

149TH FIGHTER WING



FLIGHT PLAN

2016 - 2026





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FOREWORD

Gunfighters-

What an honor it is to be a part of this amazing team. The 149th Fighter Wing is continuously recognized for overall excellence and outstanding mission accomplishment throughout the Air Force and around the world. The talent, can-do attitude and dedication to our core values exhibited by Gunfighters is second to none! Your ability to deal with adversity and meet challenges with innovative solutions is nothing short of spectacular. I continue to be amazed every day at the things all of you accomplish.

Building upon our past successes and looking to secure our future, the 149th Fighter Wing vision statement spells out the Gunfighter Standard of **Uncompromised Excellence** and illustrates our primary purpose of defending our nation through **Mission Dominance**. The 149th FW has a proven history of excellence dating back to the inception of our unit. For over 70 years, our unit has provided unparalleled combat support, vital total force training and has safeguarded the State of Texas through emergency domestic operations and unwavering support to our communities.

Our strategic plan is our process of determining the vision, mission, and priorities of our unit and the strategies for achieving our objectives. Our process involves analyzing opportunities, challenges and problems that exist within and outside of our organization.

Strategic planning is more than ensuring the 149th Fighter Wing will remain operationally sound and be able to maintain its efficiency; it's projecting where we expect to be in 10 years, and how we intend to get there. When implemented, strategic planning bridges the gap between the present and the future. It is our systematic planning process involving a number of steps that identify the current status of our organization, including our mission, vision for the future, our unit values, objectives, prioritized actions and performance measurements.

We need everyone's brain "in the game" to be successful--now it's your turn! It's time to shake the stick, take this plan and run with it. We need you to go "all in" – not just in executing your job, but think beyond your current lanes and bring forward innovative ideas and share best practices. Be bold take risk when warranted, and don't be afraid of failure – remember, failure is just an event, not a person. You got this. It's time to get this thing done with uncompromised excellence & mission dominance – Gunfighter Standard!

A handwritten signature in black ink, appearing to read "Timothy J. Madden".

TIMOTHY J. MADDEN, Col, TXANG
Commander, 149th Fighter Wing



EXECUTIVE SUMMARY

During our strategic planning process, we wanted to assess where we are now and look at the realm of possible 10 years into the future. Why? “Any Air Force which does not keep its doctrines ahead of its equipment, and its vision far into the future, can only delude the nation into a false sense of security.” – General Henry H. “Hap” Arnold. Those words are as relevant today as they were in 1945. The ever-changing environment we live in today demands that we keep our vision, and a plan to achieve that vision, far into the future.

Our strategic plan focuses on four major areas; people, mission, community, and culture. These were then divided into four priorities and specific objectives designed to help our unit meet these priorities. The first priority is to develop our Airmen – without our team, we really can’t execute anything. The second is forging the Gunfighter future. We are setting our goals on growing to a 24 PAA squadron, obtaining additional fighter squadrons, growing a cyber operations group, and posturing ourselves as the premier choice for 5th generation fighter. The third priority is serving our community and building enduring relationships. One of the main strengths of the Guard is our strong relationship within the community; together, we are more. The fourth priority is to foster an innovative culture to maximize efficiencies through constant process improvement.

Keep in mind, the primary purpose of our strategic planning process is to aid in the positive transformation of the 149th Fighter Wing. Ultimately, our strategic planning process should assist leaders within the FW to:

- Provide a detailed plan for our organization’s future
- Provide a framework and a focus for improvement efforts
- Optimize our organizational systems
- Provide guidance for day-to-day operational decisions
- Stimulate thinking to make better use of the unit’s resources
- Assign responsibility and schedule work
- Coordinate and unify efforts
- Facilitate control and evaluation of the unit’s activities (accountability)
- Create awareness of obstacles to overcome
- Identify opportunities for improvement
- Facilitate progressive advancement of the unit’s goals
- Provide a means for assessing our progress

Bottom line, without a strategic plan, our unit will never know where it’s going and our ability to forge our future will be compromised. As Gunfighters, it is our duty to ensure that we continue our legacy of uncompromised excellence and mission dominance.



