategic plan covers the next 10 years, but has effects that extend beyond this timeframe. When implemented, strategic planning bridges the gap between the present and the future. It is imperative that we continue to uphold our identity as Gunfighters as we work to secure the longevity of our mission and to continue to add capabilities to the wing.

Every single Gunfighter is indispensable in the success of this Flight Plan. I need you to be innovative, be engaged and challenge yourself and others to think strategically in everything that we do. Don’t forget that this plan is just that, a plan to deviate from if our priorities change in the future. I need YOU to be an active member in the execution of this plan and also to identify blind spots if we need a course correction. Thank you once again for being not just a USAF airman, but for being a Gunfighter. Roll Your Socks Down, Open Up the Chainsaw!

F-16C



RAUL ROSARIO, Col, TXANG
Commander, 149th Fighter Wing



EXECUTIVE SUMMARY

During our strategic planning process, we wanted to assess where we are now and look at the realm of possible 10 years into the future. Why? “Any Air Force which does not keep its doctrines ahead of its equipment, and its vision far into the future, can only delude the nation into a false sense of security.” – General Henry H. “Hap” Arnold. Those words are as relevant today as they were in 1945. The ever-changing environment we live in today demands that we keep our vision, and a plan to achieve that vision, far into the future.

Our strategic plan focuses on four major areas; people, mission, community, and culture. These were then divided into four priorities and specific objectives designed to help our unit meet these priorities. The first priority is to develop our Airmen – without our team, we really can’t execute anything. The second is forging the Gunfighter future. We are setting our goals on growing to a 24 PAA squadron, obtaining additional fighter squadrons, growing a cyber operations group, and posturing ourselves as the premier choice for 5th generation fighter. The third priority is serving our community and building enduring relationships. One of the main strengths of the Guard is our strong relationship within the community; together, we are more. The fourth priority is to foster an innovative culture to maximize efficiencies through constant process improvement.

Keep in mind, the primary purpose of our strategic planning process is to aid in the positive transformation of the 149th Fighter Wing. Ultimately, our strategic planning process should assist leaders within the FW to:

- Provide a detailed plan for our organization’s future
- Provide a framework and a focus for improvement efforts
- Optimize our organizational systems
- Provide guidance for day-to-day operational decisions
- Stimulate thinking to make better use of the unit’s resources
- Assign responsibility and schedule work
- Coordinate and unify efforts
- Facilitate control and evaluation of the unit’s activities (accountability)
- Create awareness of obstacles to overcome
- Identify opportunities for improvement
- Facilitate progressive advancement of the unit’s goals
- Provide a means for assessing our progress

Bottom line, without a strategic plan, our unit will never know where it’s going and our ability to forge our future will be compromised. As Gunfighters, it is our duty to ensure that we continue our legacy of uncompromised excellence and mission dominance.

HISTORY OF THE 149TH FIGHTER WING



The 149th Fighter Wing was officially formed on 1 Oct 1995; however, its long and distinguished flying history can be traced all the way back to June 1943. In 1943, the unit was established as the 396th Fighter Squadron and served honorably in the European Theater during World War II. The 396th earned the Belgian Fourragere, was twice awarded the Belgian Croiz de Guerre, and was recognized with the Distinguished Unit Citation for action over Mons, France. After the war, the 396th Fighter Squadron was re-designated as the 182nd Fighter Interceptor Squadron (FIS). Equipped with F-51D Mustangs, the 182nd FIS was organized at Brooks Army Airfield and allotted to the Texas Air National Guard, 136th Fighter Group. On 6 October 1947, the unit was extended federal recognition.

In May 1951, the Fighter Group was deployed to Itazuke Air Force Base, Japan. The 136th replaced the 27th Fighter-Escort Wing in support of the Korean War. The 136th was the first Air National Guard unit in history to enter combat. The 182nd FIS, as an element of the 136th, was the first Air National Guard squadron to see combat during that war. Additionally, it was the first Air National Guard unit to shoot down a MiG-15, and the first to successfully demonstrate the applicability of aerial refueling during combat.

