

178TH WING

# STRATEGIC PLAN

2024-2027



READY

RELEVANT

RESPONSIBLE



# IT STARTS WITH US

Our motto, “It Starts with Us” embodies the spirit, intent, and innovative culture of the 178th Wing.

We must be ready, trained, and equipped to meet the demands of our communities, our state, and our nation. Anytime, anywhere.

- Col. Kazmaier

# MISSION

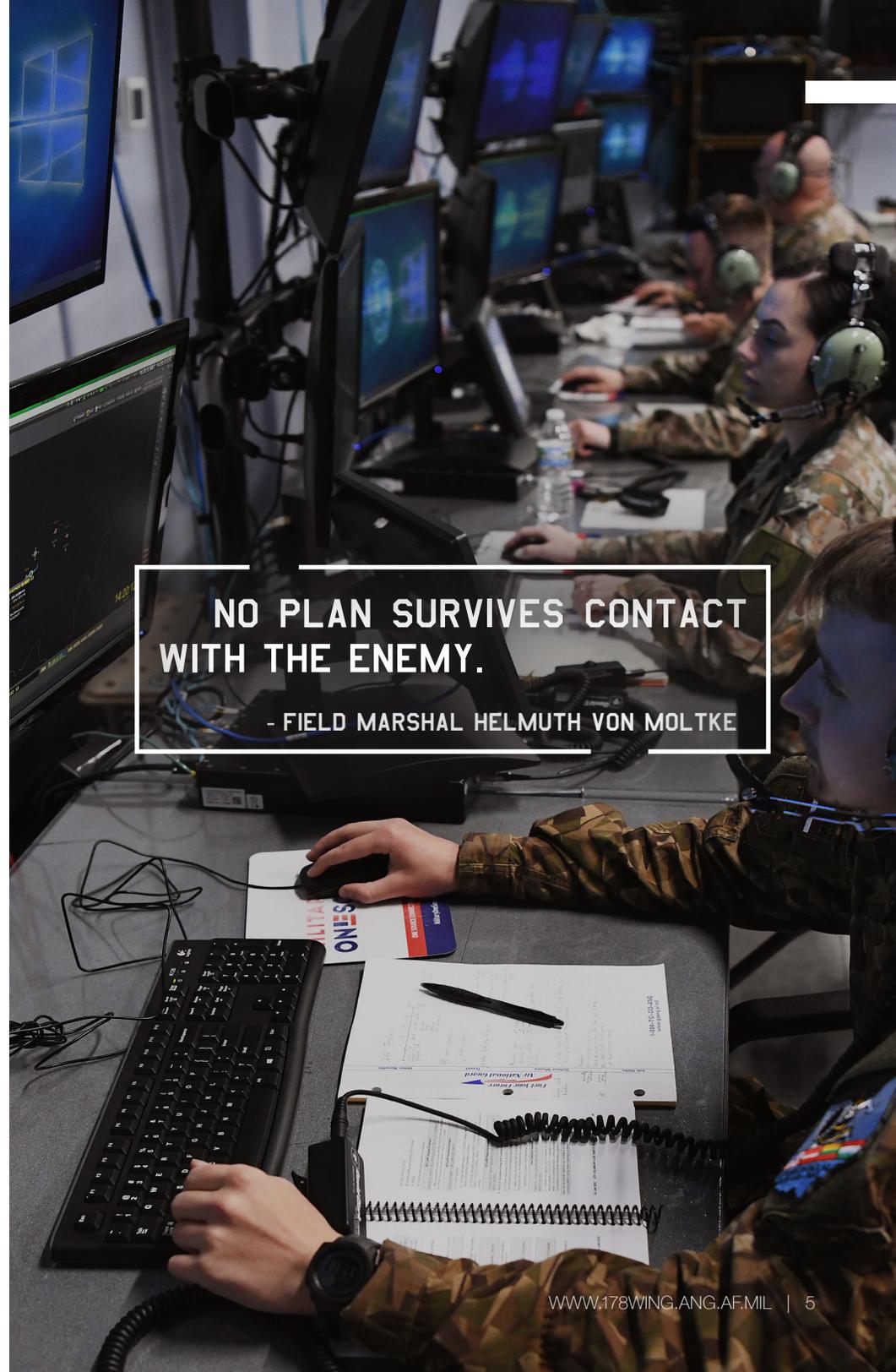
**Provide ready units to conduct Persistent Attack, Intelligence, Surveillance & Reconnaissance, Battle Management, and Agile Combat Support to execute federal and state missions while maintaining an active involvement with the local community.**

