

**AIR** NATIONAL  
GUARD

# STRATEGIC MASTER PLAN

2017-2037



**U.S. AIR FORCE**

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## Foreword

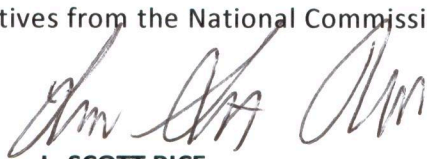
The Air National Guard Strategic Master Plan is aligned with Air Force cornerstone strategy documents and provides a collaborative, field-driven product to inform the strategic planning and programming processes of the United States Air Force (USAF), the National Guard Bureau (NGB) and the Air National Guard (ANG). This 2017-2037 Strategy guides future investments and resourcing decisions while shaping our approach to building an agile and resilient force that is positioned to thrive in an evolving and complex 21st century threat environment.

The future will be characterized by rapidly emerging technologies, geopolitical instability, challenges to the global commons, diminishing natural resources and increased vulnerabilities within domains once singularly dominated by the United States. Old and new adversaries will increase the number and complexity of operating environments in which the Air Force will be called upon to provide effective and responsive Global Vigilance – Global Reach – Global Power. Budget austerity and competition for scarce resources will endure.

After decades of sustained operations, the ANG, with its experienced warfighter cadre and cost-effective construct, remains an integral and essential component of the Total Force. The Air Force and Nation will continue to rely upon an operationally engaged ANG to contribute significantly to national security outcomes. Already a multifaceted force, the ANG must continually evolve to excel in the 21st century threat environment.

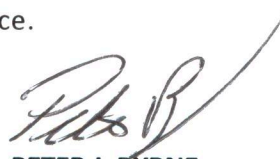
As an operational reserve force of the USAF, the ANG must remain competent in all five Air Force Core Missions (Air and Space Superiority; Intelligence, Surveillance, and Reconnaissance; Rapid Global Mobility; Global Strike; and Command and Control) to meet Service strategic imperatives of agility and inclusiveness. A balanced ANG portfolio provides the Nation with a superb return on investment while preserving capability, increasing capacity and enabling the USAF to reduce strategic risk when modernizing and recapitalizing the force. In keeping with our dual-role heritage, the ANG continues to deliver forces for responsive homeland operations to the States, Territories and the District of Columbia when needed while strengthening enduring relationships at home and abroad.

The 2014 USAF Strategy, *America's Air Force: A Call to the Future* and the *USAF Strategic Master Plan* identify two strategic imperatives for the force - Agility and Inclusiveness. ANG "Key Efforts" are aligned to these strategic imperatives to ensure we build the right force for the future. ANG Key Efforts (Appendix 1) are reconciled with ongoing Air Force Total Force Integration Proposal efforts and tracked in parallel with recommended initiatives from the National Commission on the Structure of the Air Force.



**L. SCOTT RICE**

**Lieutenant General, USAF  
Director, Air National Guard**



**PETER J. BYRNE**

**Major General, ANG  
Chair, Strategic Planning System**



14 December 2016

**ANG Vision: To provide mission ready Airmen to our Nation and communities**

# An Operational Reserve that Provides Strategic Depth

## Strategic Environment

To meet the challenges of the future and to remain a valued component of the Total Force, the ANG must maintain readiness in all five AF core missions. During this crucial period of recapitalization and modernization, ANG cost effectiveness provides superb return on investment for the nation and the USAF by preserving capability and increasing capacity for the Joint Force in a fiscally constrained environment.

The 2014 *Air Force Strategic Environment Assessment (AFSEA)* highlights four future global trends that represent both challenges and opportunities for the Air Force in an increasingly complex and uncertain world: geopolitics, natural resources, challenges to global commons, and speed of technological change. In order to preserve capability and increase capacity to sustain current operations and to address emergent threats, the United States Air Force must pursue systems, concepts, people and organizational structures that are both resourceful and adaptive. Following suit, the ANG must constantly strive to become more efficient and effective while remaining an agile and inclusive component of our future One Air Force.

Air Force Strategic Environment Assessment, Executive Summary

The pace of change at which technologies, such as long-range, precision strike weapons, appear and proliferate will cause current operational advantages to become increasingly short-lived. This rapid rate of change, combined with future international relations trends, requires the development of a complementary agile and dynamic USAF strategy to drive force development, basing and posture, and procurement. Although the US will likely remain the world's largest military power in the next 20 years, many nations—especially China and India—are rapidly building their own military capability.

Changes are leading to a shift in the balance of power, a more multi-polar world, and potentially adverse deviations to traditional US alliances and partnerships. Regional instability is increasingly in many areas of the world important to US interests. Given these strategic imperatives, the President issued new guidance for the US military to “rebalance toward the Asia-Pacific region.”

Furthermore, the potential demand for certain types of operations—especially those associated with irregular warfare (IW), humanitarian operations, special operations, information gathering, and urban operations—will likely increase, and effective deterrence will likely become more challenging. Fortunately, these future trends also offer opportunities as well as challenges—especially in the areas of technology and evolving alliances and partnerships.

To support the Department of Defense's number one priority of defending the homeland, the ANG's unique dual-role construct will continue to deliver ready and capable homeland forces to the Nation, States, Territories, and District of Columbia in times of need. When called upon by State leadership, ANG Airmen will continue to support their local communities. Our authorities and militia heritage enable and foster enduring relationships at home and abroad. Currently, 100% of ANG Airmen are dual-role and 93% of ANG equipment is dual-use.

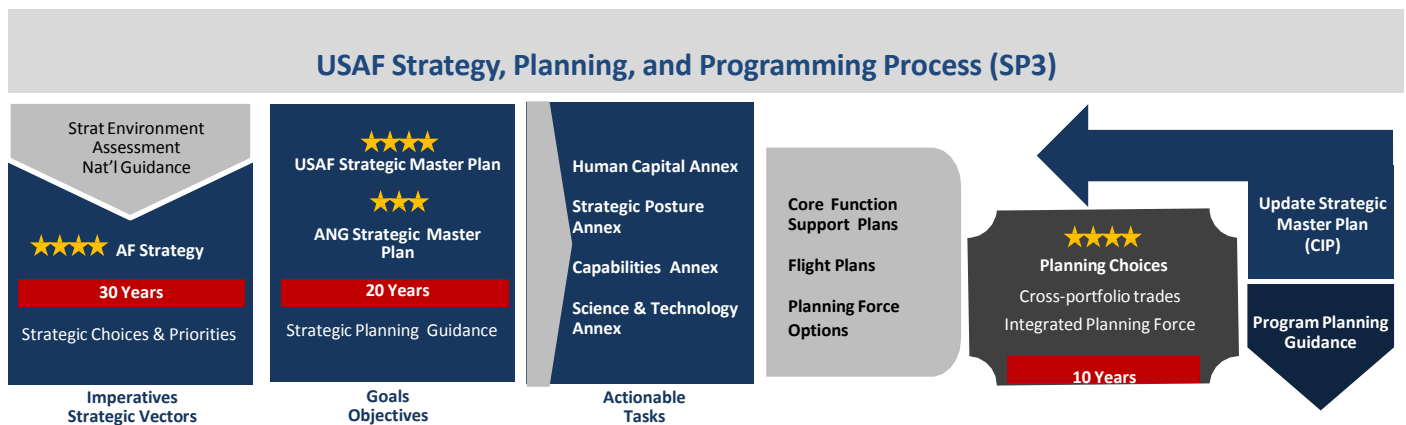
**Five USAF Core Missions:** Air and Space Superiority; Intelligence, Surveillance, and Reconnaissance; Rapid Global Mobility; Global Strike; and Command and Control

## Strategic Framework

For the last two decades, the USAF has been on the leading edge of reserve component integration. This period has witnessed the transformation of the ANG from a strategic reserve to a fully engaged and integrated operational reserve. For continued success, the ANG must continuously align its long-range strategy with that of the Air Force while also integrating the strategic priorities of the Chief of the National Guard Bureau, the Director of the Air National Guard, and the Adjutants General. This document updates the 2015-2035 ANG Strategic Master Plan (SMP) by synthesizing previous ANG Strategic Planning System (SPS) guidance and embracing the ANG Capstone Principles while also aligning ANG “Key Efforts” with USAF Strategic Imperatives.