In 1957, the 182nd FIS was selected by Air Defense Command to man a runway alert program on a full 24-hour basis - with armed jet fighters ready to “scramble” at a moment’s notice. This event brought the Wing into the daily combat operational program of the USAF, placing it alongside regular USAF-Air Defense Fighter Squadrons. When flight operations ended at Brooks AFB in October 1960, the squadron was moved to Kelly Air Force Base, beginning operations on 1 November 1960.

During the 1961 Air Defense Command re-organization, the 182nd Fighter Interceptor Squadron was transferred from the 136th Air Defense Wing to Tactical Air Command. As a result, the 182nd was expanded to a group, and the 149th Fighter Group was established. Other squadrons assigned to the group were the 149th Headquarters, 149th Materiel Squadron (Maintenance), 149th Combat Support Squadron, and the 149th USAF Dispensary. In October 1995, the 149th Fighter Group was officially re-designated the 149th Fighter Wing.

On 23 October 1999, the mission of the 149th Fighter Wing was changed from an Air Combat Operations Unit to a Formal Training Unit, under Air Education and Training Command. Today, the principle mission of the 149th Fighter Wing is to train combat ready F-16 pilots. The first class of Active duty, Air National Guard and Reserve pilots began training in May 2000, and to this day the 149th Fighter Wing continues to provide the best F-16 Fighter Pilots in the world.



“Lone Star Gunfighters--Uncompromised Excellence, Mission Dominance!”



WING VISION, MISSION PRIORITIES & STRENGTHS

VISION

Lone Star Gunfighters -- Uncompromised Excellence, Mission Dominance!

The 149th Fighter Wing Citizen Airmen are capable of engaging the enemy anywhere in the world and are responsive to humanitarian relief and homeland defense missions. We are America's premier state air component comprised of mission-ready professionals fully engaged with our communities and partners, and relevant through the 21st century.

MISSION

To produce the finest airmen for global engagements and domestic operations, supporting our families and serving our communities.

The 149th Fighter Wing has been, is and will always be mission focused. Our success is achieved through our dedicated Airmen who are empowered by the best leadership, training, equipment and technology in the Air Force. The primary mission of the 149th Fighter Wing is to produce the finest Airmen, capable of engaging national threats anywhere in the world and citizen airmen responsive to civil emergencies and homeland defense. The well-being and support of our Gunfighter Family is critical to mission success. The Lone Star Gunfighters are the San Antonio hometown Air Force. Through outreach programs the local community is an integral stakeholder in the success of our mission.

PRIORITIES

1. People 2. Mission 3. Community 4. Innovation

The priority of the 149th Fighter Wing is to be the premier Fighter Wing in the Air National Guard and the United States Air Force. We continually strive to develop our Airmen to effectively execute our state and federal missions while serving in our communities and continuously improving through innovation.

STRENGTHS

1. Leadership 2. Dedicated Airmen 3. Geographic Location 4. In-Demand Mission

Our Airmen are mission focused, empowered through servant leadership and dedicated to uncompromised team excellence. Our unbreakable bonds to our community foster an atmosphere of process improvement through continuous support of our Nation's defense.

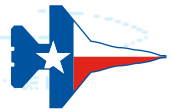


CORE VALUES: INTEGRITY - SERVICE - EXCELLENCE

The foundation of the 149th Fighter Wing Vision, Mission, Priorities and Strengths are rooted in our core values. These core values represent who we are and are the building blocks for our mission success. Integrity is a personal quality of moral principles and is the cornerstone of the Gunfighter way. Service before self is the highest honor and is the fabric of our commitment to this great nation. Excellence in all we do, directs us to develop a sustained passion for continuous improvement and innovation. Our mission demands that excellence should be our way of life.



“Lone Star Gunfighters--Uncompromised Excellence, Mission Dominance!”



