



# Air National Guard Strategic Planning System Newsletter

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## ANG Mission:

The Air National Guard will meet 21st century challenges by proactively shaping its future with combat-ready, adaptable Airmen at its core. Together with its partners it will provide the capabilities necessary to guard America at home and defend freedom worldwide.

The ANG SPS Steering Committee (SC) held its summer 2010 Quarterly meeting on 14-15 July in at the Headquarters Air Force Conference Center, Joint Base Andrews, MD. Maj Gen Gary Magonigle, Executive Chair of the SC opened the meeting by welcoming the SC members, including Maj Gen Rick Moisio, the Deputy Director of the Air National Guard and Chair of the SC, and Maj Gen Mike Dubie, Adjutant General of Vermont and TAG representative to the SC. Brig Gen Joe Balskus, Vice Chair of the SC added his welcome and noted that several members had assumed new positions: Brig Gen Cecil Hensel, Priority 1 Champion; Brig Gen Steve Cray, Chair of Northeast Region; Brig Gen John McCoy, Chair of the Midwest Region; Brig Gen Mike Dornbush, Chair of the Atlantic/Southeast Region; Brig Gen Bob Hamrick, Vice Chair of the Atlantic Southeast Region; and Brig Gen Darryl Bohac, Vice Chair of the Midwest Region. The group also welcomed a short visit from Brig Gen Jim Demeritt, military assistant to AF/A8.

Maj Gen Dubie offered a TAG's perspective on a number of strategic issues relevant to the ANG. He recounted proceedings of the just completed Council of Governors meeting, noting that the governors and the assembled senior Administration officials, including the Secretaries of Defense and Homeland Security, addressed domestic operations and homeland security in meaningful detail. Maj Gen Dubie also observed that diminishing budget resources will certainly force tough

choices for the Defense Department and the National Guard in the next few years.

Maj Gen Moisio updated the Steering Committee on recent events at Headquarters Air Force, particularly with regard to budget planning now underway. He was guardedly optimistic about the ANG's prospects, though he too noted that the domestic budget pressures would certainly present challenges to Defense Department, Air Force, and ANG leaders and planners in the years immediately ahead.

To set the stage for an upcoming review of several key ANG strategic planning documents, the group discussed strategic risk – how to recognize it, assess it, and manage it. This consideration of strategic risk will inform work planned for the fall and winter to engage the 54 states and territories for input on ANG strengths, weaknesses, opportunities, and threats as a basis for setting new strategic plan priorities and goals.

The Steering Committee will reach out to the field through the SPS representatives to begin a strategic plan revision process that will form the center piece of the SPS national conference in November. The group also discussed a concept, developed in NGB A8X for aligning the many ANG strategic policy, advice, and communications efforts in a single integrated architecture. The Steering Committee welcomed this effort, offered some preliminary recommendations to shape the architecture, and asked A8X to report back at the next meeting on progress with this concept.

Lt Gen (ret) Minter Alexander provided a thought-provoking perspective on the evolution of statute and regulatory authority that resulted in the National Guard empowerment act. He highlighted the key events and provisions in the process that have created a significant opportunity for the National Guard by

assigning substantial responsibility for nonfederalized use of National Guard forces to the Chief, National Guard Bureau and broader National Guard. Lt Gen Alexander made a strong case for formally defining this increasingly important responsibility as National Guard Support to Civil Authorities.

The Steering Committee also accepted a request to help set a strategic direction for the promotion of diversity in the ANG. This effort, as all SPS work, will incorporate considerable collaboration with, and seek input from, the field as the Steering Committee develops strategic-level recommendations for reinforcing ANG diversity programs and coordinating these programs with NGB and the Army National Guard.

The Steering Committee Vice Chair, Brig Gen Balskus, will lead this effort. He will work closely with the new Priority One Champion, Brig Gen Cecil Hensel, and Toffler Associates on an aggressive schedule to operationalize a plan in time for the October ANG Senior Leader Conference.

A number of issue-specific briefings and discussions rounded out the agenda. These issues offer a broad sample of the sort of matters that will generate strategic effects on ANG people, missions, and organizations in the years immediately ahead. Among them, the group got an update on the work of the Cyber and Space Capability Team, a collaborative SPS and A-Staff effort to support ANG participation in the growing cyber mission field through A-Staff stewardship and SPS field-driven counsel.

The team has made substantial progress on elaborating alternative organizational models for cyber units according the specific cyber mission assigned. They expect soon to begin working with Air Force Space Command AFSPACE on defining cyber capability requirements. The group also heard about ANG ISR/IAA capabilities and programs, a mission area growing rapidly with the added Air Force emphasis on this capability. The ANG currently offers the Air Force

coverage of a number orbits with remotely piloted aircraft and distributed ground station units capable both of surge and steady state operations, with more units to come.

The Steering Committee received an update on planning for the upcoming ANG Domestic Operations Equipment Requirements Conference and welcomed the organizers' coordination with and reference to the SPS in designing the conference. The group also reviewed progress on its initiative to develop an ANG leader development program in collaboration with Deputy Director, NGB/A1, and NGB/OM.

This update focused on a web-based aide planned to help Guardsmen and their commanders engage in discussions and counseling on career development that will benefit both the member and the ANG. Brig Gen Kirk Martin, Priority 5 Champion reported that efforts continue to provide succinct summaries of Strategic messages to the Air National Guard. Currently, Priority 5 is working on the ANG Strategic Plan, ANG Flight Plan, FMD 2.0, SPS Leader Development, and SPS Diversity messaging, involving NGB-PA (Mr Jack Harrison), NGB/A8XS (Lt Col Jon Dagle), Toffler Associates, and others.

The Steering Committee set the dates for the next meeting as 20-21 Oct when they will continue the work of strategic plan revision, and will receive updates on the diversity and leader development initiatives. The Steering Committee meeting concluded and once again, all attending had great satisfaction in the work accomplished. The four years of emphasis to keep the General Officers focused on a transparent, field-driven process was absolutely making a difference.

Following the meeting the Executive Chair and Vice were the featured presenters on the Deputy Director's Blue GO nationwide broadcast. The discussion focused on the Future Mission Data Base (FMD) 2.0 and the August 15th Field input deadline. They also took the opportunity to introduce the concept of the Diversity study.