We must be ready when called, whether it's in support of an overseas combatant commander or responding to domestic efforts at home. Every airman must clearly understand their role and how the accomplishment of their daily tasks supports our nation, state, and the 178th Wing. Commanders and senior enlisted leaders must ensure our airmen are properly aligned towards mission accomplishment by fostering a cohesive and inclusive environment coupled with the appropriate training, equipment, and opportunities necessary to succeed.

# VISION

**To be THE innovative and multi-faceted force that our nation and state turn to for engaged citizen airmen who will dominate the missions of today and the future.**

The 178th Wing strategic vision is a call to understand. A 20th-century philosopher, Ludwig Wittgenstein, said, "To understand is to know what to do," and that is precisely our Saber objective. Sabers will adapt to changes in our complex environment and understand the impacts on the wing and understand that within the wing there are different mission requirements to have success. Our missions lay on a horizontal plane of importance and execution rather than a hierarchical one.



**NO PLAN SURVIVES CONTACT  
WITH THE ENEMY.**  
- FIELD MARSHAL HELMUTH VON MOLTKE

# COMMANDER'S INTENT

Understanding the commander's intent is critical to the success of our missions. It affords every airman the opportunity to operate in multi-spectrum environments with the ability and confidence to adapt to dynamic and fluid conditions quickly and decisively. The enemy always has a vote and even the best laid plans will require flexibility and decisiveness **at and from all levels**. U.S. Air Force Chief of Staff General Charles Q. Brown stated, "To drive commander's intent, we have to be very broad in our thinking. We must give airmen the leeway, without being very prescriptive, to lead and execute while still meeting intent. When airmen are empowered, they'll be able to make things happen that we didn't even think about."

The world we live in is everchanging and that change is occurring at a rapid pace. The 178th Wing's responsibility to meet multiple challenges as a superior military organization means we need to be willing and able to adapt and to challenge the status quo through innovation, the skills of our professional airmen, and outright tenacity. The 178th Wing does not accept mediocrity and we must continually push the boundaries to provide the necessary support and lethality across the entire spectrum of conflict now and in the future. To do this, the 178th Wing **WILL:**

**"NEVER TELL PEOPLE HOW TO DO THINGS.  
TELL THEM WHAT TO DO AND THEY WILL SURPRISE  
YOU WITH THEIR INGENUITY."**

**- GENERAL GEORGE S. PATTON ,JR**

## DEVELOP AIRMEN

Grow the whole airman at every level to develop an agile and responsive team of dedicated professionals and empower them to think creatively and act decisively with conviction.

## ENSURE READINESS

Possess the capabilities and readiness requirements across contested and uncontested domains to meet the demands to deter, or dominate with force, acts or threats of aggression against U.S. interests and our partners and allies at home and abroad.