**2017 NGB Posture Statement**  
**Proven in Battle – Trusted at Home**  
**FIGHTING AMERICA’S WARS**  
**SECURING THE HOMELAND**  
**BUILDING PARTNERSHIPS**  
**SOLDIERS, AIRMEN AND FAMILIES**

Nesting the ANG SMP within the Air Force’s Strategy, Planning, and Programming Process (SP3) helps to align ANG strategy with AF Strategy that has been informed by the National Security Strategy, Quadrennial Defense Review 2014, the USAF 30-year Strategy, and the USAF SMP and Future Operating Concept. This framework shapes the ANG strategic vision and direction and informs the annual Director’s Planning and Programming Guidance (DPPG).



This document, a field-driven, 20-year strategic plan, is guided by the ANG Capstone Principles, which serve as the compass guiding our course. The ANG SMP highlights ANG strengths and introduces key efforts (articulated in Appendix 1) in the context of three complementary sections:

- 1) The Value of the Air National Guard
- 2) Community Based - Globally Engaged
- 3) Deliberately Developed Airmen

### Air National Guard Capstone Principles

1. Enhance missions utilizing the militia construct
2. Allocate at least one unit-equipped Wing and flying Squadron in each of the “54”
3. Maximize concurrent and balanced recapitalization and modernization
4. Capitalize on dual capabilities for Federal and State missions
5. Develop Total Force leaders to lead ANG Airmen & manage ANG resources

## Strategic Vision

The Air Force articulates Strategic Imperatives (Agility and Inclusiveness) and Strategic Vectors (Provide Effective 21<sup>st</sup> Century Deterrence; Maintain a Robust and Flexible Global Integrated Intelligence, Surveillance, and Reconnaissance Capability; Ensure a Full-Spectrum, High-End-Focused Force; Pursue a Multi-Domain Approach to Our Five Core Missions; and Continue the Pursuit of Game Changing Technologies) through its family of strategy documents. It is essential for the ANG to remain aligned with Air Force strategic guidance. To that end, the Strategic Alignment appendix of this document links ANG “Key Efforts” to AF strategic guidance.



In concert with the USAF, the ANG will meet 21st century challenges by structuring our force to deliver combat ready, innovative Airmen to force providers for the Joint fight. Inclusive of all five core missions, the ANG contributes trained and ready forces which enables operational agility across the range of military operations. The Total Force depends on the ANG’s resident capability and capacity to adequately defend America and project global air power. Although the future will bring changes to technology, weapon systems, joint operational concepts and organizational structures, our Guardsman heritage will endure as will the citizen-soldier ethos that defines the Airmen who serve their Nation, their States, and their communities with pride and distinction.

## SECTION I: The Value of the Air National Guard

The ANG provides the Nation with a superb value and return on investment by preserving operational capability and offering strategic surge capacity. This value helps balance competing USAF priorities of operational readiness, capacity and modern capabilities within constrained budgets. The value proposition of the ANG is the dual-role nature of our Airmen and equipment, coupled with experience and readiness equal to the active component and enhanced by long-term partnerships and habitual relationships.

Today's ANG is always on mission. We consistently, and without fail, respond to the United States' requirements across the full range of military operations, both at home and abroad. Our agile and inclusive force is a proven provider of experienced warfighters who project air, space, and cyber power. The ANG remains ready to provide responsive homeland operations while maintaining enduring, long-term partnerships in support of national security objectives.

**The National Guard is a versatile, affordable, operational force America counts on to fight our Nation's wars, secure the homeland, and build enduring partnerships at home and throughout the world.**

**- General Joseph Lengyel, Chief of the National Guard**



### Experienced Warfighters

Units that volunteered to deploy in 1990 for Operation DESERT SHIELD were the vanguard of the modern operational ANG. Since then, the ANG has been fully engaged in every major contingency and has transformed from a strategic to an operational reserve. This transformation is in large part a result of the increased investment Congress and the USAF made in reserve component readiness and capabilities. Comprising 21 percent of the Total Force's Airmen, the ANG is an operational force that provides surge capacity in time of crisis or increased demand.

With years of knowledge specializing in a mission set or weapon system, and high retention rates, experienced ANG warfighters remain ready to provide proven and cost effective Air and Space Superiority; Intelligence, Surveillance, and Reconnaissance; Rapid Global Mobility; Global Strike; and Command and Control. Guard Airmen are trained, deployable and available to provide ready, responsive, surge forces for the nation in times of crisis. The future will reveal the evolution of rapidly emerging technologies, geopolitical instability, multiple operating environments, and increased vulnerabilities within what were once singularly US dominated domains. The ANG will continue to provide experienced warfighters during this period of rapid change and will remain a reliable, flexible, adaptable, and responsive force, capable in all Air Force core missions.

## Responsive Homeland Operations

The ANG's dual-role force posture and unique authorities while in T32 or State Active Duty (SAD) status provide certain advantages while supporting State and local authorities during times of natural or manmade emergencies. Our wide dispersal of forces, local area knowledge, and personal contacts near domestic emergencies provide a robust command and control network.

The National Guard remains the State and Territorial governors' first choice to augment first responders in an emergency. Beyond the TV images of Guard Airmen filling sandbags, walking foot patrols, and distributing emergency food and water, the ANG provides vital support such as emergency communications centers, command and control, logistics, cyber security, and information awareness and assessment for effective consequence management.

The ANG's 90 wings, dispersed throughout the 50 States, three Territories, and the District of Columbia, provide secure facilities that can accept and support forces and materials for domestic operations. Wing organizational structures possess inherent command and control capability, medical functions, and reception, staging, and onward integration capacity to enable commodity distribution and the rapid and efficient delivery of life saving and sustaining aid in the disaster area.