HISTORY OF THE 149TH FIGHTER WING

The 149th Fighter Wing was officially formed on 1 Oct 1995; however, its long and distinguished flying history can be traced all the way back to June 1943. In 1943, the unit was established as the 396th Fighter Squadron and served honorably in the European Theater during World War II. The 396th earned the Belgian Fourragere, was twice awarded the Belgian Croiz de Guerre, and was recognized with the Distinguished Unit Citation for action over Mons, France. After the war, the 396th Fighter Squadron was re-designated as the 182nd Fighter Interceptor Squadron (FIS). Equipped with F-51D Mustangs, the 182nd FIS was organized at Brooks Army Airfield and allotted to the Texas Air National Guard, 136th Fighter Group. On 6 October 1947, the unit was extended federal recognition.

In May 1951, the Fighter Group was deployed to Itazuke Air Force Base, Japan. The 136th replaced the 27th Fighter-Escort Wing in support of the Korean War. The 136th was the first Air National Guard unit in history to enter combat. The 182nd FIS, as an element of the 136th, was the first Air National Guard squadron to see combat during that war. Additionally, it was the first Air National Guard unit to shoot down a MiG-15, and the first to successfully demonstrate the applicability of aerial refueling during combat.

In 1957, the 182nd FIS was selected by Air Defense Command to man a runway alert program on a full 24-hour basis - with armed jet fighters ready to “scramble” at a moment’s notice. This event brought the Wing into the daily combat operational program of the USAF, placing it alongside regular USAF-Air Defense Fighter Squadrons. When flight operations ended at Brooks AFB in October 1960, the squadron was moved to Kelly Air Force Base, beginning operations on 1 November 1960.

During the 1961 Air Defense Command re-organization, the 182nd Fighter Interceptor Squadron was transferred from the 136th Air Defense Wing to Tactical Air Command. As a result, the 182nd was expanded to a group, and the 149th Fighter Group was established. Other squadrons assigned to the group were the 149th Headquarters, 149th Materiel Squadron (Maintenance), 149th Combat Support Squadron, and the 149th USAF Dispensary. In October 1995, the 149th Fighter Group was officially re-designated the 149th Fighter Wing.

On 23 October 1999, the mission of the 149th Fighter Wing was changed from an Air Combat Operations Unit to a Formal Training Unit, under Air Education and Training Command. Today, the principle mission of the 149th Fighter Wing is to train combat ready F-16 pilots. The first class of Active duty, Air National Guard and Reserve pilots began training in May 2000, and to this day the 149th Fighter Wing continues to provide the best F-16 Fighter Pilots in the world.





WING VISION, MISSION PRIORITIES & STRENGTHS

VISION

Lone Star Gunfighters -- Uncompromised Excellence, Mission Dominance!

The 149th Fighter Wing Citizen Airmen are capable of engaging the enemy anywhere in the world and are responsive to humanitarian relief and homeland defense missions. We are America’s premier state air component comprised of mission-ready professionals fully engaged with our communities and partners, and relevant through the 21st century.

MISSION

To produce the finest airmen for global engagements and domestic operations, supporting our families and serving our communities.

The 149th Fighter Wing has been, is and will always be mission focused. Our success is achieved through our dedicated Airmen who are empowered by the best leadership, training, equipment and technology in the Air Force. The primary mission of the 149th Fighter Wing is to produce the finest Airmen, capable of engaging national threats anywhere in the world and citizen airmen responsive to civil emergencies and homeland defense. The well-being and support of our Gunfighter Family is critical to mission success. The Lone Star Gunfighters are the San Antonio hometown Air Force. Through outreach programs the local community is an integral stakeholder in the success of our mission.

