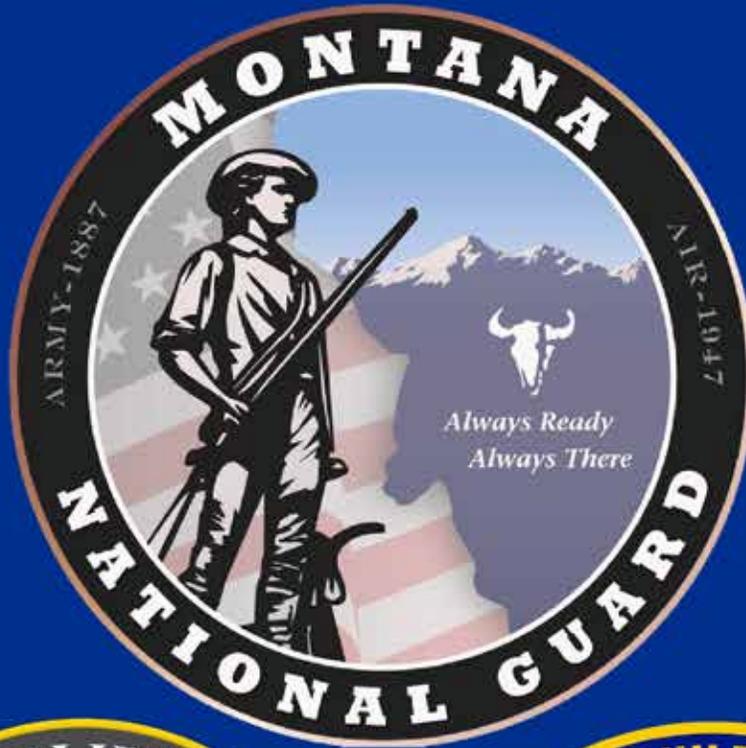


# MTANG

## STRATEGIC PLAN



SEPTEMBER 2022

*Always Ready! Always There!*





Major General  
J. Peter Hronek

The Adjutant General Montana National Guard

As your Adjutant General you may have heard me talk of my objectives for our Montana National Guard and Department of Military Affairs. I would like to formalize them and make them our objectives for the future. I look forward in seeing the Army, Air and Department of Military Affairs embrace them, develop their strategies and measurements to achieve these objectives which will make our force better and stronger to serve its citizens against any threat foreign or domestic and any natural disaster.

#### **Capstone Objective:**

- Empower and Develop our Soldiers, Airmen and DMA Professionals
  - ◊ We do this right, the following objectives become much easier

#### **Objectives:**

- Train to the Next Level
  - ◊ Allows us to deter and win decisively against any threat at home or abroad
- Align Current Missions and Proactively Compete for Future Missions
  - ◊ Leverage Montana's great military professionals and resources
- Recruit and Retain the Best to Serve our Great Nation and State
  - ◊ Doing the above objectives well, this becomes easy

#### **Equal Employment Opportunity and Diversity:**

- Enhance Diversity, Equity, and Inclusion in the Montana National Guard
- Encourage diversity of thought and background as we focus on the future

It is an honor to serve as your Adjutant General. I will strive to give you all the tools, resources and support needed to succeed for our great Nation and State!





Brigadier General  
Buel J. Dickson  
Commander Montana Air National  
Guard

The Montana Air National Guard is composed of two of the most highly regarded units in the National Guard. The 120th Airlift Wing and the 219th RED HORSE Squadron. These organizations have a history of military service that has been recognized and awarded for superior performance in a variety of categories and mission sets. As a State, we have participated in countless contingencies, combat operations, and humanitarian relief efforts across the world. The Montana Air National Guard has a reputation for volunteerism and providing exceptional service when called to duty. Ours is a culture of excellence that we must continue to refine and pass on to our new Airmen. Without a doubt, my top strategic priority for the Montana Air National Guard is: **Empower and Develop our Airmen and Civilian Team Members.** If we consistently achieve this goal, the remaining strategic objectives will succeed.

#### **Strategic Objectives:**

Train to the next level

Airmen always ready, reliable, relevant when called upon to serve

Align current missions and proactively compete for future missions

Executing missions today, leading the charge to meet the challenges of tomorrow

Recruit and retain the best to serve our great nation and state

Identify, attract, and retain talent to our organization

Enhance diversity, equity, and inclusion in the MTANG

Recruit, develop, engage, and retain diverse talent for ensured success





# *Montana National Guard*

**ALWAYS READY! ALWAYS THERE!**

## ***Mission:***

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The Montana Air National Guard (MTANG) serves our country and the citizens of Montana through innovation, support, and leadership focused on empowering and developing our Airmen and civilian team members, training our forces to serve dual purpose missions for the state and nation, and aligning current missions to proactively compete for future missions.

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## ***Vision:***

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The MTANG is always ready, always there – a trained, mission-ready, and relevant force. The MTANG will maintain trained and equipped Airmen globally engaged in executing federal missions today, poised to meet the challenges of tomorrow, and always ready to provide a strategic surge capability to Federal and State authorities in time of war, contingencies, increased security environments, natural disasters, or other civil support operations.

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## ORGANIZATIONAL VALUES

### **Air Force Core Values**

Integrity First  
Service Before Self  
Excellence in All We Do

Adherence to Air Force core values helps the MTANG maintain its ability to recruit, develop, and retain innovative Airmen with strong character, ingrained respect for others, and a commitment to the high standards necessary to achieve both further innovations and efficiencies to meet security challenges ahead in the most cost-effective manner appropriate.

Additionally, the MTANG is fully committed to the following **Foundational Values**:

### **Responsible Stewardship of Resources:**

Responsibly spending only what mission requires

### **Personal and Professional Accountability:**

Setting high standards and adhering to them

### **Empowerment:**

Empowering Airmen and civilian team members to be creative, innovative, flexible and remaining open to initiatives to advance the organization

### **Respect for the Individual:**

“Doing what’s right” while eliminating discrimination, sexual harassment, sexual assault, intolerance, and intimidation

### **Pursuit of Excellence:**

Encouraging personnel to continually strive for personal and professional development

### **Leadership:**

Providing inspired leadership and demonstrating ethical behavior on and off duty

### **Esprit de Corps:**

Exhibiting pride in performance, enthusiasm, and loyalty to the collective good

### **Care for People and Family:**

Ensuring our members and families are cared for, supported, and fully integrated into our support network

## STRATEGIC ENVIRONMENT

Within a rapidly changing strategic environment following two decades of combat operations and current fiscal constraints, the MTANG remains focused on several enduring priorities:

**Succeed in our Mission** – ensuring mission readiness for members of the 120th Airlift Wing and the 219th RED HORSE Squadron: secure the home front while defending the nation.

**Develop Airmen to Their Maximum Potential** – develop adaptable Airmen through excellent recruiting, training, and retention. Ensure all Airmen have access to career broadening and growth opportunities and are always prepared to advance to the next level.

**Improve Organizational Excellence** – modernize our warfighting capabilities while effectively managing and utilizing limited Federal and State resources.

## GUIDING PRINCIPLES

1. The MTANG's enduring characteristics reflect its dual identity as (1) a Total Force partner in defending the nation when called to federal duty; and (2) a state militia which responds to the Governor of Montana to help protect life and property and mitigate suffering when called to do so.
2. MTANG is a community-based force, organized and employed as units, which can employ dual-use equipment provided by the Department of Defense in support of federal or state mission requirements. Most of our members serve in less than full-time capacity, balancing military service with civilian employment. With valuable civilian skill sets as well, they provide an invaluable strategic reserve for federal and state mission demands.
3. With profoundly challenging geopolitical circumstances and constrained fiscal realities, it is more important than ever that the MTANG remains focused on enduring missions that will remain agile, ready, and relevant through 2025 and beyond. The MTANG units statewide are engaged in critical core Air Force functions that align well with the ANG Capstone Principle regarding dual-use capability; missions suitable to supporting domestic operations. However, the MTANG must continue to strongly advocate for modernization of equipment, and investment in facilities which, when combined with decades of mission experience, would reap significant increases in capabilities provided to federal and state missions.

## CAPSTONE OBJECTIVE

### **The MTANG will Empower and Develop our Airmen and Civilian team members.**

We recognize that if we do this correctly, it will be much easier to accomplish our strategic campaigns and objectives.

## STRATEGIC OBJECTIVES

### **Train to the Next Level & Develop Airmen to their Maximum Potential**

Emphasize individual, leader, team, and unit training and readiness at all levels to enable MTANG to be a reliable, relevant force provider. Demonstrate high levels of unit readiness to retain force structure and posture for future growth.

#### ***Objectives include:***

- Monitor recognized measurements of readiness to include inspections to ensure units and members are receiving formal training; completing professional development training; meeting physical fitness requirements; meeting medical readiness; maintaining expeditionary skills and ancillary training requirements; and participating in state, national and joint exercises. Analyze data for potential obstacles or adverse trends and address.
- Work to develop leaders who are adaptable and comfortable with collaborative and joint planning, and flexible enough to make timely and necessary adjustments as situations warrant. Promote climates in which adaptability to changing requirements and resources is valued and ensure good stewardship of limited resources, including financial and personnel resources. Provide and encourage responsible force management to ensure effective and efficient manning is maintained across all organizations.
- Explore opportunities to develop and promote use of agile organizational structures, to include associations, optimized to accommodate current and future missions and capabilities in accordance with ANG guidance and direction.
- Promote a culture of safety in accordance with AF and Weapon System Safety programs and guidance.

## STRATEGIC OBJECTIVES

### **Align Current Missions & Proactively Compete for Future Missions**

Maintain focus on equipment accountability, maintenance, operational readiness rates, and continual upgrade and modernization of our air assets, weapons systems, and computers, while ensuring equipment readiness. Upgrade and maintain MTANG facilities as necessary to ensure secure, safe, and suitable operations, capable of maintaining and supporting operationally relevant Airmen and capabilities.

#### ***Objectives include:***

- Identify and advocate for modernization of assets and equipment to ensure units remain viable, efficient, and properly resourced to fulfill both federal and state roles now and in the future. With domestic operations a key element of ANG missions, ensure we remain on the leading edge of state and federal interagency collaboration and partnerships for modernization and equipment procurement to aid in Emergency Support Functions (ESFs).
- Prioritize MTANG equipment modernization requirements, develop strong rapport with NGB, State and Federal elected officials, and government agencies in a position to advance requirements, and deliver strong and consistent messages on MTANG requirements to meet federal and state mission requirements.
- Ensure leaders at all levels champion diversity, equity, and inclusion strategic priorities. This will be accomplished through reoccurring measurement of Defense Organizational Climate Survey (DEOCS), end strength numbers, recruiting goals, and unit readiness.
- Ensure security and force protection requirements are met for each facility.
- Ensure wings maintain current Installation Development Plans in concert with NGB/A7.
- Prioritize MTANG facility requirements, develop strong rapport with NGB, State and Federal elected officials and government agencies in a position to advance requirements, and deliver strong and consistent message on MTANG requirements to meet federal and state mission requirements.

## STRATEGIC OBJECTIVES

### **Recruit & Retain the Best to Serve our Great Nation & State**

In order to maintain our competitive advantage and ensure long term mission success, the MTANG recognizes the need to identify and proactively attract young talent to our organization. Additionally, a focus is made to encourage retention through family support, resiliency, and access to family readiness programs. Promote and provide relevant, useful information and resources to Airmen and family members to enhance member and unit readiness, morale, and retention.

#### ***Objectives include:***

- Prioritize recruiting efforts to bring in innovative new members reflective of the rich diversity of our communities. Through effective recruiting, reach all those with the desire and potential to serve and commit to Air Force core values. Provide positive, professional support to motivate and retain successful members in MTANG units.
- Promote healthy environments throughout all organizations to ensure climates of respect, trust and professionalism are the standard, and rapidly address any conditions which may be detrimental to good order and discipline. Hold commanders and chiefs accountable for establishing healthy climates that do not tolerate inappropriate behaviors, or any forms of harassment or sexual assault.
- Develop proactive approaches to increase Airmen resiliency through offering and promoting education and programs under the Four Pillars of Comprehensive Airman Fitness: Mental, Physical, Spiritual, and Social. Educate members on their roles in establishing a true Wingman Culture and in suicide prevention.
- Provide and support accessible, meaningful Family Readiness programs as a command responsibility: ensure commanders articulate and demonstrate their genuine concern for families always, and especially before, during and after deployments.
- Establish communication and engage Airmen and families to educate them about their benefits and entitlements. Additionally, inform Airmen and families of the network of support agencies and organizations meant to help support them throughout their member's military career and especially during separations related to short and longer-term deployments. Ensure completion of Airman/family pre-deployment checklists, Yellow Ribbon Events, and post-deployment transition assistance programs.

## STRATEGIC OBJECTIVES

### Enhance Diversity, Equity, & Inclusion in the Montana National Guard

The MTANG maintains a strong commitment to creating a safe and inclusive culture for our members and their families. Inclusion is how we unleash the power of diversity. We strive each day to foster belonging and empowerment within our team and our community. We know that having varied perspectives helps generate better ideas to solve the complex problems of a changing – and increasingly diverse – world.

