

## **New York Guard Strategic Plan**

The New York Guard (NYG) is an integral part of the New York Military Forces, and as such, incorporates the DMNA Strategic Direction within the framework of the Joint Taskforce Headquarters (JFHQ) Strategic Plan. The DMNA Strategic Direction 2020 provides the framework in which the NYG will operate and establishes the overarching Mission, Vision and Fundamental Values of the organization.

This document must be a living document, providing the ability of our leaders to refocus and adapt quickly to the potential challenges and changes in missions, force structure and facility readiness, funding, training, equipment and any other potential change. This document will provide initial strategic direction but with the ability to refocus our force to meet any challenge, now and in the future.

The NYG values will nest directly to our organizations Fundamental Values found in DMNA's Strategic Direction 2020.

### **MISSION**

NYG will provide a trained, ready force capable of conducting civil and operational support throughout NY State in support of NYMF missions.

### **VISION**

The New York Guard will be a force multiplier of trained and relevant personnel, capable of augmenting other NY Military Forces or performing directed missions.



## **STRATEGIC ENVIRONMENT**

The NYG will continue to operate in a time of constant change and financial constraint, both at the Strategic and Operational levels

The NYG must manage and utilize limited Federal and State resources on many levels

The NYG must be ready for civil support operations

## **STRATEGIC IMPERATIVES AND OBJECTIVES**

The NYG Strategic Imperatives and Objectives will focus on three fundamental areas to ensure having a successful organization.

1. Individual Soldier Readiness by providing trained and relevant personnel that can support DMNA directed missions
2. NYG Unit Readiness
3. Financial Resource Management and Execution



The NYG Commanders Yearly Training Guidance (YTG) provides the specific requirements that each and every unit and Soldier must accomplish. The broad imperatives will be successful with all leaders using the YTG and adhering to the requirements listed. This will ensure success in accomplishing the Mission of this organization and the Vision of providing well trained and ready units and Soldiers, prepared to fulfill any and all missions as required.

## **Strategic Objective Considerations**

Our Soldier Readiness objectives ensure that each individual Soldier is prepared for either federal or state missions. Ready prepared Soldiers translate into unit readiness and mission effectiveness. Ready units allow the NYG to ensure that we have the

appropriate mix of force structure to meet the capabilities required by the civil support mission as directed in CONPLAN 6.0. Our advantage is New York Guard's reputation for mission accomplishment and excellent performance.

Family preparedness is the critical linkage between Soldier and unit preparedness. Our Soldiers must deploy knowing that they are ready to deal with whatever disaster maybe affecting them and their communities.

Funding uncertainties in the future require all NYG leadership and Soldiers to focus on financial resource management and execution. A comprehensive budget, built on the needs of the organization that will ensure its success, must be accurate and executable. The NYG must also be prepared to work with limited funding that could be reduced within the Fiscal Year by the State. Leaders must be fully engaged with resource requirements and aggressively ensure training and activities are well planned and executed.



## **GUIDANCE**

The NYG leadership will use the continuous Strategic Planning Cycle to drive performance improvement as reflected. This interactive process is focused on Soldier and unit readiness and begins with the systematic approach of constantly measuring performance and revisiting the organization's vision, values, mission, and goals in light of any changes in the strategic and operational environment affecting the NYARNG. The entire NYG Strategic Plan is focused on measuring and improving Soldier and unit readiness.

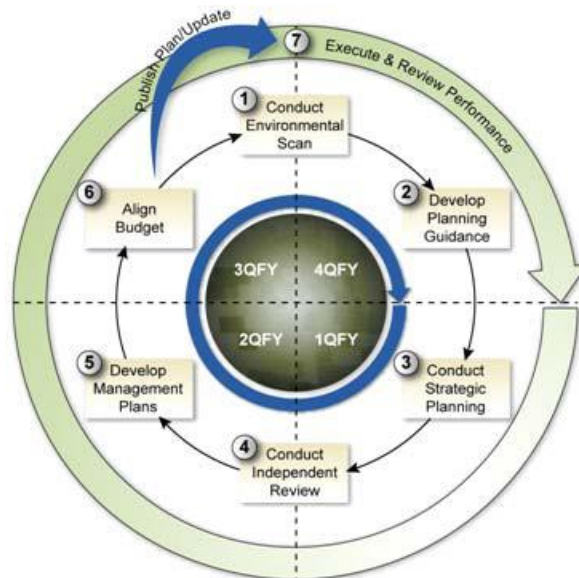
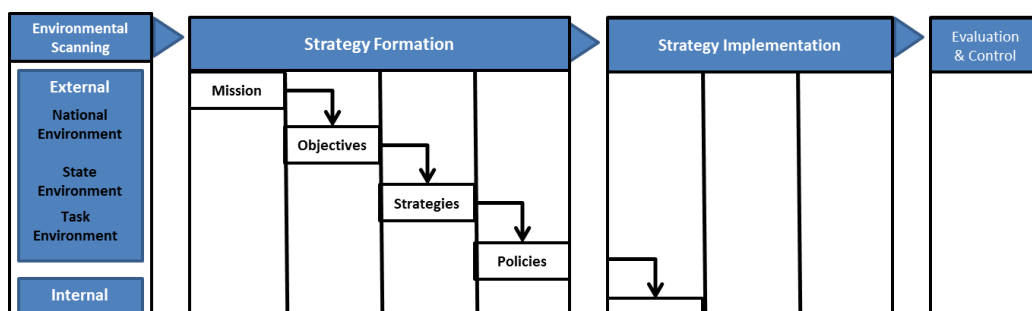


