



INTEGRITY

SERVICE

EXCELLENCE

REACHING NEW HEIGHTS IN READINESS



AIR NATIONAL GUARD READINESS CENTER 2019 STRATEGIC PLAN

ALWAYS ON MISSION!



FOREWORD

Every day, more than 6,000 Guard Airmen are deployed around the world answering the call. They have unselfishly laid down the plow and picked up their arms to defend our nation's freedoms and protect their homeland. Our Air Force succeeds in fighting America's wars with a combat ready Air National Guard that represents more than one third of the capability brought to bear on any given day. The monumental task of ensuring the operational footing of approximately 106,000 Guard Airmen, at 90 wings, close to 200 geo-locations, and a budget of \$10-billion falls to the men and women of the Air National Guard Readiness Center. Your engagement is critical to the development, sustainment and employment of a ready and capable force when the nation and its communities call.

Guided by the Air National Guard's vision, we will meet dynamic 21st Century challenges with combat ready, innovative Airmen and operational agility while maintaining our citizen-soldier heritage and

ethos. This is an exciting time for our Air Guard and the Air National Guard Readiness Center team will be there every step of the way. We will pursue every resource and remove every barrier to maximize the readiness of Guard Airmen. We will lead the way providing superior four-star staff support to the Chief, National Guard Bureau and Director, Air National Guard. Now is the time for us to step out of our comfort zone, engage across all staffs and functional areas, and take a fresh look at what we're doing and how we're doing it.

We are committed to appropriately resourcing and training Guard Airmen to perform the mission, developing strategic thinkers and versatile leaders. We will foster a safe and productive work environment that values teamwork, supports diversity and inclusion, and infuses



our culture with Service, Optimism and Passion. The Air National Guard is “Always on Mission” for our nation and its states and the Air National Guard Readiness Center team:

“SERVE THE WINGS, SERVE THE MISSION!”

This Strategic Plan provides the Air National Guard Readiness Center Commander’s Vision, Focus, Priorities and Goals to ensure we meet the responsibilities to our nation, the National Guard Bureau, Headquarters Air Force, 54 states, territories and the District of Columbia.





ANGRC HISTORY

The Air National Guard Readiness Center is based at Joint Base Andrews, Maryland. It is charged with ensuring the combat and domestic operations readiness of Air National Guard units and acting as a liaison between the National Guard Bureau, the United States Air Force, Combatant Commands and the individual states, territories, and the District of Columbia on Air National Guard operational activities.

The Air National Guard Readiness Center traces its roots to the Vietnam War, during which time the Air Guard provided airlift support to American forces in Southeast Asia. The National Guard Bureau was responsible for coordinating these operations. In

1964, the National Guard Bureau periodically tasked the command post of the 118th Military Airlift Wing at Berry Field in Tennessee to manage large scale domestic airlifts, overseas training flights and Military Assistance Command channel missions to Southeast Asia. This facility became known as the Air National Guard Airlift Operations Center, and in May 1968 began around the clock operations. By 1972, growing global Air Guard responsibilities led to a proposal to transform the Air National Guard Airlift Operations Center into an Air Operations Center and move to Edgewood Arsenal, north of Baltimore, Maryland. Known as the Air National Guard Field Support Facility, it opened in 1974, but because it was too far removed from the Pentagon, was later



moved to Andrews Air Force Base, Maryland. To separate operational activities from National Guard Bureau staff functions, the Air National Guard Support Center was created on 21 October 1976 at Andrews Air Force Base, Maryland as a named activity under the control of the Director, Air National Guard. On 1 June 1979, the center was deactivated as a named activity and concurrently constituted as a direct reporting unit assigned to the United States Air Force. The Director, Air National Guard was designated as having a dual position, one in the Air Staff and the other as Commander, Air National Guard Support Center. On 1 June 1992, the Air National Guard Support Center was re-designated as the Air National Guard Readiness Center.

Today, the Air National Guard Readiness Center team is comprised of Air National Guard personnel (military, civilian and contractors) assigned to the National Guard Bureau, Headquarters Air Force, Major Commands and Numbered Air Forces.