- Develop, mentor, and retain diverse talent reflective of the communities the MTANG serves. Additionally, we will develop and increase diversity partnerships both internal and external to the MTANG.
- Actively create empowering and productive work environments within the MTANG that are inclusive to all. Encourage subordinate organizations to implement team building activities that enhance teamwork, communication, and inclusion.

Promote policies, practices, and procedures that are inclusive and respectful of the various cultures, backgrounds, and unique differences within the MTANG.

## CONCLUSION

By actively striving to accomplish these four strategic objectives, the MTANG will create the optimal environment to succeed in our current and future missions. We will develop Airmen to their maximum potential and cultivate a future-focused team that will be prepared to serve our great state and nation. Finally, we will never settle or rest on our success. We will always look for opportunities to improve organizational excellence while actively managing and utilizing Federal and State resources.







## *Vigilantes - Ready to Ride!*

*Our Motto, "Vigilantes - Ready to Ride" embodies the spirit and intent of our Wing. We are trained, equipped and ready to go. Anytime, Anywhere.*

### **Mission:**

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To answer the calls of our Nation and State with ready Airmen and precision aerial delivery anytime, anywhere.

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The core mission of the 120 AW is combat aerial delivery, and as Citizen Airmen we serve under both the President of the United States and the Governor of Montana. We must be ready at all times to answer their call, whether it's for an overseas deployment in support of a combatant commander or executing domestic operations in our home state.

Every Airman in the 120 AW must understand how the accomplishment of their daily tasks supports execution of the overall 120 AW mission. Commanders and supervisors must help establish and support these linkages so that the efforts of our Airmen are all aligned toward mission accomplishment.

### **Vision:**

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A leading edge Airlift Wing known for its high performance Airmen and exceptional mission effectiveness.

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This Vision statement points to where we intend to go together as a Wing. Our destination is clear, we will become an exceptionally effective Airlift Wing and our Airmen will be recognized throughout the Mobility Air Force (MAF) as being the best at what they do.

## WING PRIORITIES

To achieve this vision, the commander and senior leadership established the following priorities from the foundations laid out in AFI 1-2 and the four Major Graded Areas (MGAs) of the Air Force Inspection System (AFIS): Managing Resources, Leading People, Improving the Unit and Executing the Mission.

- **Succeed in our Mission.** The 120 AW generates combat air power for both our Nation and State. We must be successful in serving both.
- **Develop Airmen to Their Maximum Potential.** Each Airman possesses unique skills, talents and life experiences. We must capitalize on this diversity of capabilities if we are to succeed in our mission and grow future leaders. Taking care of our Airmen means taking care of their families too. Family resilience will be achieved by ensuring they stay connected to the wing and to their communities.
- **Improve Organizational Excellence.** Despite our past successes, we must become better...better in our processes, better in our training, better in our execution. Fundamental to organizational success is a commitment to personal excellence. We must also be better as Airmen and as human beings by showing courtesy, respect, commitment, fairness and courage to everyone we serve with and for.



## WING PRIORITIES

To help focus our efforts, the Wing priorities have been broken down into specific goals and measurable objectives. This allows Airmen to more clearly see how different duties and tasks help us achieve our vision. Most importantly, it aids in creating action plans with measurable milestones to achieve desired outcomes or maintain an existing strength. Short-term objectives (STOs) are measurable milestones that support a larger long-term objective (LTO) or even a goal. STOs are typically 1-18 months out while LTOs are two years and beyond.

The majority of these objectives and goals were first identified in June 2015 and have evolved through an adaptive strategic planning methodology as the Wing progressed through conversion and beyond. Some STOs have been achieved since then. However, the Wing will continue to track them to ensure accomplished objectives become enduring strengths. Additionally, some LTOs extend beyond the intended life of this document. They will ensure we stay on course toward our vision and will provide the starting point for the development of follow-on strategic plans.

### **Relationship to USAF and The Adjutant General's Strategic Plans**

The Air Force vision is, “The world’s greatest Air Force – powered by Airmen, fueled by innovation” and is further described in a document entitled the same. The 120 AW vision complements the Air Force vision by focusing on excellence—with Airmen as the central focal point for our efforts—to reach our goal of becoming a leading edge Airlift Wing.

**This strategic plan is also well-aligned with the Adjutant General's strategy for a “Relevant, Resourced and Resilient” force.** Our goals to meet all federal and state taskings and to lay the foundation for future capability will ensure we remain relevant. To be properly resourced, we must not only secure and protect the resources needed to be successful in our mission, but we must be efficient with the resources we already have – especially our Airmen’s time. Aligning the right people in the right places, leveraging external relationships and improving our processes through a culture of innovation are goals to help us do that. Finally, by developing our Airmen into competent leaders and technical experts, ensuring they are “Fit to Fight” and by strengthening the connections between our families, communities, employers and the Wing, we’ll become more resilient to effectively deal with the pressures of being Citizen Airmen.

## PRIORITY 1: SUCCEED IN OUR MISSION

It is imperative that we succeed in our mission but in order to do so, we will need to take some measures to guarantee our success. The simplest way to succeed in the mission is to meet all our taskings. We need to ensure we are always a ready and reliable force for our Nation and State. We also need to always be looking ahead at potential future missions, guaranteeing our continued excellence and success. Lastly and most importantly, we need make sure we have the right people in the right places.



### ***Goal 1.1: Meet all Taskings***

Answering the calls of our Nation and State...anytime and anywhere...is why we exist as an organization. The following objectives were developed to ensure we never fail in doing so.

#### ***Objectives:***

##### **1.1.2. (LTO) Sustain and Measure a Ready, Reliable Force**

As an operational reserve in an increasingly less predictable world, we need to develop into a broader state of readiness across the Wing to meet taskings with minimal additional preparations. Always being “Ready to Ride” helps us to remain relevant and ensures we can rapidly answer the calls of our Nation and State.

##### **1.1.5. (LTO) Enhance DOMOPS/DSCA Capabilities Through Frequent Exercises with External Agencies**

Supporting domestic operations requires capabilities distinct from what we do in a deployed environment. Our fellow citizens and state leadership expect us to perform both mission sets equally well in times of need. Therefore, we can’t afford to focus only on the war fight. We must have a robust training schedule with federal, state and local agencies and our civilian partners to ensure we are prepared to answer the call.

### **Goal 1.2: Future Missions**

A key element of “Succeed in our Mission” is being ready to take advantage of opportunities to increase the Wing’s mission capabilities and thus, our value to the Joint Force. These capabilities can be in other mission areas in addition to tactical airlift. The following objectives are current areas of focus to try to generate the best future possible for the Wing and the Montana Air National Guard.

#### **Objectives:**

#### **1.2.1. (LTO) Establish Premier Combat Delivery Training Facilities and Capabilities**

Development and enhancement of facilities and capabilities for the 120 AW and the MAF community as a whole, will help ensure we remain a relevant and reliable force.

Some of the key focus areas are:

- **1.2.1.2. Develop dirt and/or paved Landing Zones (LZs)** - Like DZs, landing zones will provide a readily available training tool that can serve the 120 AW and be available for other users to come to Montana and train.
- **1.2.1.4./1.2.1.5. Preserve and possibly enhance Hays MOA and Limestone Hills Airspace for future capabilities** - Airspace has been a key resource here in Big Sky Country and is an asset not only for the 120 AW but other military users as well. Preserving and enhancing these existing resources will help posture the MTANG to be ready to assume any future opportunities for growth or additional missions.
- **1.2.1.6. Develop, maintain and enhance local Drop Zones (DZs)** – Of the Wing’s current DZs, none individually meet 100% of our training requirements. We will continue to enhance existing DZs while focusing on establishment of new DZs that provide the training and access needed to succeed in our mission.
- **1.2.1.7. Implementation of ACE Concepts** – Agile Combat Employment (ACE) is defined in Air Force Doctrine Note 1-21 as a proactive and reactive operational scheme of maneuver executed within threat timelines to increase survivability while generating combat power throughout the integrated deterrence continuum

#### **1.2.2. (LTO) Actively Pursue C-130 Modernization and Re-Capitalization**

Modernization or replacement of the legacy C-130 fleet is critical. Leadership will remain actively engaged on AMP Increment 1 and 2, propulsion system upgrades, fleet management, and other modifications to ensure we can continue doing our mission.

#### **1.2.3. (LTO) Actively Pursue Additional Missions**

Continued vigilance for new mission opportunities (air, ground, medical, cyber, etc.) to complement our airlift mission is critical for the MTANG.

#### **1.2.4. (STO) Update Installation Development Plan (IDP) to Address Mission-Impacting Facility Limitations**

Our current IDP was developed at the beginning of the conversion process. Since then, we have learned more about the air mobility mission and have identified limitations and needed improvements with some of our facilities and infrastructure that must be addressed through MILCON and SRM. It is important that we have efficient and capable facilities, infrastructure and utilities to support our mission.

### **Goal 1.3: Right People, Right Places**

120 AW Airmen are the key to our mission success. Management of our most crucial resource is pivotal to not just success but becoming the leading edge Airlift Wing that is our vision. Ensuring we have the right Airmen in the right places will offset some of the challenges of a small full-time workforce.

#### **Objectives:**

#### **1.3.1 (LTO) Achieve & Sustain 104% End Strength & 95% Vacancy Fill Rate (Overall Total Wing-Wide)**

Achieving above 100% overall end strength is a high interest item for the 120 AW. While Recruiting & Retention will continue to assess new Airmen into the MTANG, it is incumbent on all of us to do our part to encourage prospective members to join and promote high retention and reenlistments rates in the MTANG.

#### **1.3.2. (STO) Identify & Fill Critical Vacancies in the Wing (Right Strength / Smart Strength)**

It is crucial to our success that we make the most efficient use of our limited manpower. “Right Strength” and “Smart Strength” are terms that we imply that by AFI 90-201, we “precisely focus limited resources...aligned with commander’s priorities.” We will strive for 104% overall end strength however, we will also have to re-align positions within the Wing to increase our vacancy fill rate to account for new mission demands.

#### **1.3.6. (LTO) Maintain Retention at or Above 90%**

Promote a healthy and rewarding work environment. Empower Airmen to be creative, innovative, and encourage continual personal and professional development. Ensure our members and their families are cared for, supported, and fully integrated into our support network.

## **PRIORITY 2: DEVELOP AIRMEN TO THEIR MAXIMUM POTENTIAL**

Airmen are our most important resource. Therefore, leading, equipping, training and providing a workplace environment for them to excel is essential to ensure safe and effective mission execution now and in the future. A more deliberate professional development program that prepares Airmen for future leadership roles is critical to the long-term success of the Wing. The Wing must also provide programs and resources to address the mental, physical, social, and spiritual needs of our Airmen and their families so they have the skills, knowledge and resiliency to meet life’s challenges.



***Goal 2.1: Mentor Airmen by Maximizing ACA Tools to Provide Timely and Concise Feedback***

The Air Force's Evaluation System provides us the opportunity to create positive change in the Wing in an area where we need to improve: providing Airmen timely, consistent, honest and accurate feedback.

***Objectives:***

**2.1.2. (LTO) Appraisal/EPR/OPR 90% On-Time Rate**

Overdue performance reports are indicative of lax or even weak administrative processes that can negatively impact an Airman's career. While we have seen improvement, we simply cannot afford to let that happen. Raters and ratees share equal responsibility in ensuring reports are submitted on time to Total Force Service Center.

***Goal 2.2: Provide Airmen with Needed Training and Opportunities to Become Competent Leaders and Technical Experts***

Deliberate force development is a critical part of ensuring mission success now and in the future. We must provide Airmen the training, equipment and resources they need to do their job today, and the professional military education they need to be tomorrow's leaders.

***Objectives:***

**2.2.2. (STO) 100% Fill Rate for Requested In-Residence PME**

The focus of Professional Military Education (PME) is for Airmen to grow as leaders, broaden their perspectives and gain a greater understanding of their role in the Air Force and the ANG. This professional education enables our leaders to develop and reach their maximum potential.

**2.2.5. (LTO) 75 % of E-7s Complete CCAF Degree or Equivalent Prior to Promotion**

### **Eligibility**

CCAF is an important part of every Airman's continuing education and is a requirement for promotion to E-8. Airmen should strive to accomplish their CCAF degree (or equivalent) prior to becoming promotion eligible so they are ready to take advantage of promotion opportunities as early as possible.

#### **2.2.7. (LTO) Deliberate Force Development Plans for Airmen at All Levels**

Our future success is dependent on developing and supporting our Airmen. Within the MTANG, this development must be deliberate and structured in order to meet not only the needs of the Air Force, but to allow our families and members time to plan for their future.

#### **2.2.8. (LTO) O-5's Complete SDE Prior to Becoming TIG Eligible for O-6**

Education is a push we always make to our Airmen. Our Lieutenant Colonels must lead by example and they themselves should strive to complete their education requirements prior to becoming eligible for the next level to Colonel.

### ***Goal 2.3: Ensure Airmen are Fit to Fight***

The following are Fit to Fight benchmarks for the 120 AW. They show our readiness "To Ride" and our effectiveness as a family in identifying Airmen in need and intervening appropriately to help them make good decisions and overcome life's challenges.

#### ***Objectives:***

##### **2.3.3. (STO) 85% IMR Rate**

The wellness of the force is a direct indicator of the Wing's ability to execute its mission. Airmen can contribute to a higher state of readiness across the Wing and ensure our ability to meet taskings with minimal additional preparation by taking care of individual medical readiness requirements in a timely manner.

