



134 AIR REFUELING WING

STRATEGIC PLAN

**VOLUNTEER
READY**

2023-2028





134 AIR REFUELING WING

MISSION STATEMENT

VOLUNTEER READY

STATE MISSION

Provide personnel and equipment to protect life and property during emergency response operations as directed by the Governor of Tennessee and the Adjutant General.

FEDERAL MISSION

Support rapid global mobility by providing world class personnel, vital air refueling, and sustainment capabilities for the Joint Force to achieve national objectives.

Volunteer Ready Airmen,

Since 1957 the men and women of the 134th Air Refueling Wing have embodied what it means to be a “Volunteer Ready” Airman whenever our state or nation asked. We’ve responded in true minuteman fashion to Tennessee and America during natural disasters, civil unrest and more recently the COVID-19 pandemic. In our federal mission, the 134th has supported every Combatant Commander on the globe for 65 years from the Cold War to the Global War on Terror (GWOT). Today, as we enter a new period of strategic competition we must be prepared to deliver Rapid Global Mobility in a contested and complex operational environment.



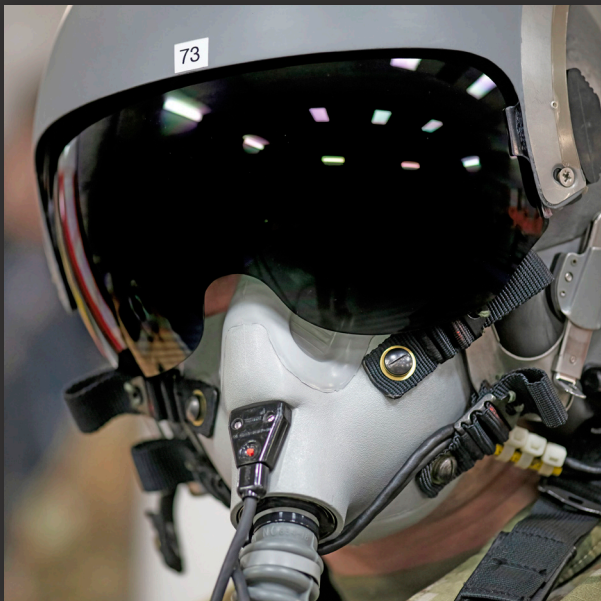
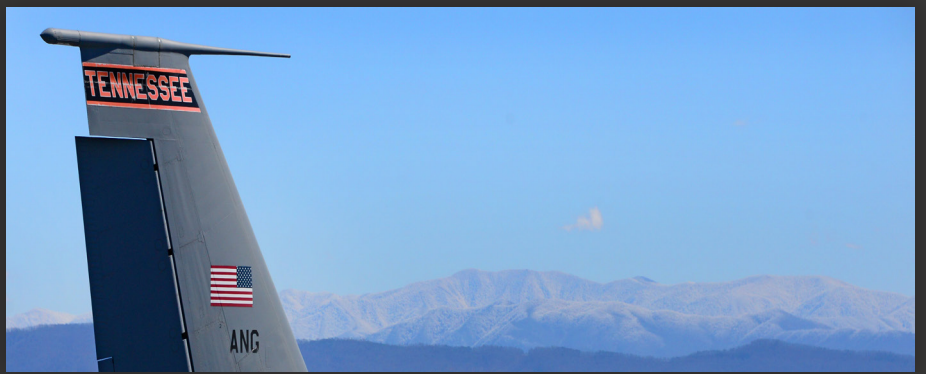
Just as the earliest Tennesseans earned the title of “Volunteers” during the War of 1812, the Alamo in 1836 and Mexican American War of 1848, our 134th heritage is a legacy of excellence in the true Volunteer spirit. Whether it was the “Cool Cats” record setting deployment during the Berlin Crisis, 10 years of Operation “Creek Party” rotations, 19 years of CENTCOM GWOT deployments, or 46 years of 24 - 7 - 365 Alert Duty, the men and women of the 134th have left a legacy of excellence.

