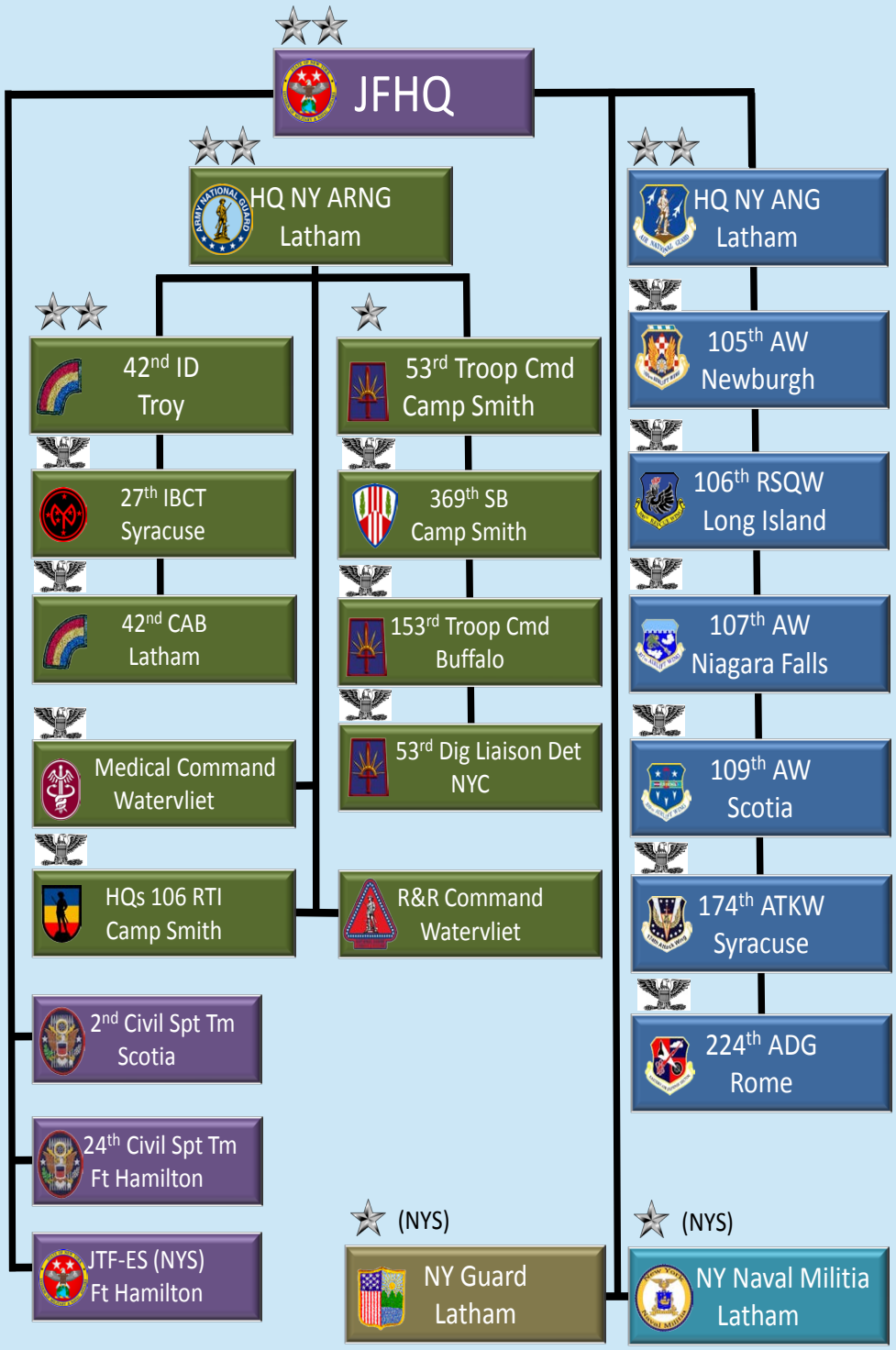
NEW YORK STATE | Military and Naval Affairs

# Strategic Direction 2020

The Division of Military and Naval Affairs (DMNA) updated "Strategic Direction 2020" provides the mission, vision, values, objectives, and long-range plan for the agency. It ensures we maintain a ready and adaptable force, now and in the future. The New York Army National Guard (NYARNG), New York Air National Guard (NYANG), New York Naval Militia (NYNM), and New York Guard (NYG), hereafter referred to as force providers, are organized as per the organizational chart depicted.