##### **2.3.6. (LTO) Maintain Helping Programs & Active CAT/CAB**

The Community Action Team (CAT) led by the Community Action Board (CAB) will ensure our focus on Airmen wellness is not understated. To support our members, the CAT/CAB will conduct quarterly community events focused on promoting healthy relationships and Airmen care. Additionally, commanders and senior leaders will routinely review helping organization support through the Airmen Care Team semi-annually.

##### **2.3.7. (LTO) Reduce NMC Rate to 10% or Less**

Each Airmen in our Wing is critical to our mission success and lethality. By maintaining a DLC rate less than 7%, we can ensure that our wing is at its best when we are called upon to deploy to any location anytime.

##### **2.3.8. (STO) Zero Alcohol Related Incidents Within the Wing**

As members of the profession of arms, we are held to a higher standard and are expected to have the self-discipline to have a plan if we are going to indulge in alcohol. Alcohol related incidents recklessly endanger lives, ruin relationships and violates the trust we have been given. It is incumbent upon each member to watch out for your fellow Airman and be a good wingman!

##### **2.3.9. (STO) All Members Current for PT Test**

The goal of the Physical Fitness Program (PFP) is to motivate all members to participate in a year-round physical conditioning program that emphasizes total fitness. An active lifestyle increases productivity, optimizes health, and decreases absenteeism while maintaining a higher level of readiness.

***Goal 2.4: Resilient Families Connected to the Wing and Their Communities***

We recruit Airmen but retain their families. Through effective family support programs and empowered unit Key Spouses, we'll ensure our families stay connected to the Wing and the communities in which they live. These stronger connections will make families more resilient and Airmen more likely to serve a full career.

***Objectives:***

**2.4.4. (LTO) Support Community Outreach Events**

The support within our communities is imperative to the success of our Airmen and our mission. Each unit member plays a vital role in their community and within the state. As a unit, we will work to support our communities through outreach events such as flyovers, Open Hangar events, parades, speaking engagements and Open Houses to name a few.

**2.4.5. (LTO) Maintain and Support Honor Guard/Color Guard Duties/Events**

The Honor Guard represents our Airmen and our Air Force to the public. We will continue to train, equip, and support our valued Honor Guard and Color Guard as they promote the mission, protect the standards, perfect the image and preserve the heritage of our Air Force.

***Goal 2.5: Enhance Diversity, Equity, and Equality Wing-wide***

AFI 36-7001, Diversity and Inclusion, states the definition of Diversity in paragraph 1.3 “as a composite of individual characteristics, experiences, and abilities consistent with the Air Force Core Values and the Air Force Mission.” Montana may seem to have very similar backgrounds of people, but the fact is there are many diverse types of people that live here. The diversity in Montana will be sought out for us to Recruit, Develop, Engage, and Retain as well as ensuring we include all members within the Montana Air National Guard in all activities.

***Objectives:***

**2.5.1. (LTO) Recruit, Develop, Engage, and Retain Diverse Talent**

Attract, recruit, develop and retain a high quality, diverse Total Force. Diversity encompasses not only demographics such as age, race/ethnicity, and gender, but also includes personal life experiences, geographic and socioeconomic backgrounds, cultural knowledge, educational backgrounds, work experience, language abilities, physical abilities, & philosophical and spiritual perspectives.

**2.5.2. (LTO) Develop/Expand Programs to Ensure Inclusion of All Members**

Inclusion is the process of creating a culture where all members of an organization are free to make their fullest contributions to the success of the group, and where there are no unnecessary barriers to success.

### PRIORITY 3: IMPROVE ORGANIZATIONAL EXCELLENCE

In a dynamic and ever-changing world we cannot afford to rest on our laurels. We must always strive to become better than we are, both organizationally and individually, if we are to continue to succeed. Across the force, diversity of background, experience, demographics, perspectives, thought and organization are essential to our ultimate success in an increasingly competitive and dynamic global environment. Demands on the Wing are not likely to ease in the future. Therefore, we must find ways to do things better and faster so we can use our time, manpower and resources in the most efficient and effective ways possible. Through Continuous Process Improvement (CPI) we will build a culture of innovation Wing-wide to help us increase operational capability and reduce waste and inefficiency. Airmen at all levels are encouraged to find and fix inefficient processes so we can work smarter and not harder.



#### ***Goal 3.1: Maintain and Advance Culture of Innovation and CPI Mindset Wing-wide***

Educating Airmen on CPI concepts, tools and principles is the first step towards creating a more effective workplace, measuring success and demonstrating empowerment is the next. Airmen are the experts in their functional areas and have great ideas on how we can improve our processes. Fostering this culture to work more efficiently and effectively will help us succeed in all aspects of our mission.

#### ***Objectives:***

##### **3.1.2. (STO) Highlight CPI Successes**

Acknowledging the successes of CPI events is another important way to demonstrate how we can work more efficiently. As the Wing CPI program continues to grow, formal project reports and different Wing media will be used to show how and what was done and the impact of the changes. This should spark other Airmen in other areas to think critically about their processes.

##### **3.1.3. (STO) Build and Develop CPI Cadre**

A CPI culture will not take hold without a cadre of experts leading the way. We will then look to hold CPI workshops to educate more personnel on CPI concepts that can be put to work immediately in their areas.

- **3.1.3.1. (LTO) Each Group Have 1-2 CPI POCs**

Having points of contact within each group benefits the Wing when making improvements that involve multiple Groups. The POCs will then collaborate on processes that can benefit the entire 120th AW.

- **3.1.3.2. (LTO) Maintain a Minimum of 1 Wing Black Belt**

Black belts have a thorough understanding of all aspects of the define, measure, analyze, improve and control (DMAIC) model in accordance with Six Sigma principles. They also have a basic knowledge of lean enterprise concepts, are able to identify non-value-added elements and activities and are able to use specific tools.

### ***Goal 3.2. Improve Wing Processes***

Airmen must always seek to improve themselves lest they become complacent in their duties. Encouraging innovation and process improvement across the Organization through events will help foster the minds of our Airmen. We will also develop priorities for mission requirements to improve resource execution processes to further improve Airmen readiness capabilities.

#### ***Objectives:***

#### **3.2.1. (STO) Encourage/Support Innovation and Process Improvements Across the Organization**

Innovative Airmen find better ways of doing the mission. We will support and champion those innovative ideas that not only better our Wing, but our state and service as well. Actual event execution will vary depending on the complexity of the task but leadership is committed to at least 2 major events per year.

- **3.2.1.1. (STO) ID/Schedule at Least 2 Wing Level CPI/Innovation Events Per Year**

CPI is a transformational initiative empowering all Airmen to eliminate waste from every end-to-end process. Scheduling 2 Wing level events per year is a commitment to ensuring efficiencies across the entire 120th AW.

#### **3.2.2. (STO) Develop a Disciplined Process to Establish a Prioritized Wing Requirements List for Internal or External Resourcing**

“Ready to Ride” not only applies to Airman readiness, but resource execution as well. Being able to execute funds and resources is key to mission success. A prioritized Wing requirements list will provide the transparency and fiscal discipline needed to utilize the resources as they become available.

### ***Goal 3.3. Leverage External Relationships to Maximize Efficiencies and Effectiveness***

The Montana Air National Guard is a team. A team’s success requires healthy relationships. We will work to maintain these positive relationships with current partners and foster new relationships with new partners. To do this, we will implement and share practices from and with other units or experts, keeping currency with support agreements with outside entities, host events to build interoperability, and continue outreach programs with Civic Organizations.

**Objectives:****3.3.1. (LTO) Implement & Share Best Practices From and With Other Units and National Subject Matter Experts**

Networking with our counterparts across the Total Force to learn best practices is a tremendous way to solve problems and enhance our processes. The Wing possesses a number of subject matter experts who are networked into national organizations within their career fields. Not only should we use this access to adopt benchmark practices from other units but be willing and able to share our own innovations with others.

**3.3.2. (STO) Ensure Support Agreements with External Agencies and Mission Partners are Current and Comprehensive**

Maintaining strong relationships with the 341 MW, federal agencies and the local community is of significant importance for our future mission success. Leveraging those relationships and working together to find solutions to common problems will allow us to be prepared for any contingency when called upon, be it local, state or national level.

- **3.3.2.1. (LTO) Conduct Annual Events to Build Operational Readiness and Increase Interoperability**

Exercising our readiness and ability to respond not only provides great practice, but also allows us to help identify our limitations and areas of needed improvement.

**3.3.3. (LTO) Continue Outreach/Cooperation with Civic Organizations**

Our Citizen Airmen and their families are key members of our communities. Our relationships with our community partners not only strengthens our families and unit but the mission as well. We will continue to reach out to civic organizations to help solidify our community relationships and enhance our partnerships with MAFB and other service organizations (such as Military Affairs Committee, Chamber of Commerce, Leadership Great Falls, Rotary).

**Goal 3.4. Modernize Workspace for Optimal Usage**

As the battlespace adapts and changes, so must we. It is critical to ensure our Airmen have the appropriate space and equipment necessary to accomplish their specified jobs. We must also enable more ways to communicate than traditional means, whether it's through virtual workplaces for meetings or for telework capabilities; we must be ready to adapt.

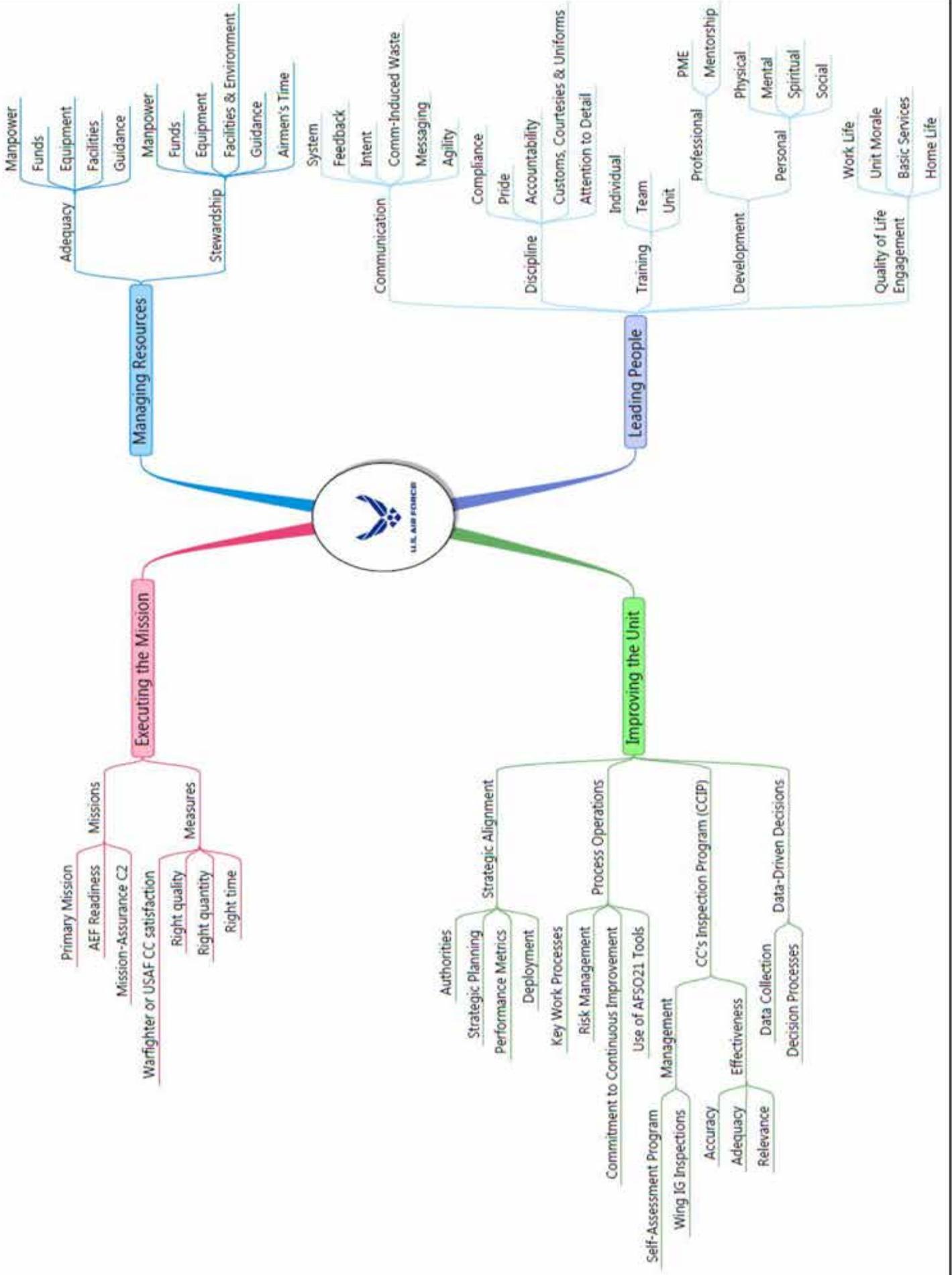
**Objectives:****3.4.2. (STO) Establish Workspace Focus Group as Part of the Space Utilization Board/FUB to Coordinate Office Allocation and Upgrades**

Air Force buildings undergo many changes during their lifetime. As missions change and priorities change, departments are created, expanded and abolished. As a consequence, requirements for space and services change and space is reconfigured often. Staying flexible to accommodate continual change is a requirement to sustain an efficient and effective working environment.