Figure 1 - Strategic Planning Cycle

## Key Participants

The Executive Council (EC), headed by the NYG CG and includes Brigade Commanders as well as CoS and key staff officers. The EC generally convenes quarterly (Step 1) to review progress and direct necessary changes to the strategic guidance on vision, values, mission or goals. Revised strategy guidance is then put into action by the Collaborative Planning Team (CPT) which includes senior level staff officers from the NYGHQ, Bde XOs and Subject Matter Experts (SMEs). This team is responsible to re-evaluate existing long and short term objectives and associated action plans which ultimately become the metrics used throughout the organization to measure progress on the readiness. The CPT conducts Strengths/Weaknesses/ Opportunities/Threats (SWOT) analysis to identify those long and short term objectives that are essential to goal accomplishment. The CPT also identifies action plans to meet the objectives, as well as metrics that best indicate performance towards objective completion. The EC approves or adjusts the CPT's products. At this stage, the EC may decide to publish updates to the existing Strategic Plan, or continue to review through the next CPT SWOT iteration. The EC and CPT staff will also conduct a yearly internal self assessment as a tool to improve operational performance. Through both yearly and SWOT analysis, commanders and staff develop improvements to procedures and plan ahead to proactively assess the external environment such as national level resources, policy changes, mission adjustments, etc., to ensure that the NYG's direction remains relevant. Commanders and staff immediately begin to implement innovations and document these new processes into SOP's, directives, policies, and Letters of Instruction (LOI's).



SWOT

**Figure 2. Strategic Management Model**

The new Strategic Plan is the capstone document for all these new efforts, aligning action plans with key long and short term objectives supporting NYG Commanders goals, with the correct metrics to track improvement towards these goals.

### **Potential Blind Spots**

The CPT Communicates monthly during the year and the G-3 briefs the CoS monthly to discuss readiness metrics and other issues important to the organizational health of the NYG. These CPT meetings and staff analyses help ensure that the organization avoids blind spots. First, the SWOT analysis process identifies potential weaknesses, as well as those strengths on which to capitalize. The process examines and discusses potential threats from outside the NYG, as well as opportunities to exploit for future relevancy and growth. Secondly, the CPT limits exposure to blind spots by having a representative from every command and staff section participate in the CPT so that we have organizational understanding and buy-in regarding our strategic goals and objectives, and of our action plans. These senior staff members bring a perspective and an experience level that serves as multiple lenses through which the senior leadership can see the optimal way for the organization as a whole to move forward into the future.

### **Innovation**

At a time of dwindling fiscal resources and changing strategic objectives on a national and state level, The TAG, Commander of the NYG and Senior Leadership continuously stress that all members of the NYG look for innovative and increased stewardship of resources so that we continue to meet and exceed standards. At every opportunity, the CG seeks input from officer, enlisted and civilian employees on how the NYG can perform any and all missions with no degradation of service. Sensing

sessions, AAR's, customer feedback and many other avenues previously discussed and identified in the SWOT Analysis in both internal and external metrics are used to seek support for innovation. These avenues lead to identification of Strategic opportunities that will allow the NYG to continue to improve and more importantly, increase relevance to both customers and the workforce. The CG and senior leaders evaluate all of these opportunities to see just what is feasible for the leadership to pursue. These decisions are based on what the CG sees as continuing to enhance the organizations ability to meet its mission and vision for the country and state.

## **STRATEGY IMPLEMENTATION**

### **Action Plan Development and Deployment**

#### **Action Plan Development**

The CPT develops action plans which address the needs of our objectives.

#### **Action Plan Implementation**

The CPT members each create action plans with the assistance of their functional area staff. The combined effort serves as a reality check for implementing the action plan and achieving the desired performance. Monthly briefs also provide feedback on how well the NYG performs and can expect to perform in the future. The CPT reviews these metrics and action plans at each quarterly CPT meeting, adjusting with the approval of the EC.

#### **Resource Allocation**

The NYG assesses progress and allocates resources based on goal accomplishment utilizing the ACofS G-4 and Brigade S-4s. This body meets at least quarterly and recommends prioritized budget allocations to meet the NYG strategic objectives and goals, manpower guidance and balance resources within the organization.

#### **Action Plan Modification**

Since each ET member works within their functional area on a monthly basis, they are familiar with the requirements and details of each of their action plans. If quarterly metrics show no improvement, or if the chosen metric doesn't measure performance, the ET will make adjustments to the action plan as necessary. The ET is responsible for ensuring that action plans provide the proper steps to lead to improvement and that the metrics reflect how much progress has been made towards the objective.

## **Performance Projections**

This is the first time that the NYG is contributing to this DMNA plan. There will be an incredible learning curve for the NYG team but projections are expected to be met. The SWOT analysis points out the ongoing TDA transformation as a possible threat to conducting operations. We have planned for this event considering the second and third order effects that would prohibit us from meeting goals. We still expect to perform at a level to meet all goals assigned to the organization. The strategic planning process provides us a framework for prioritizing long and short term objectives, and focusing on those objectives that most directly support our four goals: Soldier Readiness, Unit Readiness, and becoming a Force Multiplier.

## **CONCLUSION**

The NYG Strategic Plan will be continually reviewed and adjusted to meet the fast pace of the changing landscape the NYG works within. This plan is interactive and focused and written in accordance with the DMNA Strategic Direction 2020. These continuous reviews begin with this systematic approach as addressed and will review constantly changing guidance from DMNA.