

75th Air Base Wing Strategic Plan



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

15 February 2021

MEMORANDUM FOR ALL 75 ABW AIRMEN AND GUARDIANS

FROM: 75 ABW/CC

SUBJECT: Air Base Wing Strategic Plan

1. Our Air Force faces challenges from a wide range of areas and often our Airmen and Guardians get pulled in many directions at once. To help all of us move out in the same direction, the wing leadership team updated our 75 ABW Strategic Plan. In it, every one of our Airman and Guardians 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 for guiding continuous process improvement efforts and prioritization of resources.
2. As our new Chief of Staff says, we must “accelerate change... or lose.” To tackle outpacing the rate of change around us, it will take all of us putting our energy on the priority tasks to succeed; this plan outlines those priorities. I look forward to seeing what we can accomplish together.

A handwritten signature in blue ink, reading "Jenise M. Carroll".

JENISE M. CARROLL, 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 and Guardians 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 to include the base's newest, the Ground Based Strategic Defense program office. Together, we actively support Air Expeditionary Forces taskings, Standard Tactical Air Munitions Package missions worldwide and sustain the infrastructure for the Utah

Test and Training Range comprising over 19,000 square miles of airspace and 1.7 million acres.

As old threats reemerge and new threats present themselves, the SECDEF's Jan 2018 National Defense Strategy (Tab A) focused our priorities to counter the latest dangers 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. Our new SECDEF may shift our priorities but the readiness of our Airmen and Guardians remains my top priority.

To meet today's mission requirements, we owe our Airmen and Guardians 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 remains in sync. Because mission demands change, I expect we'll review and update this plan semi-annually so we stay 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 take care of our Airmen and Guardians/families, meet our mission requirements, and enthusiastically support our mission partners.

We will build 21st Century Airmen and Guardians to Outpace the Rate of Change

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.

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:

1 Take care of Airmen and Guardians

- ★ Be a good teammate” means always acting in a respectful and courteous manner
- ★ 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 A SERVANT LEADER
- ★ Be a good community role model and Air/Space Force ambassador both on and off-duty
- ★ Exemplify AF Core Values in all endeavors
- ★ Create a climate and culture built on transparency and trust

2 Take care of the Mission

- ★ Maintain Readiness & Combat Capability; focus everything we do on this objective
- ★ 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

3 Take care of the Mission Partners

- ★ Our wing provides the foundation of our mission partners' successes
- ★ Personalize our support to each mission partner's unique needs
- ★ Robust communication is an everyday thing
- ★ Strive to go the extra mile to exceed customer expectations

4 Improve the Unit



3.0 Core Mission Materials



75 ABW Vision

Outpace the Rate of Change!

75 ABW Mission Statement





**Deliver Exceptional Support to
Sustain Our Global Missions**

75 ABW Motto

Adaptive – Innovative – Reliable

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.

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

GOAL 1: Take Care of Airmen and Guardians



Maps to...

Leadership Model: People

AFSC Goal 4: Develop and Support Airmen and Guardians

MGA: Leading People

1.1: Support Airmen and Guardians:

Providing Airmen and Guardians, along with their 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, Guardians & their loved ones, we will grow and maintain a sense of community that's important to any, and all, Total Force Airmen and Guardians.

Measurements:

Housing Satisfaction Surveys/Metrics
Chaplain/Individual Counseling
Military/Civilian Health Engagement
Fitness

Community Action Board Metrics
Wingman Advocate Engagement
Consolidated Morale Calendar
Resiliency

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

1.2: Maintain a Safe Workspace

As the host wing, 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, the Utah Test & Training Range and all our Geographically Separated Units (GSUs). 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/Guardians or families.

Measurements:

Safety mishaps
Bioenvironmental violations
Sexual assault rates
Equal Employment Opportunity usage
Article 15 rates
Union grievances and demands to bargain
FOIA requests

Blotter entries
Suicide rates
ADAPT usage
UCMJ Status of Discipline
IG complaints
Customer satisfaction reports
Housing/Billeting/Dorm surveys

(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.

Every Airman and Guardian 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 and Guardians 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
Resilience Training/Overall Resiliency
Quality Assurance Evaluations
Mentoring participation in MyVector
Accomplishment – PME
Flight Commanders' Course Feedback
EPR/OPR/Decoration timeline effectiveness

Readiness Training
Physical Fitness
Readiness Exercise/Inspection Reports
Standard Leadership Training
Talent Marketplace
Professional Development Event Feedback

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

1.4: Ensure Racial and Gender Equality Through Transparency, Accountability and Sensing:

Outpacing the rate of change also means all leaders must remain connected with not only our Airmen and Guardians, but the social fabric of the country we defend. Just as our National Defense Strategy evolves to counter emerging threats so too must our leadership focus. We draw our Airmen and Guardians from all across America where communities embrace a wide variety of perspectives -- yet our Air Force embraces a set of Core Values. To best gauge how our teams align with the Air Force Core Values, leaders at all levels need to connect closely with those they lead, conduct themselves as though their actions would show up on social media, and hold both themselves/their teammates accountable to living up to these Air Force Core Values.