Today, the 134th Air Refueling Wing’s role is more important than ever. We are a vital contributor to the National Defense Strategy and a critical capability for the Governor of Tennessee in times of crisis. The return of our nation to strategic competition will require you to become more agile in employment and more adept at executing your mission sets. In our resource constrained environment, it is more important now than ever before that we are intentional with our time and empower airmen at all levels to be innovative in eliminating the burdensome bureaucracy that has become the norm in today’s military. It is both my hope and intent that this strategic plan provides clear direction as we pursue Volunteer Ready Airmen capable of expeditionary lethality.

M. LEE HARTLEY, JR., Col TNANG
Commander, 134th Air Refueling Wing



VOLUNTEER READY



134 AIR REFUELING WING STRATEGIC PLAN 2023-2028

PRIORITIES

Support Rapid Global Mobility and Sustainment



Mission Focused
Lethality



AFSC & Readiness
Focused Training



Developing
Multicapable
Airmen



Intentional Use of
Airmen's Time



Wrapped in a
Culture of Safety

LOE 1

- Tactical Combat Training/Exercises/Home Station ACE exercises
- Synchronize strategic calendar to ensure Combat Readiness
- Tactical proficiency in austere, degraded or contested environment
- Complete RAT in AFORGEN cycle

LOE 2

- Annual & Long-Range training plans
- Fully Qualified Airmen; UGT > 80%
- Ensure Federal/State mission capability

LOE 3

- Expand MCA activities across AFSCs
- Capture/utilize MCA civ experience
- Bolster local/state/world partnerships to enhance training opportunities and readiness capability
- Develop NGB & FAM relationships

LOE 4

- Foster innovative/virtual training technology
- Strategically plan synergy for MCA training
- Develop CPI idea repository
- Foster culture empowering all Airmen to identify problems, take risks and apply innovative process improvements



LINE OF EFFORT 1

Expeditionary Focused
Training

LINE OF EFFORT 2

Enhanced AFSC Excellence

As Air National Guardsmen and Mobility Airmen, we have the unique opportunity and challenge of response to both federal and state missions that share a common theme; Be ready, you may be needed! Consequently, we must be expeditionary minded as we train in both mission sets to deploy with little to no-notice in order to execute with the timing and tempo required to win! Airmen MUST be able to know and do their JOB... with excellence! ACE and DFE will require Multi-capable Airmen to be able to lead their peers with differing AFSCs to accomplish mission critical tasks.



LINE OF EFFORT 3

Collaborative Partnerships

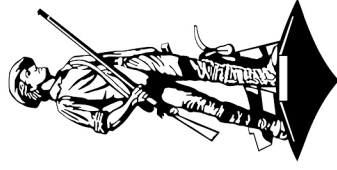
Because there will never be enough resources to "go it alone", we must build and foster relationships at all levels... across AFSCs, squadrons, groups, wings, MAJCOMS, Services and beyond (i.e. municipalities, academia, non-governmental organizations, etc). Additionally, formal international programs like the State Partnership Program allows us opportunity that is not afforded to our Active Duty partners and must be leveraged.



LINE OF EFFORT 4

Comprehensive Innovative
Processes

Innovation is best accomplished at the point of greatest impact where mission execution happens. Downward driven processes from those distanced from the challenge rarely achieve the desired impact. All 134th Airmen are hereby charged to remove the redundant, streamline the process, and perform mission better, faster, safer, and more lethally than we did yesterday. I'm confident that when left unencumbered by bureaucracy, you will find a way to WIN and WILL NOT FAIL.



