

# 75th AIR BASE WING STRATEGIC PLAN



August 2019



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS 75TH AIR BASE WING (AFMC)  
HILL AIR FORCE BASE UTAH

6 SEP 19

MEMORANDUM FOR ALL 75 ABW AIRMEN

FROM: 75 ABW/CC

SUBJECT: Air Base Wing Strategic Plan

1. This is our strategic plan. In it, every Airman in our wing can find clear expectations to guide the accomplishment of daily tasks supporting our wing's mission both deployed and at home station. I encourage leaders at every level to share this plan with all members of our wing for use in daily operations and as a reference to guide continuous process improvement efforts and prioritization of resources.
2. It's an honor to serve with each of you and I look forward to see what we can accomplish together.

A handwritten signature in black ink, appearing to read "Jon A. Eberlan", is positioned above the typed name.

JON A. EBERLAN, Colonel, USAF  
Commander

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# 1.0 COMMANDER'S MESSAGE

Our wing team provides base services, training and deployment support for the Air Force's ***second largest*** installation. Our Airmen take care of over 26,000 military, civilians and contractors assigned to the Ogden Air Logistics Complex, 2 fighter wings and 50 other mission partners. This team actively supports Air Expeditionary Forces taskings, Standard Tactical Air Munitions Package missions worldwide and operates the Utah Test and Training Range comprising over 19,000 square miles of airspace and 1.7 million acres of land.

As old threats reemerge and new threats present themselves, the SECDEF's Jan 2018 National Defense Strategy (Tab A) refocused our priorities to counter the latest dangers from around the globe. Our guiding task remains focused on rebuilding full-spectrum readiness with a renewed emphasis on rapid deployment; both mission-essential tasks for this wing.

To meet today's mission requirements, we owe our Airmen a clear understanding of the direction we're heading and the principles guiding this journey. This document provides a benchmark so our team works towards these common goals together and in sync. Because mission demands change, I expect we'll review and update this plan semi-annually so we remain aligned with our Air Force, AFMC and AFSC goals (Tab B).

We organized this product to act as a transparent, quick reference for our wing, and those we support, so everyone understands why we do what we do.

Section 2 provides my expectations to all leaders to tackle our priorities.

Section 3 contains the wing's vision and mission statement and illustrates the linkage between AFSC's goals and our wing's goals. Following this overview, we lay out the objectives supporting each specific goal.

Section 4 describes how we'll measure success towards meeting the wing's goals.

Section 5 outlines our plan for senior leader oversight.

Finally, we included background materials to help frame the larger picture.

Let me close with sharing my commander's intent:

*We meet our mission requirements, enthusiastically support our mission partners, take care of our Airmen/families and prepare for the future.*

*We will meet our demanding mission through teamwork and empowering our workforce to develop an Art of the Possible culture focused on breaking through constraints.*

*We will take care of our team by driving improvements in workplace safety and enhancing the wingman culture both on- and off-duty.*

*We will develop the right technical skills, focus our energy on capabilities gained through process improvement initiatives and engage our workforce in the development of problem-solving skills at all levels within the wing.*

*Finally, we will capitalize on our current capacity and competencies while preparing for future mission requirements.*

## 2.0 ABW COMMANDER'S EXPECTATIONS

Before moving straight to the vision, mission and goals for this wing, let me share my expectations for both our wing in general and then specifically to our wing leaders. The expectations listed below should shape our actions and keep the wing's priorities in focus as we execute our mission every day:

### Expectations For Our Wing:

#### **Take care of the mission**

1

- Readiness and combat capability; everything we do focused to this end
- Compliance is an everyday task
- We serve those who serve
- Safety...safety...safety
- Art of the Possible is our system to continuously improve our mission performance

#### **Take care of the customer**

2

- Our wing exists because of our mission partners
- Each mission partner is a little unique and our support needs to be personalized to each of their needs
- Communication is an everyday thing
- Strive to go the extra mile to exceed customer expectations

#### **Take care of one another**

3

- Be a good teammate means being respectful and courteous
- Treat each other with dignity and respect
- Absolutely zero tolerance for discrimination, harassment, and workplace misconduct
- Everyone deserves to enjoy coming to work every day
- When someone is having a bad day, see how you can help
- Be loyal; unloyalty is disruptive and can tear the team apart
- BE A SERVANT LEADER
- Be a good community role model on- and off-duty
- Exemplify AF Core Values in all endeavors
- Create a climate and culture built on transparency and trust