20 Jan. 2015

The January 2015 edition of the "Strategic Direction 2020" communicates a clear and concise command vision to guide us through a challenging, ever changing environment. It is a management tool which helps us improve performance by focusing the energy, resources, and collective organizational effort in the same direction. It provides long-range guidance to our force providers, service members, civilian workforce, Families, and our local, State and Federal partners so they can plan into the future. Our strategy is simple and clear – "always ready, always there – a trained, mission ready, adaptable force."

"Strategic Direction 2020" is well thought out, challenges assumptions, and is created with input from sources inside and outside the organization. It was developed with the full support and commitment of our senior leaders.

"Strategic Direction 2020" is a living document which will shape our culture and be updated as necessary to reflect changes. When we combine strategic vision, great execution, with consistent communication and feedback, our organization will transform. The result will ensure DMNA is focused, results oriented, accountable, and adaptable to future challenges.

**MISSION**

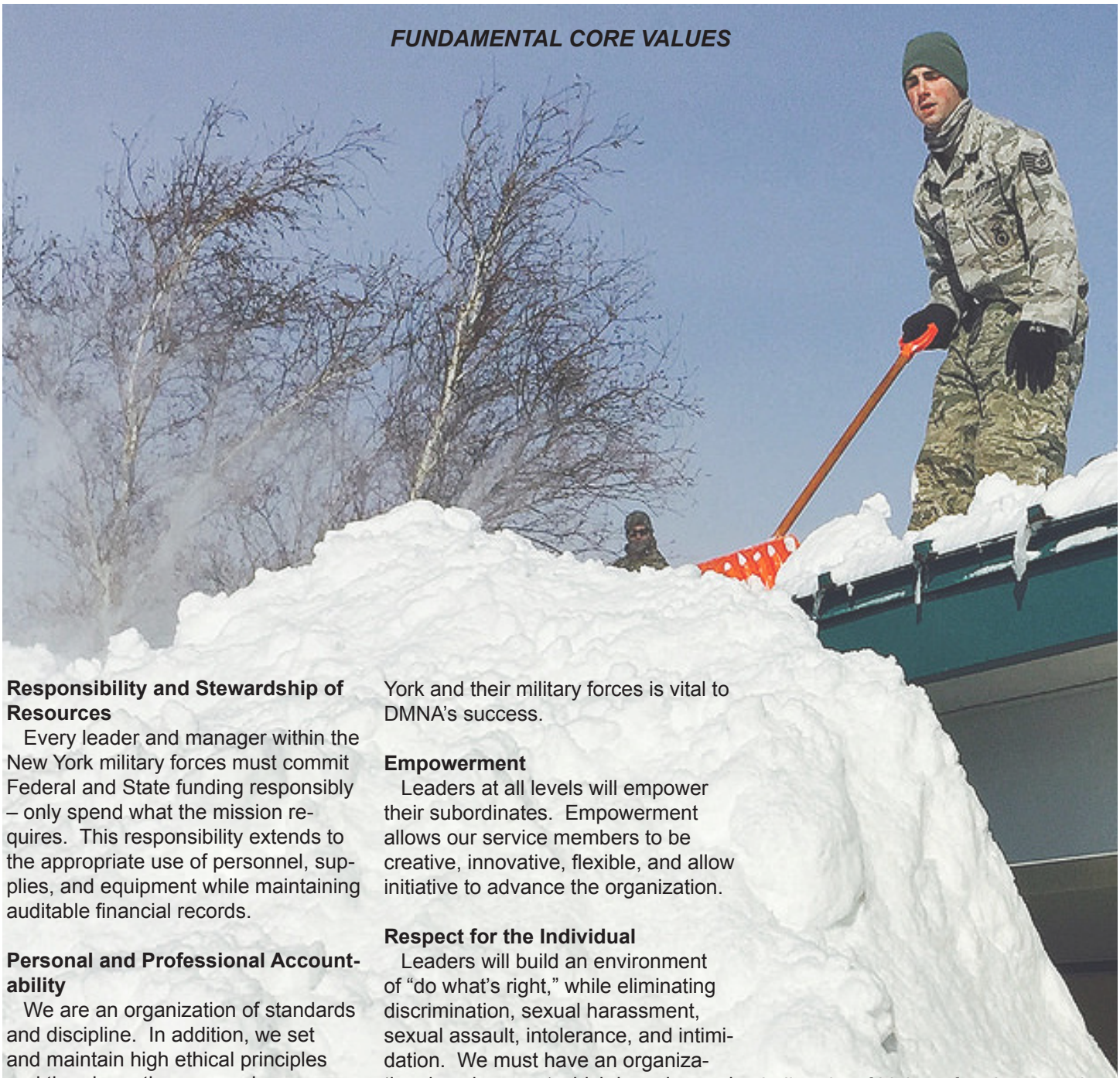
DMNA provides fully capable land, air, and naval military forces and facilities executing global missions across unified air and land operations in support of our Communities, State and Nation.