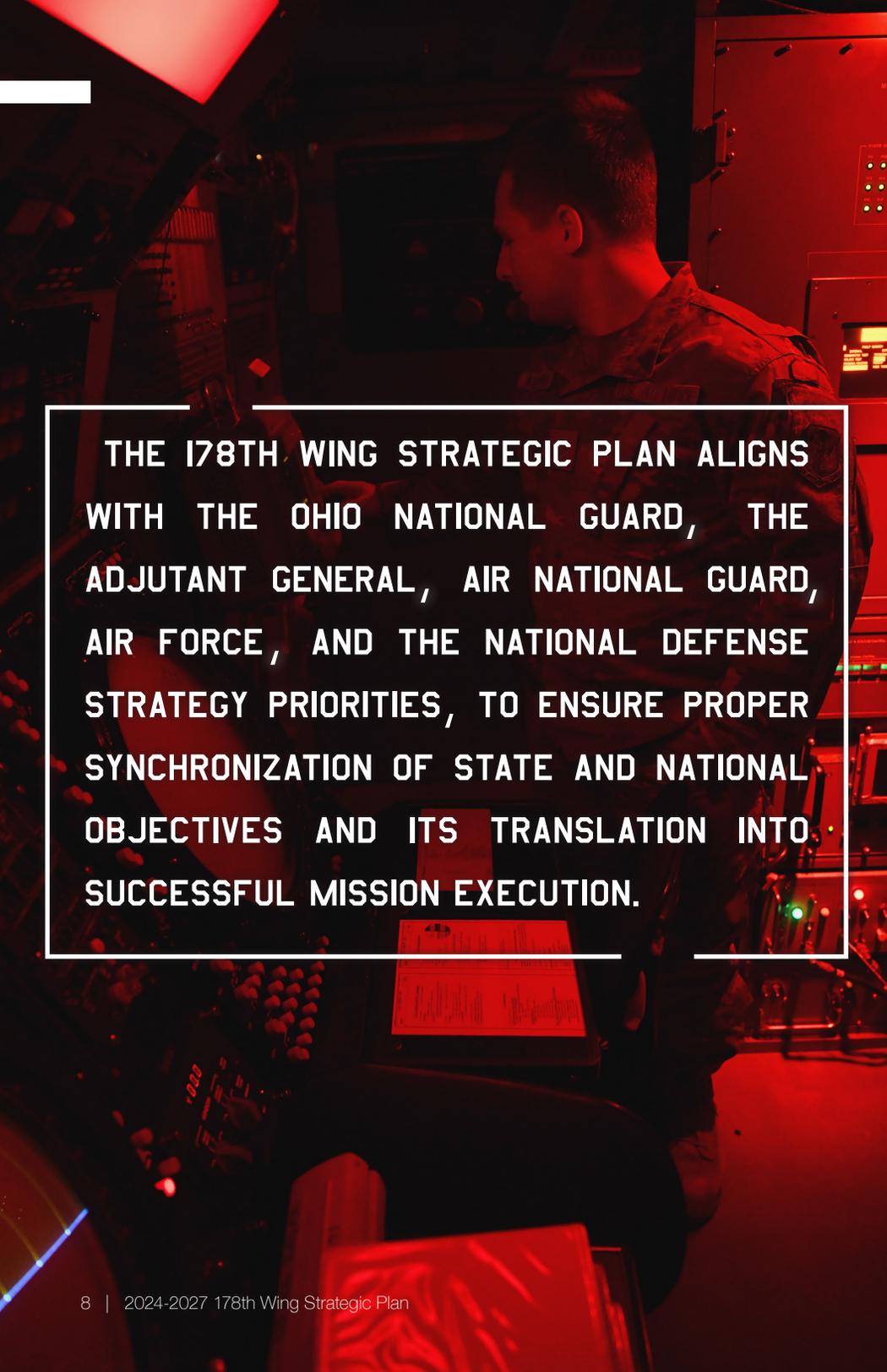
Meet the capabilities and readiness requirements to fulfill the domestic demands of our nation, state and communities whenever and wherever called.

## BUILD PARTNERSHIPS

Seek out new capabilities, new processes, and new missions by harnessing the power of and embracing innovation, collaboration, and building and fostering strong connections. These connections exist across the wing, local/state/federal government agencies and elected officials, the National Guard (Air and Army), our sister services (Navy, Army, Marines, Coast Guard, Space Force), international partnerships, academia, and non-governmental and commercial entities that support the 178th Wing's mission advocacy and execution.

## EMBRACE CCIP

Demonstrate our readiness and capabilities with an effective Commander's Inspection Program through continuous self-inspection and evaluation embraced by commanders, senior enlisted leaders, and airmen at all levels.