#### **Improve the Unit**

4

## **3.0 CORE MISSION MATERIALS**

### **75 ABW VISION**

*LEGACY OF EXCELLENCE...  
TRUSTED, RELIABLE AND VALUED – ALWAYS READY!*

### **75 ABW MISSION STATEMENT**

*PROVIDE EXCEPTIONAL SUPPORT TO TEAM HILL AND OUR NATION'S GLOBAL  
MISSION*

### **75 ABW MOTTO**

*COUNT ON US!*

## Strategic Alignment Chart

The columns in the chart below layout out AFSC's current goals, the wing's goals and the direct ties to the Major Graded Areas. While the four goals listed for AFSC do not directly align to the four ABW goals, each of our four goals support AFSC's goals as laid out in the columns below. Conversely, the MGAs link more directly to our ABW priorities as seen in the arrangement of the third column.

<u>AFSC Goals</u>	<u>75 ABW Goals</u>	<u>MGA Linkage</u>
Goal 1: Deliver Cost Effective Combat Readiness	1: Take Care of the Mission (Links to all AFSC Goals) →	1: Executing the Mission
Goal 2: Deliver Supply Chain Readiness to Enable Combat Power	2: Take Care of the Customer (Links to all AFSC Goals) →	2: Managing Resources
Goal 3: Develop Mission Assurance Enablers	3: Take Care of One Another (Links to AFSC Goal 4) →	3: Leading People
Goal 4: Develop and Support Airmen	4: Improve the Unit (Links to all AFSC Goals) →	4: Improving the Unit

## GOAL 1: Take Care of the Mission

**Maps to...**      **Leadership Model: Common Goals, People, Processes & Resources**  
**AFSC Goal 1: Deliver Cost Effective Combat Readiness**  
**AFSC Goal 2: Deliver Supply Chain Readiness to Enable Combat Power**  
**AFSC Goal 3: Develop Mission Assurance Enablers**  
**AFSC Goal 4: Develop and Support Airmen**  
**MGA: Executing the Mission**



As the installation's host wing, the 75 ABW must remain successful in key areas to ensure our mission partners' success. These areas include: Explosive and Munitions Operations, Airfield Operations, Readiness Deployment, Resource Protection and Treaty Compliance.

### **1.1: Deliver 100% mission-ready assets on time, any time.**

The 2018 National Defense Strategy reinforces this priority; rebuilding and maintaining full-spectrum readiness across our deploying forces will remain the wing's focus. Due to the nature of the missions assigned to Hill AFB, we must also maintain highly proficient teams to perform the various in-garrison operations occurring both on Hill AFB and at the UTTR. Through continuous training, we must stand ready at a moment's notice to perform these duties with the utmost safety and security.

#### **Measurements:**

Defense Readiness Reporting System (DRRS) reports  
UTC Readiness slides covering all ABW missions/taskings  
Air Expeditionary Force Reporting Tool briefings  
Individual Medical Readiness (IMR) status  
Dental clearance status  
Critical AGE status  
Operational Readiness Exercises/Inspections  
Status of Training  
CMCC Operations Status  
ABW Staff Meeting  
Senior Leader Safety Team Meeting  
*(Not all encompassing – add appropriate measures where they make sense)*

### **1.2: Provide a ready, responsive, safe and secure air base for Team Hill and deployed/deploying units to meet mission requirements.**

Delivering a mission-ready air base to support home station and deployed units remains our top priority.

#### **Measurements:**

Current and 5-Year Airfield Weapons System Availability  
Hill AFB Airfield Status  
*(Not all encompassing – add appropriate measures where they make sense)*

### **1.3: Resource Protection: Meet established safety and security goals applying to all resources within the physical and cyber boundaries.**

To ensure mission partner success across all 75 ABW-maintained properties, all Airmen must look ahead to identifying, reducing and eliminating security vulnerabilities where they exist. Our first responders play a key role in this area and, when called upon, they need to deal effectively with all security and emergency incidents when they occur. In this age of electronic connections, effectively assessing and guarding the cyber world remains a high priority in order to deliver safe & secure communications infrastructure.