PRIORITY 1: DEVELOP OUR AIRMEN

Purpose: Provide Highly Talented Airmen That Are Exceptionally Proficient In Their Specialized Skills; Mentally And Physically Fit And Properly Equipped For Combat Lethality And Mission Success.

Key Effort: Objective 1 – Attract And Develop Cutting Edge Talent

Our main effort is to grow, train and equip our traditional and full-time force. We will do this by proactive recruiting in our local communities. We will maintain our traditional force levels at 100% and our effective manning level at 90%.



Key Effort: Objective 2 – Develop The Most Well Trained And Versatile Airmen Within The Total Force



To ensure a versatile total force, all Airmen will be trained and proficient within their career field specialties within or ahead of published training timelines. We will have all our Airmen complete Professional Military Education. We will ensure all members meet their readiness responsibilities to include remaining current with Individual Medical Readiness, Fitness, Resiliency and Ancillary Training requirements. Furthermore, we will ensure timely performance appraisals and accurate feedback on job performance.

Key Effort: Objective 3 – Retain Our Trained Gunfighters

The 149th Fighter Wing will work to retain our trained Gunfighters through a comprehensive mentoring program. We will recognize excellence of our full-time and traditional force on a local, State and National level. We will foster a culture of Integrity and Accountability to ensure a safe, productive and inclusive work environment.

Key Effort: Objective 4 – Establish A Culture Of Effective Manpower Resources

The 149th Fighter Wing comprehends the complex nature of military operations in the 21st-century. Operations are executed in an uncertain and rapidly changing environment and are further challenged by a competitive job market. Proactive, efficient and effective human resource management is crucial to recruit, train, and retain the best people to meet current and future mission requirements. Targeted recruiting is necessary to achieve and maintain 95% full-time manning, as well as ensure hiring practices are able to react to the competitive environment.



PRIORITY 2: FORGING THE WING'S FUTURE

Purpose: Ensure The 149th Fighter Wing Is Postured To Execute The Nation's Current And Future Missions.

Key Effort: Objective 2.1 – Establish The 149th FW As The Premier Organization Of Choice To Our Stakeholders

The 149th Fighter Wing provides tremendous value to our stakeholders by being the unit of choice for air, cyber, and ground operations, domestically and internationally. We will continue to strengthen our reputation of excellence by being compliance driven, building cohesive relationships and continue to be nationally recognized for outstanding achievement. This “Flight Plan” leaves no doubt that our stakeholders will have the best choice by choosing the 149th Fighter Wing for future missions.



Key Effort: Objective 2.2 – Increase Fighter Pilot Production And Recapitalize The Fleet

The 149th Fighter Wing will increase fighter pilot production to fulfill the Air Force's critical pilot shortage. Recapitalizing the fleet will increase the fidelity of training provided; allowing for a more efficient transition to combat ready status.

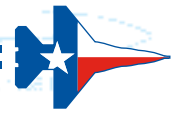
Key Effort: Objective 2.3 – Provide The Highest Level Of Realistic Tactical Training And Meet 5th Generation Requirements

The 149th Fighter Wing will continue to modernize its tactical training to ensure fighter pilots are immersed in the most realistic environment possible in order to project dominant airpower. We will continue to expand our airspace to enable realistic live-fly missions. We will continue to integrate realistic threat emitters and grow our Air-to-Ground ranges. Finally, we will integrate our Mission Training Center capabilities to provide higher fidelity training.



Key Effort: Objective 2.4 – Establish A Cyber Operations Group

The 149th Fighter Wing will establish a Cyber Operations Group that will support and assist state and local agencies in domestic critical infrastructure protection. Gunfighter Cyber Forces will demonstrate excellence through real world joint cyber operations and Department of Defense exercises.



PRIORITY 3: SERVING OUR COMMUNITIES - BUILDING ENDURING RELATIONSHIPS

Purpose: Build Sustainable Alliances With Mission Partners, Provide A Tangible Presence In Our Communities And Foster Enduring Relationships With Our Gunfighter Families.