Aerospace Control Alert  
Aero Medical / EMEDS  
Ground and Airborne Firefighting  
Law Enforcement / Security  
Southwest Border Operations

RED HORSE / PRIME BEEF  
Homeland Response Force  
Search and Rescue  
Counterdrug  
Civil Support Teams

### Examples of ANG Homeland Operations

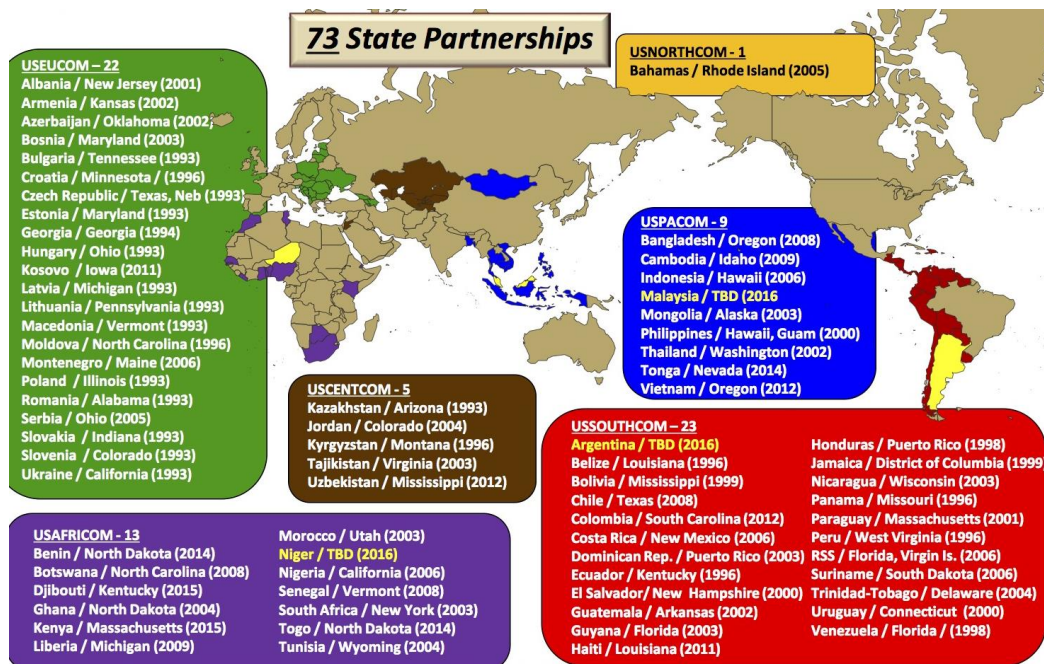


## Enduring Partnerships

ANG enduring partnerships run the gamut from regular connections with local, municipal, and State governments to international relationships with foreign countries through the State Partnership Program and Guard Airmen serving in Department, Joint and Service level billets. These relationships and enduring partnerships enable Guard Airmen to provide flexible, adaptive, efficient, and rapid response to local and global events.

The ANG's inherent stability uniquely enables it to support enduring relationships across the whole of government. Guard Airmen typically remain affiliated with their home state throughout their careers. This enables strong, credible, personal and professional partnerships that mature beyond the ANG organizational structure. For example, through the National Guard Counter Drug program, ANG Airman effectively leverage military skills in support of law enforcement agencies at the federal, state and local level. Guard Airmen bring more than just critical military experience and expertise to these partnerships. They also bring a vast array of civilian skills that can be applied in collaboration with partners in domestic operations.

The State Partnership Program links National Guard states with 73 countries around the world in support of every geographic combatant commander. These enduring relationships support combatant commanders' lines of effort to build partner capacity, reinforce deterrence, and strengthen cooperation between partners. At home, ANG Airmen enhance partner capability through numerous bi-lateral training exercises and provide capacity at the Component Numbered Air Force level in support of Northern Command. 1st Air Force Airmen collaborate with 27 Department of Defense (DoD) entities, 33 interagency organizations, and 14 international governmental organizations in support of both Homeland Defense and Homeland Security lines of effort.



**DOD Partners**



**Interagency Partners**

**State Partnership Partners**

## SECTION II: Community Based - Globally Engaged

### **“Always on Mission”**

The ANG is always on mission providing airpower across all five USAF core missions. We will continue to provide ready, experienced, agile, and resilient Guard Airmen to the Nation. The ANG is operationally engaged on a global scale while also providing surge capacity to the USAF and the Nation. Given our unique authorities and our deliberately developed ties to communities, we routinely operate in the homeland at the discretion of the President or the Governors. This operational reserve capacity is realized through a unit-equipped force that provides a surge to war capability when the Nation calls.

### **Squadrons, enabled by Wing organizational structures, are the fighting core of the Air Force**

The source of ANG airpower is the fighting spirit of the Guard Airmen, and operational ANG squadrons, “our most essential team,” are the fighting core of the ANG. Ninety-one percent of Guard Airmen are postured against deployable (or in-garrison) unit type code (UTC) packages within their squadrons. This enables the ANG to provide complete squadron warfighting packages, not just augmentation personnel. These squadrons are further empowered and strengthened by their placement within a wing structure aligned to the Air Force model.

The wing construct is the Air Force’s fundamental structure to organize and manage missions and manpower to enable squadrons to execute their mission, manage resources, lead people, and improve the unit. Squadrons rely on the wing’s support organizations and structure to achieve, maintain, and ensure readiness. States also benefit from the wing construct, which includes not only globally-engaged operational units, but also agile combat support functions and base operational support capabilities. Dispersed, unit-equipped, community-based forces across the 54 States, Territories, and District of Columbia provide emergency response capabilities to the homeland and underpin our communities’ connection to the military. This dual-use equipment and dual-role construct of Guard Airmen provides added value from a single investment.

### **American Communities and the Air National Guard Construct**

ANG culture and heritage reside in its Guard Airmen who work full-time in their communities and part-time in a military role. The strength of the ANG’s community-based forces illustrates the strong link between the ANG, the States, and the Nation. Located throughout the US, the community-based ANG construct provides Guard Airmen a stable environment to make lifelong contributions to the local communities and their families while maintaining readiness to defend America’s security interests when called.

Approximately two-thirds of ANG Airmen are traditional, drill-status Guard Airmen. The ANG provides a cost-effective force that receives pay and benefits only while in military duty status. This delivers surge capacity and capability at a fraction of the cost of active component Airmen. Guard Airmen, held to the same training, readiness, evaluation, and inspection standards as the active component, continue to prove themselves ready and capable no matter what is asked of them. These Airmen move seamlessly from their assigned federal mission to other mission sets as required.

## SECTION III: Deliberately Developed Airmen

### Building the Foundation for an Operational Air National Guard

As previously noted, the Guard's role has changed significantly since Desert Storm. We have evolved from a strategic to an operational reserve force. Consequently, our foundational enterprise must evolve as well. Continued ANG success depends on placing the right Airmen in the right places with the right skills at the right time. To that end, we must take a holistic and innovative approach to recruiting, retaining and deliberately developing Air Guard Airmen to deliver decisive effects from air, space and cyberspace. We will implement human capital strategies that encourage diversity and will continue to support Service and Department of Defense efforts to eliminate barriers to continued service. We acknowledge the vital importance of Professional Military Education (PME) in developing the Joint Force and will work to increase ANG PME completion rates. Given our investment in training Total Force Airmen, we will work to retain our Airmen and assess experienced Airmen separating from the active component. Recognizing that the skills required to successfully navigate the 21st century threat environment differ dramatically from those of the past, we will also partner with industry and academia to develop equivalency standards that acknowledge the vital importance (and relevance) of civilian acquired skills and training.