STRATEGIC ENVIRONMENT

The Air National Guard is operationally engaged across every Air Force mission set and is an integral part of how the National Guard responds to the needs of our communities. The debate over the efficacy of an Operational Reserve versus Strategic Reserve has been resolved and the Operational Reserve has proved its worth to the Combatant Commanders and the nation.

“GUARD AIRMEN ARE OUR MOST VALUABLE ASSET.”

Our Air National Guard includes some of the most talented individuals our nation has to offer. Our accessibility, diversity, leadership, community ties, culture and civilian skills define the foundation of our force. In the coming years we face equipment and infrastructure modernization issues that will force changes to how we look and operate.

As the Air Force seeks to replace legacy equipment, we can expect the budgetary pressures of costly new systems to result in a higher level of risk in the modernization of existing equipment. The future Air

Force will rely heavily on technological advantages in space, command and control, intelligence, and reconnaissance systems, cyber, Remotely Piloted Aircraft, and the next generation of fighters, tankers and bombers.

These advances in capability will cost more to procure and place a greater burden on our training infrastructure to produce the skills our Airmen need to field them. We can expect longer training pipelines and increased currency requirements that will compete with limited time available to ensure the readiness of Traditional Guard members. Additionally, we can expect greater competition from the civilian sector for the same critical skills our 21st Century Guard Airmen will require.

The next generation of Guard Airmen will have more opportunity for employment in both public and private sectors. The flexibility to seamlessly transition in and out of public service is critical to the future Air Force and the Guard is uniquely positioned to lead the way in this new environment. We will need new and innovative ideas that provide access to critical skills and incentivize career service in the Air National Guard.



While external changes to our environment are already underway, we are also facing internal organizational changes that will impact how our Air National Guard Readiness Center operates and engages. With the elevation of the Chief, National Guard Bureau, to the Joint Chiefs of Staff, the National Guard Bureau must also evolve and the Air National Guard Readiness Center is an integral part of that evolution.

As a member of the Joint Chiefs of Staff, the Chief, National Guard Bureau's primary role is to provide his best military advice on a wide range of issues. These new responsibilities are in addition to our continuing requirement to support the essential functions and strength of the National Guard:

“FIGHT AMERICA’S WARS, SECURE THE HOMELAND, AND BUILD PARTNERSHIPS.”

Over the past several years, the federal government has pursued across the board reductions in management headquarters staffs. The recent 20-percent reduction experienced at the Air National Guard Readiness Center, new administrations directives and ongoing Management Headquarters Assessment continues the message that there is little appetite for staff growth. The Air National Guard Readiness Center will need to embrace new ways of doing business. Our traditional lines-of-effort will be challenged to keep up with the needs of the states, the new demands of supporting a member of the Joint Chiefs of Staff, and our ongoing commitments to support Air Guard advocacy through the Director, Air National Guard. This will

all have to be accomplished with minimal changes to existing Air National Guard Readiness Center staff resources. Our leaders will need to focus more effort on prioritization and ensuring staff resources are directed to where they are needed most. Through continuous process improvement, we need to find new and innovative ways for improving cross-staff communication, delayering processes, reducing error rates and standardizing information flow. The requirements of this new strategic environment for the men and women of the Air National Guard Readiness Center will focus greater attention on our Force Development, Force Management and training. We will need to find new ways to not only train the military and civilian members we have on staff, but also ensure we spread that knowledge to the field. Our 21st Century Guard Airmen will require the depth and breadth of knowledge to lead a diverse force in the Joint environment and across every component of the Air Force. The experiences of serving in the National Capital Region and the complexities of serving in the states are a valuable commodity for the Total Force leaders of today and tomorrow.

The Air National Guard Readiness Center team has been instrumental in fielding an unmatched Operational Reserve. If we embrace the opportunities presented by this new environment, the next generation of Guard Airmen will:

“REACH NEW HEIGHTS IN READINESS FOR HOMELAND AND GLOBAL ENGAGEMENTS!”



VISION

"Reaching new heights in Readiness for homeland and global engagements."

The READINESS of the Air National Guard is why we exist and what we protect. We will actively engage at all levels to field an Air National Guard force second to none at home and abroad.

MISSION

"The mission of the Air National Guard (ANG) Readiness Center is to provide resources, policy oversight and guidance to ensure ANG wings and Geographically Separated Units are ready, trained and equipped for homeland and global operations."