**3.4.3. (LTO) Maintain a Telework/Virtual Workplace Procedure to Include Meeting Platforms and VPN Priorities & Hardware Requirements**

The recent pandemic has shown that teleworking and virtual platforms can be used successfully in certain areas of our mission. Communication is the key to influencing others and creating powerful teams and relationships to achieve successful outcomes. Flexibility and versatility are key components and tenets of airpower and these tools aid in those abilities.





<b>Priority 1: Succeed in Our Mission</b>						
<b>Goal 1.1: Meet All State and Federal Taskings</b>						
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>	
1.1.2. (LTO) Sustain and measure a ready, reliable force. Units are or can be Fully Operational Capable (FOC). All taskable units able to report C2 or better.	<b>2023</b>	M1.1.2. Readiness Reporting	Monthly	LGRDX	Sq/CCs, IDO	
1.1.5. (LTO) Enhance DOMOPS/DSCA/C2 capabilities through frequent exercises with external agencies.	<b>Ongoing</b>	M1.1.5. Exercise Evaluations	Monthly	EM	XP, EM, CCs, IG, JFHQ A3	
1.1.5.1. Maintain a current statewide airfield capabilities / capacities guide.	<b>Ongoing</b>	M1.1.5.1. Suitability Folder	Quarterly	CES/CC	Current Ops, Weapons/Tactics, 219 RHS, EM, LGRDX	
1.1.5.6. (STO) Establish/Maintain State Active Duty (SAD) Roster.	<b>Ongoing</b>	M1.1.5.6. SAD Roster	Monthly	IDO	UDM's, LGRDX	
1.1.5.8. (STO) Develop/Enhance a process/policy for AGR utilization for DOMOPs tasking.	<b>2023</b>	M1.1.5.8. Exercise Evaluations, MTNG policy, CNGB & DoD policy	Quarterly	JAG, IDO	UDM's, LGRDX, IG	

<b>Priority 1: Succeed in Our Mission</b>						
<b>Goal 1.2: Lay the Foundation for Future Mission Capability</b>						
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>	
1.2.1. (LTO) Establish premier combat delivery training facilities.	2023	M1.2.1. Facilities completion and availability	Quarterly	W/g/CC	Senior Staff	
1.2.1.2. (STO) Develop dirt and/or paved Landing Zones (LZs).	2023	M1.2.1.2. LZ in place	Quarterly AOB	AM	OG, OSS, CES	
1.2.1.4. (LTO) Preserve and enhance Hays MOA for future capabilities.	2023	M1.2.1.4. Hays MOA usage for Large Force Employment (LFE) training/exercise	Annual	AM	OG, OSS, JFHQ A3	
1.2.1.5. (LTO) Develop, maintain and enhance local guidance for Limestone Hills Airspace.	2023	M1.2.1.5. DZ in place/Airspace training plan	Quarterly	AM	OG, OSS, CES	
1.2.1.6. (STO) Develop, maintain and enhance local Drop Zones.	2024	M1.2.1.6. DZ in place	Quarterly	State DO/AM/WSK/BCE	OG, OSS, CES, LRS, BCE	
1.2.1.7. (LTO) Implementation of ACE Concepts.	2023	M1.2.1.7. Quarterly training/exercises	Quarterly	RMT/IG	RMT, IG, Sq/CCs	
1.2.2. (LTO) Actively pursue C-130 modernization.	Ongoing	M1.2.2. USAF budget and long range plan	Annual	SS	Weapons System Council, JFHQ, NGB/AMC HQs	
1.2.3. (LTO) Actively pursue additional missions; to include, cyberspace missions, JWICS capability, etc...	Ongoing	M1.2.3. HHQ Guidance	SLC	SS	JFHQ	
1.2.4. (STO) Update and sustain Installation Development Plan to address mission-impact facility limitations.	Ongoing	M1.2.4. Installation Development Plan	Quarterly FUB	BCE	DBCE, Senior Staff, XP	

APPENDIX A: 120 AW Strategic Goal-Obj Matrix

<b>Priority 1: Succeed in Our Mission</b>						
<b>Goal 1.3: Align the Right People in the Right Places to Achieve and Sustain Mission Effectiveness</b>						
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>	
1.3.1. (LTO) Achieve & sustain 104% end strength, 95% vacancy fill rate (overall total wing-wide).	2024	M1.3.1. Strength Report	Monthly	R&R	JFHQ, Wing	
1.3.1.1. (STO) Achieve & sustain 95% end strength, 90% vacancy fill rate (overall total wing-wide).	2023	M1.3.1.1. Strength Report	Monthly	R&R	JFHQ, Wing	
1.3.2. (LTO) Identify and fill critical vacancies in the Wing. ( <i>Right Strength / Smart Strength</i> ).	Ongoing	M1.3.2. Strength Report, UPMR, MRV CCIP Reports	Monthly	Wg/CV	Senior Staff, Sq/CCs, Chiefs	
1.3.6. (LTO) Maintain retention at or above 90%.	Ongoing	M.1.3.6. Strength Report	Monthly	R&R	JFHQ, Wing	

<b>Priority 2: Develop Airmen to Their Maximum Potential</b>						
<b>Goal 2.1: Mentor Airmen by Maximizing ACA Tools to Provide Timely and Concise Feedback</b>						
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>	
2.1.2. (STO) 90% Appraisal/EPR/OPR and required feedback sessions per rating period.	Ongoing	M2.1.2. MyEval	Semi-Annual	DP	Sq/CCs	

<b>Priority 2: Develop Airmen to Their Maximum Potential</b>					
<b>Goal 2.2: Provide Airmen with Needed Training and Opportunities to Become Competent Leaders and Technical Experts</b>					
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>
2.2.2. (STO) 100% fill rate for requested in-residence PME.	Ongoing	M2.2.2. SOT	Monthly	FDO Supt	UTMs, Sq/CCs
2.2.5. (LTO) 75% of E-7s have CCAF degree or equivalent prior to promotion eligibility to E-8.	Ongoing	M2.2.5. SOT/Dashboard	Monthly	CCC	BETM & Unit superintendents
2.2.7. (LTO) Develop/track Force Development plan for Officers and SNCO's.	Ongoing	M.2.2.7. SLC	Wing Working Group	JFHQ, SLC	WG/CC, Senior Staff, Council of Col's
2.2.8. (LTO) O-5's complete SDE prior to becoming TIG eligible for O-6.	Ongoing	M2.2.8. SLC	Annual	SLC	Wg/CC

<b>Priority 2: Develop Airmen to Their Maximum Potential</b>					
<b>Goal 2.3: Ensure Airmen are Fit to Fight - Maximize Airmen Fitness and Resilience</b>					
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>
2.3.3. (LTO) Sustain 85% IMR Rate (80% AF Std).	Ongoing	M2.3.3. Stand-up	Monthly	MDG CEM	UDMs
2.3.6. (LTO) Maintain robust and functional helping programs and active CAT/CAB. Conduct quarterly Community Events focused on healthy relationships Airmen care.	Ongoing	M2.3.6. Suicide Prevention Program Checklist, CAT Brief	Semi-annual	Wg/CC	CAT Chair, CAT Co-Chair, CAT
2.3.7. (LTO) Reduce NMC rate to 10% or less.	2023	M2.3.7. NGB Kneeboard	Monthly	MDG	MDG, Senior Staff, Sq/CCs, 1SG
2.3.8. (STO) Zero alcohol related incidents.	Ongoing	M2.3.8. DUI's, SOD, Stand-up	Quarterly	Wg/CC	Wg/CV, FSS, JAG, EEO, Unit CC's
2.3.9. (STO) All members current for PT Test.	Ongoing	M2.3.9. MyFitness	Monthly	UFM	Sq/CCs

APPENDIX A: 120 AW Strategic Goal-Obj Matrix

<b>Priority 2: Develop Airmen to Their Maximum Potential</b>					
<b>Goal 2.4: Resilient Families Connected to Wing &amp; the Local Community</b>					
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>
2.4.4. (LTO) Community outreach event to include but not limited to Open Hangar, Open House, Airshow support, flyover support, ESGR, etc...	<b>Ongoing</b>	M2.4.4. SAF PA approved events, Community events calendar, flyover schedule	Quarterly	Wg/CC	Wg/CV, PA, OG, Wg CCE, R&R
2.4.5. (LTO) Maintain and support Honor Guard/Color Guard duties and events.	<b>Ongoing</b>	M2.4.5. Budget Execution, Honor Guard Msn Tracker	Annually	Wg/CC	HG Prgm Mgr, FSS, HG NCOIC
2.4.5.1 (STO) Improve team member event participation in Honor Guard/Color Guard duties.	<b>2023</b>	M2.4.5.1. Budget Execution, Honor Guard Msn Tracker	Quarterly	FSS	HG Prgm Mgr, FSS, HG NCOIC

<b>Priority 2: Develop Airmen to Their Maximum Potential</b>					
<b>Goal 2.5: Enhance Diversity, Equity, and Inclusion Wing-wide</b>					
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>
2.5.1. (LTO) Recruit, develop, engage, and retain diverse talent.	<b>Ongoing</b>	M2.5.1. DEOCS, R&R Production Rpt	Monthly	R&R, JFHQ	R&R
2.5.2. (LTO) Develop/Expand programs to ensure inclusion of all members.	<b>2023</b>	M2.5.2. CAT Sanctioned Events	Quarterly	JEC, WIT, CAT, Top 3 Council, Chief Council, Inclusion Council	CAT

<b>Priority 3: Improve Organizational Excellence</b>						
<b>Goal 3.1: Maintain/Advance Culture of Innovation and CPI Mindset Wing-wide</b>						
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>	
3.1.2. (STO) Highlight CPI successes.	Ongoing	M3.1.2. CIMB, Awards, CPI Debriefs	Quarterly	Wg/CV	Senior Staff, IG	
3.1.3. (STO) Develop new CPI Cadre annually.	2023	M3.1.3. SS/CIMB	Monthly	WPM, CPI	IG, Senior Staff, Sq/CCs	
3.1.3.1. (LTO) Each Group have 1-2 CPI POCs.	2023	M3.1.3.1. SS/CIMB	Monthly	WPM, CPI	IG, Sq/CCs	
3.1.3.2. (LTO) Maintain a minimum of 1 Wing Black Belt.	Ongoing	M3.1.3.2. SS/CIMB	Monthly	WPM, CPI	IG, Sq/CCs	

<b>Priority 3: Improve Organizational Excellence</b>						
<b>Goal 3.2. Improve Wing Processes</b>						
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>	
3.2.1. Encourage and support innovation and process improvement/efficiencies across organization (i.e. CPis and Innovation).	Ongoing	M3.2.1. Funds execution, time saving, AAR's, CPI report, semi-annual award	Quarterly	WPM, CPI PM, Wg/CV	Senior Staff, Sq CC's, Supervisors, IG	
3.2.1.1. (STO) ID/Schedule at least 2 Wing level CPI/Innovation events per year.	Ongoing	M3.2.1.1. CPI Calendar, CPI report	Monthly	CPI PM	RMT, Senior Staff, IG	
3.2.2. (STO) Develop a disciplined process to establish a prioritized Wing requirements list for resourcing internally or externally.	Ongoing	M3.2.2. Goods, services and UFR list	Quarterly (FMB)	Wg/CV	Senior Staff, CPTF, Sq/CCs, Contracting, FM	

<b>Priority 3: Improve Organizational Excellence</b>					
<b>3.3. Leverage External Relationships to Maximize Efficiencies and Effectiveness</b>					
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>
3.3.1. (LTO) Implement and share best practices from and with other units and national SMEs.	<b>Ongoing</b>	M3.3.1. AARs, Benchmarks, award submissions	Annual	CPI PM, WPM	IG, FAMs
3.3.2. (LTO) Ensure partnerships and support agreements with external agencies are in-place as needed for mission support, current (within 2 years) and effective.	<b>Ongoing</b>	M3.3.2. Support Agreements, MOUs, MOAs	Annual	IDO	Senior Staff, 341 MW, JFHQ, RHS, USPFO
3.3.2.1. (LTO) Conduct annual events to build operational readiness and increase interoperability.	<b>Ongoing</b>	M3.3.2.1. Support Agreements, MOUs, MOAs	Annual	IG, RMT	341 MW, State Agencies, ARNG, SPP, USPFO
3.3.3. (LTO) Continued outreach/cooperation with civic organizations (MAC, Chamber of Commerce, Leadership Great Falls, etc).	<b>Ongoing</b>	M.3.3.3. MAC Attendance, LGF	Annual	Wg/CC	Wing

<b>Priority 3: Improve Organizational Excellence</b>					
<b>3.4. Modernize Workspace for Optimal Usage</b>					
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>
3.4.2. (STO) Establish Workspace Focus Group as part of the Space utilization board/FUB to coordinate office allocation and upgrades.	<b>2023</b>	M3.4.2. Space allocation map, SRM projects, UFR list	Quarterly FUB	Wg/CV	Senior Staff, CES