**The men and women of the Air National Guard have done a remarkable job of responding to the needs of the Nation both overseas and at home. Most of today's Airmen joined the Air National Guard after 9/11 with the full understanding of the demands of the new Air National Guard. However, the Air National Guard is now an operational reserve, but stands upon a foundation built when it was a strategic reserve. This foundation consists of the Air Guard's infrastructure and organizational manning. If the Air Guard is to continue as an operational reserve, we must ensure the foundation is sound.**

**Major General Brian Neal, Deputy Director, Air National Guard  
Statement to the House Appropriations Committee  
Posture Hearing on National Guard and Reserve, 22 Mar 2016**

### Professional Development

The ANG strives to improve the education and training of Guard Airmen through a continuum of programs in the most effective and efficient means possible. The ANG is deliberately developing its Airmen along three primary lines of effort: PME, Professional Continuing Education (PCE), and on the job training. Continued Total Force Integration (TFI) efforts in the Air Force will create opportunities for Guard Airmen to fill key AF leadership roles. To be competitive, Guard Airmen must have similar education and training as well as the broad range of experience that is essential to success in the 21<sup>st</sup> century security environment. PME is the backbone of a professional force and the ANG will continue to seek parity in in-resident opportunities. We will also pursue constructive education credit for developmental education pursued in the private sector. PME and PCE are crucial leader development tools that provide the intellectual foundation necessary to lead organizations into the future. Job experience is also critical and as such, the ANG will continue to cultivate meaningful staff tours and encourage joint experience to develop senior leaders. Education, combined with a breadth of assignments, develops Guard Airmen into strategic thinkers and versatile leaders.

Just as Guard Airmen maintain standards of proficiency within their AFSC, they are also being developed within their civilian careers, which can directly or indirectly enhance their military performance. The ANG will help shape USAF corporate recognition for civilian expertise and equivalency. Leveraging technologies and educational processes will enable the ANG to use blended learning methodologies like satellite PME and civilian academic equivalency recognition. Finally, TFI efforts to update policies on how the ANG and USAF educate, train, and recognize Guard Airmen will create more opportunity, eliminate duplication, recognize earned civilian equivalency, and return valuable time to mission.

## Recruiting and Retention

Continued ANG success depends on placing the right Airmen in the right places with the right skills at the right time. To that end, recruiting and retention remain vitally important. A trademark strength of the ANG is our ability to apply critical military and civilian skills in both state and federal capacities. In addition, the Service and the Nation benefit from the capture of experienced, talented human capital of Airmen separating from active duty.

ANG leaders will proactively shape the placement of emerging missions in communities that support recruitment and retention, and enable Guard Airmen to capitalize on civilian job markets. For example, placing ANG cyber units near industrial or academic institutions where cutting-edge civilian cyber expertise already resides capitalizes on the strength of Guard Airmen by combining military and civilian-acquired skills that are critical to modern warfighting demands such as evolving cyber missions.

The ANG fully supports Continuum of Service policy modifications that allow the seamless flow of vetted Guard Airmen across components, build retention programs, protect the millions invested in human capital, and promote more return on investment for the Air Force.

**The Air Force's competitive advantage begins with its ability to recruit, develop, and retain innovative warriors with strong character, a belief in respect for others, and a commitment to high standards and our core values of Integrity First, Service Before Self, and Excellence in All We Do.**

**~Global Vigilance, Global Reach, Global Power for America**

## Normalizing and Operationalizing Diversity

The ANG recognizes that membership and unit leadership reflective of not only all of our communities but the diverse breadth and depth of experience within those communities are essential to our current and future success: we must continue to operationalize the search for and attraction of our Nation's top talent. Effective diversity management will drive down cultural barriers and further our strategic imperative of inclusiveness throughout the force. Leveraging diversity in an inclusive environment is a combat multiplier. We will ensure ANG leadership at all levels is committed to leading our Air Force in the effort.

The ANG will continue to harness the unique diversity inherent in the ANG in our approach to accomplishing the mission. The ANG will refine our ability to recruit and retain Airmen who mirror their communities in all four facets of the diversity spoke [Cognitive, Global, Demographic, and Organizational] to achieve an organizational culture where diversity is valued as a personnel readiness and combat multiplier that is critical to mission success.

## Conclusion

### An Agile Force for Now and the Future

Rapidly emerging technologies, geopolitical instability, challenges to the global commons, diminishing natural resources, and increased vulnerabilities within domains once singularly dominated by the United States will continue to shape the strategic environment. The range of potential adversaries will increase and create a wider spectrum of operating environments. The ANG will continue as an essential Air Force component that responds to an uncertain and complex future. While the Air Force Future Operating Concept broadly portrays how the Air Force will conduct its five core missions, the ANG SMP describes how the ANG will become more agile and inclusive in support of our future Air Force's ability to adapt swiftly to any situation or enemy action.

The ANG will continue to contribute to the five Air Force core missions. The ANG provides an invaluable return on investment to Americans by preserving air, space and cyber capability and capacity for the Joint Force as the USAF modernizes and recapitalizes its capabilities. The ANG, with its dual-role value and capacity, will continue delivering homeland forces to the States, Territories, and District of Columbia when needed while strengthening enduring relationships at home and abroad.

Over two decades of combat operations and an evolving strategic environment have transformed the ANG from a strategic reserve to a fully-integrated, operational reserve. The Air National Guard's value is evident as it continues to provide its capabilities at a fraction of the cost of a full-time force. Integral to America's One Air Force, the ANG strives to eliminate continuum of service barriers that impede optimization of our Nation's Air Force. The ANG will contribute to Air Force policy maker's efforts to maximize the Nation's return on investment while simultaneously meeting the demands of the States, Territories and the District of Columbia.

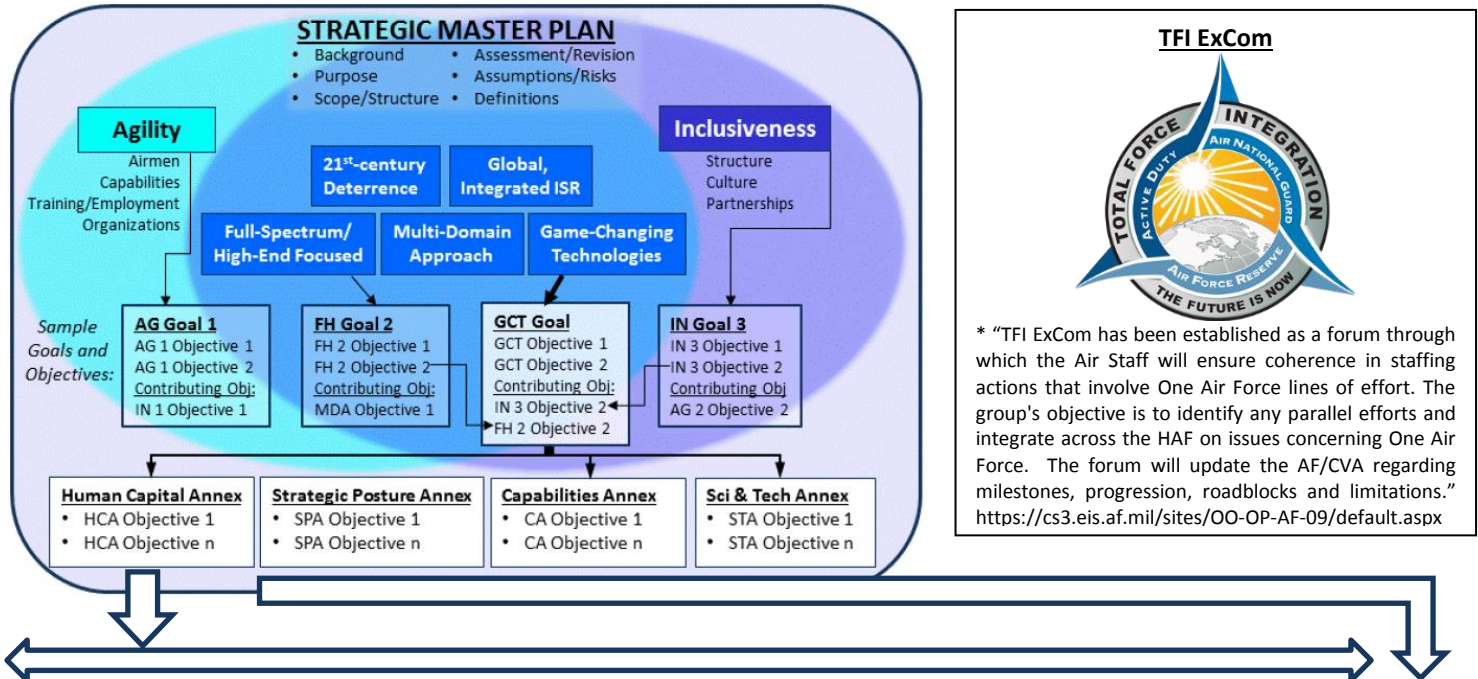
**Throughout the history of the all-volunteer force, the barriers between the reserve and active components of the Air Force have become more permeable. We have evolved from a position of strategic reserve called upon for increased capacity to the current reality in which all components are fully engaged and operationally indistinguishable.**