VOLUNTEER READY

Airman Capable
of Agile
Expeditionary
Lethality

END STATE





ENDURING PRIORITIES

It is often said that while the domains, tactics, techniques and procedures change, the nature of conflict and warfare remains the same. Similarly, while our lines of effort must be dynamic enough to address the broad spectrum of threats in pursuit of the national defense strategy, they will always be founded upon enduring priorities that are and have been fundamental truths to delivering lethal air power to the joint force. The intensity that our Wing focuses on people and mission will always correspond to our ability to generate air power. With that in mind the 134th Air Refueling Wing's enduring priorities are:

- **Mission Focused Lethality**
- **Readiness/AFSC Focused Training**
- **Developing Multi-Capable Airmen**
- **Deliberate use of Airmen's Time**
- **Wrapped in a culture of Safety**

MISSION FOCUSED LETHALITY

Mission Focused Lethality is the “why” behind everything we do and will remain the bedrock of our day-to-day focus. It will frame our deliberate use of Airmen's time as we focus on Readiness and AFSC Training.

The National Defense Strategy (NDS) outlines a return to strategic competition against major nation states while remaining cognizant of and responsive to the threat of violent extremist organizational activity. The top NDS priority is defending the homeland. Likewise, our nuclear mission is our number one focus and requires the most effort for proficiency as our most demanding and complex mission set.

Additionally, the emerging NDS themes of how air power is provided to the joint force are shifting to disaggregation of resources (i.e. dynamic basing) while becoming more agile and responsive to deliver mass and maneuver of airpower at the time and place of our nation's choosing. The emerging terms of Dynamic Force Employment (DFE) and Agile Combat Employment (ACE) are becoming more refined and have increased the need to downsize basic mission generation elements to smaller, more tactical elements and thus developed the need for multi-capable Airmen (MCA) to become proficient in tasks outside of their primary AFSC.

READINESS - AFSC FOCUSED TRAINING

The heart of our “in garrison” mission is to organize, train and equip. Because we are our nation's primary operational wartime reserve component and critical to our state's domestic crisis response, we must prioritize our training time towards the pursuit of readiness.

Great teams focus on the fundamentals. The core of readiness for our state and federal missions will always be how well each individual can perform their AFSC, regardless of the scenario. It is the responsibility of each Airman within the wing to own, pursue, and master his/her primary AFSC. The National Defense Strategy sets forth a scheme of maneuver that is based on smaller operational teams with lethal agility. As this evolves, team depth will likely dictate a shift in doctrinal employment such that duplicity in AFSCs among these teams will not be present.

Conceptually, it is likely that each Airman will find themselves in a situation in which he or she is the only member of their Air Force Specialty present; therefore, it will be critical for each Airman to be a proficient team member and have the knowledge base required to lead/support their peers in any related task.



DEVELOPING MULTI-CAPABLE AIRMEN

The “Citizen” Airman is, by definition” multi-capable”. This is not a new concept for guardsmen. We must now expand this concept into the way we operate. In many instances this will include formal Multi-capable Airman (MCA) training to gain proficiency, agility and efficiency for operational teams.

Likewise, it must also be a shift in mindset in our day-to-day activities. The phrase “not my job” should be replaced with “teach me how to” and “how can I help”. Additionally, our wing’s development programs will be fashioned to allow Airmen at each level to collaborate across traditional “stove pipes” of excellence to broaden their aperture of mission awareness. We will continue to focus on airmen development and will always include professional military education (PME). Airmen are encouraged to attend PME in-residence at every level. Lastly, airmen are encouraged to obtain joint education and broadening opportunities to multiply effectiveness for the Joint Force.

DELIBERATE USE OF AIRMEN’S TIME

The national defense landscape continues to become more expansive and intricate as we return to a focus on strategic competition.

Likewise, the demands on our time have followed suit and while there are many things that we **CAN** do, it is more critical now than ever to be deliberate in our approach to what we **SHOULD** do. We can no longer focus on the peripheral but rather on what will win against our strategic competitors because in doing so we will enhance our nation’s deterrence and, should that fail, win decisively.

Bureaucracy has no place in lethal agility or the Multi-capable Airman’s critical approach to Deliberate Time Management. While we must continue to highlight institutional inefficiencies and their effects on readiness, our primary focus must remain on what we can control by pushing decisional authority to the lowest level possible, eliminating redundancy, and making innovation a part of our culture.