PRIORITIES

1. People 2. Mission 3. Community 4. Innovation

The priority of the 149th Fighter Wing is to be the premier Fighter Wing in the Air National Guard and the United States Air Force. We continually strive to develop our Airmen to effectively execute our state and federal missions while serving in our communities and continuously improving through innovation.

STRENGTHS

1. Leadership 2. Dedicated Airmen 3. Geographic Location 4. In-Demand Mission

Our Airmen are mission focused, empowered through servant leadership and dedicated to uncompromised team excellence. Our unbreakable bonds to our community foster an atmosphere of process improvement through continuous support of our Nation’s defense.



CORE VALUES: INTEGRITY - SERVICE - EXCELLENCE

The foundation of the 149th Fighter Wing Vision, Mission, Priorities and Strengths are rooted in our core values. These core values represent who we are and are the building blocks for our mission success. Integrity is a personal quality of moral principles and is the cornerstone of the Gunfighter way. Service before self is the highest honor and is the fabric of our commitment to this great nation. Excellence in all we do, directs us to develop a sustained passion for continuous improvement and innovation. Our mission demands that excellence should be our way of life.





PRIORITY 1: DEVELOP OUR AIRMEN

Purpose: Provide Highly Talented Airmen That Are Exceptionally Proficient In Their Specialized Skills; Mentally And Physically Fit And Properly Equipped For Combat Lethality And Mission Success.

Key Effort: Objective 1 – Attract And Develop Cutting Edge Talent

Our main effort is to grow, train and equip our traditional and full-time force. We will do this by proactive recruiting in our local communities. We will maintain our traditional force levels at 100% and our effective manning level at 90%.



Key Effort: Objective 2 – Develop The Most Well Trained And Versatile Airmen Within The Total Force

To ensure a versatile total force, all Airmen will be trained and proficient within their career field specialties within or ahead of published training timelines. We will have all our Airmen complete Professional Military Education. We will ensure all members meet their readiness responsibilities to include remaining current with Individual Medical Readiness, Fitness, Resiliency and Ancillary Training requirements. Furthermore, we will ensure timely performance appraisals and accurate feedback on job performance.

Key Effort: Objective 3 – Retain Our Trained Gunfighters



PRIORITY 2: FORGING THE WING'S FUTURE

Purpose: Ensure The 149th Fighter Wing Is Postured To Execute The Nation's Current And Future Missions.

Key Effort: Objective 2.1 – Establish The 149th FW As The Premier Organization Of Choice To Our Stakeholders

The 149th Fighter Wing provides tremendous value to our stakeholders by being the unit of choice for air, cyber, and ground operations, domestically and internationally. We will continue to strengthen our reputation of excellence by being compliance driven, building cohesive relationships and continue to be nationally recognized for outstanding achievement. This “Flight Plan” leaves no doubt that our stakeholders will have the best choice by choosing the 149th Fighter Wing for future missions.



Key Effort: Objective 2.2 – Increase Fighter Pilot Production And Recapitalize The Fleet

The 149th Fighter Wing will increase fighter pilot production to fulfill the Air Force's critical pilot shortage. Recapitalizing the fleet will increase the fidelity of training provided; allowing for a more efficient transition to combat ready status.

Key Effort: Objective 2.3 – Provide The Highest Level Of Realistic Tactical Training And Meet 5th Generation Requirements

The 149th Fighter Wing will continue to modernize its tactical training to ensure fighter pilots are immersed in the most realistic environment possible in order to project dominant airpower. We will continue to expand our airspace to enable realistic live-fly missions. We will continue to integrate realistic threat emitters and grow our Air-to-Ground ranges. Finally, we will integrate our Mission Training Center capabilities to provide higher fidelity training.



Key Effort: Objective 2.4 – Establish A Cyber Operations Group

The 149th Fighter Wing will establish a Cyber Operations Group that will support and assist state and local agencies in domestic critical infrastructure protection. Gunfighter Cyber Forces will demonstrate excellence through real world joint cyber operations and Department of Defense exercises.



