



DEPARTMENT OF THE ARMY AND AIR FORCE  
JOINT FORCES HEADQUARTERS – NEW YORK  
330 OLD NISKAYUNA RD  
LATHAM, NY 12110-3514

MNAG-TAG

15 January 2022

MEMORANDUM FOR SEE DISTRIBUTION

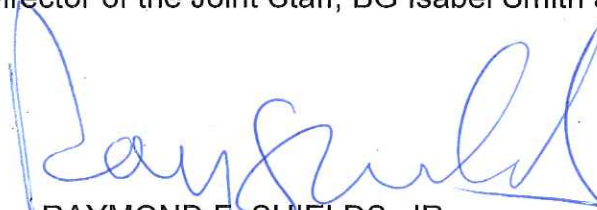
SUBJECT: Strategic Direction 2025

1. Enclosed is the third edition of the Division of Military and Naval Affairs' (DMNA) Strategic Direction series, "Strategic Direction 2025", dated 15 January 2022. This document outlines the agency's strategic guidance to include mission, values, strategic direction, and priorities. This document was developed with input from all four components of the New York Military Forces (NYMF) – New York Army National Guard, New York Air National Guard, New York Naval Militia, and New York Guard – regarding their respective strategic objectives for 2022 – 2025.

2. I would like to stress the addition of diversity and inclusion. While we have made great strides in terms of diversity, we tend to lose sight of the inclusion element. Inclusion is the meaningful commitment to unify all of our personnel towards a common goal and to create a shared sense of belonging. Leaders at all levels are responsible for cultivating an inclusive environment that leverages the diversity of our talents, intellect, experience, and skills. This is to maximize performance on both an individual and collective basis within DMNA.

3. DMNA Service Members and employees work tirelessly and make tremendous sacrifices for our State and Nation. Together, we have responded ably and honorably to every mission tasked of us, from severe weather events to global pandemic. In order to meet the challenges of an evolving strategic environment and ever shifting operational variables, we must focus our efforts on these tangible strategic objectives to prepare for the future.

4. Force Providers will use "Strategic Direction 2025" to refine their respective strategic documents and vision for the next three years. NYMF components will submit revised strategic plans IAW this document to the JFHQ-NY J5 NLT 15 April 2022. The point of contact for this memorandum is the Director of the Joint Staff, BG Isabel Smith at [isabel.r.smith.mil@army.mil](mailto:isabel.r.smith.mil@army.mil).



RAYMOND F. SHIELDS, JR.  
Major General, NYARNG  
The Adjutant General

The State of New York  
Division of Military and Naval Affairs



**Strategic Direction**  
**2025**



**The New York National Guard (NYNG) exists to serve a dual role in the United States Military by simultaneously serving the local community and the country.** Most of the time, the NYNG along with our State Defense Forces (SDF) are under the control of New York State, with the Governor serving as Commander and Chief for Civil Support Operations. In the event of national crisis or enduring contingency operations, the NYNG can serve in a federal capacity domestically and internationally. With the ongoing challenges of continued overseas deployments, domestic crises of natural and human-caused events, and budgetary pressure from the effects of COVID-19, we must be prepared for unknown future challenges. The “Strategic Direction 2025” communicates a clear and concise command vision to guide us into the future. This vision is both a leadership and management tool which focuses our energy and resources towards realistic objectives. It provides guidance to the New York Military Forces (NYMF) – the New York Army National Guard (NYARNG), New York Air National Guard (NYANG), New York Naval Militia (NYNM), and New York Guard (NYG) – so that they can plan into the future. “Strategic Direction 2025” was developed with support of the senior leadership to shape our culture, improve readiness and outline a commitment to all stakeholders to continue achieving operational excellence.

#### **2025 Strategic Imperatives:**

- 1. Increase Personnel End Strength**
- 2. Personnel Readiness**
- 3. Equipment & Facility Modernization**
- 4. Solidify Partnerships**
- 5. Expand Civil Support Operations Capability**

**Our VISION is to provide a responsive force that is flexible, adaptable, fully manned, highly trained, well equipped, and ready to respond to a multitude of future complex events to support our communities, state and nation.** The “Strategic Direction 2025” outlines five strategic imperatives that represent the way forward and shape the future.