#### **Measurements:**

SFS response team readiness, training & equipage

EM response team readiness, training & equipage

Command Post Posture

Communication/Information resource protection assessments

*(Not all encompassing – add appropriate measures where they make sense)*

### **1.4: Treaty Compliance: Ensure 100% compliance with all treaties.**

The 75 ABW acts as the local executive agent for all international treaty compliance to include the following treaties and agreements: New Strategic Arms Reduction Treaty (NST), Open Skies, International Atomic Energy Agency-Additional Protocols (IAEA-AP), Intermediate-range Nuclear Forces (INF) and the Chemical Weapons Convention (CWC). In this capacity, the wing commander must ensure all affected local units comply with all applicable elements of the treaties as tied to each operation and weapons system acquisition. In addition, the wing Arms Control Office receives and escorts international inspectors to facilitate expeditious validation of the nation's compliance with these international agreements.

#### **Measurements:**

Inspection After-Action Reports

Inspectable Site Status Tracker

*(Not all encompassing – add appropriate measures where they make sense)*

## GOAL 2: Take Care of the Customer



**Maps to...**      **Leadership Model: Resources**  
**AFSC Goal 1: Deliver Cost Effective Readiness**  
**AFSC Goal 2: Deliver Supply Chain Readiness to Enable Combat Power**  
**AFSC Goal 3: Develop Mission Assurance Enablers**  
**AFSC Goal 4: Develop and Support Airmen**  
**MGA: Managing Resources**

### **2.1: Mission Monitoring:**

With 52 mission partners located on the installation, we need to track key measurements maintained by our ABW units to tactically assess whether we met our various customers' needs. A regular battle rhythm embedded with section-level metrics shared through a "wall walk" approach keeps our teams focused on improving our processes for those we support.

#### **Measurements:**

Communications requirements board  
Wall walks within sections

### **2.2: Mission Change Management: Remain ahead of evolving missions prior to implementation.**

With 52 mission partners located on the installation, recent workloads and missions continue to increase manning and support requirements to address future growth challenges. Tight teamwork and effective communication will allow us to stay ahead of these changes so we can deliver adequate resources to successfully support all missions at Hill AFB. Conversely, our Air Base Wing team needs to remain mindful that change can occur to reduce the mission needs for our partners. Maintaining robust relationships and open comm channels will allow us to identify impacts, shape requirements and forecast follow-on effects.

#### **Measurements:**

BOS Working Group  
Communications requirements board  
LSE 2040 Plan  
Installation Development Plan  
ABW Staff Meeting; Managing Resources Week 1  
Strategic Basing Requests  
Facilities Board  
Unit Manning Document Reviews (Current Year and FYDP)  
Installation Development Plan Update  
OO-ALC Opportunities Review Board  
*(Not all encompassing – add appropriate measures where they make sense)*

**2.3: Risk Assessment: Identify potential fracture points in current resources, assess associated risks and develop options for leadership consideration in a formal, data-driven process.**

As we continue to grow as an installation, we will inevitably stress our current resources and capabilities. To capture the effects of these changes, we need to align, synchronize and, where necessary, modify metric reporting to assist wing leaders in most effectively assessing current and future risks. Once identified, leaders at all levels will decide on how best to balance risk against mission demands.

**Measurements:**

Energy Assurance Steering Group Metrics

Energy Resiliency Metrics

Environmental/Climate Change Resiliency

Financial Management Board metrics

Base communications infrastructure health measures

Manning status

Enhanced Use Lease Implementation Status

*(Not all encompassing – add appropriate measures where they make sense)*

**2.4: Build and maintain strong community/local ties:**

Hill AFB units work hand-in-hand with a robust community who generously offers a wide variety of support to our mission, the Airmen and their families. Reaching out to our highly supportive community partners strengthens their understanding of both the military mission and the challenges that come with military service. Commanders commit to increasing contact time with local community leaders and expand on the current number of professional relationships.

**Measurements:**

PA Engagement Plan

Honorary commander engagements

Peer-to-peer community relationships

Levels of community support for Airmen activities

Levels of community support for awards

AEF Retreat participation/support

Volunteer contacts

Community outreach events

*(Not all encompassing – add appropriate measures where they make sense)*

## GOAL 3: Take Care of One Another

**Maps to...**      **Leadership Model: People**  
**AFSC Goal 4: Develop and Support Airmen**  
**MGA: Leading People**



### 3.1 Develop Airmen:

Every Airman requires some level of technical training, readiness skills and/or developmental training to thrive in today's environment. To accomplish this, we strive to always meet, or exceed, the mandated goals while taking advantage of optional training opportunities as mission demands allow.