PRIORITY 3: SERVING OUR COMMUNITIES - BUILDING ENDURING RELATIONSHIPS

Purpose: Build Sustainable Alliances With Mission Partners, Provide A Tangible Presence In Our Communities And Foster Enduring Relationships With Our Gunfighter Families.



Key Effort: Objective 3.1 – Build And Foster Partnerships With Local Communities

The 149th Fighter Wing will continue to build and foster partnerships within our local communities by hosting local community leader and business tours while increasing partnerships with local high schools. We will also implement shadow and mentoring programs for local youth.

Key Effort: Objective 3.2 – Increase Public Awareness And Understanding Of The Mission And Capability Of The 149th FW

The 149th Fighter Wing will increase community awareness and understanding of our mission by developing a 10 year Wing Hometown Unit Plan. We will leverage web-based tools to facilitate ease of access and increase awareness of our unit. We will also increase local fly-bys during high visibility community events such as Fiesta and patriotic holidays.



Key Effort: Objective 3.3 – Provide Defense Support To Civil Authorities

The 149th Fighter Wing will provide Defense Support to Civil Authorities by building and maintaining enhanced medical response capabilities. The Wing will also provide Liason Officers to coordinate military operational efforts during domestic emergencies.

Key Effort: Objective 3.4 – Promote Unit Pride And Ownership Within Our Gunfighter Family

The 149th Fighter Wing will continue to educate and support our Gunfighter family and build esprit de corps. We will accomplish this by increasing mission training opportunities for our Airmen. We will also increase the number of Wing, Group and Squadron morale events for unit members and their families.



PRIORITY 4: FOSTERING INNOVATION AND MAXIMIZING GUNFIGHTER EFFICIENCIES

Purpose: Empower Our Airmen To Create Positive Change And Revolutionize Processes To Complete Our Missions In An Ever Changing Environment.

Key Effort: Objective 4.1 – Promote A Culture Of Continuous Process Improvement And Innovation

We operate in a world where technology, mission requirements and national priorities are never stagnant. Airman at every level are under pressure to meet mission requirements and rarely have all the time, personnel or funding resources they need. The only way to overcome these challenges is through process improvements, reduction of waste and innovative solutions to perform faster, safer and more efficiently. The Wing will meet this challenge through deliberate efforts to empower Airman and leaders to identify and mitigate inefficient processes and non-value added requirements. The Wing will establish a Process Improvement Center of Excellence to provide facilitators, training and tools where needed.

Key Effort: Objective 4.2 – Establish A Culture Of Effective Stewardship In Resource Management

The 149th Fighter Wing has a history of sound financial management principles and techniques and has applied the Requirements Based Budget process as the foundation for all resource management decisions. Establishing a culture in resource management strengthens the awareness and clear understanding by all stakeholders of their roles and responsibilities for both financial management and stewardship of public resources. This allows for well-informed decision-making, clear accountability for public resources, and efficient and effective policy and program delivery throughout the Wing.

Key Effort: Objective 4.3 – Establish A Culture Of Effective Manpower Resources

The 149th Fighter Wing comprehends the complex nature of military operations in the 21st-century. Operations are executed in an uncertain and rapidly changing environment and are further challenged by a competitive job market. Proactive, efficient and effective human resource management is crucial to recruit, train, and retain the best people to meet current and future mission requirements. Targeted recruiting is necessary to achieve and maintain 95% full-time manning, as well as ensure hiring practices are able to react to the competitive environment.