The NYMF are committed to a people-first strategy. Regardless of the challenges America faces, NYMF remain unified and supportive of its people and families. It is imperative that we

retain the trust of our personnel, the community and the nation through our everyday actions. We can only accomplish this by emulating the military values that we all share in our organization. NYMF culture demands a positive environment that is free from harassment and discrimination, and promotes dignity and respect. The cornerstone strength of our organization is the diversity and inclusion of all its people. Our organization’s future will be defined by how treat our personnel, and how effectively we respond to the challenges which face our nation, state and local communities. We remain postured to respond to any future challenge, armed with our organizational values, and unified in our mission.

***End State 2025: New York Military Forces provide exceptional support to Civil Support Operations domestically & National Security Operations across the globe through optimal readiness, strength, and modernization.***

#### **Future Environment:**

Great Powers  
Competition  
  
Human-Caused & Natural  
Disasters  
  
Overseas Contingency  
Missions  
  
Budgetary Pressures

#### **Enduring Mission:**

New York Military Forces provide operational support to Civil Support Operations & National Security Operations across the globe in order to save lives, mitigate suffering, support civil authorities, and advance national security objectives.

#### **Core Values:**

Dignity & Respect  
  
Diversity & Inclusion  
  
Integrity & Transparency  
  
Humility & Empathy  
  
Reliability & Performance  
  
Valued Service &  
Inspirational Leadership





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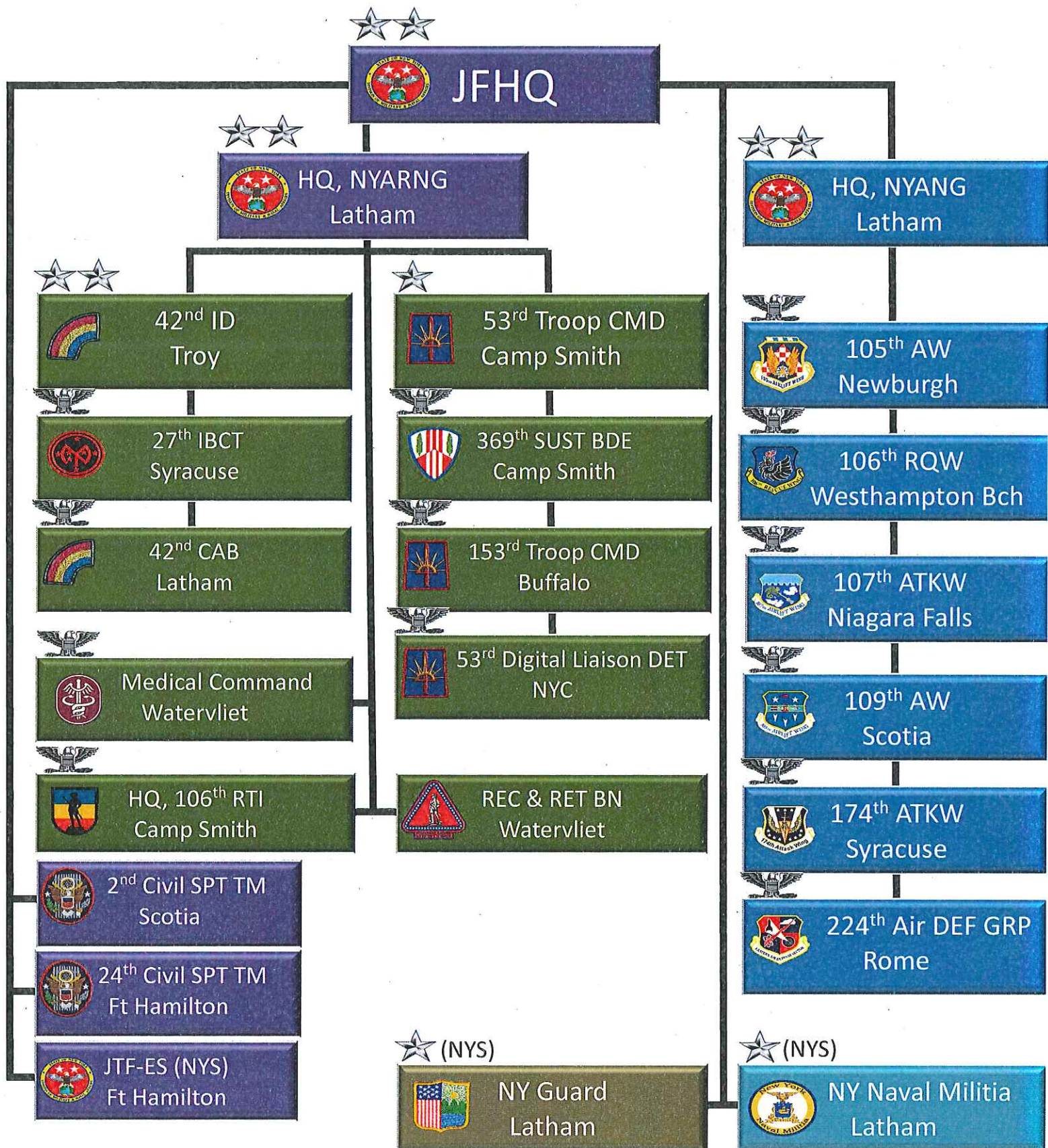
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3. DMNA Service Members and employees work tirelessly and make tremendous sacrifices for our State and Nation. Together, we have responded ably and honorably to every mission tasked of us, from severe weather events to global pandemic. In order to meet the challenges of an evolving strategic environment and ever shifting operational variables, we must focus our efforts on these tangible strategic objectives to prepare for the future.
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# New York Military Forces Task Organization