Rounding out technical training, our Airmen come to us from Basic Training with a solid foundation upon which to build our future leaders. Shaping our most valuable resource into an effective leadership cadre will ensure we maintain a solid, ready fighting force. In addition to the standard leadership training events, group and squadron commanders must commit to locally develop ancillary training focused on enhancing leadership skills across all units. As with the basics of Airman development, wing senior leaders commit to meet, or exceed, basic leadership requirements.

#### **Measurements:**

- Status of Training
- Readiness Training
- Resilience Training
- Quality Assurance Evaluations
- Operational Readiness Exercise/Inspection Reports
- Mentoring participation in MyVector
- Standard Leadership Training Accomplishment – PME
- Talent Marketplace
- Flight Commanders' Course Feedback
- Professional Development Event Feedback
- EPR/OPR/Decoration timeline effectiveness

*(Not all encompassing – add appropriate measures where they make sense)*

### 3.2 Support Airmen:

Providing Airmen and families the resources they need, and the time to utilize these assets, represents two key aspects of creating a resilient force. With a dedicated, resourced focus on our Airmen & their loved ones, we will grow and maintain a sense of community that's important to any, and all, Total Force Airmen.

#### **Measurements:**

- Housing Satisfaction Surveys/Metrics

Community Action Board Metrics  
Chaplain/Individual Counseling  
Wingman Advocate Engagement  
Military/Civilian Health Engagement  
Consolidated Morale Calendar

### **3.3 Maintain A Safe Workspace**

As the host unit, 75 ABW units act as front-line responders to provide a safe and supportive environment for all personnel and mission partners assigned to Hill AFB. All leaders commit to keep the safest base environment possible through compliance with posted standards while working to reduce rates of leading indicators pointing to stressed Airmen or families.

#### **Measurements:**

Safety mishaps  
Blotter entries  
Bioenvironmental violations  
Suicide rates  
Sexual assault rates  
ADAPT usage  
Equal Employment Opportunity usage  
UCMJ Status of Discipline  
Article 15 rates  
IG complaints  
Union grievances and demands to bargain  
Customer satisfaction reports  
FOIA requests  
Housing/Billeting/Dorm surveys

*(Not all encompassing – add appropriate measures where they make sense)*

## GOAL 4: Improve the Unit



**Maps to...**      **Leadership Model: Processes**  
**AFSC Goal 1: Deliver Cost Effective Readiness**  
**AFSC Goal 2: Deliver Supply Chain Readiness to Enable Combat Power**  
**AFSC Goal 3: Develop Mission Assurance Enablers**  
**AFSC Goal 4: Develop and Support Airmen**

**MGA: Improving the Unit**

Leveraging the tenets of AFSC's Art of the Possible (AoP) methodology can ensure our Airmen will accomplish their mission effectively. Applying AoP principles empowers Airmen at all levels to create a culture of problem solvers and innovative thinkers. This allows them to focus their energy on resolving constraints thus improving overall mission success.

### 4.1 Implementing AoP across the 75 ABW:

*"The Art of the Possible creates a culture focused daily on identifying and urgently eliminating process constraints affecting the process critical path during execution. This culture relies on the skills, abilities and forward thinking of the entire enterprise to create the necessary team work to enable Speed." AoP, 20 Jul 15.*

Intended as an ongoing process, the AoP approach seeks bottlenecks to meeting the customer's requirements. The last 2 years focused on educating our workforce. The next step will focus on applying the measures laid out in AFSC's Maturity Matrix. With each squadron solidifying key processes and identifying other processes suitable to implementing AoP methodology, measuring the maturity of each process/Production Machine represents our next step.