Key Effort: Objective 3.1 – Build And Foster Partnerships With Local Communities

The 149th Fighter Wing will continue to build and foster partnerships within our local communities by hosting local community leader and business tours while increasing partnerships with local high schools. We will also implement shadow and mentoring programs for local youth.

Key Effort: Objective 3.2 – Increase Public Awareness And Understanding Of The Mission And Capability Of The 149th FW

The 149th Fighter Wing will increase community awareness and understanding of our mission by developing a 10 year Wing Hometown Unit Plan. We will leverage web-based tools to facilitate ease of access and increase awareness of our unit. We will also increase local fly-bys during high visibility community events such as Fiesta and patriotic holidays.



Key Effort: Objective 3.3 – Provide Defense Support To Civil Authorities

The 149th Fighter Wing will provide Defense Support to Civil Authorities by building and maintaining enhanced medical response capabilities. The Wing will also provide Liaison Officers to coordinate military operational efforts during domestic emergencies.

Key Effort: Objective 3.4 – Promote Unit Pride And Ownership Within Our Gunfighter Family

The 149th Fighter Wing will continue to educate and support our Gunfighter family and build esprit de corps. We will accomplish this by increasing mission training opportunities for our Airmen. We will also increase the number of Wing, Group and Squadron morale events for unit members and their families.



PRIORITY 4: FOSTERING INNOVATION AND MAXIMIZING GUNFIGHTER EFFICIENCIES

Purpose: Empower Our Airmen To Create Positive Change And Revolutionize Processes To Complete Our Missions In An Ever Changing Environment.

Key Effort: Objective 4.1 – Promote A Culture Of Continuous Process Improvement And Innovation

We operate in a world where technology, mission requirements and national priorities are never stagnant. Airman at every level are under pressure to meet mission requirements and rarely have all the time, personnel or funding resources they need. The only way to overcome these challenges is through process improvements, reduction of waste and innovative solutions to perform faster, safer and more efficiently. The Wing will meet this challenge through deliberate efforts to empower Airman and leaders to identify and mitigate inefficient processes and non-value added requirements. The Wing will establish a Process Improvement Center of Excellence to provide facilitators, training and tools where needed.

Key Effort: Objective 4.2 – Establish A Culture Of Effective Stewardship In Resource Management

The 149th Fighter Wing has a history of sound financial management principles and techniques and has applied the Requirements Based Budget process as the foundation for all resource management decisions. Establishing a culture in resource management strengthens the awareness and clear understanding by all stakeholders of their roles and responsibilities for both financial management and stewardship of public resources. This allows for well-informed decision-making, clear accountability for public resources, and efficient and effective policy and program delivery throughout the Wing.





APPENDIX A: PRIORITY 1 - DEVELOP OUR GUNFIGHTERS

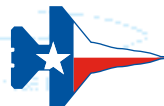
Purpose: Provide Highly Talented Airmen That Are Exceptionally Proficient In Their Specialized Skills; Mentally And Physically Fit And Properly Equipped For Combat Lethality And Mission Success

