



# 48<sup>th</sup> Fighter Wing



---

*Integrity – Service – Excellence*

## Strategic Planning - Outbrief Strategic Alignment and Deployment (SA&D) 2014 Liberty Wing Strategic Roadmap



**Col Kyle W. Robinson**  
**48 FW/CC**  
**6-7 Jan 14**

**UNCLASSIFIED**

---



# Overview

---

- **Opening Remarks**
- **Purpose**
- **Summary**
- **Agenda**
- **Team Members**
- **Team Preparation**
- **Event Summary**
- **Event Products**
- **Way Ahead**
- **Implementation Plan – Key Tasks**



# Purpose

---

- **To align the 48<sup>th</sup> FW with the USAFE-AFAFRICA Strategic Plan**
  - **To develop the 48<sup>th</sup> FW SA&D and Strategic Plan for 2014**
  - **Set top level goals and objectives for where we want to take the wing in the coming year**
  - **Establish measures of success**
  - **Build an action plan and a method of tracking our progress**
-



# Summary

---

- **Purpose: 48<sup>th</sup> FW SA&D and Strategic Plan for 2014**
  - **Duration: Two Days, 6-7 Jan 14, 0700-1630**
  - **Location: RAF Lakenheath, 48 EMS AGE**
  - **Facilitators: Col Cox, TSgt McCracken**
  - **Deliverables:**
    - **48<sup>th</sup> FW SA&D aligned with USAFE-AFAFRICA strategic guidance**
    - **Wing goals with objectives to meet goals**
    - **Way Ahead Action Plan of follow-on tasks**
-



# Agenda

---

- ☑ Purpose, Summary, Schedule
  - ☑ Admin, ROEs, & Expectations
  - ☑ SA&D Methodology
  - ☑ USAF Mission and Vision
  - ☑ USAFE-AFAFRICA Priorities
  - ☑ Goals Review
  - ☑ Mission and Vision Review
  - ☑ USAFE/48<sup>th</sup> FW SA&D Review
  - ☑ Strategic Roadmap Review
  - ☑ Commander Priorities & Goals
  - ☑ Mission/Vision Discussion
  - ☑ Accomplishments
  - ☑ Top Issues
  - ☑ Assumptions for the Near Term
  - ☑ SIPOC
  - ☑ SWOT
  - ☑ 2011 Strategic Roadmap Review
  - ☑ “SMART” Guidelines
  - ☑ 2014 48th FW Strategic Roadmap Development
  - ☑ Priorities and Goals
  - ☑ Objectives
  - Measures } Not complete
  - Tasks }
  - ☑ Implementation Plan
  - ☑ Way Ahead
  - ☑ Key Learnings and Critique
  - ☑ Closing Remarks
-



# Team Members

---

- **ROBINSON, KYLE W CoI USAF USAFE 48 FW/CC**
  - **CIERO, MARK K CoI USAF USAFE 48 FW/CV**
  - **MARLER, VINCENT L CMSgt USAF USAFE 48 FW/CCC**
  - **SLOCUM, MARK H CoI USAF USAFE 48 OG/CC**
  - **DUPLECHAIN, ANTHONY B SMSgt USAF USAFE 48 OG/SEM**
  - **COX, MATTHEW D CoI USAF USAFE 48 MXG/CC**
  - **NORTH, DANIEL R CMSgt USAF USAFE 48 MXG/CCC**
  - **VANDEVEER, MARC R CoI USAF USAFE 48 MSG/CC**
  - **MCMILLAN, MICHAEL A CMSgt USAF USAFE 48 MSG/CCC**
  - **LEGAN, JOSEPH J CoI USAF USAFE 48 MDG/CC**
  - **CAMPBELL, CHRISTOPHER L CMSgt USAF USAFE 48 MDG/CCC**
  - **COX, MATTHEW D CoI USAF USAFE 48 MXG/CC**
  - **MCCRACKEN, FORREST J TSgt USAF USAFE 48 FW/CCO**
-



# Team Preparation

---

- **Precompiled list of the Group's top issues and challenges over the near term (1-2 years)**
- **Group Mission, Vision, and Priorities on hand**
- **Familiarization with:**
  - **48 FW Strategic Roadmap - 2011**
  - **USAFE AFRICA Forward, Ready, Now**
  - **USAFE AFRICA Strategy Snapshot**
  - **USAFE Strategy Breedlove Signed**
  - **Global Vigilance Reach Power**
  - **Roll Call Thank You**
  - **Vision Brochure**





