



2024 & BEYOND  
STRAT PLAN



# PRIORITIES



**AIRMEN**

**1**

**TRANSFORMATION**

**2**

**INFRASTRUCTURE**

**3**

## OHIO NATIONAL GUARD STRATEGIC THEMES

PROTECTING THE HOMELAND

FIGHTING AMERICA'S WARS

BUILDING STRATEGIC PARTNERSHIPS

## THE ADJUTANT GENERALS PRIORITIES

READINESS

LEADERSHIP DEVELOPMENT

INNOVATION

**OHIO  
NATIONAL GUARD**



**Col. Darren E. Hamilton  
179th CW Commander**

Buckeye Airlifters,

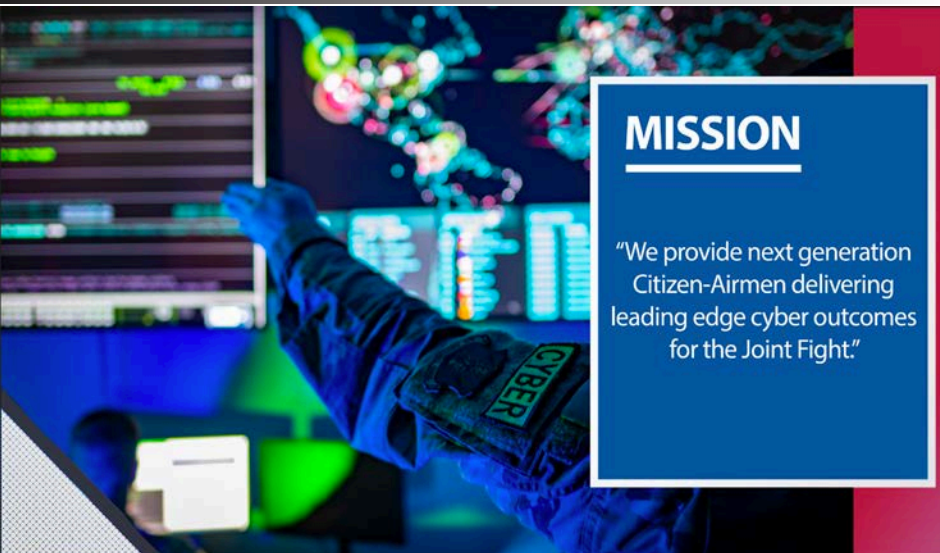
I am extremely proud to serve as the Wing's 18th Commander and as its first Cyberspace Wing (CW) Commander. We are the first CW in the ANG, but certainly will not be the last. We will set the standard for those to follow. Make no doubt about it, moving from a flying legacy to a non-flying mission is tough. We honor and celebrate our heritage of flight as we celebrate 75 years as an ANG Wing in June of 2023. We flew for 74 of those years with the last 46 years as Buckeye Airlifters amassing nearly 175K flight hours of accident free flying doing the nation's bidding. Wow!

I have set three priorities for the Wing: "Airmen, Transformation, and Infrastructure." Over the next few years, our focus will be to take care of our Airmen during conversion – faith, family, your employer, and the Guard need to stay in

balance. Of course as we transform, we will need to train, equip, and lead to meet Initial Operating Capability in 2025. Our infrastructure must change to support secure communication facilities, additional power needs, and more. Today, we are challenged to face our enemies within a different domain – a cyber domain. Our Mission Statement defines what we do as an organization and what we bring to the fight. "We provide next generation Citizen-Airmen delivering leading edge cyber outcomes for the Joint Fight." We will use informational, electromagnetic, and cyberspace domains to hunt our adversaries within our parameters while exploiting their vulnerabilities to establish an advantage across the continuum of conflict. We will do this while we continue to provide outstanding support functions for the Combatant Commanders and domestic operations. Our Vision Statement describes what we must become and where we are going – We will be the "Joint Forces" first choice providing cyber warriors that inflict the Nation's will." Our mission and vision align with our the Air Combat Command (our new AF MAJCOM), NGB, and our state Joint Force Headquarters while simultaneously being in concert with our Wing Headquarters/Comptroller Flight, the Cyberspace Operations Group, Medical Group, Mission Support Group, and all our subordinate squadrons and flights within those groups. Our 2023-2025 Strategic Plan is intended to be simple, achievable, and we will "vector" check it along the way to see how we are doing in reaching our goals. We will use "Lines of Effort" and metrics to track our progress. Our values have not changed, nor has our character and culture – we stand for "Integrity, Service, and Excellence." Our Air Force Inspection System as well as our Unit Self-Assessment Programs are steeped in the Core Competencies of Executing the Mission, Leading People, Managing Resources, and Improving the Unit. We will be our best "inspector" and will hold the highest standards for ourselves in support of the Nation.

Thank you for the support and dedication to this great Wing. Together, taking care of each other, we're ensuring a bold operationally-focused mission posture getting to the future before our peers, and we'll prevail – just like our motto says, "Forward Faster...The Mansfield Way."

## MISSION



### MISSION

"We provide next generation Citizen-Airmen delivering leading edge cyber outcomes for the Joint Fight."