**THE 178TH WING STRATEGIC PLAN ALIGNS WITH THE OHIO NATIONAL GUARD, THE ADJUTANT GENERAL, AIR NATIONAL GUARD, AIR FORCE, AND THE NATIONAL DEFENSE STRATEGY PRIORITIES, TO ENSURE PROPER SYNCHRONIZATION OF STATE AND NATIONAL OBJECTIVES AND ITS TRANSLATION INTO SUCCESSFUL MISSION EXECUTION.**

## **OHIO NATIONAL GUARD STRATEGIC THEMES**

PROTECTING THE HOMELAND

FIGHTING AMERICA'S WARS

BUILDING STRATEGIC PARTNERSHIPS

## **THE ADJUTANT GENERAL'S PRIORITIES**

READINESS

LEADERSHIP DEVELOPMENT

INNOVATION

## **AIR NATIONAL GUARD PRIORITIES**

READY AIRMEN · READY FORCES

PARTNERSHIPS

PEOPLE

POLICY

FORCE STRUCTURE

## **AIR FORCE PRIORITIES**

DEFEND THE U.S.

SAFEGUARD & STEWARD 2/3 OF NUCLEAR TRIAD

PROJECT AIRPOWER ACROSS THE GLOBE

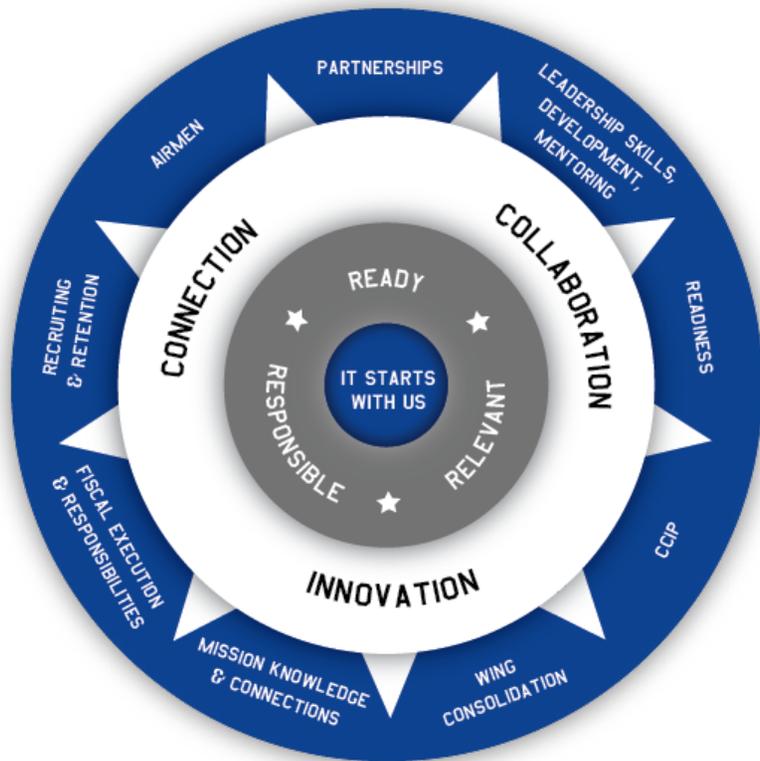
## **NATIONAL DEFENSE STRATEGY PRIORITIES**

DEFEND THE HOMELAND

DETER STRATEGIC ATTACK AGAINST THE U.S., ALLIES, AND PARTNERS

BUILD A RESILIENT JOINT FORCE AND DEFENSE ECOSYSTEM

# WING PRIORITIES/ GUIDING PRINCIPLES



We have formulated three priorities for the 178th Wing. Laid from the foundations of AFI 1-2 and the four major graded areas, each priority encompasses a multitude of important touchpoints - interconnected to achieve success in our multi-mission wing. It Starts with Us is powerful and relevant to our present and future challenges. Success does not just come from one group, squadron, or individual mission set. It is by connection, collaboration, and innovation across operational lines that we succeed together as the 178th Wing for our communities, the State of Ohio, and our Nation. These priorities are:



# READY

Readiness is paramount in our ability to bring forces to bear on our adversaries and protect our nation. We will be **ready** when called. We must ensure we are trained, proficient, and meticulous in our efforts to exceed standards. Strive for perfection and take ownership of it. Minimum performance is unacceptable, and we do not tolerate it from ourselves or our fellow airmen. Dare to stand out, step up, and lead. Each of us holds the key to **readiness**. Readiness is achieved both in and outside the office. Be deliberate in the mental, physical, social, and spiritual well-being of yourself, your families, and your co-workers. Allowing ourselves to care for our own person promotes work-life balance and brings our best to the fight every day. In doing so we operate at the peak of our abilities and as a team. Those collective actions result in precision warfighting – providing accurate and precise effects to the battlefield. Delivering precision warfighting will ensure combatant commanders and your mission partners seek your expertise and your capabilities.

# RELEVANT

We must seek knowledge and continuous growth. Take advantage of and create opportunities for our airmen. Be pro-active and willing to take risks, try something new and step outside established comfort zones. Elevate the standard. Be agents of change! Shape our culture and alter our environment by modeling a new norm. We will go wherever the fight is: in the air, land, space, or cyber battlefield. We must remain diligent in the execution of our current missions and adaptable to the ever-changing landscapes to ensure we maintain a foothold and **relevancy** in our national defense.

# RESPONSIBLE

It encompasses all aspects of our professional and personal lives and should be at the heart of every airman. Each airman is a trained professional and we strive to become the consummate experts in our field. When we come across challenges achieving our goals, we have a **responsibility** to speak up, to address these challenges, and offer solutions. Do not hope for change; hope is not actionable. We have an obligation to put forth new and innovative ideas, regardless of rank. Additionally, be **responsible** to ensure you are ready. Ready to meet the demands of the next fight. You must charge yourselves with being **responsible** for accomplishing the tasks required for your readiness in all forms without being told. You are **responsible** for your conduct both on and off duty. You are always representing professionals in an elite organization, and it is a duty that your conduct is indicative of a culture of professionalism and respect. Finally, be **responsible** and deliberate in the mental, physical, social, and spiritual well-being of yourself, your families, and your co-workers. Stressors in life interrupt our work-life balance and hinder our ability to operate at the peak of our abilities, and it can hamper our effectiveness as a team.





# LINES OF EFFORT

## AIRMEN

Our airmen are always the number one priority. Commanders, senior enlisted leaders, First Sergeants, and first-line supervisors should know their airmen better than anyone. Always advocate for their success. They are our greatest weapon system, the key to success in peacetime and during any conflict. Leadership at all levels will continually ensure our airmen are equipped with all necessary resources and tools to accomplish the mission. Just as important, we must be deliberate in their mental, physical, social, and spiritual well-being. Leaders are charged with the responsibility to safeguard the physical and emotional well-being of those in their ranks. At every level we must be able to detect and intervene for any airman before and during unexpected crisis. Early detection and intervention can mean the difference. Every airman is unique, with different needs and different coping mechanisms. Remain cognizant of these differences and act when your wingmen need support. When our airmen are at their best, our teams are at their best.

## LEADERSHIP SKILLS, DEVELOPMENT & MENTORING

All airmen deserve valuable and continual feedback, direction, and mentoring. Supervisors at all levels must be able to give constructive feedback, and airmen at all levels must be able to receive it. Positive reinforcement and recognition of extraordinary performance increases morale and promotes a healthy work environment that carries far. The wing must be current on performance evaluations (OPBs, EPBs and ACAs) but most importantly, that we are giving feedback and not just checking an annual box. We must value learning programs outside of their primary skill level and unit. Develop airmen for their next role with leadership development opportunities and development courses. Be deliberate mentoring the next generation of leaders and take ownership for creating mentorship relationships! It is critical that our future leaders are imbued with the ability to act independently and with violent initiative, if warranted based upon the commander's intent, when situations dictate. We must consider actionable expectations and help build career paths for our airmen that match their abilities and interests. We must advocate for stretch assignments, in-residence PME, and professional association events. We must track and prepare for promotions, career developmental staff tours, and career broadening assignments outside of the wing and state.