WRAPPED IN A CULTURE OF SAFETY

The last 20 years of combat operations in a permissive environment have led to a culture of performance contentment at all levels of the Air Force. Simply put, if this continues, we will lose in a fight against our two most lethal adversaries of Russia and China. Our rich history of accomplishing and maintaining decisive air superiority as well as global projection of air power has led to a highly tuned and capable force. Unfortunately, it has also led to a bureaucratic organizational environment that is somewhat restricted regarding innovative concepts.

With this in mind, we must mentor risk assessment at the lowest ranks within our formations and allow Airmen to make decisions based on commander’s intent at a tempo that will win. This does not mean that we allow haphazard behavior in duty performance, but rather a culture of risk assessment that introduces Airmen from the outset of their service to decision making and the consequences associated with good, bad, rushed, and delayed decisions.



Finally, it is incumbent on every Airman to realize that safe operations are ultimately a personal responsibility, not an organizationally administered program for which the consequences of failure ultimately result in damage to people or equipment. Risk assessed safety may not allow us to avoid loss altogether, but it will allow us to meter the risk in a manner and tempo that keeps us in the fight.

LOE 1: Expeditionary Focused Training

LOE 2: Enhanced AFSC Excellence

LOE 3: Collaborative Partnerships

LOE 4: Comprehensive Innovative Processes

As mentioned, the above priorities are enduring and will be foundational in our pursuit of the applicable SECAF 7 Operational Imperatives, the CSAF's 4 Action orders and the tenants of the AMC/CC's mobility manifesto, which are the initiative road maps of how we pursue the National Defense Strategy. Not surprisingly, they will make us more effective when responding to the needs of Tennesseans during crisis as well as a relevant ally to our State Partner. We will pursue the following four lines of effort that will ultimately produce a Wing of Volunteer Ready Airmen capable of agile expeditionary lethality:

LINE(S) OF EFFORT

These lines of effort are designed to create an overlapping and comprehensive direction to support the wing's priorities. They are to be pursued congruently so that Airmen "train the way we will fight" and are "Volunteer Ready" when the need arises.

With this end in mind, we must operationalize our day-to-day AFSC training and wing exercises for our most expected challenging operational environments. Furthermore, although LOE 1 & 2 are distinctive in nature they are intertwined pursuits especially in the realm of developing multi-capable airmen. LOE 3 & 4 are focused on covering capability gaps and seams and gaining efficiencies with the resources we have at our disposal.

The focused efforts of our Wing to accomplish this level of readiness comes from a rich heritage of generations of Tennessee Minutemen that have answered our Nation's call.

Line of Effort 1: Expeditionary Focused Training. The NDS outlines the dynamic change in operational environment. This is predicated upon the necessary timing and tempo required to win against peer competitors to include defending the homeland.

This also holds true when responding to unannounced civil support missions (disaster response, civil unrest, etc.). As Air National Guardsmen and Mobility Airmen, we have the unique opportunity and challenge of response to both federal and State missions that share a common theme; Be ready, you may be needed! Consequently, we must be expeditionary minded as we train in both mission sets to deploy with little to no-notice. This is at the heart of what it means to be a Minuteman and is in the very DNA of what it means to be a Volunteer Ready Airman and will remain our focus in training and exercise.



Line of Effort 2: Enhanced AFSC Excellence. Airmen **MUST** be able to know and do their JOB...with excellence! As we integrate multi-capable Airmen tasks into our deployment teams, each member must understand and execute their role in full support of that team. Success in every endeavor will ultimately be connected to how well an individual airman performs as part of the team.

We will continue to seek out opportunities to enhance the experiences in this training and integrate those into our daily mission requirements. Additionally, as mentioned, concepts such as ACE and DFE will require Airmen to be able to lead their peers with differing AFSCs to accomplish mission critical tasks. Simply put, this must become a part of our day-to-day culture and standard practice rather than the exception.

Line of Effort 3: Collaborative Partnerships. Because there will never be enough resources to “go it alone”, we must build and foster relationships at all levels...across AFSCs, squadrons, groups, wings, MAJCOMS, Services and beyond. Airmen must gain perspective of their role within the joint force and understand how their unique attributes contribute to the fight. “Partnerships” have been a core competency of the Air National Guard since inception.