APPENDIX A:
PRIORITY 1 - DEVELOP OUR GUNFIGHTERS

Purpose: Provide Highly Talented Airmen That Are Exceptionally Proficient In Their Specialized Skills; Mentally And Physically Fit And Properly Equipped For Combat Lethality And Mission Success

Objectives	Measurable Criteria	When Measured	POC
1.1 Attract cutting edge talent through recruiting and community outreach programs 1.1.1 Traditional Force 1.1.2 Full – Time Force	1.1 Wing manned to +6 PAA by 1 Oct 2017 1.1.1 100% fully manned by end of each FY 1.1.2 95% fulltime manned by end of each FY 1.1.2 90% effective manning by end of each FY	Quarterly	149 FW Recruiting
1.2. Develop the most well trained and versatile Airman within the total force 1.2.1 PME Completion 1.2.2 AFSC Upgrade Training 1.2.3 Readiness: IMR, Fitness, EPR/OPR, Green Dot and Resiliency 1.2.4 Invest in our Airmen/Future, Foster an environment of self-improvement, provide opportunity for growth	1.2.1 90% Meet/exceed AF PME Completion standard by end of FY17 1.2.1 100% enrollment by category in PME by end FY 17 1.2.2 < 2% past 24 months time-in-training 1.2.2 100 % at 36 months 1.2.3 Per wing standards for short term; 100% current by the end of July 17 1.2.3 EPR/OPR – ≤ 5% past due at 30 days, 0 % past due at 60 days and out of Wing 1.2.4 100% CCAF enrollment by 2nd year of enlistment; 100 % completion or equivalent for eligible MSgts 1.2.4 Leadership shadow program; 2-3 unit members/qtr 1.2.4 Special Event Project Managers	Quarterly	149 FSS
1.3. Retain our trained Gunfighter’s 1.3.1 Mentoring 1.3.2 Recognizing Excellence for both Fulltime and Traditional Force 1.3.3 Develop culture of Integrity and Accountability	1.3.1 100% ACA Completion; follow AFI requirements 1.3.2 Increase formal recognition by 50% by Jul 17 1.3.2 Establish formal recognition committee by Jul 17 1.3.2 Revitalize Wing Awards & Decorations Program 1.3.3 Establish accountability metrics by Jul 16	Quarterly	149 FW/HRA



Purpose: Ensure The 149th Fighter Wing Is Postured To Execute The Nation’s Current And Future Missions.

Objectives	Measurable Criteria	When Measured	POC
<p>2.1 Establish the 149th FW as the premier organization of choice to our stakeholders</p> <p>2.1.1 Achieve national awards/recognition 2.1.2 Outstanding inspection/audit results 2.1.3 Establish a biennial joint fighter training exercise 2.1.4 Legislative engagements</p>	<p>2.1.1 Receive Outstanding Unit Award yearly 2.1.2 AETC Capstone Highly Effective 2.1.3 Biennial training exercise established by Oct 18 2.1.4 Increase Legislative engagements 50% by Oct 17</p>	Quarterly	149 FW Staff
<p>2.2 Increase fighter pilot production and recapitalize the fleet</p> <p>2.2.1. ANG leadership role in increase of F-16 PFT 2.2.2 AETC Lead in definition of syllabus requirements 2.2.3 Pursue leadership role in the F-16 modernization by 2017 2.2.4 Develop strategic timeline of encroachment/Environmental Impact requirements</p>	<p>2.2.1 149 FW hold ANG leadership role in F-16 PFT production by Oct 17 2.2.2 149 FW take lead role in defining AETC syllabus requirements by Jan 18 2.2.3 149 FW take leadership role in F-16 modernization by Oct 17 2.2.4 149 FW develops environment/encroachment requirements by Feb 17</p>	Quarterly	149 OG/MXG
<p>2.3 Provide the highest level of realistic tactical training and meet 5th generation requirements</p> <p>2.3.1 Develop airspace expansion program that doubles existing airspace /low altitude MOA's and increases available Air-Ground range tenfold 2.3.2 Develop a facilities plan that incorporates TFI 5th Generation requirements 2.3.3 Actively engage local communities that are affected by airspace 2.3.4 Engage FAA quarterly for airspace development 2.3.5 Develop Live-Virtual-Constructive plan and EW Emitter Working Group</p>	<p>2.3.1 Airspace expansion program developed by Feb 17 2.3.2 TFI 5th Gen facilities plan developed by Feb 17 2.3.3 Local airspace community engagement plan developed by Feb 18 2.3.4 FAA engaged quarterly regarding airspace development by Apr 17 2.3.5 Live-Virtual-Constructive plan and EW Emitter Working Group established by Feb 17</p>	Quarterly	149 OSS



APPENDIX B:
FORGING THE GUNFIGHTER FUTURE

Purpose: Ensure The 149th Fighter Wing Is Postured To Execute The Nation’s Current And Future Missions. (cont.)