<b>Priority 3: Improve Organizational Excellence</b>					
<b>3.4. (con't) Modernize Workspace for Optimal Usage</b>					
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>
3.4.3. (LTO) Maintain a Telework/Virtual workplace procedure to include meeting platforms and VPN priorities & hardware requirements.	<b>Ongoing</b>	M3.4.3. Local Telework procedure guidance	Quarterly	SS, Sq/CCs, and supervisors	Sq/CC's, Comm, HRO

<b>Priority 1: Succeed in Our Mission</b>						
<b>Goal 1.1: Meet All State and Federal Taskings</b>						
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>	
1.1.3. (STO) Sustain zero reclaims for deployment requirements.	Ongoing	M1.1.3. Readiness Reporting	Monthly	IDO	Sq/CCs	
1.1.4. (STO) Zero deployment discrepancies.	Ongoing	M1.1.4. Readiness Reporting, DPDRT report	Monthly	IPR	IDO, UDMs & Sq/CCs	
1.1.4.2. (STO) Develop 5-year strategic plan for internal and external exercises.	Achieved / Ongoing	M1.1.4.2. 5-Year Plan	Monthly	IG	XP & RMT	
1.1.5. (LTO) Maintain 5-year strategic plan for internal and external exercises.	Ongoing	M1.1.5.5. 5-Year Plan	Monthly	IG	XP, EM, IDO & RMT	

<b>Priority 1: Succeed in Our Mission</b>						
<b>Goal 1.2: Lay the Foundation for Future Mission Capability</b>						
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>	
1.2.5. (STO) Develop & maintain strategic comm plan for engagement with CODELS, Civics, HHQs, Media and Airmen.	Achieved / Ongoing	M1.2.5. Develop strategic comm plan for engagement with CODELS/ Civics/ HHQs/ Media/Airmen	SS & Qtr Senior Leader Summit	Wg/CC	CV, Senior Staff, CCC PA- Develop plan	
1.2.5.1. (STO) Bi-Annual NGB/AMC staff visits.	Achieved / Ongoing	M1.2.5.1. Schedule and trip reports	Quarterly	Wg/CC	Senior Staff	

<b>Priority 1: Succeed in Our Mission</b>						
<b>Goal 1.3: Align the Right People in the Right Places to Achieve and Sustain Mission Effectiveness</b>						
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>	
1.3.1.1. (LTO) Sustain retention rate >90% from controllable losses	Ongoing	M1.3.1.1. Strength Report	Monthly	Wg/CC	Sq/CCs, JFHQ	
1.3.1.2. (LTO) Sustain reenlistment rate >90%.	Ongoing	M1.3.1.2. Strength Report	Monthly	Wg/CC	Senior Staff, Sq/CCs, R&R	
1.3.3. (STO) Identify single points of failure and develop implement mitigation plans.	Ongoing	M1.3.3. Manning tracker	Quarterly	Wg/CC	Sq/CCs, Senior Staff	

<b>Priority 2: Develop Airmen to Their Maximum Potential</b>						
<b>Goal 2.1: Mentor Airmen by Maximizing ACA Tools to Provide Timely and Concise Feedback</b>						
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>	
2.1.1. (STO) Attain 100% annually required feedback and mentorship to Airmen at all levels.	Ongoing	M2.1.1. CCs Track & DEOCS	Annual	CCC	Senior Staff & Sq/CCs	
2.1.1.1. (STO) 90% Appraisal/EPR/OPR	Ongoing	M2.1.1.1. Status Report	Monthly	DP	Sq/CCs	

<b>Priority 2: Develop Airmen to Their Maximum Potential</b>					
<b>Goal 2.2: Provide Airmen with Needed Training and Opportunities to Become Competent Leaders and Technical Experts</b>					
Objectives	Suspense (End of FY)	Metrics	Measured	Champion	OCR(s)
2.2.3. (STO) 90% TLN execution rate. (90% is the ANG Goal)	Ongoing	M2.2.3. Stand-up	Monthly	BETM	UTMs
2.2.4. (LTO) 100% UGT on-time completion and no second-time failure.	Ongoing	M2.2.4. Status of Training (SOT)	Quarterly	BETM	UTMs

<b>Priority 2: Develop Airmen to Their Maximum Potential</b>					
<b>Goal 2.3: Ensure Airmen are Fit to Fight - Maximize Airmen Fitness and Resilience</b>					
Objectives	Suspense (End of FY)	Metrics	Measured	Champion	OCR(s)
2.3.1. (LTO) Sustain 90% Fit test pass rate.	Ongoing	M2.3.1. Stand-up	Monthly	WPFM	UFPMs
2.3.4. (LTO) Zero Suicides/attempted suicides.	Consolidate	M2.3.4. Suicide Prevention Program Checklist, CAIB Briefing	Semi-annual	DPH	IDS, Sq/CCs/1 <sup>st</sup> Sgts
2.3.5. (LTO) Zero DDR test administrative failures.	Ongoing	M2.3.5. Monthly test reports	Monthly	DDR Pgm Mgr	Sq/CCs/1 <sup>st</sup> Sgts
2.3.8. (STO) Zero alcohol related incidents.	Ongoing	M2.3.8. DUI's, SOD, Stand-up	Quarterly	Wg/CC	Wg/CV, FSS, JAG, EEO, Sq/CC's

APPENDIX B: 120 AW Strategic Goal-Obj Matrix

<b>Priority 2: Develop Airmen to Their Maximum Potential</b>					
<b>Goal 2.4: Resilient Families Connected to Wing &amp; the Local Community</b>					
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>
2.4.1. (STO) One Primary and one alternate Key Spouse/per unit.	Achieved / Ongoing	M2.4.1. AFRP Key Spouse Org Chart	Monthly	AFRP Manager	Sq/CCs, 1 <sup>st</sup> Sgts
2.4.2. (STO) Provide 1 family-oriented Wing event per quarter.	Achieved / Ongoing	M2.4.2. SS/RMT Calendar	Weekly	CAT	RMT, Senior Staff
2.4.3. (LTO) Zero family/domestic abuse cases.	Consolidate	M2.4.3. CAIB Briefing	Semi-annually/CAIB	DPH	IDS, FSS, Sq/CCs, 1 <sup>st</sup> Sgts

<b>Priority 3: Improve Organizational Excellence</b>					
<b>Goal 3.1: Maintain/Advance Culture of Innovation and CPI Mindset Wing-wide</b>					
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>
3.1.2. (STO) Highlight CPI successes.	Ongoing	M3.1.2. Newsletter, reports, BSF articles, CIMB, Awards	Quarterly	Wg/CV	Senior Staff, IG
3.1.3. (STO) Conduct quarterly CPI training/orientation events.	Ongoing	M3.1.3.3. CPI Events Schedule	Quarterly	CPI PM	IG, Sq/CCs

<b>Priority 1: Succeed in Our Mission</b>						
<b>Goal 1.1: Meet All State and Federal Taskings</b>						
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>	
1.1.1. (STO) Declare End of Conversion (EOC). Complete conversion related activities on time to meet expected taskings. [Closed for action on 12 June 2017 Review]	01 Oct 16 <i>Complete</i>	M1.1.1. Readiness Reporting Facility Completion Rate	Monthly	Wg/CC	Senior Staff	
1.1.1.1. (STO) Achieve Initial Operating Capability (IOC). All units able to report C3 or better. (Minimum success: All tasked units) [Closed for action on 12 June 2017 Review]	30 Sep 16 <i>Complete</i>	M1.1.1.1. Readiness Reporting, SOT	Monthly	Wing AF-IT Monitor	Sq/CCs, IDO	
1.1.5. (LTO) Enhance DOMOPS/DSCA capabilities through frequent exercises with external agencies.	<i>Complete</i>	M1.1.5. Exercise Report	Post Event	CES/EM	EOC Director, Sq/CCs	
1.1.5.1. (STO) Fully functional EOC capability [Closed for action on 12 June 2017 Review. EOC is functional – other elements of DOMOPS mission remain in work.]	<i>Complete</i>	M1.1.5. Exercise Report	Post Event	CES/EM	EOC Director, Sq/CCs	
1.1.5.2. (STO) Publish COOP plan	<i>Complete</i>	M1.1.5.2. COOP Plan	Published	XP	Base agencies	

<b>Priority 1: Succeed in Our Mission</b>						
<b>Goal 1.1: (con't) Meet All State and Federal Taskings</b>						
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>	
1.1.5.4. (LTO) Fully participate and integrate into DOMOPS exercises, to include Vigilant Guard 2018.	<i>Complete</i>	M1.1.5.4. Exercise Report	Post Event	EM	Projo, XP, RMT, IG, JFHQ	
1.1.5.5. (STO) Establish COOP capability	31 Oct 20 <i>Complete</i>	M1.1.5.5. Exercise Report	Post Event	XP	Senior Staff, CES/EM, IG	

<b>Priority 1: Succeed in Our Mission</b>						
<b>Goal 1.2: Lay the Foundation for Future Mission Capability</b>						
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>	
1.2.1.3. (LTO) Complete ramp expansion	30 Nov 20 <i>Complete</i>	M1.2.1.3. Ramp expansion complete	Quarterly FUB	CES	JFHQ, NGB, Aerospace Mgr	
1.2.1.4. (LTO) Preserve and enhance Hays MOA for future capabilities	2022 <i>Complete</i>	M1.2.1.4. Hays MOA usage for Large Force Employment (LFE) training/exercise	Annual	Airspace Mgr	OG, OSS, JFHQ A3	
1.2.4. (STO) Update Installation Development Plan to address mission-impact facility limitations	2017 <i>Complete</i>	M1.2.4. Installation Development Plan	Quarterly FUB	BCE	DBCE, Senior Staff, XP	
1.2.5. (STO) Develop & maintain strategic comm plan for engagement with CODELS, Civics, HHQs, Media and Airmen [Determined in place and change to sustainment]	<b>Achieved / Ongoing</b>	M1.2.5. Develop strategic comm plan for engagement with CODELS/Civics/HHQs/Media	SS & Qtr Senior Leader Summit	Wg/CC	CV, Senior Staff, CCC PA - Develop Plan	

<b>Priority 1: Succeed in Our Mission</b>					
<b>Goal 1.2: (con't) Lay the Foundation for Future Mission Capability</b>					
Objectives	Suspense (End of FY)	Metrics	Measured	Champion	OCR(s)
1.2.5.1. (STO) Bi-Annual NGB/AMC staff visits.	Achieved / Ongoing	M1.2.5.1. Schedule and trip reports	Quarterly	Wg/CC	Senior Staff

<b>Priority 1: Succeed in Our Mission</b>					
<b>Goal 1.3: Align the Right People in the Right Places to Achieve and Sustain Mission Effectiveness</b>					
Objectives	Suspense (End of FY)	Metrics	Measured	Champion	OCR(s)
1.3.1. (STO) Achieve & sustain 100% end strength (overall total wing-wide)	Achieved / Ongoing	M1.3.1. Strength Report	Monthly	Wg/CC	Sq/CCs, JFHQ
1.3.1.1 (STO) Retention rate >90% [ <b>Accomplished -move to sustain as of 12 June 2017</b> ]	Achieved / Ongoing	M1.3.1.1. Strength Report	Monthly	Wg/CC	Sq/CCs, JFHQ
1.3.1.2. (STO) Reenlistment rate >90% [ <b>Accomplished -move to sustain as of 12 June 2017</b> ]	Achieved / Ongoing	M1.3.1.2. Strength Report	Monthly	Wg/CC	Senior Staff, Sq/CCs, R&R
1.3.3.1. (STO) Assess additional duties distribution and adjust to balance workload; utilize/empower DSGs [ <b>Closed for action on 22 May 2019 review</b> ]	May 2019 <b>Complete</b>	M1.3.3.1. CCIP reports, EPR/OPRs	Monthly	Wg/CC	Sq/CCs

<b>Priority 1: Succeed in Our Mission</b>					
<b>Goal 1.3: (con't) Align the Right People in the Right Places to Achieve and Sustain Mission Effectiveness</b>					
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>
1.3.4. (STO) Implement Title 5 conversion as directed. [Closed for action on 22 May 2019 review]	May 2019 Complete	M1.3.4. UMD, MRV	Monthly	Wg/CV/HRO	Sq/CCs, Senoir Staff, Labor
1.3.5. (LTO) Implement AGR Re-alignment as directed by NGB	Complete	M1.3.5. UMD, MRV	Monthly	Wg/CC/HRO	HRO, Unit CC's, Senior Staff, Sq/CC's, Labor

<b>Priority 2: Develop Airmen to Their Maximum Potential</b>					
<b>Goal 2.1: Mentor Airmen by Maximizing ACA Tools to Provide Timely and Concise Feedback</b>					
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>
2.1.2. (STO) 90% Appraisal/EPR/OPR and ensure consistent formal feedback at least 2x per rating period or SCOD	Achieved / Ongoing	M2.1.2. DEOCS/Survey Monkey	Semi-Annual	DP	Sq/CCs
2.1.2.1. (STO) 80% Appraisal/EPR/OPR on-time rate by 1 <sup>st</sup> Qtr FY 17 [Consolidated with 2.1.2. as of 12 June 2017]	Consolidate	M2.1.2.1. Status Report	Monthly	DP	Sq/CCs