The Air National Guard Readiness Center pursues its mission daily by tirelessly engaging at multiple levels with the National Guard Bureau, Headquarters Air Force, Office of the Secretary of Defense, Major Commands, Numbered Air Forces, and the states and territories. Just as its link to the Air National Guard field units is critical to mission success, the ability to advocate at all levels within the Department of Defense ensures its overall success.

PRIORITIES DESCRIPTION

Maximize the Field's Readiness

To “reach new heights in Readiness . . .” we must remove all barriers that hamper recruiting and retaining our most valuable resource . . . Guard Airmen. Our Air Force and our communities are reliant on the readiness of Guard Airmen to respond when called upon. As we prepare our Airmen for a 21st century requiring more diverse and complex skills, we

need to ensure we get the most out of their time and resources. Every effort must be made to get the right Airmen in the right job, with the right equipment and training. We need to pursue innovative ideas that return time to Regular Scheduled Drill for critical skills training.

Take care of Team ANGRC

Creating a Team ANGRC that values service, trust, teamwork, transparency, and accountability requires active engagement. Every member on the Air National Guard Readiness Center team is vitally important to our mission success. Our team will not tolerate enemies to our success—Harassment, Assault, Torment, Exploitation—that threaten to undermine the culture of Team ANGRC. We value Service,

Optimism and Passion as force multipliers to team success. We will provide for a safe and inclusive culture that capitalizes on our diverse force and facilitates all members reaching their full potential through deliberate force development and mentorship.

“I am faithful to a proud heritage, a tradition of honor, and a legacy of valor.” - Airman’s Creed

Serve the Chief, National Guard Bureau and Director, Air National Guard

Team ANGRC is, and will continue to be, on the leading edge; ensuring the Chief, National Guard Bureau and the Director, Air National Guard, or those representing them, have what they need to engage at the highest level of the Department of Defense, Headquarters Air Force and Congress. We will resource Team ANGRC to synchronize and standardize our staffing efforts. Our focus will include codifying Standard Operating

Procedures for staffing within the Air National Guard Readiness Center, National Guard Bureau and Headquarters Air Force. We will examine our internal and external communication practices to enhance relationships and build trust across the Department of Defense, the 54 and the 90 Wings.





FOCUS

MAXIMIZE THE FIELD'S READINESS...WE WILL:

- Advance Air National Guard mission readiness through targeted recruiting, effective manning, superior training, modernization and recapitalization.
- Be peerless stewards of our Airmen's time and our nation's resources.
- Promote innovation across the 90 wings to build a more efficient, lethal, forward thinking force.



TAKE CARE OF TEAM ANGRC...WE WILL:

- Promote an environment that values service, optimism and passion, as well as, encourages trust, teamwork, transparency and accountability.
- Create high performing, innovative teams to find win-win solutions to wicked problems and a deliberate process for bringing new and/or disruptive ideas into the operating environment.
- Provide for a safe and inclusive culture that capitalizes on our diverse force and allows all to reach their full potential through deliberate force development and mentorship to become a more lethal force.



SERVE THE CHIEF, NATIONAL GUARD BUREAU AND DIRECTOR, AIR NATIONAL GUARD...WE WILL:

- Enhance relationships and build trust across the Department of Defense, the 54 states, territories, the District of Columbia and the 90 Wings.
- Lead the way providing superior staff support to the CNGB, the DANG and all stakeholders.



ROAD MAP

AIR NATIONAL GUARD

— READINESS CENTER —

SECRETARY OF DEFENSE

- Build a more lethal force
- Strengthen alliance & attract new partners
- Reform the Department for greater

SECAF

- Restore Readiness
- Cost Effectively Modernize
- Drive Innovation
- Develop Exceptional Leaders
- Strengthen our Alliances

CNGB PRIORITIES

- Provide Ready Forces to meet the Nation's needs
- People, Families and Employers
- Innovation

DANG PRIORITIES

- Readiness for Today's Fight
- 21st Century Guard Airmen
- Build for Tomorrow's Fight

ANGRC PRIORITIES

- Maximize the Field's Readiness
- Take care of Team ANGR
- Serve the CNGB & DANG

