

New York Air National Guard Strategic Plan 2020

Mission

The New York Air National Guard (NYANG) provides fully capable air, space, and cyber forces ready to execute global missions across unified operations in support of our communities, State and nation.

Vision

NYANG shares the Division of Military and Naval Affairs' (DMNA) vision: "Always ready, always there – a trained, mission-ready, relevant force." NYANG will maintain trained and equipped Airmen globally engaged in executing federal missions today, poised to meet the challenges of tomorrow, and always ready to provide a strategic surge capability to Federal and State authorities in time of war, contingencies, increased security environments, natural disasters, or other civil support operations.

Air Force Core Values

- Integrity First
- Service Before Self
- Excellence in All We Do

Adherence to Air Force core values helps NYANG maintain its ability to recruit, develop, and retain innovative Airmen with strong character, ingrained respect for others, and a commitment to the high standards necessary to achieve both further innovations and efficiencies to meet security challenges ahead in the most cost-effective manner appropriate.

Division of Military and Naval Affairs Foundational Values

Additionally, NYANG is fully committed to DMNA Foundational Values:

- Responsible Stewardship of Resources
 - Responsibly spending only what mission requires
- Personal and Professional Accountability
 - Setting high standards and adhering to them
- Empowerment
 - Empowering people to be creative, innovative and flexible and remaining open to initiatives to advance the organization
- Respect for the Individual
 - "Doing what's right" while eliminating discrimination, sexual harassment, sexual assault, intolerance and intimidation
- Pursuit of Excellence
 - Encouraging personnel to continually strive for personal and professional development

- Leadership
 - Providing inspired leadership and demonstrating ethical behavior on and off duty
 - Esprit de Corps
 - Exhibiting pride in performance, enthusiasm and loyalty to collective good
 - Care for People and Families
 - Ensuring our members and families are cared for, supported, and fully integrated into our support network
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Strategic Environment

Within a rapidly changing strategic environment following a decade of combat operations and current fiscal constraints, NYANG remains focused on several enduring priorities:

- Ensure mission readiness for dual roles: secure the homefront while defending the nation
- Develop adaptable airmen through excellent recruiting, training and retention
- Prepare airmen and their families
- Modernize our warfighting capabilities while effectively managing and utilizing limited Federal and State resources

Guiding Principles

- The ANG's enduring characteristics reflect its dual identity as 1) a Total Force partner in defending the nation when called to federal duty; and 2) a state militia which responds to the Governor of New York to help protect life and property and mitigate suffering when called to do so.
 - NYANG is a community-based force, organized and employed as units, which can employ dual-use equipment provided by the Department of Defense in support of federal or state mission requirements. The majority of our members serve in a less than full-time capacity, balancing military service with civilian employment. With valuable civilian skill sets as well, they provide an invaluable strategic reserve for federal and state mission demands.
 - With profoundly challenging geopolitical circumstances and constrained fiscal realities, it is more important than ever that NYANG remains focused on enduring missions that will remain agile, ready, and relevant through 2025 and beyond. NYANG units statewide are engaged in critical core Air Force functions that align well with the ANG Capstone Principle regarding dual-use capability; missions particular suitable to supporting domestic operations. However, NYANG must continue to strongly advocate for modernization of equipment, and investment in facilities which, when combined with decades of mission experience, would reap significant increases in capabilities provided to federal and state missions.
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Strategic Imperatives and Objectives

Personnel and Unit Readiness: Emphasize individual, leader, team, and unit readiness at all levels to enable NYANG to be a reliable, relevant force provider. Demonstrate high levels of unit readiness to retain force structure and posture for future growth. Objectives include:

- Monitor recognized measurements of readiness to include inspections to ensure units and members are: receiving formal training; completing professional development training; meeting physical fitness requirements; meeting medical readiness; maintaining expeditionary skills and ancillary training requirements; and participating in state, national and joint exercises. Analyze data for potential obstacles or adverse trends and address.
- Work to develop leaders who are adaptable and comfortable with collaborative and joint planning, and flexible enough to make timely and necessary adjustments as situation warrants. Promote climates in which adaptability to changing requirements and resources is valued and ensure good stewardship of limited resources, including financial and personnel resources. Provide and encourage responsible force management to ensure effective and efficient manning is maintained across all organizations.
- Prioritize recruiting efforts to bring in innovative new members reflective of the rich diversity of our communities. Through effective recruiting, reach all those with the desire and potential to serve and commit to Air Force core values. Provide positive, professional support to motivate and retain successful members in NYANG units.
- Promote healthy environments throughout all organizations to ensure climates of respect, trust and professionalism are the standard, and rapidly address any conditions which may be detrimental to good order and discipline. Hold commanders accountable for establishing healthy climates which do not tolerate inappropriate behaviors, or any forms of harassment or sexual assault.
- Develop proactive approaches to increase Airmen resiliency through offering and promoting education and programs under the Four Pillars of Comprehensive Airman Fitness: Mental, Physical, Spiritual, and Social. Educate members on their roles in establishing a true Wingman Culture and in suicide prevention.
- Promote a culture of safety in accordance with AF and weapon system Safety programs and guidance.
- Explore opportunities to develop and promote use of agile organizational structures, to include associations, optimized to accommodate current and future missions and capabilities in accordance with ANG guidance and direction.

Family Readiness: Promote and provide relevant, useful information and resources to Airmen and family members to enhance member and unit readiness, morale, and retention. Objectives include:

- Provide and support accessible, meaningful Family Readiness programs as a command responsibility: ensure commanders articulate and demonstrate their genuine concern for families always, and especially before, during and after deployments.
- Establish communication and engage airmen and families to educate them about their benefits and entitlements, as well as the network of support agencies and organizations that exist to help support them throughout their member's military career and especially during separations related to short and longer-term deployments. Ensure completion of Airman/family pre-deployment checklists, Yellow Ribbon Events, and post-deployment transition assistance programs.

Equipment Readiness: Maintain focus on equipment accountability, maintenance, operational readiness rates, and continual upgrade and modernization of our air assets, weapons systems, and computers, while ensuring equipment readiness. Objectives include:

- Identify and advocate for modernization of assets and equipment to ensure units remain viable, efficient, and properly resourced to fulfill both federal and state roles now and in future. With domestic operations a key element of ANG mission, ensure we remain on leading edge of state and federal interagency collaboration and partnerships for modernization and equipment procurement to aid in Emergency Support Functions (ESFs).
- Prioritize NYANG equipment modernization requirements, develop strong rapport with NGB, State and Federal elected officials, and government agencies in a position to advance requirements, and deliver strong and consistent message on NYANG requirements to meet federal and state mission requirements.

Facility Readiness: Upgrade and maintain NYANG facilities as necessary to ensure secure, safe, and suitable operations, capable of maintaining and supporting operationally relevant Airmen and capabilities. Objectives include:

- Ensure security and force protection requirements are met for each facility.
- Ensure wings maintain current Installation Development Plans in concert with NGB/A7.
- Prioritize NYANG facility requirements, develop strong rapport with NGB, State and Federal elected officials and government agencies in a position to advance requirements, and deliver strong and consistent message on NYANG requirements to meet federal and state mission requirements.