#### **Measurements:**

Wing Staff AoP Presentations  
Enterprise Value Stream Mapping Events  
AoP Training Completion  
Squadron Maturity Matrix measures  
Wall Walk frequency

*(Not all encompassing – add appropriate measures where they make sense)*

### 4.2 Commander's Inspection Program - CCIP:

A structured unit self-assessment provides a standard approach to identifying areas for improvement. The CCIP process, in conjunction with other inspections, represents the keystone evaluation program across the 75 ABW. All unit leaders commit to continuing their fully engaged efforts in this critical program and ensuring they remain ahead of all checklist requirements covering the following Major Graded Areas:

- Executing the Mission
- Leading People
- Managing Resources

- Improving the Unit

**Measurements:**

CIMB

HHQ Inspection Results

External Audit Results

Quality Assurance Results

*(Not all encompassing – add appropriate measures where they make sense)*

# 4.0 MEASURING SUCCESS

Virtually all large organizations use formal meetings to convey information, measure success and dissemination guidance. Our wing operates consistently with this theme as routine meetings/briefings/roll calls occur daily across all units supporting the need to transmit information both up and down the chain of command. Passing along this information in both an accurate and timely fashion represents a hallmark of a well running, effective operation and this wing follows a specific battle rhythm to help synchronize the information flow (figure 1)

75 ABW Standard Battle Rhythm - CY 2017					
Week	Mon	Tuesday	Wednesday	Thursday	Friday
Week/MGA 1	8:00 Wing Standup Telecon <sup>3</sup>		7:00 Coffee Talk <sup>4</sup>	8:00 AFSC Staff Mtg VTC <sup>1a</sup>	7:00 Commander's Feedback Bkfst <sup>4</sup>
	8:30 SLDC VTC <sup>1</sup>	9:00 Group/Squadron Time <sup>5</sup>	7:30 Performance Review VTC <sup>1a</sup>		
	8:30 Protocol/Scheduling Mtg <sup>1</sup>		10:00 WG Staff - Managing Resources <sup>2</sup>	9:00 Group/Squadron Time <sup>5</sup>	
	12:30 Civilian New Hire (every othr wk) <sup>1a</sup>	10:00 AoP Wall Walk <sup>6</sup>	11:00 Sr Staff <sup>3</sup>	11:30 Tm Hill O6 Luncheon <sup>2a</sup>	12:00 AFMC Council Pre-Brief <sup>1a</sup>
	13:00 Monthly PA Meeting <sup>1b</sup>	15:00 Wing Leadership Huddle <sup>2</sup>	13:00 VPP/Safety <sup>6b</sup>	13:00 MSG & OSS Monthly <sup>2a</sup>	
		14:00 FMB (Qtrly/Second Month of Qtr) <sup>6b</sup>			
Week/MGA 2	8:00 Wing Standup Telecon <sup>3</sup>	7:00 Tm Hill Sr Ldr Breakfast (Monthly) <sup>1a</sup>	7:30 Performance Review VTC <sup>1a</sup>	8:00 AFSC Staff Mtg VTC <sup>1a</sup>	7:00 Commander's Feedback Bkfst <sup>4</sup>