AIR DIRECTORATE PLANNING CYCLE

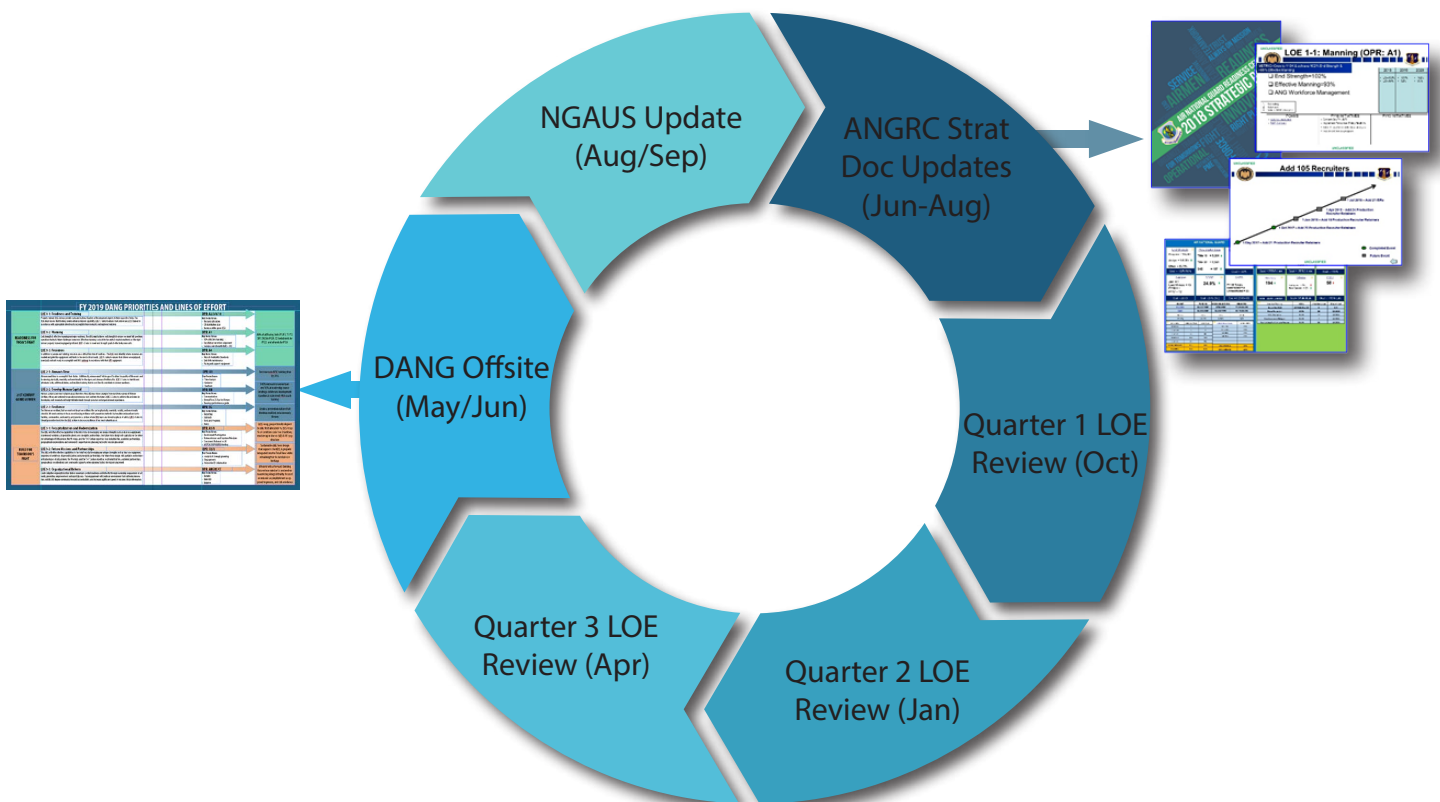
The intent of the ANGRC Strategic Planning Process is to formalize the review and execution of the ANGRC Strategic Plan. The ultimate goal of the ANGRC Strategic Planning Process is to facilitate cross functional communication and collaboration, improve organizational performance and provide regular touch points for ANG leadership vectors.

The planning cycle begins with a leadership offsite in the May to June timeframe. During the offsite, ANG leadership reviews the accomplishments and shortfalls of the previous year, gaps or seams within the current lines of effort, and outline any changes needed for the next fiscal year. Following the leadership offsite, the identified Office of Primary Responsibility (OPR) for the Lines of Effort will formalize the actions and major initiatives for the next fiscal year.