**~America's Air Force: A Call to the Future**

# Appendix 1: Strategic Alignment

This appendix provides alignment to the USAF SMP Strategic Imperatives by organizing ongoing ANG Key Efforts into two sections: Agility and Inclusiveness, which are key to underpinning “a fundamental change in the nature of the Service.” ANG Key Efforts shape the ANG’s strategic direction. They are broken down into ANG Lines of Effort (LOEs) in the charts below and are further aligned to the USAF SMP tangible actions/initiatives/priority annexes: Human Capital Annex (HCA), Strategic Posture Annex (SPA), Capabilities Annex (CA) and Science and Technology Annex (STA). To ensure strategic alignment within our One Air Force goals and synergies with ongoing Total Force initiatives, ANG Key Efforts and LOEs are linked to Total Force Integration (TFI) Executive Committee (ExCom) (\*see inset) Total Force Integration Proposals (TFIPs), which include National Commission on the Structure of the Air Force (NCSAF) Recommendations. The majority of TFIPs relate to human capital. The TFI ExCom established logical TFIP bundles within the six sub-sections of the USAF SMP HCA and one additional bundle labeled TF-C for the remainder of the TFIPs (see TFIP Bundles chart below).

## USAF SMP – Internal Structure of the SMP USAF Strategic Master Plan, p 8



| HCA Annex – Agile Airmen and Organizations |                      |                   |  |  |               |      |
|--|----------------------|-------------------|--|--|---------------|------|
| Attracting and Recruiting                  | Developing the Force | Talent Management | Retaining Ready, Resilient Airmen and Families | Agile, Inclusive & Innovative Institutions | One Air Force | TF-C |
| AR   | DF                   | TM                | RR   | AI   | OF            | TF-C |
| <b>TFIP Bundles</b>                        |                      |                   |  |  |               |      |

The following sections list the ANG Key Efforts and LOEs and are formatted IAW the example below.

### Example ANG Key Effort / ANG LOE

- EX 1: Key Effort to Champion USAF Core Values**

The World’s Greatest Air Force...ANG Actions should be SMART with a POC for measurement and accountability.

|   |          |           |         |         |
|---|----------|-----------|---------|---------|
| ANG Line of Effort                            | STR IMP  | Bundle    | POC     | NGB POC |
| Example Title (TFIP #) NCSAF Recommendation # | AG or IN | HCA, TF-C | xAF/AXY | Ax/y    |
| ANG Action:                                   |          |           |         | Ax/y    |

## ANG Key Efforts – Strategic Imperative Agility

## IMPERATIVE: AGILITY

**Section Overview.** The Agility we seek will enable the Air Force to adapt our capabilities and thinking to assess a dynamic threat environment, outmaneuver adversaries, and support our partners. Our strategy expresses an iterative approach, balancing desired capabilities with available resources within an evolving strategic context. The Air Force will enhance agility by strengthening our culture of adaptability and innovation by long-term investments in:

- Airman Development and Education, specifically related to recruiting and new options for service, retention, and education.
- Capability Development, emphasizing agility through modularity, system integration, acquisition agility, and increased experimentation.
- Operational Training and Employment through new and affordable approaches to training, modeling and simulation, and command and control.
- Adaptive Organizations through new and more agile structures and processes.

### Development and Education

- **DE 1: Champion Continuum of Service Opportunities within the Air Force**

An Airman is an Airman for life. Human capital is our greatest asset – eliminating the policy barriers that detract from the ability of Airmen to serve in any capacity, component or status will increase the return on investment in human capital.

| ANG Line of Effort   | STR IMP | Bundle | POC     | NGB POC |
|--|---------|--------|---------|---------|
| Continuum of Service Pilot Project (60) 39   | AG 1.6  | HCA-OF | AF/A1P  | TF-C    |
| Simplifying Duty Status (23) 33  | AG 1.6  | HCA-OF | SAF/MRR | A1X     |
| Modify Separation PCS Moves (2 & 21)   | AG 1.6  | HCA-OF | AF/A1   | FM/A1P  |
| Continuum of Service Promotion Concerns (7)  | AG 1.6  | HCA-OF | AF/A1   | A1P     |
| ANG Action: Form NGB/A-staff CoS action team led by A1 NLT 2QFY17, create field pilot programs for 3x TFIP efforts |         |        |         | A1      |

- **DE 2: Shape USAF Corporate Recognition of Civilian Expertise and Equivalency/Training in an AFSC**

Wealth of experience gained through work and leadership in civilian jobs is the hallmark of personnel across the ANG. Guard Airmen serve in civilian leadership roles such as senior vice president, president, chief executive officer, chief financial officer, etc. Experiences in civilian leadership take many forms and are comparable and complementary to leadership in a military context (e.g. a squadron commander, group commander or command chief master sergeant). The ANG acknowledges these experiences to recognize and promote the most capable leaders. A complementary effort could eliminate duplication of training for some Guard Airmen. By setting AFSC equivalency standards for experience and training gained through a civilian occupation, the Total Force could manage Air Force training opportunities more effectively, save resources, and shorten the time to train to a standard.

| ANG Line of Effort  | STR IMP | Bundle | POC | NGB POC  |
|---|---------|--------|-----|----------|
| Development and Education Equivalency Study in Experience, Qualification & Academia       | AG 1.6  | HCA-TM | SPS | NGB/J8   |
| ANG Action: POC & A1-gain access & analyze CEI/DMDC data & submit report to SPS by 3QFY17 |         |        |     | A1 & SPS |

- **DE 3: Create More Opportunities for PME/PCE/SLD and Recognize Civilian Academic Equivalency and**