Measurements:

AFMC Connect
D&I Training Levels

DEOCS
Sensing Sessions

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

GOAL 2: 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 and Guardians

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.

2.1: Deliver 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:

Individual Medical Readiness (IMR) status

Critical AGE status

Status of Training

ABW Staff Meeting

Air Expeditionary Force Reporting Tool briefings

Defense Readiness Reporting System (DRRS) reports

UTC Readiness slides covering all ABW missions/taskings

Vehicle Status (Snow Fleet, SFS, Fire Dept, MHE, etc)

Dental clearance status

Readiness Exercise/Inspection Reports

CMCC Operations Status

Senior Leader Safety Team Meeting

Status of Discipline (Military and Civilian)

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

2.2: 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)



2.3: 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 and Guardians 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 readiness, training & equipage
Command Post Posture
EM response team readiness, training & equipage

Commander's Cyber Readiness Inspection (CCRI) Status
Communication/Information resource protection assessments

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

2.4: 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), 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 3: Take Care of the Mission Partners



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 and Guardians

MGA: Managing Resources

3.1 Measure What Matters:

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:

Mission Partner Feedback

Wall walks within sections

Communications Requirements Review Board

QR Code Feedback

3.2 Effectively Manage Change: 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 (Mission Growth)

Installation Development Plan

Facilities Board

OO-ALC Opportunities Review Board

Unit Manning Document Reviews
(Current Year and FYDP)

ABW Staff Meeting; Managing Resources Week 1

Communications Reqs Review Board

Strategic Basing Requests

Installation Development Plan Update

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



3.3 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
Environmental/Climate Change Resiliency
Manning status

Enhanced Use Lease Implementation Status
60/60 Communications/IT Outages/Network Status

Base communications infrastructure health measures

Energy Resiliency Metrics

Financial Management Board metrics

Wing Hiring Status

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

3.4 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, Guardians 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

Peer-to-peer community relationships

AEF Retreat participation/support

Compatible Use Program (CUP)

Community outreach events

Levels of community support for Airmen and Guardians activities

Honorary commander engagements

Levels of community support for awards

Volunteer contacts

Museum Visitation

(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 and Guardians

MGA: Improving the Unit

Leveraging the tenets of AFSC's Art of the Possible (AoP) methodology can ensure our Airmen and Guardians will accomplish their mission effectively. Applying AoP principles empowers Airmen and Guardians 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, an AoP approach seeks bottlenecks in meeting the customer's requirements. The last 3 years focused on educating our workforce we will next focus on applying the measures laid out in AFSC's Maturity Matrix. With each squadron solidifying key processes and finding other processes suitable for an AoP methodology, measuring the maturity of each process/ Production Machine represents our next step.

Measurements:

Wing Staff AoP Presentations

AoP Training Completion

Wall Walk frequency

Defense Equal Opportunity Management
Institute (DEOMI) Organizational Climate
Survey (DEOCS)

Enterprise Value Stream Mapping Events

Squadron Maturity Matrix measures

(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
- Managing Resources
- Leading People
- Improving the Unit



Measurements:

CIMB

HHQ Inspection Results

External Audit Results

Quality Assurance Results

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

4.3 Champion Accelerated Change

Our wing can only Outpace the Rate of Change through acceleration. Speed features prominently in AFSC's Art of the Possible construct and our leaders must champion change in a well-thought out manner. I expect once leaders see the need to fix an issue with change, they first Listen and Learn to build the right plan with which to Lead the change.

Measurements:

Various Feedback Tools

CC's QR Code Accounts

Commander's Action Line

(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 2021					
Week	Mon	Tuesday	Wednesday	Thursday	Friday
Week/MGA 1	7:30 Prebrief AFMC Council - 1a	8:00 Reintegration Brief - 2a	7:00 Coffee Talk - 4	8:00 Reintegration Brief - 2a	7:00 Commander's Feedback Bkfst - 4
	8:00 Wing Standup Telecon - 3	9:30 Protocol Update - 1a	7:30 Performance Review CVR - 1a	9:00 AFMC COVID-19 Update	9:00 (T) Board of Directors
	9:00 Civilian New Hire (every other wk) - 1a		9:30 PA Update - 1b		10:00 Weekly Schedule / Protocol - 1a
	10:00 Weekly EUL Meeting		10:00 WG Staff - Managing Resources - 4	11:30 Tm Hill O6 Luncheon - 2a	
	11:30 VTC AFMC Council - 1a		13:00 VPP/Safety (Qtrly/2nd Month) - 6b	12:00 AFSC Tag Up - 1a	14:00 Weekly Friday Wrap Up - 5a
			14:00 CCRI	13:00 Biweekly Housing Advocate Tag Up	14:30 End of Day - 1a
	16:30 End of Day - 1a	16:30 End of Day - 1a	14:00 FMS (Qtrly/2nd Month) - 6b	13:30 SIA Case Update	15:00 Weekly Wrap Up w/DS - 1a (CV)
Week/MGA 2	7:30 Prebrief AFMC Council - 1a	7:00 Team Hill Sr Ldr Breakfast - 1a	7:30 Performance Review CVR - 1a	8:00 AFSC Staff Mtg VTC - 1a	7:00 Commander's Feedback Bkfst - 4
	8:00 Wing Standup Telecon - 3	8:00 Reintegration Brief - 1a	9:30 PA Update - 1b	8:00 Reintegration Brief - 2a	
	9:00 Civilian New Hire (every other wk) - 1a	9:30 Protocol Update - 1a	10:00 WG Staff - Leading People - 4	9:00 AFMC Covid-19 Update	10:30 1200 Series Bldg Revitalization
	10:00 Weekly EUL Meeting	10:00 CVB Update - 1a	12:00 AFSC Senior Leader Development Council		
	11:30 VTC AFMC Council - 1a	12:00 VTC AFSC SAPR (Bi-Monthly) - 1a	13:00 AFSC Senior Leader Working Group		13:00 Monthly Housing Brief
		13:00 AFSC Senior Leader Wkg Group - 1a	13:15 Case Management Gp - 2b		14:00 Weekly Friday Wrap Up - 5a
		15:00 Status of Trng & SOB (Qtrly/2nd Month) - 6b	13:30 Cops and Robbers - 2b		14:30 End of Day - 1a
Week/MGA 3	7:30 Prebrief AFMC Council - 1a	8:00 Reintegration Brief - 1a	7:30 Performance Review CVR - 1a	8:00 Reintegration Brief - 2a	7:00 Commander's Feedback Bkfst - 4
	8:00 Wing Standup Telecon - 3	9:30 Protocol Update - 1a	9:30 PA Update - 1b	9:00 Contract Status Review (Qtrly/2nd Month)	
	9:00 Civilian New Hire (every other wk) - 1a	13:30 HAFB SLWG - 1a	10:00 WG Staff - Improving The Unit - 4		9:00 MPOR - 4
	10:00 Weekly EUL Meeting		13:00 CIMB - 6b	13:00 Biweekly Housing Advocate Tag Up	10:00 Weekly Schedule / Protocol - 1a
	11:30 VTC AFMC Council - 1a		14:00 CCRI		14:00 Weekly Friday Wrap Up - 5a
			15:00 CAT Recall/CV Forum		14:30 End of Day - 1a
	16:30 End of Day - 1a	16:30 End of Day - 1a	16:30 End of Day - 1a	16:30 End of Day - 1a	15:00 Weekly Wrap Up w/DS - 1a (CV)
Week/MGA 4	7:30 Prebrief AFMC Council - 1a	8:00 Commander's Call (2nd & 4th Qtr)	7:30 Civic Leader Breakfast	8:00 AFSC Staff Mtg VTC - 1a	7:00 Commander's Feedback Bkfst - 4
	8:00 Wing Standup Telecon - 3	8:00 Reintegration Brief - 1a	7:30 Performance Review CVR - 1a	8:00 Reintegration Brief - 2a	8:30 Hill AFB 5G Tag Up
	9:00 Civilian New Hire (every other wk) - 1a	8:00 Bi-Monthly SAPR Update (Every 2 months)	9:30 PA Update - 1b	9:00 AFMC Covid-19 Update	
	10:00 Weekly EUL Meeting	9:30 Protocol Update - 1a	10:00 WG Staff - Executing The Msn - 4		10:30 1200 Series Bldg Revitalization
	11:30 VTC AFMC Council - 1a	10:00 CVB Update - 1a	13:00 HoW/Readiness/ART/DRRS SM		12:00 SVTC - Monthly FSR CUB - 1a
	12:00 Council of Colonels - 1	10:30 EO Monthly Update	14:00 CCRI		13:00 AFSC ABW CC Crosscheck
		14:00 Qtrly Awards & CC Call (2nd & 4th Qtr)	14:00 DDR Qtrly - 1 & SMEs	14:00 Team Hill Monthly Hiring Mtg - 1a	14:00 Weekly Friday Wrap Up - 5a
<div> <div> <div>Key</div> <div> 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 </div> </div> <div> <div>5th Wednesday in Mar, Jun, Sept, & Dec 2021 = Staff Meeting Topic TBA</div> <div> <div>MGA Linkages</div> <div> MGA 1 - Managing Resources: Manpower, Facilities, Facilities Guidance / Radar Chart, AoP (WSA) MGA 2 - Leading People: Communication, Discipline, Trng, Dvlpmt, Opl / Radar Chart, AoP (CEG) MGA 3 - Improving the Unit: Strat Alignment, Process Ops, CQIP, Data-Driven Decisions MGA 4 - Executing the Mission: Primary Msn, AEF Readiness, Mission Assurance C2 Not currently on calendar - reassess requirements and/or need On hold due to COVID-19 </div> </div> </div> </div>					