<b>Priority 2: Develop Airmen to Their Maximum Potential</b>					
<b>Goal 2.2: Provide Airmen with Needed Training and Opportunities to Become Competent Leaders and Technical Experts</b>					
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>
2.2.1. (STO) 95% AFSC CDC pass rate & 0 2 <sup>nd</sup> time failures [Accomplished - move to sustain as of 12 June 2017]	Achieved / Ongoing	M2.2.1. Stand-up	Monthly	FDO Supt	UTMs, Sq/CCs
2.2.2. (LTO) 85% pass distance learning (DL) PME	Consolidate	M2.2.2. Stand-up	Monthly	BETM	UTMs, Sq/CCs
2.2.2.1 (STO) 75% DL PME pass rate [Consolidated with 2.2.2. as of 12 June 2017]	Consolidate	M2.2.2.1. Stand-up	Monthly	BETM	UTMs, Sq/CCs
2.2.6. (STO) Develop formal mentoring program to provide strategic exposure for junior ranking Airmen- guidance combined with ACA	May 2019 Complete	M2.2.6. Schedule and trip reports (Ref M1.2.7.2.)	Quarterly	Wg/CC	Sq/CCs

<b>Priority 2: Develop Airmen to Their Maximum Potential</b>					
<b>Goal 2.3: Ensure Airmen are Fit to Fight - Maximize Airmen Fitness and Resilience</b>					
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>
2.3.3. (LTO) Zero Suicides/attempted suicides [12 June 2017 determined to change language to maintain 'helping' programs]	Consolidate	M2.3.3. Suicide Prevention Program Checklist, CAIB Briefing	Semi-annual	DPH	IDS, Sq/CCs, 1st Sgts

<b>Priority 2: Develop Airmen to Their Maximum Potential</b>					
<b>Goal 2.3: (con't) Ensure Airmen are Fit to Fight - Maximize Airmen Fitness and Resilience</b>					
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>
2.3.4. (LTO) Maintain robust and functional helping programs and active CAT/CAB. Focus on suicide prevention and zero family/domestic abuse. [Accomplished for CAT/CAIB process as of 22 May 2019]	May 2019 <i>Complete</i>	M2.3.4. Suicide Prevention Program Checklist, CAIB Briefing	Semi-annual	DPH	IDS, Sq/CCs, 1st Sgts
2.3.7. (LTO) Initial scrub for fit to fight to reduce non deployable ALC rate to 7% or less	Ongoing	M2.3.7. Readiness	Monthly	MDG	Sq/CCs

<b>Priority 2: Develop Airmen to Their Maximum Potential</b>					
<b>Goal 2.4: Resilient Families Connected to Wing &amp; the Local Community</b>					
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>
2.4.1. (STO) One Primary and one alternate Key Spouse/VPOC per unit. [Accomplished - move to sustain as of 12 June 2017]	Achieved / Ongoing	M2.4.1. AFRP VPOC/Key Spouse Org Chart	Monthly	AFRP Manager	Sq/CCs, 1st Sgts
2.4.2. (STO) Provide 1 family-oriented Wing event per quarter [Accomplished - move to sustain as of 12 June 2017]	Achieved / Ongoing	M2.4.2. SS/RMT Calendar	Weekly	AFRP	RMT, Senior Staff

<b>Priority 2: Develop Airmen to Their Maximum Potential</b>					
<b>Goal 2.4: (con't) Resilient Families Connected to Wing &amp; the Local Community</b>					
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>
2.4.3. (LTO) Zero family/domestic abuse cases [Consolidate with helping programs in 2.3.3.as of 12 June 2017]	Consolidate	M2.4.3. CAIB Briefing	Semi-annually/CAIB	DPH	IDS, FSS, Sq/CCs, 1st Sgts
2.4.5. (LTO) Maintain and support Honor Guard/Color Guard duties and events	Ongoing	M2.4.5. Budget Execution, Honor Guard Msn Tracker	Annually	Wg/CC	HG prgm mgt, FSS, HG NCOIC

<b>Priority 3: Improve Organizational Excellence</b>					
<b>Goal 3.1: Maintain/Advance Culture of Innovation and CPI Mindset Wing-wide</b>					
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>
3.1.1. (STO) Establish Innovator of the Quarter/Year Award [Accomplished – closed as of 12 June 2017/ Removed Complete 21 May 2019]	Achieved	M3.1.1. Quarterly Awards	Quarterly	Senior Staff	Senior Staff
3.1.3. (STO) Build CPI Cadre [Accomplished- closed as of 22 May 2019]	May 2019 Complete	M3.1.3. Stand-up	Monthly	Wg/CC	Senior Staff, Sq/CCs
3.2.3. (STO) Update Virtual Landscape	Complete	M3.2.3. MS Teams, O365	Monthly	CF	CF

<b>Priority 3: Improve Organizational Excellence</b>					
<b>Goal 3.1: (con't) Maintain/Advance Culture of Innovation and CPI Mindset Wing-wide</b>					
<b>Objectives</b>	<b>Suspense (End of FY)</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>
3.4.1. (LTO) Establish known Telework/Virtual workplace procedures to include meeting platforms and VPN priorities & hardware requirements	<b>Complete</b>	M3.4.1. Local Telework procedure guidance	Quarterly	SS, Sq/CCs, and Supervisors	Sq/CC's, Comm, HRO
3.4.1.1. (STO) Develop telework and degraded Communications Solutions procedures/guidance	<b>Complete</b>	M.3.4.1.1. 120 AW Telework/VPN guide. Degrades network (EMP)	Quarterly	Senior Staff	CF, Sq/CCs



13000 POUNDS

ACT

NO RIDERS



## *219th RED HORSE Squadron*

### *TRAIN - BUILD - DEFEND*

### *Mission:*

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To be a highly mobile, self-sufficient, heavy construction engineer response force capable of completing emergency and high threat missions worldwide and for the State of Montana.

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The core mission of the 219 RHS is being an agile engineering force, and as Citizen Airmen we serve under both the President of the United States and the Governor of Montana. We must be ready at all times to answer their call, whether for an overseas deployment in support of a combatant commander or executing domestic operations. Every Airman in the 219 RHS must understand how the accomplishment of their daily tasks supports execution of the overall 219 RHS mission. Commanders and supervisors must help establish and support these linkages so that the efforts of our Airmen are all aligned toward mission accomplishment.

### *Vision:*

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An agile engineer force who is technically and tactically prepared for mission accomplishment as the finest military engineer force in the world.

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This vision statement points to where we intend to go together as a squadron. The vision is clear, we will be technically and tactically prepared to answer the Nation's call and be recognized as the premier RED HORSE organization.

## INTRODUCTION

This strategic plan outlines the Mission, Vision, Priorities, Goals and Objectives for the 219th RED HORSE Squadron (219 RHS) for the next two years. This plan also explains how the 219 RHS supports existing Headquarters Air Force strategic planning initiatives as well as the Adjutant General's priorities. It documents Commander's Intent for the Squadron and is intended to inform efforts at the flight, section, and lower levels to help guide actions and prioritize resources to succeed today and be ready for the challenges of tomorrow. Appendices have also been added to track the objectives that have been completed and recurrent objectives. Senior Leaders are empowered to leverage this guidance in response to emerging needs of the Air Force. Progress in executing this plan will be measured and reviewed on a quarterly basis.

## SQUADRON PRIORITIES

To achieve this vision the following priorities form the foundations laid out in AFI 1-2 and the four Major Graded Areas (MGAs) of the Air Force Inspection System (AFIS): Managing Resources, Leading People, Improving the Unit and Executing the Mission.

- **Mission Success.** The 219 RHS provides rapid construction capabilities to Our State and Nation through highly qualified Airmen. We must prioritize our Airmen and their craft so we are built to succeed.
- **Ensure Airmen Attain Maximum Potential.** Each Airman possesses unique skills, talents and life experiences. We must capitalize on this diversity of capabilities if we are to succeed in our mission and grow future leaders. Taking care of our Airmen means taking care of their families as well. Family resilience will be achieved by ensuring they stay connected to the Squadron and to their communities.
- **Improve Organizational Excellence.** Despite our past successes, we must become better...better in our processes, better in our training, better in our execution. Fundamental to organizational success is a commitment to personal excellence. We must also be better as Airmen and as human beings by showing courtesy, respect, commitment, fairness and courage to everyone we serve with and for. To achieve this vision the following priorities form the foundations laid out in AFI 1-2 and the four Major Graded Areas (MGAs) of the Air Force Inspection System (AFIS): Managing Resources, Leading People, Improving the Unit and Executing the Mission.

## Relationship to USAF and The Adjutant General's Strategic Plans

The Chief of Staff of the Air Force, General Brown's message is, "Accelerate Change or Lose". The 219 RHS vision complements the Strategic message by focusing on excellence with Airmen as the central focal point for our efforts to reach our goal of becoming a rapid engineer force.

This strategic plan is also well-aligned with the Adjutant General's strategy for empowered and developed professional force. Our goal is to meet federal and state taskings and to lay the foundation for future capability. These goals will ensure we remain relevant. To be properly resourced, we must not only secure and protect the resources needed to be successful in our mission, but we must be efficient with the resources we already have – especially our Airmen's time. Aligning the right people in the right places, leveraging external relationships, and improving our processes through a culture of innovation are goals to help us achieve this strategy. Finally, by developing our Airmen into competent leaders and technical experts, ensuring they are "Fit to Fight" and by strengthening the connections between our families, communities, employers and the Squadron, we'll become more resilient to effectively deal with the pressures of being Citizen Airmen

### PRIORITY 1: MISSION SUCCESS

#### ***Goal 1.1: Meet all State and Federal Taskings***

Answering the calls of our Nation and State...anytime and anywhere...is why we exist as an organization. The following objectives were developed to ensure we never fail in doing so.

#### ***Objectives:***

##### **1.1.1. Achieve and Sustain a Ready, Reliable Force**

As an operational reserve in an increasingly less predictable world, we need to develop and maintain a focused state of readiness across the Squadron to meet taskings with minimal additional preparations utilizing approved training plans and available UTC resources.

##### **1.1.2. Sustain Zero Reclamas for Federal Activations**

We take great pride in always meeting our commitments and not creating shortfalls for another unit. This objective is closely tied to sustaining a ready, reliable force and is a good measure of our performance and foresight to achieving our vision.

##### **1.1.3. Deployment Ready Airmen**

A key measure of our performance is combatant commanders' satisfaction with our ability to provide ready Airmen. It is paramount that prior to arrival in the AOR, Airmen are trained, equipped and prepared to execute the mission.

##### **1.1.4. Enhance DOMOPS Capabilities**

Supporting DOMOPS requires capabilities aligned with our deployed environment. We must have a robust training schedule to ensure we are prepared to answer the call.

### ***Goal 1.2: Lay the Foundation for Future Mission Capability***

A key element of “Mission Success” is being ready to take advantage of opportunities to increase the Squadron’s mission capabilities and thus, our value to the Joint Force. These capabilities can be in other mission areas in addition to construction capabilities. The following objectives are current areas of focus to try to generate the best future possible for the Squadron and the Montana Air National Guard.

#### ***Objectives:***

##### **1.2.1. Establish Premier Training Facilities and Capabilities**

Development and enhancement of facilities and capabilities for the 219 RHS and the MTANG community as a whole, will help ensure we remain a relevant and reliable force.

Some of the key focus areas are:

- **Renovate Squadron Headquarters** – The Squadron is spread out over multiple facilities, decreasing efficiency during drills and daily activities. Creating a one-stop-shop for the unit will eliminate and improve mission readiness.
- **Construction of Operations and Vehicle Maintenance Facility** – The HORSE has unique capabilities where we often work in remote locations. Having a facility where personnel can get the knowledge and competency on their tools and equipment is a must for operational success.
- **Renovate PEB** – The capabilities of our training is limited to available space for our Airman. By renovating the PEB, we’ll give a dedicated space for our team to maintain generators, vehicles, HVAC equipment and electrical systems all while maintaining our UTC assets through Operations Management.
- **Preserve and enhance Training partners for future capabilities** – Having valuable training is a key to our Mission and Airmen. Continue to work with partners to aid in the development of meaningful training both in the State of Montana and abroad.
- **Revalidate equipment through organization of our facilities** – The Squadron has assets around the compound and base, ensuring our DRBS and UTCs are organized and accounted for will amplify our capabilities to the State and Nation.

##### **1.2.2. Actively Pursue Vehicle Authorization Listing**

Training equipment is critical to the success of the unit. Leadership will remain actively engaged on receiving the VAL and funding vehicles so we’re set up to succeed.

##### **1.2.3. Actively Pursue Equipment to Enhance our Current Mission**

Continued vigilance for new mission opportunities to complement our construction mission is critical for the MTANG. The Squadron will align our missions with our required training to ensure that we provide quality craftsmanship and we’re efficient in cradle-to-grave operations.

#### **1.2.4. Maintain Strategic Communication**

It is essential that we maintain regular, consistent communication with both our Airmen and with outside agencies to tell our story and to articulate our needs and achievements with those who can help us attain our vision. We must ensure that our State and Nation knows our impact through communicating with Montana National Guard Public Affairs.

#### ***Goal 1.3: Align the Right People in the Right Places to Achieve and Sustain Mission Effectiveness***

The Airmen are the key to our mission success. Ensuring we have the right Airmen in the right places will offset some of the challenges of a small full-time workforce. Maintaining and promoting involvement with our DSGs is mandatory for our success.