The execution of the ANGRC Strategic Plan is accomplished through quarterly reviews of the Lines of Effort through the ANGRC Commander and Director, ANG. To facilitate the quarterly reviews, the OPRs are responsible for maintaining a scorecard for each line of effort and developing Plans of Action and Milestones for each major initiative.

Finally, the ANGRC Executive Dashboard is used to actively monitor the progress on metrics. The ANGRC Executive Dashboard is reviewed weekly during the staff meeting, with an in depth review conducted at the end of the month staff meeting. The metrics contained and monitored in the ANGRC Executive Dashboard are tied directly to the Strategic Plan and Lines of Effort.

AIR DIRECTORATE PLANNING CYCLE



MANAGEMENT INSPECTION MAJOR GRADED AREAS

The Major Graded Areas are an Air Force Inspection Agency tool used to inspect the performance of the organization in respect to the authority to perform the mission and the respective outputs and/or outcomes of the products produced and/or services provided. To determine the discipline, efficiency, effectiveness, readiness, and resource utilization of the organization, the organization is inspected using four individually-weighted, Major Grade Areas:

Strategic Planning and Governance

An organization's process of codifying its strategy, by producing the organization's vision, mission, priorities, goals, and objectives in an approved strategic plan. Governance involves the establishment of policies, and continuous monitoring of proper implementation, by the members of the leadership of an organization. Policy and guidance is formulated and used to direct mission execution with a clear line of authority from senior leaders to the organization's leaders.

Organizational Management:

Senior leaders throughout the organization establish and maintain a culture of good organizational management practices, to include open communication, leadership and employee development, internal continuous evaluation, the management of risk, and a focus on a positive organizational climate to address employee concerns.

Process Operations:

The design, management, and improvement of Key Work Processes. Key Work Processes are linked activities with the purpose of producing a stated output/outcome and help the organization achieve the Commander/Director's priorities, objectives, and mission. Key Work Processes also include interactions (two-way) with customers as well as external continuous evaluations. These activities rarely operate in isolation and should be considered in relation to other processes which impact them. The method in which the performance of Key Work Processes are measured is fundamental to a high-performing management system.

Resources Management:

The efficient and effective deployment of an organization's resources when and where they are needed is a primary foundational management principle. Resources include human capital, financial resources, inventory, manpower, tools and equipment, facilities, specialized human skills, production materials, and information technology. While no single process, technique or philosophy can be singled out as the best approach for allocating resources; it is crucial detailed resource allocation planning and execution is properly prioritized and continuously monitored.



FY 2019 DANG PRIORITIES AND LINES OF EFFORT

READINESS FOR TODAY'S FIGHT

LOE 1-1: Readiness and Training

Properly trained ANG Airmen provide state and national leaders with competent experts in their respective fields. The ANG must ensure that training events enhance mission capability. LOE 1.1 aims to ensure that Airmen are AFSC trained in accordance with appropriate directives to accomplish their domestic and deployed missions

LOE 1-2: Manning

End strength & effective manning underpin readiness. The ANG must achieve end strength to ensure we meet full spectrum operations today & future challenges tomorrow. Effective manning is crucial to the units & enables readiness w/ the right airmen properly trained/equipped/proficient. LOE 1-2 aims to meet end strength goals & effectively man units

LOE 1-3: Resources

In addition to people and training, resources are a critical function of readiness. The ANG must identify where resources are needed and prioritize equipment and funds to the most critical needs. LOE 1-3 aims to ensure that Airmen are equipped, exercised, and unit ready to accomplish unit DOC taskings in accordance with their UTC equipment.

21ST CENTURY GUARD AIRMEN

LOE 2-1: Airman's Time

Airmen need time to accomplish their duties. Additionally, airmen need "white space" to allow for quality of life events and to develop physically, mentally, and emotionally for the rigors and stresses of military life. LOE 2-1 aims to identify and eliminate tasks, additional duties, and ancillary training that do not directly contribute to Airmen readiness.