	8:30 Protocol/Scheduling Mtg <sup>1</sup>	9:00 Group/Squadron Time <sup>5</sup>	10:00 WG Staff - Leading People <sup>2</sup>	9:00 MPOR <sup>4</sup>	
		10:00 AoP Wall Walk <sup>6</sup>	11:00 Sr Staff <sup>3</sup>	9:00 Group/Squadron Time <sup>5</sup>	
	12:30 Civilian New Hire (every othr wk) <sup>1a</sup>		13:15 Case Management Gp <sup>2b</sup>	13:00 MDG & JA Monthly <sup>1a</sup>	12:00 AFMC Council Pre-Brief <sup>1a</sup>
		12:00 SAPR VTC (Bi-Monthly) <sup>1a</sup>	13:30 Cops and Bad Guys <sup>2b</sup>	14:00 Inst Partnership (Bi-Monthly) <sup>2a</sup>	
			15:00 Status of Trng & SOD (Qtrly) <sup>6b</sup>	16:00 Sq Fireside Chat (Qtrly 2nd mo) <sup>3</sup>	
		16:00 Officer Call (6 mos; Jan/July) <sup>6d</sup> <small>All Officers</small>			
Week/MGA 3	8:00 Wing Standup Telecon <sup>3</sup>	9:00 Group/Squadron Time <sup>5</sup>	7:30 Performance Review VTC <sup>1a</sup>	8:00 AFSC Staff Mtg VTC <sup>1a</sup>	7:00 Commander's Feedback Bkfst <sup>4</sup>
	8:30 Protocol/Scheduling Mtg <sup>1</sup>	10:00 AoP Wall Walk <sup>6</sup>	10:00 WG Staff - Improving The Unit <sup>2</sup>	8:00 Little Mtn Bi-monthly Update <sup>1b</sup>	
		9:00 Monthly Hiring Meeting <sup>1b</sup>	11:00 Sr Staff <sup>3</sup>	9:00 Group/Squadron Time <sup>5</sup>	12:00 AFMC Council Pre-Brief <sup>1a</sup>
	12:30 Civilian New Hire (every othr wk) <sup>1a</sup>	13:30 HAFB SLWG <sup>1a</sup>	13:00 CIMB <sup>6b</sup>	13:00 CEG & CPTS Monthly <sup>1a</sup>	
	13:00 Monthly Hiring Meeting <sup>1b</sup>	15:00 Wing Leadership Huddle <sup>2</sup>	14:00 Team Hill Qtrly Awards (2nd Mo) <sup>1a</sup>		
Week/MGA 4	8:00 Wing Standup Telecon <sup>3</sup>	8:00 Commander's Call (1 Month of Qtr)	7:30 Performance Review VTC <sup>1a</sup>	8:00 AFSC Staff Mtg VTC <sup>1a</sup>	7:00 Commander's Feedback Bkfst <sup>4</sup>
	8:30 Protocol/Scheduling Mtg <sup>1</sup>	9:00 Group/Squadron Time <sup>5</sup>	10:00 WG Staff - Executing The Msn <sup>2</sup>	9:00 Group/Squadron Time <sup>5</sup>	9:00 MPOR (CAIB on first mo of qtr) <sup>4</sup>
		10:00 AoP Wall Walk <sup>6a</sup>	11:00 Sr Staff <sup>4</sup>		
	12:00 Council of Colonels <sup>1</sup>				12:00 AFMC Council Pre-Brief <sup>1a</sup>
	12:30 Civilian New Hire (every othr wk) <sup>1a</sup>	14:00 Qtrly Awards & CC Call (1 Month of Qtr)	13:00 HoW/Readiness/ART/DRRs <sup>6b</sup>	13:00 SC & other WSAs Monthly <sup>1a</sup>	12:00 FTAC Lunches <sup>1a</sup>
		15:30 Sq/CC Monthly	14:00 DDR Qtrly <sup>1</sup> & SMEs	14:00 Team Hill Monthly Hiring Mtg <sup>1a</sup>	15:30 Enlisted Promotion Ceremony
	15:30 Officer Call (2 Month of Qtr)			16:00 Last Friday Social	