## VISION



### VISION

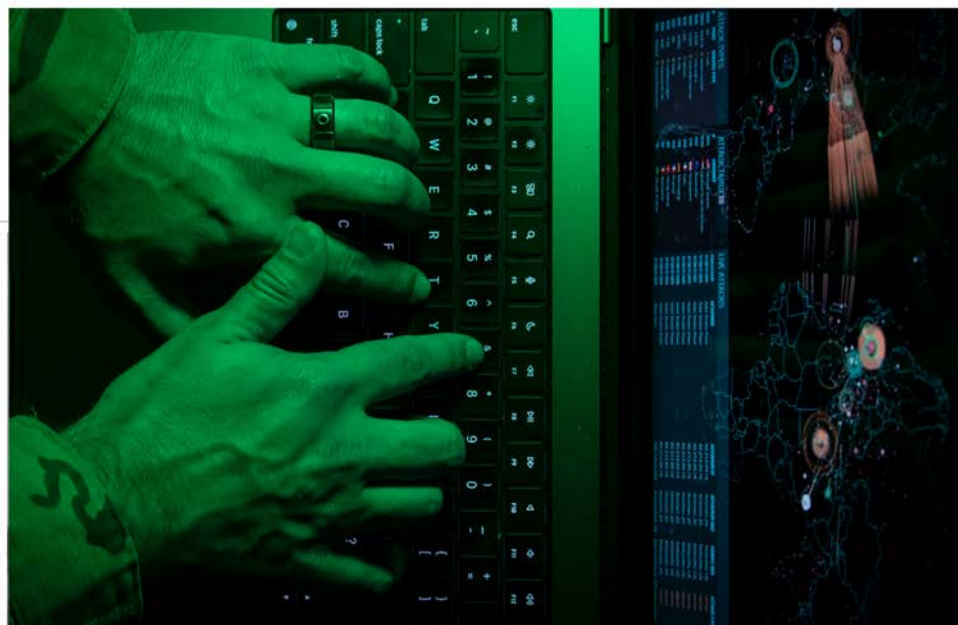
"Joint Forces' first choice providing cyber warriors that inflict the Nation's will."

## VALUES

*Integrity, Service, Excellence*

### VALUES

## MOTTO



### MOTTO

FORWARD FASTER...  
THE MANSFIELD WAY





# CORE COMPETENCIES

**EXECUTE** the mission  
**LEAD** people  
**MANAGE** resources  
**IMPROVE** the unit

**EXECUTE THE MISSION**

We get the job done



Airman  
Family  
Employer

**LEAD PEOPLE**

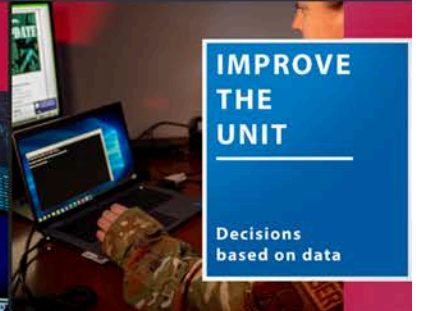
**MANAGE RESOURCES**

Use resources responsibly and effectively



**IMPROVE THE UNIT**

Decisions based on data



# WING PRIORITIES



## AIRMEN

Community Action Team  
Initiatives  
Human Relations



## TRANSFORMATION

END STRENGTH  
TRAINING  
IOC/FOC



Facilities  
Power  
Flexible/Ready infrastructure plan in support of evolving National Defense Strategy

## INFRASTRUCTURE

# LINES OF EFFORT

Life Balance - Faith, Family, Employer & Guard  
Taking care of people - Ready & Resilient

1

Transforming for emerging missions in support of National Defense Strategy

2

Infrastructure to support Today and Tomorrow  
IOC to FOC and beyond

3

## LINE OF EFFORT 1



## TAKING CARE OF PEOPLE

Community Action Team Focus  
Safety Down Days



## RESILIENCY

Ready Resources:  
Director of Psychological Health  
Sexual Assault Response Coordinator (SARC)  
Chaplains and Equal Opportunity Office

Wingman Focus:  
Squadron led Resiliency Tactical Pauses  
Culture focus of knowing your Wingman  
Mid-Day Mediations, Chill-Room, more

Family Involvement:  
Family Day, Holiday parties, Key-Volunteer Program

## READINESS

Individual Medical Record Focus  
Air Force Specialty Code Training



# LINE OF EFFORT 2

## TRANSFORMATION



### END STRENGTH

*Ambassador Program*

*R & R*

### TRAINING

*Bootcamps (Cyber & Intel)*

*Formal Schools*



### IOC & FOC

*Standards Evaluation*

*Quality Assurance*

*CIMB*

# LINE OF EFFORT 3



### INFRASTRUCTURE

*Complete current construction*  
*Plan for training w/o infrastructure*  
*Flexible/Ready infrastructure plan*  
*in support of the evolving*  
*National Defense Strategy*  
*for Mansfield Lahm ANGB*

TODAY

*403 Prep Temp Secure Facility*  
*403 Planning & 102 Planning*

TOMORROW

*Permanent SCIF*  
*Modern Transformer*  
*Communications Redundancy*