As guardsmen, we have a tremendous capability to develop and leverage partnerships with organizations (i.e. municipalities, academia, nongovernmental organizations, etc) beyond the ANG given that many of us interact with or are employed by these entities outside of our military roles.

Additionally, formal efforts like the State Partnership Program allow us opportunities that are not afforded to our Active Duty partners and must be leveraged. There are few obstacles that cannot be overcome with collaborative relationships; engaged guardsmen in this regard are vital force multipliers.

Line of Effort 4: Comprehensive Innovative Processes. General Minihan, the AMC Commander, has stated that “Airmen are the magic”. I’m confident that when left unencumbered by bureaucracy, you will find a way to WIN and WILL NOT FAIL. You hold the solutions to many of the challenges we will face in the coming years. Thus, it is incumbent on the organization to provide a culture that demands a solutions based approach, and to empower Airmen in every facet of our mission.

General Brown, the CSAF, has directed us to, “proceed until apprehended” and we pursue this charge by communicating intent and empowering at every level within our Wing. History proves that innovation is best accomplished at the point of greatest impact where mission execution happens. Downward driven processes from those distanced from the challenge rarely achieve the desired impact.

All 134th Airmen are hereby charged to remove the redundant, streamline the process, and perform mission better, faster, safer, and more lethally than we did yesterday. Capture your successes (and failures for that matter) so that the Air Force can benchmark off of you like they have since 1957. Leverage your leadership to maneuver barriers and resistance where needed and know that this is a unified effort to blaze the trail.

END STATE: Volunteer Ready Airmen capable of Expeditionary Lethality. Disaster doesn’t phone ahead. The enemy doesn’t give “fair notice” for preparation. We must be ready at the speed of relevance...to help...to fight...to WIN...always. We are Americans, we are Tennesseans, and we are “Volunteer Ready”!



STRATEGIC METRICS - LEADING PEOPLE

1- EPRs – (FSS)- Goal >80% Current – Tracked monthly vital to providing clear communication to Airmen's performance according to their established performance standards and expectations. Documents feedback provided and ensures the Airmen is on track for development and career advancement.

2- OPRs – (FSS) - Goal >80% Current - Tracked monthly key component to officer development providing constructive, timely and relevant feedback. Provides future career opportunities, and highlights gaps to address; vital to an officer's career advancement and key to developing future leaders for the 134th.

3- TRAINING PROGRESS – 80% fully qualified – (FDO) Goal >80% fully qualified – Focused on meeting the wing's professional development and rotational wartime deployment requirements with redundancy to allow continuous home station commitments. Additionally, it facilitates a broader range of force management options and enhances career progression opportunities for each Airman.

a. 5/7 lvl CDC & formal training completion rates/progress

Goal is < 36 month completion (24 month desired)- This ensures Airmen are mission ready and mission capable to meet the needs of deployment cycles.

b. CBRN

Goal is to instruct 300 members in CBRN Defense annually. Ensures Airmen are able and ready to deploy to a CBRN elevated environment within the AFFORGEN cycle.

c. TCCC

Goal is 100% of deployers annually. Airmen are able and ready to utilize first aid and self-aid buddy care in tactical and everyday environments.

d. RAT

Goal is 100% of deployers annually. This ensures basic skills for lethality and survivability are maintained regularly and deliberately throughout the AFFORGEN cycle.

e. SAPR/Suicide Prevention

Goal is 100% annually. Provides Airmen awareness and training to meet a real and present challenge to help others as well as themselves.

f. IMR / DHRA DUE-OUTS/STATISTICS- – (MDG)

Pre UTA personnel due/overdue-90% IMR and > 90% TFMR=Total Force Medical Readiness now adds Fully Mission Capable and Partially Mission Capable categories (FMR + PMR)

g. AIRCREW MR RATES

Goal 80% of fully trained aircrew retain Mission Ready status. Maintaining mission ready status is critical to meeting the units assigned UTCs and alert commitments. This objective is tracked weekly in unit Go/NoGo meetings

h. PME COMPLETION RATES - (CCM)

1. ALS completion 65% / 85% - Currently 65% will be the target for the next 12 months focusing on obtaining 85% as a final target.