# Event Summary

---

- ☑ **Complete agenda items up to and including the 48<sup>th</sup> FW Strategic Roadmap**
  - ☑ **Complete review of the Wing Mission and Vision Statement**
  - ☑ **Develop Priorities, Goals, Objectives**
  - ☑ **Outline Measures and Tasks to follow**
  - ☑ **Align 48<sup>th</sup> FW SA&D Strategy Map with USAFE-AFAFRICA Strategic Guidance**
  - ☑ **Outline a Way Ahead of remaining tasks to be completed**
-





# Event Products

- **Team Member Expectations**
- **Mission and Vision (Review)**
- **48<sup>th</sup> FW Goals (Review)**
- **48<sup>th</sup> FW Enduring Missions**
- **48<sup>th</sup> FW Commander Priorities and Goals**
- **48<sup>th</sup> FW Accomplishments**
- **48<sup>th</sup> FW Top Issues**
- **Assumptions for the Future...2014, 2015**
- **Suppliers, Inputs, Processes, Outputs, Customers (SIPOC)**
- **Strengths, Weaknesses, Opportunities, and Threat (SWOT)**
- **SA&D Strategic Roadmap (Priorities, Goals, Objectives)**
- **Way Ahead**
- **Implementation Plan (initial draft)**
- **Parking Lot**





# Expectations

## (Team Member Pre-Event Expectations)

---

### EXPECTATIONS:

- Better understanding of where we are
- Useable at the Group level plus every Airman knows where we're going x2
- Has to be realistic while downsizing and facing fiscal constraints on what we CAN do not WANT to do x2
- How to connect and communicate to the enlisted force
- Articulate where we are and where we're going
- Clear in everyone's minds
- Known and unknowns with a framework for going forward x2
- A flexible plan
- Where will we be in 2015
- Capability to track where we're going
- How Airmen fit in

### THEMES

- Realistic and flexible plan that can be understood by all
- Clear understanding of where we are and where we're going

### WHAT NOT TO DO:

- No rabbit holes
- Neglect the big picture
- Written to the wrong audience
- No bumper stickers
- Not useable or relatable to the squadrons



# 48<sup>th</sup> FW Mission and Vision

---



## VISION

**Premier combat wing, capable of dominating any adversary**

## MISSION

**Provide worldwide responsive combat airpower and support**

---



# 48<sup>th</sup> FW Goals



- **Sharpen Combat Capability**
- **Strengthen the Team**
- **Shape the Installation**



ROYAL AIR FORCE LAKENHEATH, England - U.S. Air Force Maj. Mike Conrad, 493rd Fighter Squadron pilot, (left) checks aircraft forms as Swedish Air Force Capt Fredrik Bergstrom, 211th Fighter Squadron, watches prior to take-off, Nov. 17, 2011. This is Bergstrom's first time ever in a foreign aircraft. Members from the SAF and the 48th Fighter Wing trained together to increase their interoperability and gather experience with foreign aircraft. (U.S. Air Force photo/Senior Airman Tiffany M. Deuel)



# 48<sup>th</sup> FW Enduring Mission

---



- **Worldwide responsive combat airpower and support**



# 48<sup>th</sup> FW Commander Priorities and Goals



In short...

- Mission, People, Installation

My Goal:

- Well trained Airmen able to deploy and perform
- Take care of Airmen and families (take care of people and they'll take care of the mission)
  - families taken care of and have all the resources they need
  - disciplined forces treating each other with dignity and respect
- Take care of the base
  - finite resources
  - opportune building and construction and infrastructure improvements but with a view of the long term
- turnover things moving on their own affording the incoming leadership team time to get their bearings on the job and the mission
- processes laid out and working
- know how well we are progressing
- new normal
  - CAT processes in place and working
- can't be personality dependent
- we need to be ready across the board all the time
- frequent robust continuous exercise regime
- use the inspection process to our advantage
- ready now