Objectives	Measurable Criteria	When Measured	POC
2.4 Establish Cyber Operations Group 2.4.1 Become the “Go To” Cyber Unit 2.4.2 Develop a partnership with Texas Army Cyber Forces and explore joint mission expansion options 2.4.3 Engage 24th and 25th AF Guard Advisors to discuss active duty mission gaps	2.4.1 Take leadership responsibility of 3 annual Cyber exercises by Jan 18 To include Cyber Guard/Cyber Flag/Red Flag 2.4.2 Texas Army Cyber Forces partnership established through 2 office calls per yr by end FY 17 2.4.3 Engage 24th and 25th AF through 2 office calls per year with each Guard Advisor	Semi-Annual	149 OG





APPENDIX C: GUNFIGHTERS SERVING OUR COMMUNITIES - BUILDING ENDURING RELATIONSHIPS

Purpose: Build Sustainable Alliances With Mission Partners, Provide A Tangible Presence In Our Communities And Foster Enduring Relationships With Our Gunfighter Families.

Objectives	Measurable Criteria	When Measured	POC
3.1 Build and foster partnerships with local communities 3.1.1 Increase hosting community leader/business tours 3.1.2 Increase partnerships with local high school and tech schools 3.1.3 shadow/mentor program 3.1.4 Increasing charitable involvement	3.1.1 Host 1 community leader event/business tour every 6 months by end FY 17 3.1.2 Increase local high school/tech school visits by 50% by end FY 17 3.1.3 Develop and host a local shadow/mentor program by end FY 17 3.1.4 Increase 149 FW charitable involvement 20% by end FY 17	Annually	149 FW Staff
3.2 Increase public awareness and understanding of the mission and capability of the 149th FW 3.2.1 Develop a 10 year wing hometown marketing unit plan 3.2.2 Implement interactive multi-media smart phone app	3.2.1 149 FW hometown marketing plan developed by Jan 17 3.2.2 149 FW interactive, multi-media smart phone app implemented by Oct 17	Annually	149 FW Staff
3.3 Provide defense support to civil authorities 3.3.1 Build and maintain medical response capability (CERF-P) 3.3.2 Review wing LNO program 2-6 person team trained	3.3.1 CERF-P capability expanded by Jan 18 3.3.2 Wing LNO program reviewed and 2-6 person team trained by May 17	Quarterly	149 LRS
3.4 Promote unity pride and ownership within our Gunfighter family 3.4.1 Increase mission training opportunities for all airmen 3.4.2 Provide morale events for full time/DSG's participants and their families	3.4.1 Local mission training opportunities increased by Oct 17 3.4.2 Establish Wing Activities Committee by Jan 17	Quarterly	149 FW Staff



**APPENDIX D: PRIORITY 4 - FOSTERING
INNOVATION AND MAXIMIZING GUNFIGHTER EFFICIENCIES**

Purpose: Empower Our Airmen To Create Positive Change And Revolutionize Process To Complete Our Missions In An Ever Changing Environment.