All positions on the manning document are SSgt, when promoted, Airmen start their 7 level training, ensuring readiness is maintained in the future.

2. NCOA completion 70% - This percentage would be at healthy metric for plenty of qualified Airmen for the next level of responsibility. Allowing for new promotion and time in grade.

3. SNCOA completion 60% - Measuring the number of new promotions and retirements in this category 60% at any given time for would be an aggressive goal to strive for.

i. FITNESS – (FSS) Goal is >95% currently. Fitness is fundamental to the wing's health, drive and endurance to meeting mission requirements. Promote a fitness culture wing-wide.

STRATEGIC METRICS - MANAGING RESOURCES

1. AIRCRAFT METRICS – (MXG)

a. 12/24 FIX RATES (LEADING INDICATORS)

12 Hr. fix rate goal is 66.7% per the ANG standard. It is measured monthly and reported through MXG/WG channels. This is challenging given that we are not funded for second shift MX resulting in an unrealistic goal. 24 Hour fix rate is a better measure of effectiveness, and our internal goal is 75%.

b. AVAILABILITY RATE – (MXG)

The ANG Aircraft Availability rate is 90%. This is tracked and reported monthly through MXG channels to ANGRC. This is an unrealistic goal and rarely achievable given that we are 10 PAA with one jet in 30 Month and one in PDM nearly every month of the year.

c. MISSION CAPABLE RATE (MXG)

Goal is: 73% This goal matches the ANG standard of 73% and is tracked and reported monthly to MXG/WG/ANGRC leadership.

d. FLY TO FLY FOR 30/15 MONTH INSPECTIONS (MXG)

Target times for 30 month inspection is 15 days and 10 days for 15 month. Fly to fly times have decreased by 65% over the past two years by implementation of work flow and Theory of Constraints ideology in accomplishing these inspections. This is measured, analyzed, and debriefed each inspection for metric reporting and process improvement.

2. DAYS EXECUTION RATE: (FM)

Goal for Annual Training days, to date, is current percentage rate of FY plus 10%. This allows commanders the ability to forecast crucial training requirements.

3. MILPERS/O&M \$\$ EXECUTION RATE – (FM)

Goal is current years target rate, to date, of FY plus or minus 10%. This goal allows us to increase or decrease execution based on mission and training requirements.

4. VACANCY FILL RATE - (FSS)

Recruit to fill valid vacancies and assist organizations in utilizing the UMD to maximize success in their force development plan.



5. TOTAL MANNING PERCENTAGE - > 105% (FSS)

Goal: > 105%, Recruit and gain 101 new accessions in FY 2023.

Recruit and retain to achieve our goal end strength and effective manning in our most critically stressed AFSCs.

6. CRITICAL RECRUITING NEEDS BY AFSC - (FSS)

Goal: > 85% VFR in all critical AFSCs identified by NGB and local organizational needs.

7. EQUIPMENT STATUS – (LRS)

a. Individual Protective Equipment (IPE) for mobility: Goal -Maintain/acquire IPE gear to meet 100% of our mobilization requirements. This goal will ensure all 134th members have the IPE needed to meet wartime tasking. In addition, acquisition intervals will be cycled so no single type of IPE is out of stock at any given time.

b. Accountable Equipment Status: Goal all work centers maintain 100% control of all assigned equipment. Proper accountability of in-use equipment ensures Airmen are enabled to complete mission tasking. All malposition equipment or overages should be turned in to meet the needs of the Air force enterprise where shortages exist.

c. MICAP Processing Goal: Deliver all MICAPS within 1 hour of being processed into the 134th LRS. Timely delivery of MICAPS allows maintenance to expedite aircraft repairs.