## **Division of Military & Naval Affairs Core Values**

### **Dignity & Respect**

Leaders will build an environment and remain responsible for treating their people with dignity and respect at all times. They will establish a command and organizational climate that emphasizes the duty of others to act in a similar manner toward their subordinates in accomplishing the organizational mission. Commanders and other leaders committed to the professional ethic to promote a positive environment is expected. If leaders show loyalty to their people, organization and nation, then they will earn the loyalty of their people.

### **Diversity & Inclusion**

Leaders will institute an organizational model that creates and sustains a culture that values diversity and inclusion and an environment free from unlawful discrimination and prohibited behaviors. We will maximize the readiness potential of every Service Member, civilian and family member through policy development, practice, workforce analysis, and outreach.

### **Integrity & Transparency**

Integrity is the principle foundation upon which our ethical and moral compass is built. One of the mainstays of integrity is "doing what is right, both legally and morally." It requires us to do the right thing at all times, regardless of the situation or the consequences. A part of this value is the responsibility of leaders to hold themselves and subordinates accountable. Our organization has incorporated the NY State value of "We work for the people", and we continuously strive to maintain the highest personal and professional standards.

### **Humility & Empathy**

The distinguishing factor of the most successful organizations is that leaders at all levels demonstrate humility and empathy. Leaders at all levels must be willing to be an active learner, maintain accurate self-awareness, and seek out others' input and feedback. A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. Empathy helps leaders not only understand themselves, the environment and organization better, but also evaluate the possible outcomes of all involved to make more informed decisions. Leaders need empathy to better understand the experiences, perspectives, and feelings of our people, and thus make better decisions and earn trust.

### **Reliability & Performance**

Leaders will encourage our personnel to strive for excellence through professional development, education, volunteerism, training, and improving personal health and quality of life. Leaders will institutionalize a culture of high performance through greater communication and accountability, increased employee engagement, transparent processes, and improved capabilities in recruiting, developing, and rewarding our workforce. Reliability does not merely reference equipment and materials; it also refers to our personnel. A reliable organization is able to respond faster, more effectively, and more safely, as well as less costly for the organization by improving functionality. We ensure our reliability by working as a team and improving ourselves and the organization each day.

### **Valued Service & Inspirational Leadership**

Our people are the most important aspect of our organization. It is paramount that we ensure our people and families are cared for and supported. Leaders must recognize that our organization's strength is generated and retained in the trust of our personnel and their families. Each member of the organization is important, and we can only achieve mission success together. Each leader must ensure that our people and families are recognized for their commitment and sacrifices they make. Leaders are required to inspire those that they supervise through their everyday deeds, actions, and personal example. We must know our people and their families, and share a strong commitment to making everyone in DMNA one family.