**VISION**

"Always ready, always there – a trained, mission ready, adaptable force."

**CORE COMPETENCIES**

DMNA's core competencies are military forces capable of providing mission-ready units and unique military skills to support both civil support operations and Federal over-seas requirements. These core competencies are nested directly with DMNA's goals and objectives.



## FUNDAMENTAL CORE VALUES

**Responsibility and Stewardship of Resources**

Every leader and manager within the New York military forces must commit Federal and State funding responsibly – only spend what the mission requires. This responsibility extends to the appropriate use of personnel, supplies, and equipment while maintaining auditable financial records.

**Personal and Professional Accountability**

We are an organization of standards and discipline. In addition, we set and maintain high ethical principles and then have the personal courage and organizational discipline to hold our service members and employees to those standards. Everyone has a responsibility to hold themselves and their subordinates accountable, both on and off duty to maintain the highest standards of personal conduct. DMNA will incorporate the State's philosophy of "we work for the people – performance – integrity – pride" into all aspects of the organization. The connection between the citizens of New York and their military forces is vital to DMNA's success.

**Empowerment**

Leaders at all levels will empower their subordinates. Empowerment allows our service members to be creative, innovative, flexible, and allow initiative to advance the organization.

**Respect for the Individual**

Leaders will build an environment of "do what's right," while eliminating discrimination, sexual harassment, sexual assault, intolerance, and intimidation. We must have an organizational environment which is caring and accepting for all our people.

**Pursuit of Excellence**

Leaders will encourage their members to strive for excellence through continual improvement and professional development – in both their personal and professional lives.

**Esprit de Corps**

Pride in performance, enthusiasm, and loyalty to the collective good are hallmarks of high performing organizations.

**Commitment to our People and their Families**

Inculcate within the New York military force's culture an organizational priority to ensure our personnel and their Families are cared for, supported, and fully integrated into the DMNA's Network of Support. Our people are our most important aspect of the organization.

## *STRATEGIC ENVIRONMENT*

Complex and constant change

Limited State and Federal resources

Overseas and domestic operations

## *STRATEGIC IMPERATIVES AND OBJECTIVES*

### Strategic Imperative
### Personnel and Unit Readiness

Leader and service member readiness goes hand-in-hand with unit readiness. We must embrace a culture of readiness across the force. Commanders and supervisors must continually manage their personnel and units to ensure they meet service component objectives.

### Strategic Objectives
### Personnel and Unit Readiness

Demonstrate high levels of unit readiness in order to retain force structure and posture for potential future growth.

Develop adaptive leaders who are comfortable with collaborative planning and decentralized execution capable of managing ambiguity and making rapid adjustments as situations develop.

Encourage and promote a culture of flexible organizations able to rapidly adjust to changing requirements; declining fiscal resources; fielding new equipment; end-strength; full-time manning levels; and unit structures capable of meeting mission requirements.

Create an environment free from suicide, harassment of any type, sexual assault, and one in which every individual is valued and respected.

Build and maintain a resilient force with a culture of total fitness in the areas of financial, physical, Family, social, emotional, and spiritual.