## READINESS

It is our job to be ready. Commanders are responsible to ensure readiness reporting is accurate, articulate, and accomplished on time. Consistent communication from commanders will inform the chain of command of specific resource requirements affecting readiness, include plain language readiness assessment and funding requests for prioritization. We must also ensure we meet the demands and the timelines of the AFFORGEN Ready Airmen Training requirements while increasing our training to support operations in contested environments. It is imperative that we incorporate these into our training plans to train our airmen in a well-organized and well-constructed way, maximizing time allotted for both our full-time force and our drill status guardsmen.

## COMMANDER'S INSPECTION PROGRAM (CCIP)

This is a pillar of readiness. Leadership must promote the importance of a robust Unit Self-Assessment Program. Wing Inspection Team members must be qualified, knowledgeable, engaged and be held accountable to be active participants in their USAPs as well as across the wing. WIT and SAPMs need to work as a cohesive team within their units to self-identify and work with SMEs and program managers to find solutions to broken systems. Each unit participating in an exercise (Northern Strike, Southern Strike, Vulcan Guard, etc.) will have a defined training plan for the unit with set objectives, aligned with your specific METs targeting specific threat levels, that fit within the scope of the exercise. Locally produced exercises (such as Functional Exercises) are designed by unit planners and executed by the group, squadron, or flight. These exercises will also meet the requirements already mentioned above. An after-action report will follow and, utilizing WIT members, will include an assessment of the training objectives. Self-assessment will be more than a readiness pillar, it will be embedded in our culture to assess, report, and work solutions. Commanders will maintain an open line of communication with their SAPM and WIT that encourages candid program feedback and corrective actions plans where needed.



## **PARTNERSHIPS**

Healthy partnerships and relationships across communities are key to our team's success. We will continue to build new, positive partnerships and further strengthen existing ones. The 178th Wing is comprised of multiple mission sets and with it comes a myriad of interconnected, as well as stand-alone, relationships that are vital to the long-standing success of the wing. These relationships occur at multiple levels to include employers, local, state, and federal government agencies and elected officials, colleges and universities, international partners, our three additional Ohio Air National Guard units, and sister services. We will implement and share best practices and develop innovative ideas, methods, and procedures and understand connection, collaboration and innovation are a holistic benefit to our national defense.

## **MISSION KNOWLEDGE & CONNECTIONS**

We are all ambassadors for the 178th Wing, and the Air National Guard. Shared knowledge and understanding creates synergy among our diverse mission sets. Foster connections across mission and group lines and help airmen form lasting relationships across the wing. Missions evolve as the world we live in evolves and our adversaries evolve. Domestic operations pull airmen of different career fields to work together, as seen during COVID-19 and Operation Allies Welcome. We have an opportunity and obligation to be agents of change to marshal our missions into the future. Connect across organizational lines and we succeed together as the 178th Wing.

## **RECRUITING & RETENTION**

We are all recruiters, and we must seek out the talent in our community to continue our missions and set the 178th Wing up for continued success. Model the type of airmen we want to join our ranks. Community engagement happens in a multitude of ways. Understand your role in engagement and remember you may be a future recruit's first or only interaction with the 178th so make it a positive one. It is not enough to recruit future airmen. We must retain our current members, their skillsets, and talents. Communication and feedback with our airmen is paramount to the retention of our professionals. We must provide feedback, including Career Motivation Program sessions and provide opportunities for our airmen to feel fulfilled in their service with our unit and to the nation. Maintaining relationships with our airmen will help us identify their goals and allow leaders to open those opportunities to them.