## **STRATEGIC IMPERATIVE ONE**

### **Increase Personnel End Strength**

Second only to Service Member safety, strength maintenance remains the number one priority. It is imperative that DMNA expands our military force posture in order to support the state and federal government whenever called. An expanded, well organized and balanced military force capable of conducting full spectrum operations is expected to deploy rapidly and effectively with broad capabilities. In order to achieve this imperative, we must grow our formations while expanding our capabilities in order to leverage the strength of our manpower.

While each DMNA component has different end-strength objectives, we must all plan in advance to support personnel expansion with the correct resourcing in order to achieve those objectives. Three key measures of effectiveness are Strength, Retention and Payroll Attendance metrics. It is essential that leaders at all levels review and adapt to key metrics, leading indicators, and trends monthly and annually to achieve our end strength objectives.

#### **NY Army National Guard:**

Objective 2022: Increase end strength to 11,000 by the end of FY22 with a Negative End Strength below 2%. A strong strength posture, in conjunction with Soldier and unit readiness, is essential to sustain the NYARNG's total readiness. Without Soldiers we cannot build unit readiness and posture the NYARNG for receipt of future force structure.

Objective 2025: Increase end strength by 1% to 2% annually. This forecast will expand the size of the Army National Guard from 11,000 in FY23 to 11,221 personnel or more by the end of FY25. At the end of 2025, the NYARNG aims to have stood up and fully manned the 42<sup>nd</sup> Division Artillery (DIVARTY), remain postured to receive additional force structure, and prevented any divestiture of current force structure.

#### **NY Air National Guard:**

Objective 2022: Increase end strength by 2% of current authorization to 5,996 Airmen using a strategic mix of recruiting and retention initiatives. Achieve a recruiting production goal of 891, comprised of 197 officers and 694 enlisted, as well as a 90% retention rate.

Objective 2025: Establish an Aeromedical Evacuation Squadron at the 105<sup>th</sup> Airlift Wing.

#### **NY Naval Militia:**

Objective 2022: The Naval Militia, being a total volunteer force, is presently at 79% strength with 2,775 assigned of an authorized 3,500. By the end of FY 22, the NYNM will grow by 25 to achieve 80% strength through deliberate, dedicated recruiting campaigns.

Objective 2025: Achieve or exceed authorized end strength of 3,500 by 2025 to be at 100% capability.

#### **NY Guard:**

Objective 2022: New York Guard end strength is currently 410 assigned of an authorized 802 (51%). By the end of FY 22, the NYG will grow by 230 to achieve 80% strength through deliberate, dedicated recruiting campaigns.

Objective 2025: Achieve an end strength of 80% with 641 members by 2025.



## **STRATEGIC IMPERATIVE TWO**

### **Personnel Readiness**

Personnel Readiness and Unit Readiness go hand in hand and are imperative to supporting personnel end strength goals. High levels of personnel readiness are essential to achieving unit readiness. Units that demonstrate high levels of unit readiness have shown increased ability to retain force structure, grow, and operate effectively when called upon. Therefore leadership at all levels must embrace a culture of readiness across our formation. Collaboration between leaders and staff in continually managing personnel readiness is needed to ensure component objectives are met. Key indicators and trends that increase the probability of success are: Drill Attendance, Medical Readiness, and Physical Readiness.

#### **NY Army National Guard:**

Objective 2022: Maintain medical readiness goals of 90% or more at MRC-1 or MRC-2 for M-Day Soldiers and 100% for AGR. The Army Combat Fitness Test (ACFT) is established and embraced as new fitness standard; units transition successfully from the former Army Physical Fitness Test (APFT) model. 100% of all personnel will take the ACFT, and 80% of the personnel will meet the required standards. DMNA Facilities Directorate will support the construction of regional ACFT facilities using self-help engineer projects over the next 2-5 years. Drill attendance exceeds 90% for all available members of the force.

Objective 2025: The Army National Guard builds a culture of comprehensive fitness based on physical, emotional, mental, and spiritual readiness and resilience. Units maintain 95% pass rate for ACFT; 95% MRC-1 and MRC-2 (M-Day); and 95% drill attendance rate. Modification Table of Organization and Equipment (MTOE) units are fully deployable in accordance with the Force Sustainment Model.

#### **NY Air National Guard:**

Objective 2022: Overcome the challenges COVID-19 has placed on the force's physical and medical readiness by achieving 95% readiness by the end of FY22. Maintain seamless medical and behavioral health support at all our wings.