Objectives	Measurable Criteria	When Measured	POC
4.1 Promote a culture of continuous process improvement and innovation throughout the 149 FW 4.1.1 Increase unit certified Air Force certified Lean/Sig Sigma Green Belts 4.1.2 Increase unit certified Air Force certified Lean/Sig Sigma Black Belts	4.1.1 Train and Certify 8 Air Force certified Lean/Sig Sigma Green Belts by the start of FY 18 4.1.2 Train and Certify 2 Air Force certified Lean/Sig Sigma Black Belts by start of FY 18	Quarterly	149 MSG/CD 149 FW/IGI
4.2 Establish a culture of effective stewardship in resource management 4.2.1 Decrease and maintain low government travel card delinquency rate 4.2.2 Decrease and maintain low outstanding travel orders over 60 days 4.2.3 Maintain Wing fiscal law training requirements 4.2.4 Decrease gap between actual and planned execution rate	4.2.1 Maintain GTC delinquency rate 2% 4.2.2 Maintain ≤ 2% outstanding travel orders over 60 days 4.2.3 Maintain 100% wing trained fiscal law 4.2.4 Requirements based budgeting-achieve an 80% actual vs. planned execution rate	Quarterly	149 CPTF
4.3 Establish a culture of effective manpower resources 4.3.1 Achieve/Maintain 95% full time staffing by increasing hiring process efficiency 4.3.2 Increase AGR control grades to match number of funded AGR positions	4.3.1 Achieve/Maintain 95% full time staffing by increasing hiring process efficiency by FY 18 4.3.2 Increase AGR control grades to match number of funded AGR positions by FY 19 4.3.2 Establish civilian wage incentive/alignment by Jan 17	Quarterly	149 FSS



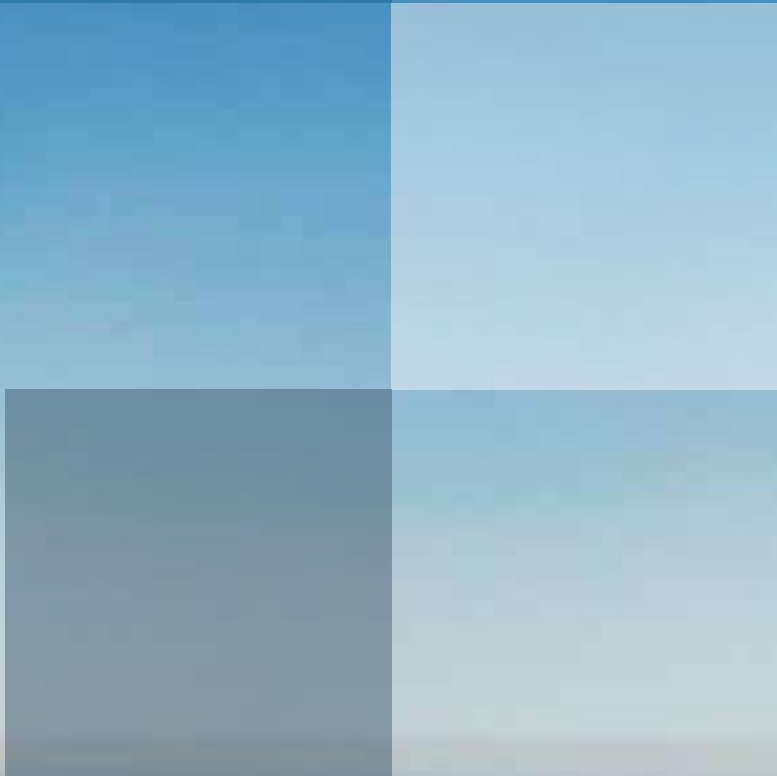


APPENDIX E: ACRONYMS

AETC	Air Education and Training Command
AFSC	Air Force Specialty Code
AGR	Active Guard/Reserve
ANG	Air National Guard
CCAF	Community College of the Air Force
DSG	Drill Status Guardsman
EPR	Enlisted Performance Report
EW	Electronic Warfare
FY	Fiscal Year
GTC	Government Travel Card
IMR	Individual Medical Readiness
LNO	Liaison Officer
MRP	Mishap Response Plan
OPR	Officer Performance Report
PAA	Primary Assigned Aircraft
PFT	Pipeline Flow Training
PME	Professional Military Education
TFI	Total Force Integration







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