| Objectives | Measurable Criteria | When Measured | POC |
|---|---|---------------|-------------------|
| 1.1 Attract and develop cutting edge talent 1.1.1 Traditional Force 1.1.2 Full – Time Force | 1.1 Wing manned to 24 PAA by 1 Jun 19 1.1.1 100% fully manned by end of each FY 1.1.2 90% fulltime manned by end of each FY 1.1.2 85% effective manning by end of each FY | Quarterly | 149 FW Recruiting |
| 1.2 Develop the most well trained and versatile Airman within the total force 1.2.1 PME Completion 1.2.2 AFSC Upgrade Training 1.2.3 Readiness: IMR, Fitness, EPR/OPR, Green Dot and Resiliency 1.2.4 Invest in our Airmen/Future, Foster an environment of self-improvement, provide opportunity for growth | 1.2.1 90% Meet/exceed AF PME Completion standard by end of FY19 1.2.2 < 2% past 24 months time-in-training 1.2.2 100 % at 36 months 1.2.3 Per wing standards for short term; 100% current by the end of July 19 1.2.3 Fitness 95% current 1.2.3 EPR/OPR – ≤ 2% past due at 45 days at Wing 1.2.4 100% CCAF enrollment by 2nd year of enlistment; 100 % completion or equivalent for promotable MSgts 1.2.4 Leadership shadow program; 2-3 unit members/qtr 1.2.4 Special Event Project Managers | Quarterly | 149 FSS |
| 1.3 Retain our trained Gunfighters 1.3.1 Mentoring/Feedback 1.3.2 Recognizing Excellence for both Fulltime and Traditional Force 1.3.3 Develop culture of Integrity and Accountability | 1.3.1 100% ACA Completion 1.3.2 Increase formal recognition by 50% by Sep 19 1.3.2 Establish formal recognition committee by Sep 19 1.3.2 Revitalize Wing Awards & Decorations Program 1.3.3 Establish accountability metrics by Sep 19 | Quarterly | 149 FW/HRA |
| 1.4 Establish a culture of effective manpower resources 1.4.1 Achieve/Maintain 95% full time staffing by increasing hiring process efficiency 1.4.2 Increase AGR control grades to match number of funded AGR positions | 1.4.1 Execute Statewide CPI hiring process review 1.4.1 Establish civilian wage incentive/alignment by Jun 19 1.4.2 Increase AGR control grades to match number of funded AGR positions by FY 20 | Quarterly | 149 FSS |



Purpose: Ensure The 149th Fighter Wing Is Postured To Execute The Nation’s Current And Future Missions.

| Objectives | Measurable Criteria | When Measured | POC |
|---|---|---------------|------------------------|
| <p>2.1 Establish the 149th FW as the premier organization of choice to our stakeholders</p> <p>2.1.1 Achieve national awards/recognition 2.1.2 Outstanding inspection/audit results 2.1.3 Establish a biennial joint fighter training exercise 2.1.4 Legislative engagements</p> | <p>2.1.1 Receive an Outstanding Unit Award yearly 2.1.2 AETC Capstone Highly Effective 2.1.3 Biennial training exercise established by Oct 21 2.1.4 Conduct 2 legislative engagements by Oct 19</p> | Quarterly | 149 FW Staff 149 OG |
| <p>2.2 Increase fighter pilot production and recapitalize the fleet</p> <p>2.2.1. ANG leadership role in increase of F-16 PFT 2.2.2 ANG Lead in definition of AETC syllabus requirements 2.2.3 Active leadership role in the F-16 modernization 2.2.4 Develop strategic timeline of encroachment/Environmental Impact requirements</p> | <p>2.2.1 149 FW hold ANG leadership role in F-16 PFT production by Oct 20 2.2.2 149 FW take lead role in defining AETC syllabus requirements by Jan 21 2.2.3 Maintain leadership role in F-16 modernization 2.2.4 149 FW develops environment/encroachment requirements by Feb 20</p> | Quarterly | 149 OG/MXG |
| <p>2.3 Provide the highest level of realistic tactical training and meet 5th generation requirements</p> <p>2.3.1 Reinvigorate airspace expansion. 2.3.2 Develop a facilities plan that incorporates TFI 5th Generation requirements 2.3.3 Actively engage local communities that are affected by airspace 2.3.4 Engage FAA quarterly for airspace development 2.3.5 Develop Live-Virtual-Constructive plan and EW Emitter Working Group</p> | <p>2.3.1 Airspace expansion program developed by Sep 19 2.3.2 5th Gen facilities plan developed by Feb 20 2.3.3 Local airspace community engagement plan developed by Sep 19 2.3.4 FAA engaged quarterly regarding airspace development by Sep 19 2.3.5 Live-Virtual-Constructive plan and EW Emitter Working Group established by Sep 19</p> | Quarterly | 149 OSS |