## **FISCAL EXECUTION AND RESPONSIBILITIES**

We must be good stewards of our resources and that means planning and spending our funds appropriately and in a timely manner. Our O&M accounts should never be overspent and our MilPers need to reflect spend plans. Strategic planning is reflected by meeting budget targets with minimal margins. The GTC rebate program can be achieved and provides opportunities for fulfillment of mission needs to our units across the wing. We have a fiscal responsibility to ensure our airmen are paid appropriately and must remain a top priority, in support of our number one line of effort. Early professional intervention saves our airmen from hardships of growing issues related to pay and benefits, and by extension supports the families of our airmen.

## WING CONSOLIDATION

We will continue our efforts to pivot all four Intelligence, Surveillance, and Reconnaissance Group squadrons (124 IS, 125 IS, 126 IS, and 127 IS) to the Cyber Enabled Air Superiority mission, operationally aligning with the 179th Cyber Wing in Mansfield, Ohio. This intelligence effort capitalizes on the vast intelligence experience in the 178th ISRG and is the vital precursor to ensuring the CEAS mission meets the critical IOC/FOC milestones. Even with the change of the 126th Intelligence Squadron to CEAS, it still affords us the opportunity and flexibility to pivot the squadron to the Space National Guard, should it come to fruition. The decade-long experience in space operations is and will be critical to strategic and operational success in the space domain.

The 178th Operations Group, in addition to its MQ-9 combat mission, will continue training for the near peer threat and integrate into multiple joint and geographic COCOM Exercises. The future of the MQ-9 in the NDAA is not projected to be sustained despite being a very capable asset. This may change as new capabilities and hardening of the asset in contested environments comes to fruition. The Collaborative Combat Aircraft is still in development and its full potential, and its full capabilities have not yet been determined. However, we explore new mission opportunities, not as a primary plan but for a contingency should there be no follow-on RPA mission. We will be ready to pivot to new demands of the National Defense Strategy.

The following strategic considerations are just that...considerations only. The purpose is to address some longer-term strategic actions that may, or may not, be in the best interest of each unit, the 178th Wing, and the Ohio Air National Guard. These options require additional research to determine their viability. The 123rd Air Control Squadron is directly aligned under the 178th Wing but physically located in Blue Ash, Ohio. We will explore a realignment of the 123rd ACS directly under the 178th OG. This consolidates all rated positions within one group and provides group-level support to the ACS commander. Additionally, we will continue to explore the option of physically relocating the 123rd ACS to the Springfield Air National Guard Base. The ANG is seeing a reduction in air control squadrons. This realignment could position the 178th with opportunities for

follow-on missions to maintain relevancy, responsibly consolidate funds needed to support a separate location, and provide improved consolidated administrative and operational support to the units. A colocation of the 178th and the 123rd could also expand airmen knowledge and understanding of the vast support our unit provides the DoD in its homeland security efforts.