LOE 2-2: Develop Human Capital

Human capital is our most valuable asset; therefore, the ANG must draw strength from our diverse group of Airmen (civilian, officer, and enlisted) to sustain our relevance now and into the future. LOE 2-2 aims to achieve this end state by developing well-rounded and insightful individuals through personal and organizational experiences.

LOE 2-3: Resilience

Our Airmen are resilient, but we must not forget our military life can be physically, mentally, socially, and emotionally stressful. We must continue to focus on enhancing resilience with prevention methods that enable continued service to families, communities, and country; and provides a culture where ANG bases are viewed as places of safety. LOE 2-3 aims to thread prevention tools into the ANG culture to increase resilience of our most valuable asset.

BUILD FOR TOMORROW'S FIGHT

LOE 3-1: Recapitalization and Modernization

The ANG will offer effective capabilities to the total force by leveraging our unique strengths such as dual-use equipment, experienced workforce, dispersed locations and synergistic partnerships. Our future force design will capitalize on the inherent advantages of ANG airmen, the 90 wings, and the "54." Civilian expertise, local industrial ties, academic partnerships, geographical considerations and community support are key planning factors for mission placement

LOE 3-2: Future Missions and Partnerships

The ANG will offer effective capabilities to the total force by leveraging our unique strengths such as dual-use equipment, experienced workforce, dispersed locations and synergistic partnerships. Our future force design will capitalize on the inherent advantages of ANG airmen, the 90 wings, and the "54." Civilian expertise, local industrial ties, academic partnerships, geographical considerations and community support are key planning factors for mission placement

LOE 3-3: Organizational Reform

Create adaptive organizations that deliver maximum combat readiness and lethality through leadership engagement at all levels, promoting empowerment and esprit de corp. This engagement will create an environment that cultivates innovation, instills 360 degree communication and accountability, and increases agility and speed of mission critical information.

FY 2019 DANG PRIORITIES AND LINES OF EFFORT CONT.

OPR: A2/3/6/10

Key Focus Areas:

- Resource allocation
- CR distribution plan
- Increase white space (CSS)

OPR: A1

Key Focus Areas:

- 90% effective manning
- Recr/Retent incentives alignment
- Increase end-strength UMD > UTC

OPR: A4

Key Focus Areas:

- Aircraft Availability Standards
- 2nd shift maintenance
- Pacing unit support equipment

80% of all Pacing Units P1/P2, T1/T2, SR1/SR2 by FY20, CC Coded units by FY22, and all units by FY24

OPR: A1

Key Focus Areas:

- Time Analysis
- Guidance
- Feedback

Decrease non-AFSC training time by 20%

OPR: HR

Key Focus Areas:

- Communication
- Annual Face-2-Face for Airmen
- Develop quick reference guide

100% outreach to senior leaders/10% at leadership course briefings; deliberate development baseline at state level; HRA coach training

OPR: SG

Key Focus Areas:

- Reporting
- Outreach
- Tools and Programs
- Policy

Create a prevention culture that develops resilient, mission ready Airmen

OPR: A5/8

Key Focus Areas:

- Involvement/Participation
- Future missions and Capstone Principles
- Concurrent/Balanced w/ AC
- WEPTAC/DCP NGREA funding

MDS recap, proportionally aligned to ANG fleet allocation %; BOS recap % of condition code 1 or 2 facilities; mod/recap in line w/ NDS & AF corp structure

OPR: A5/8

Key Focus Areas:

- Analysis & Strategic planning
- Engagements
- Innovative TF collaboration

Sustainable ANG force design that supports the NDS, is properly integrated into the Total Force while remaining true to our dual-use heritage

OPR: ANGRC/CC

Key Focus Areas:

- Include
- Innovate
- Improve

Efficient/lethal/forward thinking force whose mindset is centered on maximizing Wing's lethality, focused on mission accomplishment as opposed to process, and risk avoidance



AIRMAN'S CREED

I am an American Airman.

I am a warrior.

I have answered my nation's call.

I am an American Airman.

My mission is to fly, fight, and win.

I am faithful to a proud heritage,

A tradition of honor,

And a legacy of valor.

I am an American Airman.

Guardian of freedom and justice,

My nation's sword and shield,

Its sentry and avenger.

I defend my country with my life.

I am an American Airman.

Wingman, leader, warrior.

I will never leave an Airman behind,

I will never falter,

And I will not fail.