# 48<sup>th</sup> FW Accomplishments



- Flawless NSAV
- LCAP Excellent
- CCRI Excellent/Outstanding
- Joint Commission 3-yr Accreditation
- USAFE Hospital of the Year
- Successful Mission Deployments
- Arctic Challenge Success
- Squadron AF Level Awards: CPTS, WX, CE, MUNS
- Mission Integration with the Wing
- Improved Sexual Assault Rates
- Decreased DUIs and ARIs
- Improved Fitness
- Survived Sequestration
- Delivered combat power through Government Shutdown, Sequestration, Squadron Stand-Down, and Furlough while deploying Airmen and Aircraft
- Improved UK partnership
- 12 Outstanding Airman of the Year
- Improved healthcare partnerships: Surgeons, interns, ER, nurses, and EMTs work side by side with the National Health Service
- Increased integration between the 48<sup>th</sup>, 100<sup>th</sup>, and 352<sup>nd</sup>
- Community activities successful, and thriving
- DODS Blue Ribbon Award
- Robust volunteer program
- Successful Blue Flag deployment
- Accelerated Lord's Walk divestiture
- Strong promotion rates
- Housing Office of the Year
- Lew Allen Award recipients x2
- Leo Marquez award recipient
- PJ of the Year
- SFS Large Squadron of the Year



# 48<sup>th</sup> FW Top Issues

---

- Sequestration
  - Force reduction
  - Ability to fly CMR rate
  - All force management programs
  - Manning overall
  - Crumbling infrastructure
  - 47% sustainment funding
  - Organizational climate
  - Volunteer separations
  - New missions
  - Instability
  - Self-inspection program/MICT
  - Inspection ready at all times
  - NATO requirements and demands
  - EIC results
  - Sustaining training through force reductions
  - Additional responsibilities sustainment in face of force reductions
  - Accomplishing the mission given force reductions
  - Mitigating stress
  - Managing change
  - Fleet health
  - Community partnering for base support and services
  - Operations training backlog
  - Maintenance training backlog
-





# Assumptions for the Future... 2014, 2015...

(Forward thinking... What will the future environment be like?)

---

- Reduced manning
  - Continued centralization (to deal with manpower cuts)
  - Deployments will remain the same
  - Unpredicted “pop-up” tasking of a “limited conflict” nature
  - Strike mission
  - Morale and QoL will need more attention
  - Sequestration: ‘13 bad, ‘14 worse, ‘15 level (same as ‘14)
  - Increase in the quality of the force
  - Loss of experience and expertise due to force shaping
  - RAFM SOW standup
  - Tri-base area major mission changes
  - Wing leadership change
  - Continue to take on risk in infrastructure
  - NGEC/DIO reorganization will result in tiered levels of service
  - Increased reliance on web based applications
  - SFS personnel cuts will drive greater assumed risk or augmentation
  - Non-Appropriated Fund (NAF) activities recapitalization
  - Increased risk to AFREP funds
  - Maintenance production will continue to be less than required to support CMR rates (unless manning is balanced in selected areas, manning is increased in selected areas, experience is acquired, and the DEROS can be extended)
  - Maintenance supervision and leadership expertise will continue to suffer due to manning
  - Cyber Security will play an increased role in our activities
  - Continued consolidation of contracts
  - Increased reliance on “scoring models” for funding
-



# 48<sup>th</sup> FW SIPOC

SUPPLIERS	INPUTS	PROCESSES	OUTPUTS	CUSTOMERS
DLA Host Nation AFPC Group to Group US-UK AFMC Supply Chain USAFE Local Economy Families AFREP Congress Headquarters DODDS DECA AAFES Forest Heath	Aircraft Money Time People Equipment Facilities Land Airspace Bombs/Bullets Utilities H/N Agreements Regulations Policy CC Intent Taskings	Mobility Flying Sortie Gen Training Development Base Security In/Out Processing Health/Welfare Advocating Funding Requirements Development Sustaining Infrastructure Tasking Process Recognition Program Self-Assessment Exercises Staffing Legal Process Community Support C3	Sorties Flight Training Deployable Airmen Airpower Support Economic Impact Jobs Security Healthier People Babies Safe Environment Morale (Overall Climate) Trained Airmen (SMEs) Partnership with Various Nations Products Services Education	COCOMs NATO Partners American Public Airmen Families Civilian/Public RAFM RAFF 501 <sup>st</sup> CSW 352 <sup>nd</sup> SOG UK/HN Group-Group USAFE/AA HQ Community Partners



# 48<sup>th</sup> FW SWOT Analysis



## STRENGTHS

Winning spirit  
 Innovative Airmen  
 Relationship building  
 Deploy/go to war  
 Do big better  
 Teamwork  
 Diverse resources  
 (Mission sets, self-sufficient)  
 Supporting warfighters

Training opportunities  
 (Rangers, NHS, Mx)  
 Location value to  
 Airmen and families  
 Schools, NAF, Services  
 Community QoL  
 Ability to shoulder a  
 heavy workload (tempo,  
 resiliency)