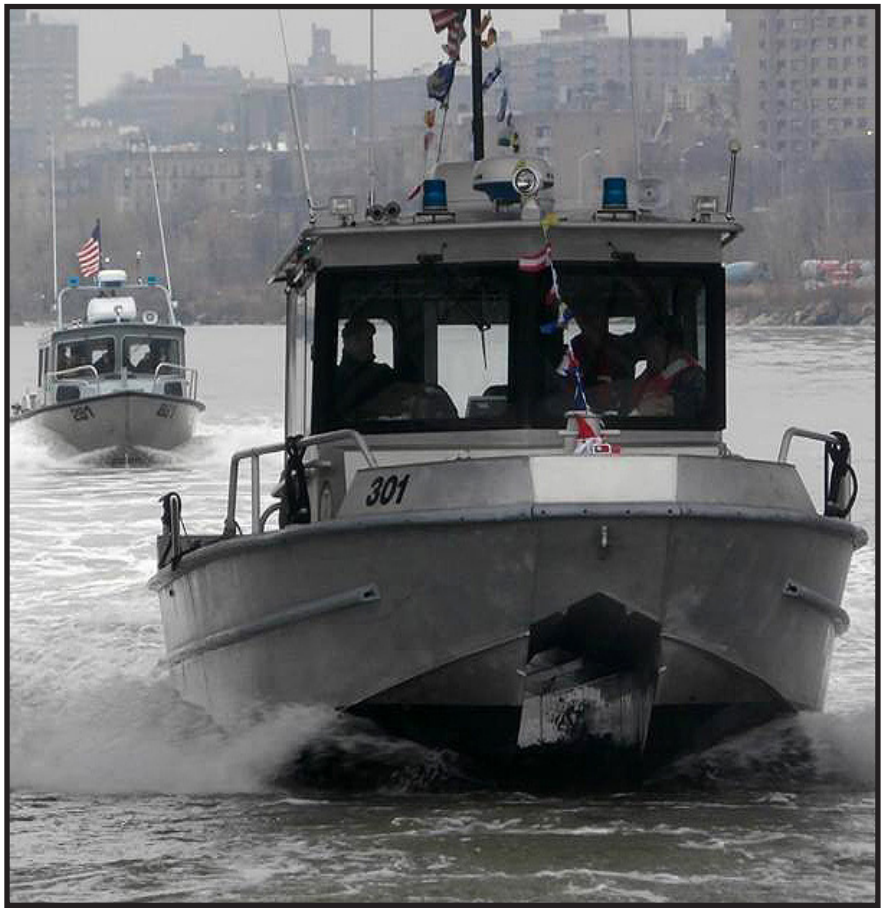
Build programs in support of Theater Security Cooperation and regional Combatant Commanders.

### Strategic Imperative
### Family Readiness

Family readiness and preparedness directly impacts a unit's readiness, retention, and mission preparedness. Satisfied Families foster employee productivity and morale.

### Strategic Objectives
### Family Readiness

Sustain our existing Family readiness programs to ensure Family members know what support is available and how to access the DMNA's Network of Support. Involve Families and Family Readiness Groups in unit activities.




**Strategic Imperative**
**Equipment Readiness**

Focus on equipment accountability, maintenance, operational readiness rates, and modernization, in order to accomplish our missions.

**Strategic Objectives**
**Equipment Readiness**

Sustain an organizational culture of accountability, care, and maintenance of equipment.

Update and develop new programs to rehabilitate, recapitalize, or replace aging equipment in order to maintain mission preparedness.

**Strategic Imperatives**
**Facility Readiness**

Facilities are the foundation of our readiness. They are critical to everything we do and as such, will be maintained to an appropriate state of readiness (based on funding).

Commanders and leaders will take an active role in their facilities and ensure they are properly maintained, organized and representative of an organization founded on standards and discipline.

**Strategic Objectives**
**Facility Readiness**

Modernize our infrastructure while maintaining our community based heritage.

Actively partner with outside agencies and organizations.