APPENDIX B:
FORGING THE GUNFIGHTER FUTURE

Purpose: Ensure The 149th Fighter Wing Is Postured To Execute The Nation’s Current And Future Missions. (cont.)

| Objectives | Measurable Criteria | When Measured | POC |
|--|--|---------------|--------|
| 2.4 Establish Cyber Operations Group 2.4.1 Become the “Go To” Cyber Unit 2.4.2 Develop a partnership with Texas Army Cyber Forces and explore joint mission expansion options 2.4.3 Engage 24th and 25th AF Guard Advisors to discuss active duty mission gaps | 2.4.1 Maintain leadership responsibility of 3 annual Cyber exercises by Jan 20 To include Cyber Guard/Cyber Flag/Red Flag 2.4.2 Texas Army Cyber Forces partnership established through 2 office calls per yr by Sep 19 2.4.3 Engage 24th and 25th AF through 2 office calls per year with each Guard Advisor | Semi-Annual | 149 OG |





APPENDIX C: GUNFIGHTERS SERVING OUR COMMUNITIES - BUILDING ENDURING RELATIONSHIPS

Purpose: Build Sustainable Alliances With Mission Partners, Provide A Tangible Presence In Our Communities And Foster Enduring Relationships With Our Gunfighter Families.

| Objectives | Measurable Criteria | When Measured | POC |
|--|--|---------------|--------------|
| 3.1 Build and foster partnerships with local communities 3.1.1 Increase hosting community leaders 3.1.2 Increase partnerships with local high school and tech schools 3.1.3 shadow/mentor program 3.1.4 Increasing charitable involvement | 3.1.1 Host 1 community leader event every 6 months by end FY 19 3.1.2 Visit local high school/tech school once per quarter 3.1.3 Develop and host a local shadow/mentor program by end FY 19 3.1.4 Participate in 12 charitable/volunteer events annually | Annually | 149 FW Staff |
| 3.2 Increase public awareness and understanding of the mission and capability of the 149th FW 3.2.1 Develop a wing community engagement plan 3.2.2 Implement social media plan | 3.2.1 149 FW community engagement plan developed by Jun 19 3.2.2 Increase followership on all 149FW social media platforms 50% by FY20 | Annually | 149 FW Staff |
| 3.3 Provide defense support to civil authorities 3.3.1 Build and maintain medical response capability (CERF-P) 3.3.2 Review wing LNO program 6-8 person team trained 3.3.3 Build and sustain a team of trained NCOs and Officers for Air Operations Center (AOC) support | 3.3.1 CERF-P capability expanded by Jan 20 3.3.2 Wing LNO program reviewed and 6-8 person team trained by May 19 3.3.3 AOC support roster established by Jan 19 | Quarterly | 149 CP |
| 3.4 Promote unit pride and ownership within our Gunfighter family 3.4.1 Increase mission and heritage awareness for all airmen 3.4.2 Provide morale events for full time/DSG's participants and their families 3.4.3 Provide heritage photos in all common areas throughout the Wing campus 3.4.4 Establish official Squadron emblems | 3.4.1 Local mission and heritage training opportunities increased by Oct 19 3.4.2 Grow Wing Activities Committee by Jan 19 3.4.3 Provide heritage photos in all Wing facilities by Sep 20 3.4.4 Establish official Squadron emblems through Air Force Heraldry office by Sep 19 | Quarterly | 149 FW CCE |



APPENDIX D: PRIORITY 4 - FOSTERING INNOVATION AND MAXIMIZING GUNFIGHTER EFFICIENCIES

Purpose: Empower Our Airmen To Create Positive Change And Revolutionize Process To Complete Our Missions In An Ever Changing Environment.