## WEAKNESSES

Aging infrastructure  
 Saying no  
 Location, tempo, mission,  
 demands  
 Climate (weather)  
 Communication  
 Expectations of decreased  
 service levels  
 Off-duty behavior  
 Stability  
 Pride in ownership  
 Commaraderie  
 Not balancing lives

Maintenance production  
 Executing requirements (DIO)  
 Understanding Airmen  
 Professional Development  
 (feedback)  
 Deliberate planning  
 Recognition  
 Involved professional orgs  
 Off base/community presence  
 Event planning  
 Land locked (expansionless)

## OPPORTUNITIES

Mission divestiture  
 US-UK relationships  
 New mission money  
 Consolidation/demo  
 New NAF activities  
 Technology  
 EIC results  
 JSF beddown  
 AFI lattitude  
 Pub/priv partnering  
 Conservation  
 MICT/CCIP stability

Opportune infrastructure  
 \$\$\$  
 100% CMR Flying hours  
 Shape NGEN  
 Accelerate Lords Walk  
 handover  
 Focus on Readiness  
 Say no  
 Flightline kitchen  
 IDRC capacity/utilization  
 AFREP \$\$\$

## THREATS

Readiness  
 Maintenance manning  
 Force management  
 Funding  
 DIO reorganization  
 Pop-up contingency  
 Environmental (OWS,  
 encroachment, noise, ...)  
 Parts procurement  
 AF centralization  
 Cyber threat  
 Morale  
 Burnout  
 LN employee talent

Quality training  
 Fleet health  
 # taskings/saturation  
 Additional duty augmentee  
 capacity reduction  
 Tyranny of the functional  
 through focused support  
 Base security threats  
 AFREP control and regulation  
 Aircrew proficiency  
 Aircrew qualifications  
 Maintenance proficiency  
 Maintenance qualifications



# Strengths

---

- **Winning spirit**
- **Innovative Airmen**
- **Relationship building**
- **Deploy/go to war**
- **Do big better**
- **Teamwork**
- **Diverse resources  
(Mission sets, self-sufficient)**
- **Supporting warfighters**
- **Training opportunities  
(Rangers, NHS, Mx)**
- **Location value to  
Airmen and families**
- **Schools, NAF, Services**
- **Community QoL**
- **Ability to shoulder a  
heavy workload (tempo,  
resiliency)**



# Weaknesses

---

- Aging infrastructure
  - Saying no
  - Location, tempo, mission, demands
  - Climate (weather)
  - Communication
  - Expectations of decreased service levels
  - Off-duty behavior
  - Stability
  - Pride in ownership
  - Commaraderie
  - Not balancing lives
  - Maintenance production
  - Executing requirements (DIO)
  - Understanding Airmen
  - Professional Development (feedback)
  - Deliberate planning
  - Recognition
  - Involved professional orgs
  - Off base/community presence
  - Event planning
  - Land locked (expansionless)
-



# Opportunities

---

- Mission divestiture
- US-UK relationships
- New mission money
- Consolidation/demo
- New NAF activities
- Technology
- EIC results
- JSF beddown
- AFI latitude
- Pub/priv partnering
- Conservation
- MICT/CCIP stability
- Opportune infrastructure \$\$\$
- 100% CMR Flying hours
- Shape NGEC
- Accelerate Lords Walk handover
- Focus on Readiness
- Say no
- Flightline kitchen
- IDRC capacity/utilization
- AFREP \$\$\$



# Threats

---

- Readiness
- Maintenance manning
- Force management
- Funding
- DIO reorganization
- Pop-up contingency
- Environmental (OWS, encroachment, noise, ...)
- Parts procurement
- AF centralization
- Cyber threat
- Morale
- Burnout
- LN employee talent
- Quality training
- Fleet health
- # taskings/saturation
- Additional duty augmentee capacity reduction
- Tyranny of the functional through focused support
- Base security threats
- AFREP control and regulation
- Aircrew proficiency
- Aircrew qualifications
- Maintenance proficiency
- Maintenance qualifications



# 48<sup>th</sup> FW Strategic Roadmap 2014



**Mission:** Provide worldwide responsive combat airpower and support

**Vision:** Premier combat wing, capable of dominating any adversary

Priorities and Goals	Objectives	Metrics	Tasks
<p>SHARPEN COMBAT CAPABILITY</p> <p><b>Goal:</b> <i>Liberty Airmen ready for combat on day one of the conflict</i></p> <p>OPR: Slocum, Cox</p>	<ul style="list-style-type: none"><li>- Deliver combat ready Airmen and aircraft to the combatant commander</li><li>- Develop and maintain combat ready aircrew while ensuring sortie production and fleet health</li><li>- Ensure nuclear readiness</li><li>- Enhance coalition interoperability</li></ul>		