#### ***Objectives:***

##### **1.3.1 Achieve & Sustain 95% End Strength & 90% Vacancy Fill Rate (Overall Total Squadron-Wide)**

Achieving above 95% overall end strength is a high interest item for the 219 RHS. While Recruiting & Retention will continue to assess new Airmen into the MTANG, it is incumbent on all of us to do our part to encourage prospective members to join and promote high retention and reenlistments rates in the MTANG.

##### **1.3.2. Fill Critical Vacancies in the Squadron**

Making the most efficient use of our limited manpower is vital to our success. The terms “Right Strength” and “Smart Strength” imply that we align manpower in the manner prescribed by AFI 90-201 and “...precisely focus limited resources... aligned with the commander’s priorities.” While we strive for 95% overall end strength, we will have to re-align some drill status guardsmen and fulltime positions, increasing our vacancy fill rate in the Squadron to account for new mission demands.

##### **1.3.3. Identify Single Points of Failure and Implement Mitigation Plans**

It is important to ensure we do not lose mission capability in areas where we have minimal manning or specialized skillsets. The Squadron must have redundant or interim ability in critical areas to reduce mission risk. Furthermore, we need to continually assess the distribution of additional duties to help balance the workload, identify and mitigate single points of failure and provide more program management opportunities for our Drill Status Guardsmen.

##### **1.3.4. Deliberate Force Development Plans for Airmen at All Levels**

Our future success is dependent on developing and supporting our Airmen. Within the MTANG, this development must be deliberate and structured in order to meet not only the needs of the Air Force, but to allow our families and members time to plan for their future.

## PRIORITY 2: ENSURE AIRMEN ATTAIN THEIR MAXIMUM POTENTIAL

Airmen are our most important resource. Therefore, leading, equipping, training and providing a workplace environment for them to excel is essential to ensure safe and effective mission execution now and in the future. A deliberate professional development program that prepares Airmen for future leadership roles is critical to the long-term success of the Squadron. The Squadron must also provide programs and resources to address the mental, physical, social, and spiritual needs of our Airmen and their families so they have the skills, knowledge and resiliency to meet life's challenges.

### ***Goal 2.1: Mentor Airmen by Providing Timely & Concise Feedback***

The Air Force's Evaluation System provides us the opportunity to create positive change in the Squadron in an area where we need to improve: providing Airmen timely, consistent, honest and accurate feedback to include measurable expectations.

#### ***Objectives:***

##### **2.1.1. Attain 100% Annual Feedback and Mentorship to Airmen at All Levels**

Airmen at all levels should have an opportunity to hear from their supervisor on how they are performing and to set expectations. The Airman Comprehensive Assessment (ACA) is a valuable tool to encourage two-way communication between raters and ratees, to assess where they stand and to determine what they need to do to achieve their personal and professional goals.

##### **2.1.2. Appraisal/EPR/OPR 90% On-Time Rate**

Overdue performance reports are indicative of lax or even weak administrative processes that can negatively impact an Airman's career. Raters and ratees share responsibility in ensuring reports are submitted on time to Total Force Service Center.

### ***Goal 2.2: Provide Airmen Needed Training & Opportunities to Become Competent Leaders/Technical Experts***

Deliberate force development is a critical part of ensuring mission success, now and in the future. We must provide Airmen the training, equipment and resources they need to complete today's mission and the resources and opportunities they need to be tomorrow's leaders.

#### ***Objectives:***

##### **2.2.1. Sustain 100% AFSC CDC Pass Rate**

Career Development Courses are the foundation of our mission capability and readiness. This focus on the technical aspects of each AFSC is critical to the success of not only our Airmen, but our Squadron both at home and abroad. It is incumbent on Airmen and supervisors alike to focus on this vital training.

### **2.2.2. 100% Pass Rate for In-Resident & Distance Learning PME & Zero Second-Time Failures**

The focus of Professional Military Education (PME) is for Airmen to grow as leaders, broaden their perspectives and gain a greater understanding of their role in the Air Force and the ANG. This professional education enables our leaders to develop and reach their maximum potential.

### **2.2.3. Achieve/Maintain 90% TLN Execution Rate**

Formal schools slots are valuable commodities and we can't afford to leave any unfilled. The 219 RHS has a history of exceeding the ANG standard of 80% and will continue to strive to exceed the ANG Goal by achieving and maintaining a 90% execution rate.

### **2.2.4. 100% UGT On-Time Completion**

In order to maintain a "Ready Force" our Airmen must be trained for the job at hand. Airmen with their supervisor's direction should strive to accomplish their training as expeditiously as possible while ensuring they are capable and ready to take on increased responsibilities within their AFSC.

### **2.2.5. Complete CCAF Degree or Equivalent Prior to Promotion Eligibility**

CCAF is an important part of every Airman's continuing education and is a requirement for promotion to E-8. Airmen must strive to accomplish their CCAF degree (or equivalent) prior to becoming promotion eligible so they are ready to take advantage of promotion opportunities as early as possible.

### ***Goal 2.3: Ensure Airmen are Fit to Fight***

Being "Fit to Fight" is a pillar of Air Force Readiness. Physical fitness enables our Airmen to face the physical and mental challenges that our profession demands and builds greater individual resiliency.

#### **2.3.1. 90% Fit Test Pass Rate and Fit Test Currency**

Partnering with Malmstrom AFB, the community and state programs we will provide valuable resources and assistance to help Airmen improve overall health and fitness goals. In order to answer the calls of our Nation and State we must be physically fit and ready to respond. As a foundation of our mobility readiness, we must ensure our Airmen are current and ready to deploy at a moment's notice.

#### **2.3.2. Achieve 85% IMR Rate**

The wellness of the force is a direct indicator of the Squadron's ability to execute its mission. Airmen can contribute to a higher state of readiness across the Squadron and ensure our ability to meet tasking's with minimal additional preparation by taking care of individual medical readiness requirements in a timely manner.

#### **2.3.3. Provide and Promote Mental Wellness & Resilience Programs**

Taking care of our Airmen and their families so they can take care of the mission is one of our most sacred duties. We need each Airman, from our youngest to our most senior, to be a good wingman and help prevent suicides and suicidal ideations. By proactively caring for an Airman's psychological well-being and building on effective coping skills, our force will remain resilient and strong.

#### **2.3.4. Zero Drug Demand Reduction (DDR) Test Failures**

The Squadron will work to raise awareness on the negative effects of illicit drug use and improperly taking prescription medication. Drug abuse does not align with the Air Force's Core Values and often results in an involuntary discharge. We simply cannot afford to lose Airmen this way.

#### **2.3.5. Create a Safety Minded Culture**

Each Airmen in our Squadron is critical to our mission success and lethality. By sustaining zero reportable mishaps, we can ensure that our Squadron is at its best when we are called upon to deploy to any location anytime.

#### **2.3.6. Zero Alcohol Related Incidents within the Squadron**

As members of the profession of arms, we are held to a higher standard and are expected to have the self-discipline to have a plan if we are going to consume alcohol. Alcohol related incidents recklessly endanger lives, ruin relationships and violates the trust we have been given. It is incumbent upon each member to watch out for your fellow Airman and be a great wingman!

#### ***Goal 2.4: Resilient Families...Connected to the Squadron and Their Communities***

Through effective family support programs and empowered unit Key Spouses, we'll ensure our families stay connected to the Squadron and the communities in which they live. These stronger connections will make Airmen more likely to serve a full career and families more resilient and educated.

#### ***Objectives:***

##### **2.4.1. One Primary and One Alternate Key Spouse**

Key Spouses help connect Airmen and their families to information and support services. They are a critical part of a unit's leadership team, helping build relationships to enhance resiliency and prevent Airmen and their families from suffering in silence. With large unit deployments and mission requirements, a strong Key Spouse Program will help the unit commander identify and support the needs of our families before they reach crisis level.

##### **2.4.2. Provide a Family-Oriented Squadron Event Semi-Annually**

Family-oriented events allow family members to stay connected to the "Guard family" and gives the Squadron an opportunity to show its appreciation for the support our families provide. Through these events, the Squadron can also keep families updated on major issues, programs and services they can take advantage of.

##### **2.4.3. Support Community Outreach Events**

The support within our communities is imperative to the success of our Airmen and our mission. Each unit member plays a vital role in their community and within the state. As a unit and member, we will work to support our communities through outreach events.

**Goal 2.5: Enhance Diversity, Equity, and Inclusion Squadron-wide**

In the Chief of Staff of the Air Force's "Accelerate Change of Lose," CSAF Charles Q. Brown, Jr. lays the foundation for what units should strive for within their ranks. He is quoted saying that Airmen "must be multi-capable and adaptable team builders, as well as innovative and courageous problem solvers, and demonstrate value in the diversity of thought, ingenuity, and initiative. We must develop leaders with the appropriate tools to create and sustain an environment in which all Airmen can reach their full potential, valuing the many aspects of diversity within our Air Force. Airmen who do not or cannot reflect these and the related attributes we value fall short of being the future Air Force leaders we require. These efforts must also enhance the quality of service and quality of life for our Airmen and their families, making the U.S. Air Force an attractive career choice for all Americans."

**2.5.1. Develop and Engage Diversity of Thought Through Empowerment**

As a premier RED HORSE Squadron, we will prioritize and strive for a unit of empowerment through thoughtful discussions and squadron professional organizations which focuses on the unit's climate and culture.

**2.5.2. Develop and expand programs to ensure inclusion of all members**

When Airmen are sworn into this unit, we have the duty to instill in them the Air Force's Core Values. By utilizing the Newcomers brief and Coffee Talk with the Commander, the unit will foster critically thinking and diversity of thought, ingenuity, and initiative.

**PRIORITY 3: IMPROVE ORGANIZATIONAL EXCELLENCE**

In a dynamic and ever-changing world we cannot afford to rest on our laurels. We must always strive to become better than we are, both organizationally and individually, if we are to continue to succeed. Across the force, diversity of background, experience, demographics, perspectives, thought and organization are essential to our ultimate success in an increasingly competitive and dynamic global environment. Demands on the Squadron and State are not likely to ease in the future. Therefore, we must find ways to do things better and faster so we can use our time, manpower and resources in the most efficient and effective ways possible. Airmen at all levels are encouraged to find and fix inefficient processes so we can work smarter and not harder.

**Goal 3.1. Improve Squadron Processes**

**Objectives:**

**3.1.1. Encourage and Support Innovation and Process Improvements Across the Organization**

Innovative Airmen find better ways of doing the mission. We will support and champion those innovative ideas that not only better our Squadron, but our state and service as well.

**3.1.2. Develop a Disciplined Process to Establish a Prioritized Squadron Requirements List for Internal or External Resourcing**

Being able to execute funds and resources is key to mission success. A prioritized Squadron requirements list will provide the transparency and fiscal discipline needed to utilize the resources as they become available.

### ***Goal 3.2. Leverage External Relationships to Maximize Efficiencies and Effectiveness***

#### ***Objectives:***

#### **3.2.1 Implement & Share Best Practices From and With Other Units and National Subject Matter Experts**

Networking with our counterparts across the RED HORSE Enterprise, TRIFECTA, and Total Force to learn best practices is a tremendous way to solve problems and enhance our processes. The Squadron possesses a number of subject matter experts who are networked into national organizations within their career fields. Not only should we use this access to adopt benchmark practices from other units but be willing and able to share our own innovations with others.

#### **3.2.2. Ensure Support Agreements with External Agencies and Mission Partners are Current and Comprehensive**

Maintaining strong relationships with the 120th Airlift Wing, 819th RED HORSE Squadron, and 341st Missile Wing and other military and federal agencies and the local community is of significant importance for our future mission success. Leveraging those relationships and working together to find solutions to common problems will allow us to be prepared for any contingency when called upon, be it local, state or national level.

#### **3.2.3. Continue Outreach/Cooperation with Civic Organizations**

Our Citizen Airmen and their families are key members of our communities. Our relationships with our community partners not only strengthens our families and unit but the mission as well. We will continue to reach out to civic organizations to help solidify our community relationships and enhance our partnerships with MAFB and other service organizations (such as Society of American Military Engineers, Military Affairs Committee, Chamber of Commerce, Leadership Great Falls and Rotary).