| Objectives | Measurable Criteria | When Measured | POC |
|--|---|---------------|------------|
| <p>4.1 Promote a culture of continuous process improvement and innovation throughout the 149 FW 4.1.1 Increase unit certified Air Force certified Lean/Six Sigma Green Belts 4.1.2 Increase unit certified Air Force certified Lean/Six Sigma Black Belts</p> | <p>4.1.1 Train and Certify 8 Air Force certified Lean/Six Sigma Green Belts by the start of Jan 19 4.1.2 Train and Certify 2 Air Force certified Lean/Six Sigma Black Belts by start of Jan 19</p> | Quarterly | 149 FW/IGI |
| <p>4.2 Establish a culture of effective stewardship in resource management 4.2.1 Decrease and maintain low government travel card delinquency rate 4.2.2 Decrease and maintain low outstanding travel orders over 60 days 4.2.3 Maintain Wing fiscal law training requirements 4.2.4 Decrease gap between actual and planned execution rate</p> | <p>4.2.1 Maintain GTC delinquency rate $\leq 2\%$ 4.2.2 Maintain $\leq 2\%$ outstanding travel orders over 60 days 4.2.3 Maintain 100% wing trained fiscal law 4.2.4 Requirements based budgeting-achieve an 80% actual vs. planned execution rate</p> | Quarterly | 149 CPTF |



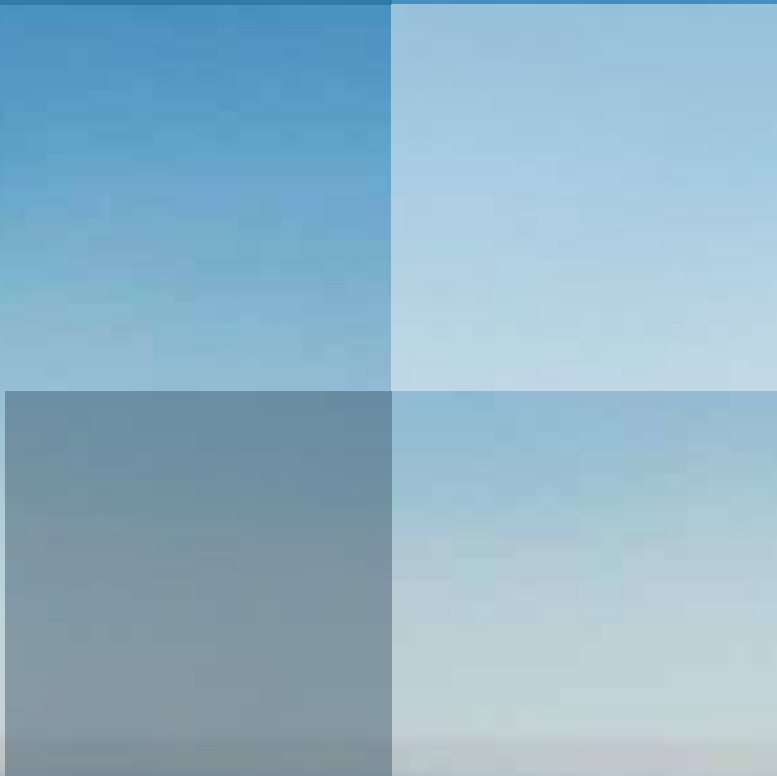


APPENDIX E: ACRONYMS

| | |
|------|------------------------------------|
| AETC | Air Education and Training Command |
| AFSC | Air Force Specialty Code |
| AGR | Active Guard/Reserve |
| ANG | Air National Guard |
| CCAF | Community College of the Air Force |
| DSG | Drill Status Guardsman |
| EPR | Enlisted Performance Report |
| EW | Electronic Warfare |
| FY | Fiscal Year |
| GTC | Government Travel Card |
| IMR | Individual Medical Readiness |
| LNO | Liaison Officer |
| MRP | Mishap Response Plan |
| OPR | Officer Performance Report |
| PAA | Primary Assigned Aircraft |
| PFT | Pipeline Flow Training |
| PME | Professional Military Education |
| TFI | Total Force Integration |







149th Fighter Wing
107 Hensley St.
JBSA-Lackland, Texas 78236