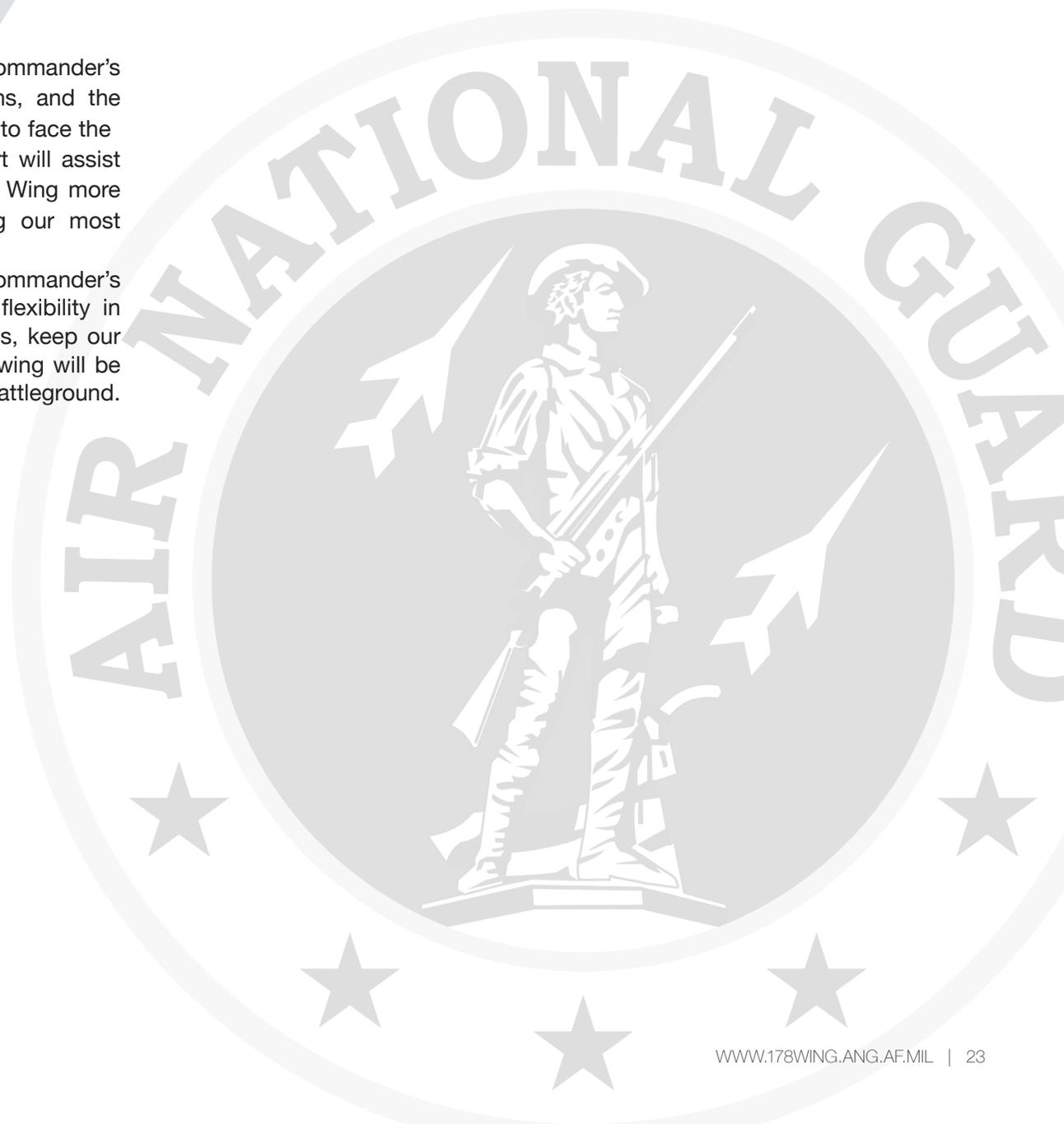
The 251st Cyber Engineering Installation Group and the 269th Combat Communications Squadron are Geographically Separated Units physically located at the Springfield ANG Base. The 220th Engineering Installation Squadron is a GSU with ADCON and OPCON aligned to the 251st CEIG, however, it receives all support (Finance, Medical, Communications, etc.) from the 121st Air Refueling Wing at Rickenbacker ANGB due to its closer proximity. We will continue the current effort to align the 251st CEIG directly under the wing, bringing with it the 269th CBCS. This complies with the ANG and Ohio JFHQ initiatives of aligning GSUs directly under a wing versus a state headquarter. We will also work to explore the pros & cons and costs to either physically relocate the 220th EIS to the Springfield ANGB or simply leave it at its current location.



# SUMMARY

The 178th Wing strategic plan communicates the commander's intent, the strategic guidance that directs our missions, and the guiding principles that every 178th Wing airman requires to face the challenges over the next three years. The lines of effort will assist in the synchronization of our efforts to make the 178th Wing more effective at allocating our limited resources, including our most valuable resource: our airmen's time.

This plan is a guideline emphasizing and defining commander's intent with the purpose to encourage innovation and flexibility in executing our mission sets. If we follow these guidelines, keep our airmen first and focus on intent and lines of effort, our wing will be ready to pivot with any change in our environment or the battleground.





CONNECT WITH US

 : 178th Wing

 : 178th\_Wing

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937-327-2216

WWW.178WING.ANG.MIL