Key	
a	One of Top 3 Required
b	Two of Top 3 Required
1	Wing leadership only
2	Wing and Group leadership
3	Wg, Gp, WSA leadership
4	Wg, Gp, WSA & Sq leadership
5	Gp & Sq leadership
6	Wg, Gp, WSA leadership + SMEs

5th Wednesday in May, Aug & Nov 2017 = Staff Meeting Topic TBA	
MGA Linkages	
MGA 1 - Managing Resources	Manpower, Funds, Eamnt, Facilities, Guidance
MGA 2 - Leading People	Communication, Discipline, Trng, Devlpmt, QoL
MGA 3 - Improving the Unit	Strat Alignment, Process Ops, CCIP, Data-Driven Decisions
MGA 4 - Executing the Mission	Primary Msn, AEP Readiness, Mission Assurance C2

Figure 1: 75th Air Base Wing Battle Rhythm

We will use this standard battle rhythm to ensure wing leadership routinely reviews essential metrics to track whether we meet our priorities. To add traceability to our metrics, we will label each specific measure with a star marker that links the slide's metrics back to a specific priority. You can see these markers both below and linked to each priority earlier in this document.

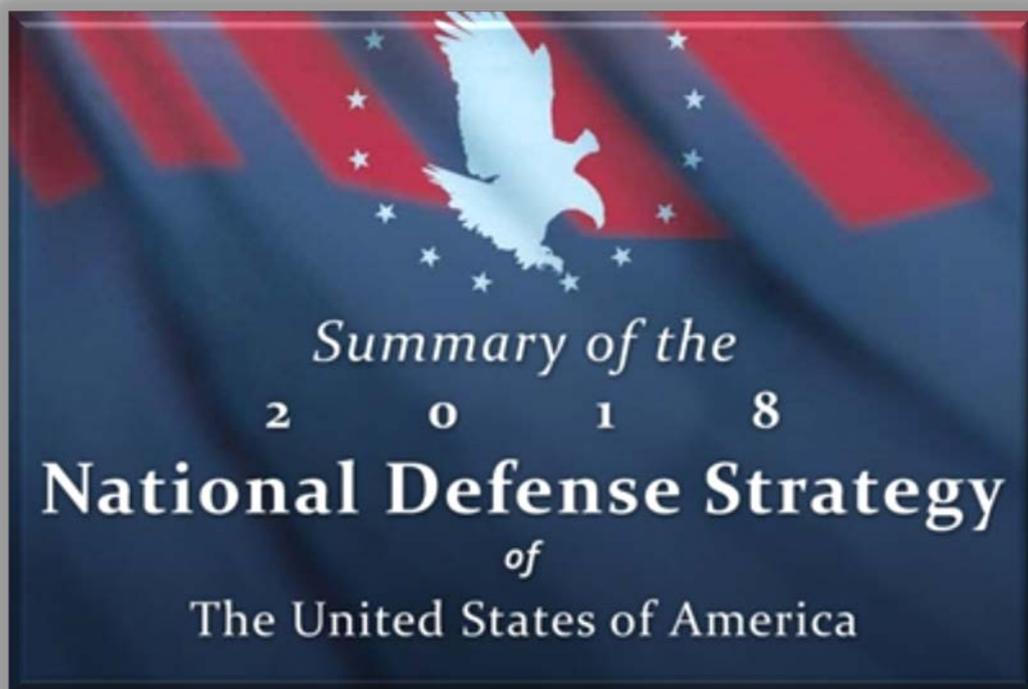


## **5.0 STRATEGIC PLAN PROGRESS EVALUATION**

- Monitor measurements associated with the four goals periodically
- Convene cross-functional panels as appropriate to consider adjusting existing measurements
- Identify and connect with AoP SMEs for processes directly affecting the results of goals
- Ensure strategic alignment markings for each goal appears on all appropriate slides

## TAB A - STRATEGIC BACKDROP

America's latest military strategic planning document marks a significant shift from the national military strategy documents published in the last two decades. This publication, made available in 19 January 2018, revised the last National Defense Strategy published a decade ago and provides a clear vector for the future.



### **More Lethal, Agile Force**

During DoD's news conference to roll out this revised strategy, Elbridge A. Colby, Deputy Assistant Secretary of Defense for Strategy and Force Development, provided a recap of the strategy. "The strategy looks to build a more lethal and agile force," Colby said. "It shifts away from the post-Desert Storm model, and DoD seeks to modernize key capabilities and innovate using new technologies and operational concepts to maintain effective deterrence without dominance," he explained.

"The strategy will build on America's unequalled alliance and partnership constellation and seek new partners for the future," he added.

Finally, the strategy seeks to reform DoD to create a culture that "delivers cost-effective performance at the speed of relevance," Colby said.

The new strategy is needed because China and Russia have "gone to school" studying the American way of war, he said, and the U.S. dominance in the Middle East during Desert Storm was not lost on Russia or China. The two nations have spent the last 25 years studying ways to deny America its greatest military advantage—the ability to deploy forces anywhere in the world and then sustain them.

"The anti-access, area-denial methods that both Russia and China have developed need to be countered, and this new strategy sets in place the framework around which to build those capabilities," Colby said.

In the closing Secretary Mattis shares the following:

*"This strategy establishes my intent to pursue urgent changes at a significant scale. We must use creative approaches, make sustained investment, and be disciplined in execution to field a Joint Force fit for our time; one that can compete, deter and win in this increasingly complex security environment. A dominant Joint Force will protect the security of our nation, increase U.S. influence, preserve access to markets that will improve our standard of living and strengthen cohesion among allies and partners.*

*While any strategy must be adaptive in execution, this summary outlines what we must do to pass intact to the younger generation the freedoms we currently enjoy. But there is nothing new under the sun; while this strategy will require sustained investment by the American people, we recall past generations who made the harsher sacrifices so that we might enjoy our way of life today.*

*As it has for generations, free men and women in America's military will fight with skill and valor to protect us. To carry out any strategy, history teaches us that wisdom and resources must be sufficient. I am confident this defense strategy is appropriate and worthy of the support of the American people."*

The outstanding work done on this strategy by our wing leaders will clearly support the key points outlined in the new National Defense Strategy. Section 2.0 clearly delineates our strategic alignment back to our service-level priorities through our different echelons of command. Section 3.0 outlines this wing's priorities while connecting them to our essential measures of merit while Section 4.0 recaps key features of our internal measurement approach. Section 5.0 concludes with my expectations for continuous review and evaluation of this living document by using Appendix 1 to reflect the wing's "current state" of measuring our progress on our priorities.