Objective 2025: Given the challenges our Airmen face, it is critical we effectively leverage all available support mechanisms at our disposal to ensure our force remains resilient. We must ensure our Airmen and Family Readiness Centers, our Behavioral Health Providers, Chaplains, Services Flights, leaders and our Wingmen are all fully engaged. We must "think outside of the box" and be flexible and creative in finding ways to overcome the obstacles to achieve and sustain 100% readiness by 2025.

#### **NY Naval Militia:**

Objective 2022: Personnel Readiness of the NYNM includes the physical readiness of Navy, Marine Corps and Coast Guard Reserve members that are tracked and maintained by the United States Reserve Forces. Because of their Reserve standards, these members are considered 100% physically ready for State Active Duty. NYNM non-drilling members are approximately 5% of the total force. NYNM will maximize these SMs' readiness through detailed quarterly readiness reviews and comprehensive annual medical readiness reports through NYNM Headquarters. Currently 85 of 130 (65%) non-drilling members are medically ready for State Active Duty. By end of FY22, NYMF will improve to a 75% readiness rate.

Objective 2025: Through increased data collection and monitoring of the NYNM non-drilling members, the goal for 2025 is to achieve or exceed 90% medical readiness for State Active Duty.

#### **NY Guard:**

Objective 2022: Maintain staffed, equipped, trained, physically capable, medically ready, and regionally integrated Area Commands. Provide forces in partnership with the NYMF Joint Task Forces (JTF), in accordance with the current Civil Support Operations (CSO) Concept Plan (CONPLAN). Leverage civilian skills and relationships in the NYG with JTFs in order to provide assistance in the event of natural or human-caused disasters.

Objective 2025: Integrate planning between NYG HQ and Joint Force Headquarters – New York (JFHQ-NY) in order to achieve and maintain optimal readiness levels based on anticipated mission support requirements.



## **STRATEGIC IMPERATIVE THREE**

### **Equipment & Facility Modernization**

Equipment Readiness and Facility Modernization is the key to improving end strength and personnel readiness, which is critical to our mission success. Our ability to continually field, sustain and train on modernized equipment complements our ability to keep our forces operationally ready to support the state and nation. As we receive modernized equipment to improve our ability to keep our forces operationally ready we must continue divestiture of antiquated equipment. Maintaining CSO stocks to support domestic responses within New York will keep our forces operationally ready to support the state mission. Modernization of facilities provides our forces not only a base of operations to train, work and deploy from, but a home within the community that is mutually supporting. This heritage of community commitment is one of the NYMF's greatest strengths.

We have successfully accomplished coordination this past year with the Jamaica Armory re-vitalization project and 109<sup>th</sup> Air Wing LC-130 fielding, but we must continue this trend of modernization and revitalization in order to maintain readiness and provide the best operational response to the state and nation. Key measures of effectiveness include: number of equipment modernization engagements; the amount gained through leveraging state and federal partnerships; and the number of engagements focused on value-driven results leading to capital improvements.

#### **NY Army National Guard:**

Objective 2022: Continue ongoing renovations at Jamaica, Bronx, Peekskill and Whitestone. Complete military construction (MILCON) design phase for Lexington Ave and the Glenmore Road FMS. Future priorities for MILCON will be Glenmore Road addition/alteration and BLD 508A construction on CSTS. We will also endeavor to achieve an environmentally safe and sustainable operational footprint by completing the remediation and conversion of the indoor firing ranges at the Peekskill, Jamestown, Dunkirk, and Masten Avenue armories.

Objective 2025: Construct and operate a Remote Engagement Target System (RETS) range at Camp Smith Training Site that can accommodate one BN-sized element per day in order to provide the NYNG the ability to achieve and self-sustain Army Basic Rifle Marksmanship standards. DMNA Facilities implements a state funded design to produce a 16 lane range to allow NY to compete more effectively for federal funding for additional modernization initiatives.

#### **NY Air National Guard:**

Objective 2022: Finalize the LC-130 Aircraft Modernization/Recapitulation initiative. Contract for small arms firing range at the 109<sup>th</sup> Airlift Wing, increase MQ9 platform capabilities for National Defense Strategy 2018 Near-Peer Fight for the 174<sup>th</sup> Attack Wing, and accelerate Eastern Air Defense Sector (EADS) MILCON regarding infrastructure for EADS Homeland Defense. Additionally, leverage information and data via Pathfinder C2 system implementation.