## Differentiated Learning Possibilities

In-residence programs are not always an option for Guard Airmen because of the demands of their civilian careers. The ANG will continue to provide creative approaches to education, like satellite PME and blended learning options, and create opportunities for ANG Airmen to pursue the education they desire. Additionally, the ANG will work to credit Guard Airmen for programs recognized by the USAF (and equivalent programs) which award in-residence credit for schooling.

| ANG Line of Effort  | STR IMP | Bundle | POC      | NGB POC       |
|---|---------|--------|----------|---------------|
| Total Force Integration Education at All Levels (9)                                 | AG 1.2  | HCA-DF | A1D      | AU ANG        |
| Professional Military Education Positions (40) <b>17</b>                            | AG 1.2  | HCA-DF | REP, A1D | AU ANG        |
| Total Force Competency Standard (41) <b>18</b>                                      | AG 1.2  | HCA-DF | A1D      | AU ANG / AETC |
| Access To Non-Resident Education for the ARC (42a/42b) <b>19a/19b</b>               | AG 1.2  | HCA-DF | AU/CG    | NGB/A1D       |
| Development and Education Equivalency Study in Experience, Qualification & Academia | AG 1.6  | HCA-DF | A1D      | SPS/FD Chair  |
| ANG Action: A1 increase O & E In Res PME by x2=FY17, x4=FY18, x8=FY19; See DE3      |         |        |          | HRT & SPS     |

- DE 4: Promote the Experienced Force**

The ANG is a highly experienced force, with some units affiliated with a mission set for many years. Consequently, Guard Airmen have extensive experience and depth of knowledge in their areas of expertise. Cost of retraining and operational return on investment should be major considerations before changing a unit's mission and equipment. Frequent changes in mission, or "churn", diminishes the ANG's strength in workforce experience and taxes valuable training resources. Additionally, the ANG experience levels should be leveraged more through Active Associations.

| ANG Line of Effort   | STR IMP | Bundle | POC              | NGB POC |
|--|---------|--------|------------------|---------|
| Key Leadership Positions (37) <b>14</b>  | AG 1.6  | HCA-OF | RE               | NGB/HR  |
| Effective Control Measures (38) <b>15</b>  | AG 1.6  | HCA-OF | A1               | NGB/A1D |
| Awards/Decorations & Promotions (39) <b>16</b>   | AG 1.6  | HCA-TM | A1/A3/AF PC/AFRC | NGB/A1P |
| Multiple Career Track Options (62) <b>41</b> and Up or Out Mandates (63) <b>42</b>                                     | AG 1.6  | HCA-TM | A1               | NGB/A1  |
| ANG Action: Form NGB/A-staff cross-functional action teams for each TFIP and provide report to SPS/FD chair NLT 4QFY17 |         |        |                  | A1      |

## Posturing the ANG for Capability and Capacity

- CD 1: Maintain Cost-Effective, Dual-Use Capability and Capacity in the ANG**

Preserving ANG unit-equipped dual-use equipment and capabilities offers flexibility to the Air Force. The ANG provides cost-effective dual-role forces offering capability and capacity. The ANG promotes agile organizational structures that can operate in a federal or state context and provide innovative options for responding to future challenges.

| ANG Line of Effort   | STR IMP | Bundle | POC     | NGB POC           |
|--|---------|--------|---------|-------------------|
| Improve Tracking of Utilization of the ARC and Associated Costs (43) <b>20</b> | AG1/IN1 | TF-C   | NGB/A3X | TF-C, NGB A1X     |
| Homeland Security & Disaster Assistance (54) <b>31</b>                         | AG1/IN1 | TF-C   | NGB/A3  | NGB/A3D           |
| Homeland Defense & DSCA (55) <b>32</b>   | AG1/IN1 | TF-C   | NGB/A3  | NGB/A3D/A 7X/A7SZ |
| AGRs & MTs for Homeland Defense & Reach-back Support (18)                      | AG1/IN1 | HCA-OF | NGB/A1X | NGB/A1X           |
| ANG Action: N/A  |         |        |         |                   |

- CD 2: Optimize Capability and Capacity in all USAF Core Missions**



The ANG will continue contributing to every Air Force core mission. Investments will be leveraged through ANG strengths. The ANG, like the Active Component, should not stand alone in any core mission.

| ANG Line of Effort  | STR IMP | Bundle | POC  | NGB POC  |
|---|---------|--------|------|----------|
| Training Proposal (16)  | AG 1.5  | HCA-OF | A2   | NGB/A2   |
| Cyberspace Airmen (48) <b>25</b>  | AG 1/2  | TF-C   | A8XF | NGB/A3CC |
| Space Domain (49) <b>26</b>   | AG 1/2  | TF-C   | A8XF | NGB/A3CC |
| GIISR Billets (50) <b>27</b>  | AG 3    | TF-C   | A8XF | NGB/A3CC |
| Special Operations (51) <b>28</b>   | AG 1/2  | TF-C   | A8XF | NGB/A3CC |
| ICBM Mission & Missile Field Rotor-wing Mission (52) <b>29</b>                            | AG 1/2  | TF-C   | A8XF | NGB/A3CC |
| ANG Action: A3 analyze equity view of each TFIP above, report/recommend to SPS NLT 2QFY17 |         |        |      | A3       |

- CD 3: Maximize Concurrent and Balanced Modernization and Recapitalization Plans**

In order for the ANG to thrive in USAF core missions, Guard Airmen must have the equipment ready to meet 21st century challenges. Equitable modernization and recapitalization of the fleet across components is critical to success in emerging threat environments.

| ANG Line of Effort  | STR IMP | Bundle | POC  | NGB POC |
|---|---------|--------|------|---------|
| Concurrent Fielding of Equipment (34) <b>11</b>   | AG 2    | TF-C   | A8XP | NGB/A8  |
| ANG Action: Publish SMP & Capstone Principles – Strategic Messaging to Total Force NLT Q1FY17 |         |        | SPS  | NGB/A8  |

- CD 4: Expand ANG/Air Reserve Test Center (AATC) Efforts to Leverage Commercial Off-The-Shelf Technology to Bolster Acquisition Agility and Increased Experimentation in both Legacy and Emerging Missions to Expedite Combat Capability to the Field**

The ANG and Air Force Reserve Test Center (AATC) should partner more in future modernization efforts. AATC is an agile organization with a proven track record of rapidly developing systems and testing capabilities to modernize weapon systems to defeat near-peer threats in a resource constrained environment. AATC is adapting its modernization and recapitalization efforts to meet the growth in ANG ISR missions (RPA, DCGS, RC-26, and MC-12). AATC Cyber efforts will support where current mission exists (MD, TX, VT, and WA) and be prepared to expand as ANG Cyber requirements continue to grow. Additionally, as the USAF focuses on fielding next-generation platforms such as the F-35 and the KC-46, AATC will need to step up to the needs of modernizing and improving legacy 4<sup>th</sup> generation platforms.

| ANG Line of Effort  | STR IMP | Bundle  | POC    | NGB POC             |
|---|---------|---|--------|---------------------|
| Legacy Modernization and Defense Industry Unit Experimental Study   | AG 2    | HCA-CA<br><small>(Capabilities Annex)</small> | NGB/A5 | FS Chair;<br>NGB/A5 |
| ANG Action: A5 analysis of last 5 years Modernization Books to determine Return on Investment and improvement to ANG weapon systems with a report to SPS NLT 3QFY17 |         |   | SPS    | NGB/A5              |