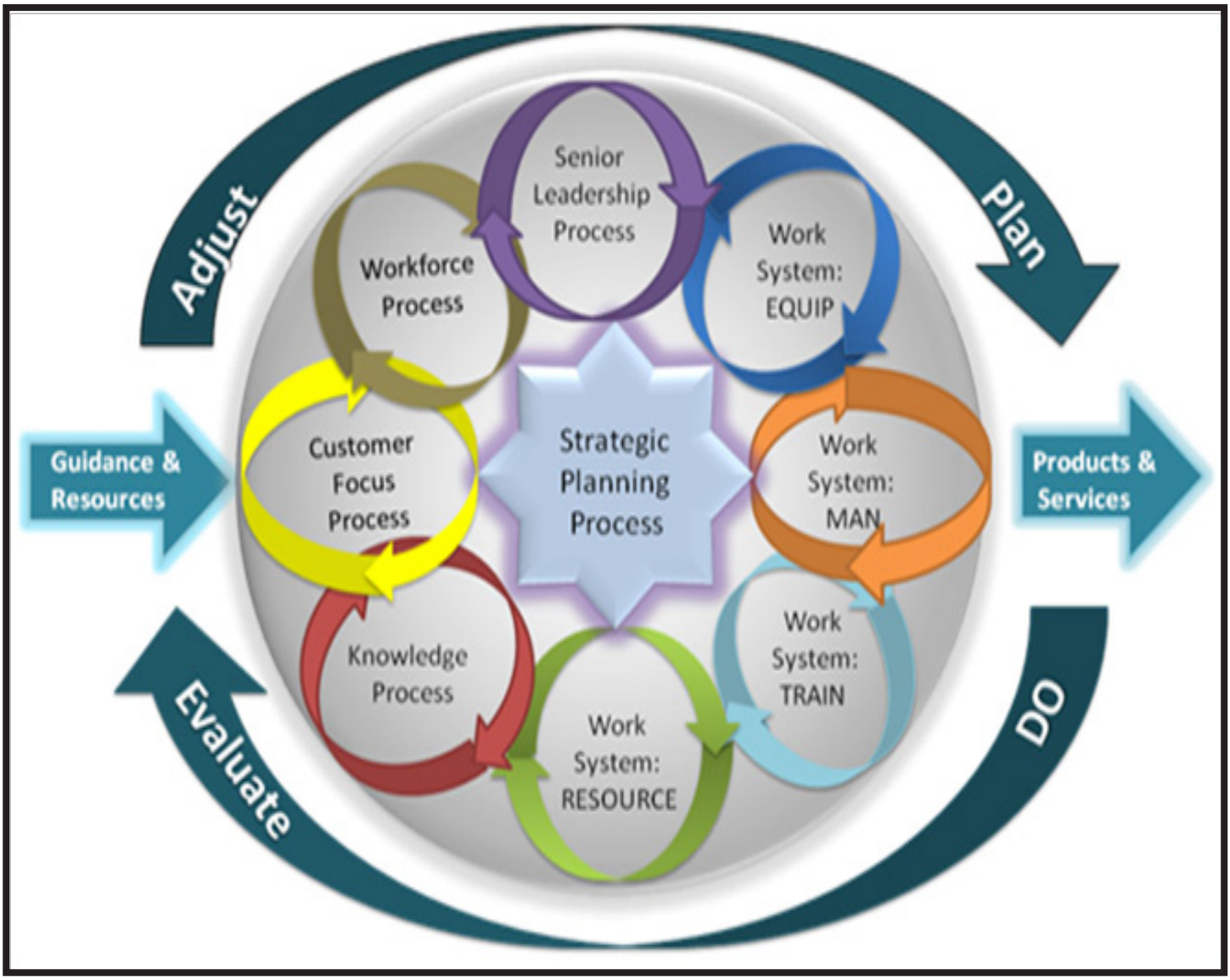
Pursue opportunities for more efficient, cost effective construction and contracting to include design-build, sole source, or minority owned/disadvantaged vendors.

Be good stewards of the environment, including implementing energy reduction and alternative energy source strategies.

Revitalize the Military Construction program to focus on DMNA's strategic imperatives.

## GUIDANCE

Each force provider will modify their existing strategic plan nested with this edition of "Strategic Direction 2020". These two to five year plans utilize an internal continuous strategic planning cycle to measure performance improvement. This interactive process is focused by "Strategic Direction 2020" and begins with a systematic approach of constantly measuring performance and revisiting DMNA's vision, values, mission, and goals in light of any changes in the strategic and operational environment affecting the organization.




The diagram above depicts this strategic planning cycle. The Plan, Do, Evaluate and Adjust model allows DMNA and specifically, its force providers, to continuously evaluate performance based on new guidance and changes in resources which potentially will affect products and services. Every work system as depicted is continuously reviewed for potential issues, changes in resources, adjustments to priorities and measured outcomes so the force providers maintain their ability to support DMNA's mission, vision, and values.

STATE OF NEW YORK
DIVISION OF MILITARY & NAVAL AFFAIRS
105TH AIRLIFT WING
109TH AIRLIFT WING
106TH RESCUE WING
174th Attack Wing
107TH AIRLIFT WING
EASTERN AIR DEFENSE SECTOR
EXCELSIO
EXCELSIOR