## TAB B - STRATEGIC ALIGNMENT VISION AND MISSION:

With the United States Air Force's mission focusing on "to fly, fight, and win... in air, space and cyberspace," the 75th Air Base Wing (ABW) plays a critical role in supporting our Service's mission. To achieve our vision, we must effectively balance mission execution with taking care of our team members all across Hill Air Force Base to ensure we remain always ready. The wing's priorities align with Air Force, Air Force Materiel Command (AFMC) and Air Force Sustainment Center (AFSC) missions and goals as outlined below. Preserving this strategic alignment synchronizes our efforts to support the AF mission and deliver war-winning capabilities and readiness.

The following page provides a single reference sheet illustrating our alignment from the base level to the Service level at all echelons.



## TAB B - STRATEGIC ALIGNMENT:



### UNITED STATES AIR FORCE

**Vision:** The World's Greatest AF – Powered by Airman, Fueled by Innovation

**Mission:** Fly, Fight, Win!... in Air, Space, & Cyberspace

**Focus Areas:** • Win the Fight • Strengthen the Team • Shape the Future

**AFI 1-2 Commander's Responsibilities:**

• Execute the Mission • Lead the People • Manage Resources • Improve the Unit



### AIR FORCE MATERIEL COMMAND

**Vision:** Innovative Airmen, trusted and empowered, creating agile, cost-effective war-winning capabilities for the Nation

**Mission:** Deliver and Support Agile War Winning Capabilities

**Goals:**

- Strengthen and enhance the effectiveness and resiliency of the total workforce
- Increase Agility of AFMC support to the AF Enterprise
- Drive cost-effectiveness into the capabilities we provide
- Rapidly develop/transition/deploy technology to assure our warfighting advantage



### AIR FORCE SUSTAINMENT CENTER

**Vision:** Professional Airmen Delivering Globally Integrated, Agile Logistics & Sustainment

**Mission:** Provide Sustainment & Logistics Readiness to Deliver Combat Power for America

**Goals:**

1. Deliver Cost Effective Combat Readiness
2. Deliver Supply Chain Readiness to Enable Combat Power
3. Develop Mission Assurance Enablers
4. Develop and Support Airmen



### 75<sup>th</sup> AIR BASE WING

**Vision**

Legacy of Excellence...Trusted, Reliable and Valued – *Always Ready!*

**Mission**

Provide Exceptional Support to Team Hill and Our Nation's Global Mission

**Goals:**

1. Take Care of the Mission
2. Take Care of Our Customers
3. Take Care of One Another
4. Improve the Unit Through AoP

# **TAB C – MISSION ESSENTIAL TASKS**

## **75th Medical Group**

- Ensure a Medically Ready Force
- Capitalize on Medical Resources/Services

## **75th Mission Support Group**

- Deploy Munitions
- Care for Team Hill Airmen and Their Families
- Defend the Installation
- Sustain Global Combat Readiness

## **75th Civil Engineer Group**

- Maintain, Sustain, Repair Real Property/Infrastructure
- Real Property Base Comprehensive Asset Management Planning, Programming & Project Execution
- Provide Real Property Assets, Financial/Environmental Management
- Provide Explosive Ordnance Disposal, Fire Response, Emergency Management and Readiness Support Services
- Provide Support Services to the Utah Test & Training Range

## **75th Air Base Wing/SC**

- Deliver Information Technology (IT) & Command/Control (C2) Capabilities
- Defend Cyber Processes/Capabilities

## **Wing Staff Agencies**

- Enable Flight Operations
- Financial Customer Support (Team Hill)
- Budget Development and Tracking
- Accounting Services (Team Hill)
- Wing Contingency Planning
- Support Safety Culture across Team Hill
- Provide Full Spectrum Legal Support (Team Hill)
- Provide Command and Control Services
- Provide Drug Testing Services (Team Hill)
- Enable Equal Opportunity across Team Hill
- Protect/Sustain Information Security (Team Hill)