Objective 2025: Acquire LC/HC-130 and HH-60 full-motion simulators. Establish the 107<sup>th</sup> Attack Wing as the Center of Excellence for Space National Guard Space Battle Management Command & Control (SBMC2), Space Domain Awareness (SDA), and Orbital Warfare (OW) Space Range, Aggressor, Test and Training activities. Establish a permanent Sensitive Compartmented Information Facility (SCIF) at the 109<sup>th</sup> Airlift Wing.

#### **NY Naval Militia:**

Objective 2022: Maintain 100% readiness of NYNM's operational fleet of 10 maritime vessels, the Mobile Command Post and maintenance trailers, and nine trucks. In 2022, the NYNM will add an additional landing craft to the fleet and upgrade its trucks with four Diesel Emissions Regulatory Act (DERA) compliant replacements.

Objective 2025: Acquire two to three replacement boats via Federal Emergency Management Agency (FEMA) grants or other funding sources to modernize the operational fleet. Increase the quantity of trucks to match the number of trailer-mounted assets.

#### **NY Guard**

Objective 2022: Continue training on Disaster Local Area Network (DLAN), Mobile Emergency Response Network/Center (MERN/MERC), forklift, skid-steer, generator, water pump, and chainsaw equipment. Finalize the rehabilitation of Building 84 at Camp Smith in order to provide a modern and functional base of operations.

Objective 2025: Ensure MERC/MERN capabilities are accessible, maintained, and operational across NY State in coordination with armories and respective J/G/S6 sections.



## **STRATEGIC IMPERATIVE FOUR**

### **Solidify Partnerships**

A cornerstone of DMNA success is the professional relationships our organization has built with state, federal, community, and international partners. We are proficient in executing a full range of federal and state mission capabilities. Our organization remains capable, accessible, innovative and agile. These are qualities that support the combatant commanders, state officials, interagency or multinational requirements. DMNA will continue to play a pivotal role in emerging mission sets, and the relationships we invest in will be paramount to our organization's success. Therefore, we must solidify partnerships with all stakeholders through information sharing, effective communication, and key leader engagements.

The Army and Air National Guard will continue to work with combatant commanders on present and emerging federal missions. This will be accomplished through continued participation in Federal Collective Training Events, continuation of current mission sets and dialogue through key leader engagements to fully gain shared understanding of the complex environment. Both components, along with the SDF, will engage their local civilian authorities to develop engagement that would support Civil Support Operations. They will identify and leverage civilian expertise of National Guard assets in order to develop plans and gain understanding of the requirements of our interagency partners. Both components will also actively inquire and participate to the extent possible in the State Partnership Program in order to solidify support for our multinational partners in South Africa, Brazil, and Israel.

#### **NY Army National Guard:**

Objective 2022: Lead the effort to enhance and deepen our strategic multinational relationships within the State Partnership Program with South Africa, Brazil, and Israel.

Objective 2025: Continue to posture the force and seize multinational training opportunities such as Africa Lion and Southern Vanguard to build relationships and strengthen the readiness of the force. This will serve to enhance the diversity of the training environment and foster greater retention throughout the force.

#### **NY Air National Guard:**

Objective 2022: Leverage relationships with NGB and DoD, with the support of TAG-NY, to pursue the incorporation of a Space National Guard component into the NYMF. Codify partnership with the 820<sup>th</sup> Base Defense Group (BDS) and the 105<sup>th</sup> Airlift Wing. Leverage existing 107<sup>th</sup> Attack Wing space expertise in the areas of SBMC2, SDA and OW to support U.S. Space Force (USSF) Space Training and Readiness Command (STARCOM) requirements.

Objective 2025: Aid the establishment and manning of the New York Space Force National Guard through strategic partnerships. Create a 107<sup>th</sup> Attack Wing STARCOM support package capable of supporting current/future Range, Space Aggressor, Space Test, SDA and Combat Training Squadron requirements.

#### **NY Naval Militia:**

Objective 2022: Maintain the current operational relationships with the federal and state partner agencies along with US Navy, Marine Corps, and Coast Guard. Support the multinational aspects of the State Partnership Programs where requested.