## Operational Training and Employment

- **OTE 1: Resource the ANG to Organize, Administer, Recruit, Instruct and Train (OARIT) to Combat Mission Readiness (CMR) Levels**

For the ANG to be “always on mission,” it is essential to be combat mission ready. Because the ANG is engaged operationally, held to the same readiness standards, and inspected to the same standard as the active component, the ANG must be resourced to meet these requirements.

| ANG Line of Effort  | STR IMP | Bundle | POC    | NGB POC |
|---|---------|--------|--------|---------|
| Operational ARC Funding (44) <b>21</b>  | AG 2.6  | TF-C   | NGB/A1 | NGB/FM  |
| Instructor Pilots (53) <b>30</b>  |         | TF-C   | NGB/A3 | NGB/A1  |
| ANG Action: A1/A3/FM monitor OARIT fulltime funding percentages, coord w/ ARC2Mission Cells to enhance ARC Force Visibility (AFV) geospatial tool, A3 report progress to SPS 3QFY17 |         |        | SPS    | NGB/A3  |

- **OTE 2: Maximize ANG Readiness to Conduct Current and Projected Federal and State Missions through Efficient, Frequent, Integrated Training in Networked Live, Virtual, and Constructive (LVC) Systems**

New paradigms for training require secure and accessible LVC-Operational Training (LVC-OT) capability with significant capacity to meet the challenges of the demanding and rapidly changing 21st century threat environment, fiscal constraints, and increased concern with cybersecurity.

| ANG Line of Effort   | STR IMP            | Bundle | POC    | NGB POC               |
|--|--------------------|--------|--------|-----------------------|
| LVC Flight Plan updated to LVC Roadmap by 2018                         | AG1.4<br>/1.5, IN1 | SPA-FP | NGB/A3 | DTOC<br>NGB/A3/<br>A5 |
| ANG Action: A3 update LVC Flight Plan to draft LVC Roadmap by 2QFY2017 |                    |        | SPS    | NGB/A3                |

- **OTE 3: Define the Operational Commitment of the ANG that Encompasses All Operations to include those Deployed in Combat, in Support of COCOM Requirements, In-Garrison, and Deployed in Place**

A uniform definition of “deployed operations” should be adopted by all AF components to ensure deploying forces and personnel “deployed in-garrison” are properly credited for time away from home station and personnel tempo considerations. Establishing consistent metrics beyond current mob to dwell and deploy to dwell will provide greater insight into the true PERSTEMO of ANG Airmen.

| ANG Line of Effort   | STR IMP            | Bundle | POC    | NGB POC |
|--|--------------------|--------|--------|---------|
| PERSTEMPO & Non Deployment PERSTEMPO Metrics (58 & 59) <b>(36 &amp; 37)</b>                | IN 1.3 /<br>IN 1.4 | HCA-OF | NGB/A3 | NGB/A1X |
| ANG Action: A3 compile data/metrics for an accurate picture of ops tempo to DANG by 2QFY17 |                    |        | DAG    | NGB/A3  |

## Agile Organizations

- **AO 1: Promote an ANG with 100% Unit-Equipped Wings that Utilize the Militia Construct**

With a single organization comprised of manpower and equipment, the ANG wing structure provides a force which can respond to both federal and state needs effectively. The structure of ANG Wing’s across the 54 States, Territories, and District of Columbia structure mirror USAF force structure and thier functions are aligned with the Air Force inspection system; provide comparable opportunities for career development recognized by the Air Force; and support advancement consistent with Service personnel policies.

| ANG Line of Effort                 | STR IMP | Bundle | POC  | NGB POC |
|------------------------------------|---------|--------|------|---------|
| ANG Unit Integration (32) <b>9</b> | IN 1.2  | HCA-OF | A8FX | NGB/A1  |
| ANG Action: N/A                    |         |        |      |         |

- **AO 2: Develop Airmen to Meet the Integrated Staff Requirements of the Future**

The Air Force is composed of Airmen from all three components. Key leadership and developmental positions should be available to all qualified members. The ANG will deliberately develop qualified Airmen to serve alongside active component and reserve counterparts – at all levels. The formal recognition of Airmen development both in and out of uniform brings value to the integrated staffs of tomorrow. In addition to expanding staff integration, the SPS Steering Committee urges ANGRC to look at twenty-first century distributed and reach-back staffing options to tap into talented Airmen residing outside the National Capital Region who could occupy A-staff billets without a costly permanent change of station.

| ANG Line of Effort  | STR IMP            | Bundle | POC             | NGB POC     |
|---|--------------------|--------|-----------------|-------------|
| Key Leadership Positions (37) <b>14</b>   | AG 1.6             | HCA-TM | RE              | NGB/A1 & HR |
| Staff Integration (29) <b>6</b>   | IN 1.2             | HCA-OF | A8XF            | NGB/A1 & HR |
| Integrated Personnel Management (56) <b>34</b>  | AG 1.6 /<br>IN 1.2 | HCA-OF | A1XO            | NGB/A1      |
| Diverse Distributed Staff Capability and State Development Tours Study  |                    | HCA-TM | SPS             | FD Chair    |
| ANG Action: ANGRC analysis/report on distributed/reachback NGB stat tour options NLT Q2FY17.<br>Diverse Distributed Staff Capability and State Development Tours Study. |                    |        | SPS FD<br>Chair | ANGRC       |

- **AO 3: Develop More Dual-Status Commanders in the ANG to Enable Command Authority Across Components**

Dual-status command has been focused on Domestic Operations (DOMOPS) and crisis response. The move to increase the number of associations expands the need for dual-status commanders who are qualified to command both T10 and T32 Airmen. Eliminating barriers and enabling fully authorized command structures for all components will help create synergies in the execution of associations.

| ANG Line of Effort   | STR IMP | Bundle | POC  | NGB POC                  |
|--|---------|--------|------|--------------------------|
| Cross Component Command/Dual Status Command (72)   | IN 1.2  | HCA-OF | A1XX | ANGRC<br>/JA &<br>NGB/FM |
| ANG Action: JA report with recommendations for streamlining dual-status commander approval process to DANG by 2QFY17 |         |        | DAG  | NGB/JA                   |

## ANG Key Efforts – Strategic Imperative Inclusiveness

### IMPERATIVE: INCLUSIVENESS

USAF Strategic Master Plan, p 25

**Section Overview.** The complex strategic environment demands a diverse team of people to overcome its challenges and exploit its opportunities. Inclusiveness ensures that we are leveraging the broadest possible set of human resources to produce the maximum number of options. In this way, inclusiveness serves as the power underwriting our agility. We will focus on three areas:

- **Improving the structure of the Air Force Team, in particular the organization and employment of all elements of the Total Force.**
- **Evolving the culture of the Air Force by enhancing diversity of thought in both whom we recruit and how we employ them, and by ensuring an environment of dignity and respect throughout the Service.**
- **Strengthening partnerships both within and outside the Air Force, to include our relationship with Congress, think tanks and academia, industry, the joint and interagency team, and our allies and international partners.**

#### Structure of the Air Force Team

- **SAFT 1: Increase Flexibility in Capability and Capacity within the Air Force by Optimizing Force Mix**

The ANG is essential to preserving the depth and breadth of capabilities and capacity the Air Force requires to be strategically agile. Future conflicts will evolve in an environment changing faster than our organization’s ability to adapt and expand capacity of the forces. The ANG provides a mechanism for optimizing the mix of forces and providing policymakers the flexibility to manage forces while maintaining capacity and agility lost by divesting force structure.