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.





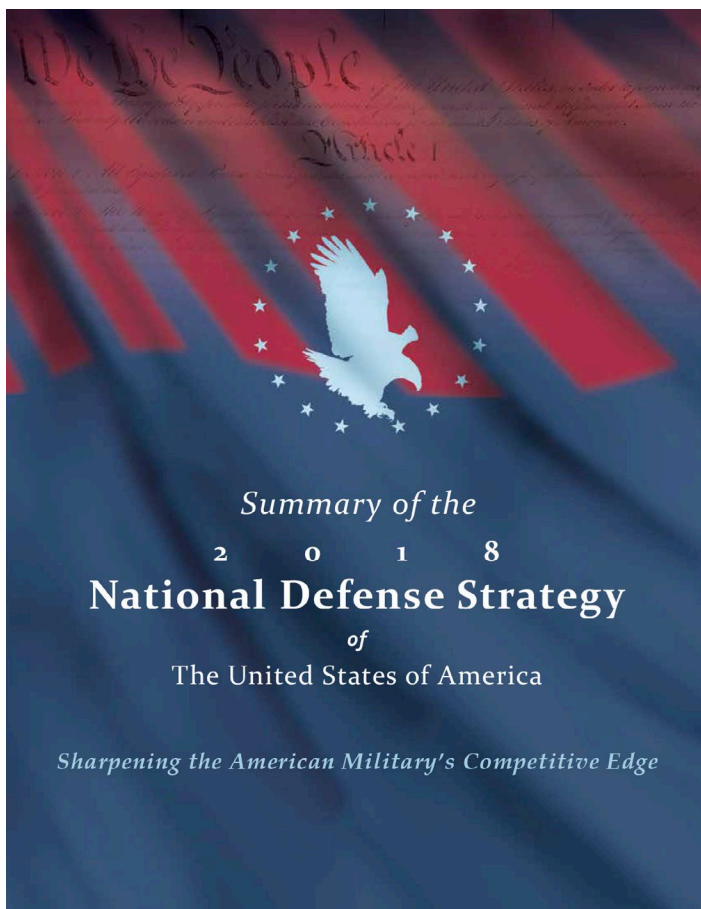
5.0 Strategic Plan Progress Evaluation

- ★ 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, the 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. 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."

"The strategy will build on America's unequalled alliance and partnership constellation and seek new partners for the future. Finally, the strategy seeks to reform DoD to create a culture that "delivers cost-effective performance at the speed of relevance," he said.

The new strategy is needed because China and Russia have "gone to school" studying the American way of war 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, Former 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.

Although this document represents the latest published National Defense Strategy, we stand ready to adapt to any changes.

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.



Strategic Alignment



United States Air Force

“Accelerate Change or Lose” (Aug 2020)

Features:

1. Air Dominance NOT Assured
2. Good Enough Today Will Fail Tomorrow
3. Collaborate Within/Throughout to Succeed
4. Empowered Airmen Can Solve Any Problem
5. Consequences of Failure/Success Are Profound



Air Force Materiel Command

Vision: One AFMC—Collaborative, innovative, trusted, and empowered... indispensable to our nation, disruptive to our adversaries

Mission: Powering the world's greatest Air Force... We develop, deliver, support and sustain war-winning capabilities

Lines of Effort:

- Increase Readiness and Lethality
- Speed with Discipline
- Strengthen our Team
- Foster Trusted Partnerships



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



75th Air Base Wing

Vision: Outpace the Rate of Change!

Mission: Deliver Exceptional Support to Sustain Our Global Missions

Goals:

1. Take Care of Airmen and Guardians
2. Take Care of the Mission
3. Take Care of the Mission Partners
4. Improve the Unit



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 Guardians 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 Communications and Information Technology (IT) Services
- ★ Ensure Reliant Command and Control (C2) Capabilities
- ★ Defend Cyber Landscape (Cyber 365)

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)

Utah Test and Training Range