Objective 2025: Sustain partnerships and support relationships detailed above through 2025.

#### **NY Guard**

Objective 2022: Leverage relationships with the regional JTFs in order to ensure improved integration during steady-state and contingency operations.

Objective 2025: Leverage NYG civilian expertise and connections in order to strengthen relationships between NYMF and interagency partners.



## **STRATEGIC IMPERATIVE FIVE**

### **Expand Civil Support Operations Capability**

DMNA has an honored history of supporting the Governor and communities when our citizens' lives or property are at risk. We take pride in our history as citizen Service Members who stand by to serve the communities we live in. Historically, we plan for and respond to snow storms, tropical storms, floods, wild fires, and now pandemics. We must continue this tradition to provide rapidly employable forces and relevant capabilities in order to deliver support to our interagency partners at the request of NYS. In order to accomplish this we must identify gaps in state and local-area capabilities, forecast requirements, develop integrated plans, and organize our force structure to provide these capabilities. A recent example is our newly developed cyber support capabilities that simultaneously fill federal mission requirements while providing continuous support to state mission sets.

The Governor has called upon DMNA to provide civil support and assistance for the majority of emergencies within NYS. For DMNA, CSO is a truly a Joint venture that coordinates, integrates, and leverages the strengths and capabilities of all NYMF. As such, this requires a capable and resourced Joint Staff to support statewide CSO both in steady state and throughout major activations. It is also incumbent upon us that we continue to provide regionally responsive, community-based Joint Task Force presence that is optimized for interagency and intergovernmental environments.

#### **NY Army National Guard:**

Objective 2022: Maintain staffed, equipped, trained, and regionally integrated Joint Task Forces and Initial Response Forces in support of current CSO CONPLAN, and deepen the relationships of regionally based liaisons in order to communicate with each County Emergency Management Office.

Objective 2025: Continue to build on capability and maximize resources to ensure timely and effective support of CSO. Leveraging joint inter-service training and harnessing lessons learned from recent pandemic response will posture the force for continued efficiency and effectiveness.

#### **NY Air National Guard:**

Objective 2022: Maintain staffed, equipped, trained, and regionally integrated Joint Task Forces and Initial Response Forces (IRF) in support of current CONPLAN, and deepen the relationships of regionally based liaisons in order to communicate with each County Emergency Management Office.

Objective 2025: Continue to deepen and broaden the talent pool of qualified JTF and IRF personnel for execution of CSO. This will require Wings to identify the appropriate personnel in advance and establish regular training intervals in preparation of mission execution. In addition, it will be critical for these personnel to proactively develop and maintain rapport with intra and interagency partners.

#### **NY Naval Militia:**

Objective 2022: Coordinate with regional JTFs to incorporate personnel, align training, and provide two-way communication as value added components to every CSO mission.

Objective 2025: Develop, staff, and train Financial Assistance Teams, Warehouse Management Teams, JRSOI Teams, and Communication Assistance Teams available for rapid deployment and support to any JTF established ISO CSO in NYS.

#### **NY Guard:**

Objective 2022: The NYG will provide trained, ready, and deployable Service Members to integrate with the regional JTFs. The NYG will serve as a force multiplier while conducting operational CSO assignments in support of NYMF.

Objective 2025: Develop and train Joint Operations Center (JOC) augmentation teams, financial assistance teams, logistics teams, warehouse management teams, JRSOI teams, and communication assistance teams available for rapid deployment in support of NYS CSO.



## FINAL GUIDANCE

The New York Army National Guard, New York Air National Guard, New York Naval Militia, and New York Guard will adapt existing strategic plans to nest with this edition of "Strategic Direction 2025". Force Providers will submit their nested strategic plan to the JFHQ-NY J5 NLT 15APR22, and be prepared to present it to the Adjutant General. These two to three year plans will apply a continuous strategic planning cycle to identify objectives, plan and implement strategies, measure performance, and adjust as necessary to achieve the desired end states. This interactive process begins with a systematic approach of constantly measuring performance and revisiting TAG-NY's vision, mission, and goals in light of any changes in the strategic and operational environment affecting the organization. Force Providers will visualize, plan, illustrate and communicate their strategic imperatives via the Line of Effort concept.