# 48<sup>th</sup> FW Strategic Roadmap 2014



**Mission:** Provide worldwide responsive combat airpower and support

**Vision:** Premier combat wing, capable of dominating any adversary

Priorities and Goals	Objectives	Metrics	Tasks
<p>STRENGTHEN THE TEAM</p> <p><b>Goal 1:</b> <i>Professional Liberty Airmen of character: resilient, innovative...thriving in a culture of accountability, dignity, and respect</i></p> <p>OPR: Ciero, Legan, Vandev eer</p>	<ul style="list-style-type: none"><li>- Develop a professional and technically proficient Liberty team</li><li>- Ensure a climate of trust where every member of the Liberty team is valued</li><li>- Proactive Liberty Airmen who take care of each other on and off duty</li><li>- Prevent sexual assault and alcohol related incidents</li></ul>		



# 48<sup>th</sup> FW Strategic Roadmap 2014



**Mission:** Provide worldwide responsive combat airpower and support

**Vision:** Premier combat wing, capable of dominating any adversary

Priorities and Goals	Objectives	Metrics	Tasks
<p>STRENGTHEN THE TEAM</p> <p><b>Goal 2:</b> <i>World class support to the Liberty community in an era of uncertainty</i></p> <p>OPR: Ciero, Legan, Vandever</p>	<ul style="list-style-type: none"><li>- Care for Airmen and their families</li><li>- Foster enduring community partnerships</li><li>- Retain the highest quality force</li><li>- Enhance stability by preventing unnecessary turmoil</li></ul>		



# 48<sup>th</sup> FW Strategic Roadmap 2014



**Mission:** Provide worldwide responsive combat airpower and support

**Vision:** Premier combat wing, capable of dominating any adversary

Priorities and Goals	Objectives	Metrics	Tasks
<p>SHAPE THE INSTALLATION</p> <p><b>Goal:</b> <i>RAF Lakenheath and Feltwell deliberately developed to support the mission and people of today and tomorrow</i></p> <p>OPR: Vandever</p>	<ul style="list-style-type: none"><li>- Deliver targeted installation support and services</li><li>- Provide safe communities and secure installations</li><li>- Focused and disciplined mission investments</li><li>- Responsible stewardship of our resources</li><li>- Smartly sustain our infrastructure</li></ul>		



# Way Ahead

---

## Tasks and Implementation items to be Completed:

- **Develop Metrics and Tasks – OPR: CV, Group CCs**
  - **Implementation Development – OPR: MXG/CC**
  - **Communication Plan – OPR: Wg/CC**
  - **Follow-up Actions – OPR: TBD**
  - **Established Group SA&D Executive Council –  
Composition: Wg CC, CV, CCC, Group CCs and CCCs**
  - **Established Group SA&D Executive Sub-committee:  
Group CCs, during Weekly Group CC Meeting**
  - **Scheduled Monthly SA&D Review – Post Group CC  
Weekly Meeting, Once per Month**
  - **Implementation**
-



# Implementation Plan – Key Tasks

TASK	OWNER	DUE	NOTES	X
Sharpen (OPR)	Slokes, Cox			
Strengthen (OPR)	Ciero, Legan, Vandevveer			
Shape (OPR)	Vandevveer			
Sharpen (draft metrics and tasks)	Slokes, Cox	21 Jan 14	Possible delay, plus transfer OPR to Wilkinson	
Strengthen (draft metrics and tasks)	Ciero, Legan, Vandevveer	21 Jan 14	Possible delay	
Shape (draft metrics and tasks)	Vandevveer	21 Jan 14	Possible delay	
Prepare Event Outbrief	Cox	14 Jan 14		
Develop and Document Detailed Implementation Plan	Cox	28 Jan 14		



# Parking Lot

---

- Frontline functions transition to in-garrison
  - EIC impacts?
  - What are the (realistic) near-term mission requirements?
  - F-35?
  - Use existing forums for metrics, i.e. lexicon of metrics vs. duplication of effort
  - Incorporate MICT
  - Shape the Installation from 2011 is weak, needs work
  - AEF brief, HOF, Staff Meeting...
  - Ready to execute
  - Ready to face the challenges
  - What is needed to fix Maintenance to be able to support CMR rates?
-



# Questions?

---