**APPENDIX A: 219 RHS Strategic Goal-Obj Matrix**

**Priority 1: Mission Success**

**Goal 1.1: Meet all State and Federal Taskings.**

<b>Objectives</b>	<b>Suspense</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>
1.1.1. (LTO) Achieve and Sustain a Ready, Reliable Force	30 Sep 2025	M1.1.1 Readiness Reporting	Monthly	CC	UDM, UTM, Section CC/Superintendents
1.1.2. (LTO) Sustain zero reclaims for AEF commitments.	Ongoing	M1.1.2. Readiness Reporting	Monthly, Upon tasking	CC	UDM, UTM, Section CC/Superintendents
1.1.3. (LTO) Sustain and measure a ready, reliable force. Units are or can be Fully Operational Capable (FOC). Squadron able to report C2 or better.	30 Sep 2025	M1.1.3. Readiness Reporting	Monthly	CC	UDM, UTM, Section CC/Superintendents
1.1.4. (LTO) Enhance DOMOPS Capabilities.	Ongoing	M1.1.4. Exercise evaluations	Semi-Annually	CC	UDM, UTM
1.1.4.1. (STO) Develop a comprehensive airfield assessments strategy	Ongoing	M1.1.4.1. Report Generation	Post-Event	DE	Section CC/Superintendents
1.1.4.2. (STO) Maintain DRBS capability	Ongoing	M1.1.4.2. Readiness Reporting	Monthly	LGS	Section CC/Superintendents
1.1.4.3. (STO) Maintain Running Estimate Slide for State Active Duty	Ongoing	M1.1.4.3. Joint Operations Center Running Estimate Slide	Monthly	UDM	Section CC/Superintendents

**Goal 1.2: Lay the foundation for future mission capability**

1.2.1. (LTO) Establish premier training facilities and capabilities	30 Sep 2029	M1.2.1. Facilities completion and availability	Quarterly	DO	CC, DE, Section CC/Superintendents, FM
1.2.1.1. (LTO) Renovate Squadron Headquarters	30 Sep 2024	M1.2.1.1 Squadron headquarters complete and available	Quarterly FUB	DO	CC, DE, Section CC/Superintendents, FM
1.2.1.1.1. (STO) Submit programming documents	31 Mar 2022	M1.2.1.1.1. Programming documents complete	Quarterly FUB	DO	CC, DE, Section CC/Superintendents, FM
1.2.1.1.2. (STO) Design renovation	30 Sep 2023	M1.2.1.1.2. Design complete	Quarterly FUB	DO	CC, DE, Section CC/Superintendents, FM
1.2.1.1.3. (LTO) Construct renovation	30 Sep 2024	M1.2.1.1.3. Construction complete	Quarterly FUB	DO	CC, DE, Section CC/Superintendents, FM

**APPENDIX A: 219 RHS Strategic Goal-Obj Matrix**

1.2.1.2. (LTO) Construction of Operations and Vehicle Maintenance Facility	30 Sep 2029	M1.2.1.2. Operations and Vehicle Maintenance Facility complete and available	Quarterly FUB	DO	CC, DE, Section CC/Superintendents, FM
1.2.1.2.1. (STO) Submit programming documents	1 Jun 2023	M1.2.1.2.1. Programming documents complete	Quarterly FUB	DO	CC, DE, Section CC/Superintendents, FM
1.2.1.2.2. (LTO) Design facility	30 Sep 2027	M1.2.1.2.2. Design complete	Quarterly FUB	DO	CC, DE, Section CC/Superintendents, FM
1.2.1.2.3. (LTO) Construct facility	30 Sep 2029	M1.2.1.2.3. Construction complete	Quarterly FUB	DO	CC, DE, Section CC/Superintendents, FM
1.2.1.3. (LTO) Renovate PEB	30 Sep 2024	M1.2.1.3. Renovation of PEB complete and available	Quarterly FUB	DO	CC, DE, Section CC/Superintendents, FM
1.2.1.3.1. (STO) Submit programming documents	30 Sep 2022	M1.2.1.3.1. Programming documents complete	Quarterly FUB	DO	CC, DE, Section CC/Superintendents, FM
1.2.1.3.2. (STO) Design facility	30 Sep 2023	M1.2.1.3.2. Design complete	Quarterly FUB	DO	CC, DE, Section CC/Superintendents, FM
1.2.1.3.3. (LTO) Construct facility	30 Sep 2024	M1.2.1.3.3. Construction complete	Quarterly FUB	DO	CC, DE, Section CC/Superintendents, FM
1.2.1.4. (STO) Revalidate equipment through organization of our facilities	30 Sep 2023	M1.2.1.4. ARIS ESL Validation	Quarterly	LGS	Section CC/Superintendents
1.2.2. (LTO) Actively pursue Vehicles	30 Sep 2025	M1.2.2. Master Vehicle Record	Quarterly	LGV	LG Section
1.2.2.1 (STO) Receive Approved VAL	30 Apr 22	M1.2.2.1. Master Vehicle Record	Quarterly	LGV	LG Section
1.2.2.2 (LTO) Source and receive Vehicles	30 Sep 2025	M1.2.2.2. Master Vehicle Record	Quarterly	LGV	LG Section
1.2.3. (STO) Actively pursue equipment to enhance our current mission	30 Sep 22	M1.2.3. DPAS Equipment Authorization Listing	Monthly	LGS	Section CC/Superintendents
1.2.4. (LTO) Maintain Strategic Communication	Ongoing	M1.2.4. DEOCS, Strat Plan, Messaging Event (MAC, Community events)	Bi-Annual	CC	SEL, CCF

**APPENDIX A: 219 RHS Strategic Goal-Obj Matrix**

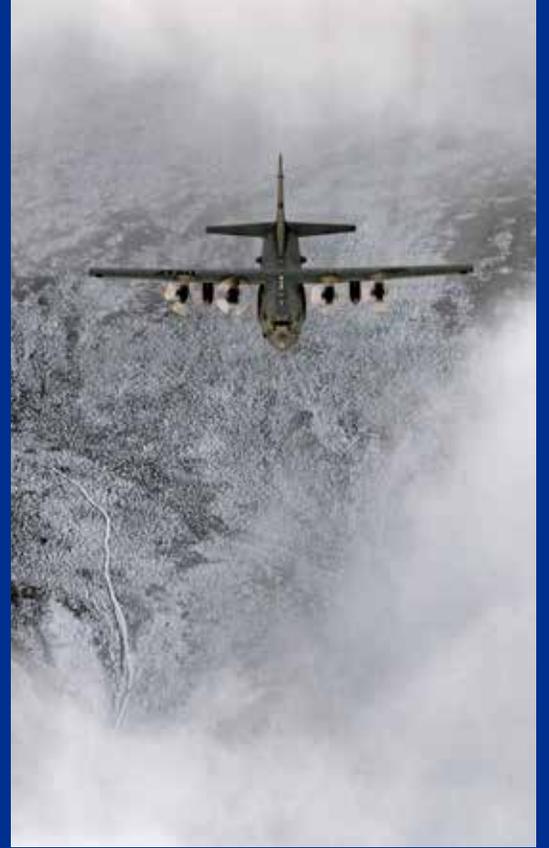
<b>Goal 1.3: Align the right people in the right places to achieve &amp; sustain mission effectiveness</b>						
<b>Objectives</b>	<b>Suspense</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>	
1.3.1 (LTO) Achieve & sustain 95% end strength, 90% vacancy fill rate (overall total squadron-wide)	30 Sep 2025	M1.3.1. Strength Report	Monthly	R&R	Squadron Members	
1.3.2. (STO) Fill critical vacancies in the squadron	Ongoing	M1.3.2. Strength Report UMD, UPMR, Readiness Reporting	Monthly	CC, SEL	R&R, UDM, CSS	
1.3.3. (LTO) Identify single points of failure and implement mitigation plans	Ongoing	M1.3.3. AGR Guide/Duty Roster	Semi-Annually	SEL	Squadron Members	
1.3.4. (LTO) Deliberate force management plans for Airmen at all-levels	Ongoing	M1.3.4. ACB, SRB, UMD, UPMR	Semi-Annually	CC, SEL	Section CC/Superintendents	
<b>Priority 2: Develop Airmen to their maximum potential</b>						
<b>Goal 2.1: Mentor Airmen by maximizing ACA tools to provide timely &amp; concise feedback</b>						
<b>Objectives</b>	<b>Suspense</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>	
2.1.1. (LTO) Maintain 100% annual feedback and mentorship to Airmen at all levels	Ongoing	M2.1.1. myEVAL & DEOCS	Annual (DEOCS)	Supervisor	Squadron Members	
2.1.2. (LTO) Achieve and Maintain/EPR/OPR/Appraisal 100% on-time rate	Ongoing	M2.1.2. Status Report	Monthly	Supervisor	Squadron Members	
<b>Goal 2.2: Provide Airmen with needed training &amp; opportunities to become competent leaders/technical experts</b>						
<b>Objectives</b>	<b>Suspense</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>	
2.2.1. (LTO) Sustain 100% AFSC CDC pass rate	Ongoing	M2.2.1. Status of Training (SOT), OJT Report	Quarterly	Supervisor	UTM, Member	
2.2.2. (LTO) 100% course pass rate for in-resident & distance learning PME & zero second-time failures	Ongoing	M2.2.2. SOT, PME Report	Quarterly	Supervisor	UTM, Member	
2.2.3. (LTO) Maintain 90% TLN Execution rate	Ongoing	M2.2.3. SOT	Monthly	Supervisor	UTM, Member	
2.2.4. (LTO) 100% UGT within 2 years	Ongoing	M2.2.4. SOT, OJT	Monthly	Supervisor	CC, UTM, Section CC/Superintendents	
2.2.5. (LTO) Complete CCAF degree or equivalent prior to promotion eligibility	Ongoing	M2.2.5. SOT, CCAF Report	Semi-Annually	Member	Supervisor, Force Development Office	

**APPENDIX A: 219 RHS Strategic Goal-Obj Matrix**

<b>Goal 2.3: Ensure Airmen are fit to fight</b>						
<b>Objectives</b>	<b>Suspense</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>	
2.3.1. (LTO) Sustain 90% Fit test pass rate and currency	Ongoing	M2.3.1. Inbrief	Monthly	Member	Unit Fitness Monitor	
2.3.2. (LTO) Achieve 85% IMR Rate	Ongoing	M2.3.2. Inbrief, ASIMS	Quarterly	Member	Unit Health Monitor	
2.3.3. (LTO) Provide and promote mental wellness & resilience programs	Ongoing	M2.4.3. Suicide Prevention Program Checklist, CAIB Briefing	Semi-annual	CC	SEL, CCF	
2.3.4. (LTO) Zero DDR test failures	Ongoing	M2.4.4. Monthly test reports	Monthly	Member	CC, SEL, CCF	
2.3.5. (LTO) Create and maintain a safety minded culture	Ongoing	M2.3.5. Safety Training Plan, Safety Education	Quarterly	SE	CC, Unit Safety Reps, Supervisors	
2.3.6. (LTO) Zero alcohol related incidents	Ongoing	M2.3.6. DUI's, SOD, Stand-up	Quarterly	Member	Squadron Members	
<b>Goal 2.4: Resilient families connected to Squadron &amp; the local community</b>						
<b>Objectives</b>	<b>Suspense</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>	
2.4.1. (LTO) One Primary and one alternate Key Spouse/per unit	Ongoing	M2.4.1. AFRP Key Spouse Org Chart	Monthly	Family Coordinator	CC, SEL, CCF	
2.4.2. (LTO) Provide 1 family-oriented squadron event semi-annually	Ongoing	M2.4.2. Squadron Annual Plan	Monthly	CC	SEL, CCF, Family Coordinator, Community Action Team	
2.4.3. (LTO) Support community outreach events	Ongoing	M2.4.3. SAF PA approved events, Community events calendar, Youth Challenge Events, Airshow/Open House Schedule	Quarterly	CC	Squadron Members	
<b>Goal 2.5: Enhance Diversity, Equity, and Inclusion Squadron-wide</b>						
2.5.1 (LTO) Develop and engage diversity of thought through empowerment	Ongoing	M2.5.1. Diversity & Inclusion Council Minutes & Recommendations, DEOCS	Semi-Annual	CC	SEL, CCF, Diversity & Inclusion Council	
2.5.2 (LTO) Develop and expand programs to ensure inclusion of all members	Ongoing					
2.5.2.1 (LTO) Develop an open mindset to talking about diversity and inclusion	Ongoing	M2.5.2.1 Diversity & Inclusion "Coffee" with Commander	Semi-Annual	CC	SEL, CCF	
2.5.2.1 (LTO) Capitalize on new members experiences by creating a culture of openness	Ongoing	M2.5.2.2 Newcomers brief	Quarterly	CSS	Squadron Members	

**APPENDIX A: 219 RHS Strategic Goal-Obj Matrix**

<b>Priority 3: Improve organizational excellence</b>					
<b>Goal 3.1. Improve squadron processes</b>					
<b>Objectives</b>	<b>Suspense</b>	<b>Metrics</b>	<b>Measured</b>	<b>Champion</b>	<b>OCR(s)</b>
3.1.1. (LTO) Encourage and support innovation and process improvement/efficiencies across organization	Ongoing	M3.1.1. AAR's	Post Event	CC	Squadron Members
3.1.2. (STO) Develop a disciplined process to establish a prioritized squadron requirements list for internally or externally resourcing	31 May 22	M3.1.2. Budget Tracker	Monthly	FM	Section CCs/Superintendents, LNOs
<b>3.2. Leverage external relationships to maximize efficiencies &amp; effectiveness</b>					
3.2.1 (LTO) Implement and share best practices from and with other units and national SMEs	Ongoing	M3.2.1. AARs, Benchmarks, RED HORSE Working Group, Readiness workshop, DRBS Working Group	Post Event	Event POC	Squadron Members
3.2.2. (LTO) Ensure support agreements with external agencies are in-place as needed for mission support, current and effective.	Ongoing	M3.2.2. Support Agreements, MOUs, MOAs	As required	LGX	CC, Section CCs/Superintendents, External Agencies
3.2.3 (LTO) Continued outreach/cooperation with civic organizations (MAC, Chamber of Commerce, Leadership Great Falls, etc)	Ongoing	M.3.2.3. Military Affairs Committee Attendance, Leadership Great Falls	Monthly	CC	Squadron Members



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## STRATEGIC PLAN