8. HRO PERSONNEL STATUS – (FSS)

Goal: On-boarding Full Time personnel in under 60 days – Ensures the 134th meets our federal, state and local mission requirements with the ability to quickly and efficiently on-board members.

9. FLYING HOUR EXECUTION (O&M-T)

Goal: Execute O&M-T flying hours at 105% or greater of the original allocation. This aligns with NGBs direction to execute flying hour resources prior to the end of the FY. Validation of flying hour execution will occur weekly to ensure flying hours utilization is on track for weekly, monthly and quarterly goals.

10. TOTAL FLYING HOUR UTILIZATION

Goal: Execute >2800 Flight hours per FY. This goal represents the number of flight hours needed to provide currency and proficiency for 134 OG crew members. This is based on historical data and the number of new crew member accessions. Flying additional hours allows crew members to reach upgrade requirements more quickly and enhances proficiency and flight safety. Validation of flying hour execution will occur weekly to ensure flying hours utilization is on track for weekly, monthly and quarterly goals.

11. CE PROJECTS (CE)

a. Goal for Sustainment, Restoration, & Modernization funding is 80% execution by 1 July each FY - Both local and NGB funded projects. This goal ensures project completion IAW with our Installation Development Plan and allows us to compete for additional resources at EOY and bonus funding in following FYs in support of mission requirements.

b. Goal for MILCON projects is 100% execution of projects within programmed year- This goal ensures project completion IAW with our Installation Development Plan in support of mission requirements of mission requirements.



STRATEGIC METRICS - MISSION EXECUTION

1. DRRS/FEAT RATINGS - (XP/CP)

a. Lead Force Element Goal - Yes -- This goal allows the FE to meet wartime deployment requirements during the Wing's AFFORGEN available bin. Additionally, prioritizing this FE for fully qualified personnel ensures its effectiveness for tasking through the available cycle.

b. Follow-On Force Elements Goal - Qualified Yes - This goal requires the Lead UTC of the FE to always remain ready, and the FE as a whole to be able to execute its mission. However, it also allows for continuous home station commitments, career progression, and flexible force management options.

2. UTC TASKING/UPCOMING DEPLOYMENTS - (IDO)

Goal - Monthly – 100% readiness review in order to provide the Wing Commander with data and resources related to UTC and deployment tasking in order to limit shortfalls or reclamations to less than 5%.

3. ALERT MISSION DEFICIENCIES (XP)-

Goal - 100% of Essential Personnel/Equipment/Supplies/Systems to Execute Primary Title 10 Mission. This goal allows the wing to maintain constant state of readiness for our #1 No Fail Mission, while allowing flexibility to support the training, maintenance, and re-tasking of personnel, equipment, supplies, and systems to other home station commitments as needed. Reviewed weekly.

4. LTMPA DEFICIENCIES (OG)

Goal: 100% mission effectiveness on high priority TACC tasked missions. These missions ensure the vital interests of the USAF are met. LTMPA effectiveness will be tracked on a weekly basis.

5. IMR / DHRA STATISTICS (MDG)

Goal: >90% IMR and >90% TFMR=Total Force Medical Readiness to ensure airmen are ready and healthy.

STRATEGIC METRICS - IMPROVING THE UNIT

1. MICT DEFICIENCIES – (IG)

- a. 100% assessed accurately with current documentation and reviewed quarterly
- b. 100% of observations with corrective action plans
- c. 90% validated semi-annually IAW 134th ARW MICT Business Rules - These goals allows units to align with their respective FAM's intent for compliance and mission effectiveness within each AFI and program.

2. CCIP – (IG)

100% Inspections and exercises c/w IAW 90-302- This goal allows for the Wing CC and base units to ensure compliance within their organizations and always work towards readiness.

3. INNOVATION & CONTINUOUS IMPROVEMENT PROCESS – (CI2 Team)

Establish CI2 Team, Goal- at least 1 team member from each Squadron.



a. Continuous Improvement

1. Obtain 20% increase in number of 134 th ARW personnel as Green Belts annually through 31 October 2028 with final goal of 60 personnel trained.
2. Obtain 20% increase in number of 134 th ARW personnel as Black Belts annually through 31 October 2028 with final goal of 11 personnel trained

b. Innovation (VOLSPARK)

train 25 members in Spark Cell operations for the Vol Spark by 31 October 2023. ARCWERX Innovation Team Training. 100%- Fully trained team members will facilitate innovation project submissions at the wing and group levels.

c. Revived Motorcycle Safety Program (SE)– Goal of 90% of motorcycle riders on base trained on base requirements and issued a dog tag by 1 May 2023. The new program (Preseason Rider's Brief, new policy review, and off-base course discussion) facilitates rider awareness, meets DoD intent, and mitigates the many hazards motorcycle operators face.

4. SELF-ASSESSMENT PROGRAM (DEFICIENCIES TRACKED OUTSIDE OF MICT) - (IG)

80% Assessed/Reviewed Quarterly- This goal allows Individual unit leadership to be aware of where they are accepting risk within their organizations and where they need to focus efforts/resources.

5. CAB - (MDG)

- a. Goal: Develop a process to measure, track and reduce alcohol/substance related abuse/incidents by CY23
- b. Goal: Increase Strong Bond attendance by 5% annually by 31 Oct 2028
Recognizing that a resilient and focused force is paramount to achieving lethality, increasing resiliency in the family through strong bonds provides for growth in marriages, families, and relationships for an improved work life balance. NGB and Wing Resources permitting.
- c. Goal: Provide 2 Frontline Supervisor Courses annually.
To ensure that all new and seasoned supervisors have current information to help their airman through difficult times. Provide access to resources and actively engage with the resiliency team so that there is a successful warm hand-off when needed.

6. STRATEGIC CALENDAR – REVIEW – (SPC)

2 year rolling calendar-

- a. Annual planning meeting third quarter FY completes 80% of upcoming FY calendar
- b. Quarterly meeting to update 2 year rolling calendar as needed.

5 Year calendar

- a. Maintain longterm outlook for major inspections and significant events.
- b. Strategic Planning Committee updates biannually.

7. SAFETY/ESOH METRICS – (SE)

Occupational Inspections – Goal of less than 3 deficiencies discovered during unit/workplace inspections and site visits.

8. FLIGHT SAFETY

Wildlife Strikes – Goal of no more than 5% lost training sorties per month due to wildlife strikes (2 non-damaging strikes per 44 flying sorties). Increased USDA presence/manning, an aggressive reduction of wildlife attractants on and near the airfield, and revamped Supervisor of Flying training on wildlife monitoring continue to bolster the Bird Aircraft Strike Hazard (BASH) program.

Road To Readiness (1 Jan 2023 - 31 Dec 2027)

	CY 2023	CY 2024	CY 2025	CY 2026	CY 2027
Jan		Active Shooter Event	Active Shooter Event	Active Shooter Event	Active Shooter Event
Feb	I Super Drill TTTC & ATSO	CBRN/F&ES/EM CENTCOM Feb-Apr MX/OP	CBRN/F&ES/EM	CBRN/F&ES/EM Wing Staff Vertical	CBRN/F&ES/EM NORE
Mar		XAB	MXG Vertical		
Apr	Gen Ex Ops Group Vertical	Gen Ex	Gen Ex	Gen Ex RCP 08 SFS/Log Plans/241st - April-Sept	Gen Ex NORI XAB Cert Event
May			119th Vertical	UEI Mid Point FSS Vertical	
Jun	RE- Bulgaria FE Cert Event (Ops & Mx) XAB Cert Event/ Medical RCP 2 JUN-NOV	241st Vertical			Comm Sq Vertical
Jul					
Aug	Active Shooter Event	Active Shooter Event MDG Vertical	Active Shooter Event RE FE Cert Event (Ops & Mx)	Active Shooter Event CES Vertical	Active Shooter Event OG Vertical
Sep					
Oct	UEI Capstone			NSAV	
Nov			LRS Vertical	PACOM - Guam - Nov-Jan	SFS Vertical
Dec					