| ANG Line of Effort   | STR IMP | Bundle | POC  | NGB POC |
|--|---------|--------|------|---------|
| Fulltime / Part Time Mix (Balance) (31) 8  | IN 1.1  | TF-C   | A8XF | NGB/A8  |
| ANG Action: A8 complete HVAs on all core mission sets (cyber, GISR) report to DANG by 4QFY17 |         |        | DAG  | NGB/A8  |

- **SAFT 2: Ensure Each State has at Least One Flying Squadron**

In line with the ANG Capstone Principles, the ANG is “all in” on the flying mission of the Air Force. Today’s austere environment is forcing a more comprehensive analysis of the force mix options best for the Air Force. Each State has a voice in the long-term solution.

| ANG Line of Effort   | STR IMP | Bundle | POC  | NGB POC |
|--|---------|--------|------|---------|
| State Adjutants General (47) 24  | IN 1.3  | TF-C   | CNGB | NGB/CF  |
| ANG Action: A-Staff integrate & coordinate w/ CNGB for TF AFI 16-501 rewrite by 4QFY17 |         |        | DAG  | NGB/A8  |

- **SAFT 3: Ensure the ANG is Resourced to Sustain OPSTEMPOs Required by the Threat Environment**

As the Air Force increasingly relies on the ANG to support more world-wide operations, the ANG must be adequately resourced for the mission. The Air Force and ANG can no longer rely on the availability of supplemental funding as in recent contingencies. The ANG will partner with those responsible to advocate for adequate resources.

| ANG Line of Effort                       | STR IMP | Bundle | POC     | NGB POC |
|--|---------|--------|---------|---------|
| Resourcing Reserve Component (26) 3      | IN 1    | TF-C   | CSAF MA | NGB/FM  |
| ARC Requirement Cell (76)                | IN 1    | TF-C   | CSAF MA | NGB/A8  |
| Transportation Working Capital Fund (75) | IN 1    | TF-C   | AMC     | NGB/FM  |
| Component Cost-Sharing (78)              | IN 1    | TF-C   | SAF/FM  | NGB/FM  |
| Operational ARC Funding (44) 21          | IN 1    | TF-C   | REC/REX | NGB/FM  |
| ANG Action: N/A                          |         |        |         |         |

## Air Force Culture

- **AFC 1: Champion the Diversity of the ANG**

Two-thirds of Guard Airmen have civilian careers which brings both unique skills and a different optic to solving problems. From technician to AGR to Drill Status Guardsman, there is no more diversely talented force in the USAF. The ANG will continue to harness the unique diversity inherent in the ANG in accomplishing the mission. The ANG will refine our ability to recruit and retain Airmen in all facets of the diversity spoke [Cognitive, Global, Demographic, & Organizational] to achieve an organizational culture where diversity is valued as a personnel readiness and combat multiplier critical to mission success.

| ANG Line of Effort  | STR IMP | Bundle | POC     | NGB POC |
|---|---------|--------|---------|---------|
| Annual Report to Congress on ANG diversity                                      | IN 1-3  | HCA-TM | CSAF MA | NGB/FM  |
| Annual Diversity Reporting Requirements to Congress                             | IN 1-3  | HCA-TM | CSAF MA | NGB/A8  |
| Diverse Distributed Staff Capability and State Development Tours Study          |         | HCA-TM | AMC     | NGB/FM  |
| ANG Action: Update ANG Diversity Strategy to draft ANG Diversity Roadmap 3QFY17 |         |        |         | ANGRC   |

## Partnerships

- **P 1: Expand Efforts in Building Partnership Capacity and Security Cooperation**

Just as the community-based nature of the ANG facilitates long-term relationship development at home, the enduring connections with partner nations creates strong habitual relationships abroad. Expanding this capacity provides enduring value to the Nation and its interests. Efforts building partner capacity using networked virtual training capabilities and emerging technology bolster international partner readiness. Additionally, the ANG should continue efforts to increase funding efforts to align SPP efforts with COCOM requirements.

| ANG Line of Effort              | STR IMP | Bundle | POC | NGB POC |
|---------------------------------|---------|--------|-----|---------|
| Build SPP/COCOM Alignment Brief | IN 3.3  | SPA    | NGB | SPP     |
| ANG Action: N/A                 |         |        |     |         |

- **P 2: Expand Efforts in Interagency Cooperation and Partnership in Support of Whole of Government Endeavors to Include Flexible Funding Options**

The ANG is a member of federal and non-federal crisis response communities. Creating better relationships with our partners throughout government is essential to mission success. Flexibility and new State/local/Department of Homeland Security cost-sharing/funding options for DOMOPs training and exercises would provide the ability to provide a more capable force when called upon.

| ANG Line of Effort  | STR IMP | Bundle | POC    | NGB POC |
|---|---------|--------|--------|---------|
| Homeland Security & Disaster Assistance (54) <b>31</b>                                      | IN 1    | TF-C   | NGB/J8 | NGB/A3D |
| ANG Action: FM report on State/local/DHS cost-sharing DOMOPs trng options to DANG by 3QFY17 |         |        | DAG    | NGB/A3  |

- **P 3: Expand Partnerships with High-Tech Industry and Academia**

Industry is the Air Force's key partner in developing technology and delivering and sustaining systems and platforms for the warfighter. The Force of the Future focuses on ways in which DOD can increase the exchange of personnel and ideas between the public and private sector; improve recruiting results; and emphasize talent management and retention to ensure that the quality of today's force transfers to the "Force of the Future."

| ANG Line of Effort   | STR IMP                  | Bundle | POC | NGB POC    |
|--|--------------------------|--------|-----|------------|
| ANG Liaison Officers at Key Federally Funded Research & Development Centers (FFRDCs)   | IN 3.2, 3.3; AG 2.5, 2.6 | N/A    | SPS | NGB/HR, A8 |
| Increase ANG Involvement in Defense Innovation Unit Experimental (DIUx)  | IN 3.2; AG 1.6, 2.4-2.6  | N/A    | SPS | NGB/HR, A8 |
| ANG Action: MIT-LL LNO report to SPS-SC on FFRDC duties, responsibilities, and future opportunities NLT 3QFY17. SPS-SC investigate opportunities for assigning ANG LNOs to DIUx sites. |                          |        |     |            |

## Appendix 2: Terms and References

### Terms

Note: These definitions are provided to establish a common vernacular for the purpose of this Strategic Master Plan. Sources are listed in () where available. If sources are not listed, definitions are provided in the context of this paper.

**Agile:** Flexible, Adaptable, and Responsive (*America's Air Force: A Call to the Future*).

**Air Force Strategy, Planning, and Programming Process (SP3):** The Air Force SP3 translates strategy into actionable plans to inform concepts and requirements development and direct the acquisition, programming, and budgeting efforts to meet national strategic and military objectives (AF Strategy, Planning & Programming Process, 22 Oct 14).

**ANG 2025:** The ANG 2025 Report was a field-driven, executive level perspective on the future of the ANG published in April 2013.

**ANG Strategic Planning System (SPS):** Provide executive level strategic guidance from the field to the Director of the ANG and The Adjutants General. Develop, review, and revise comprehensive strategic plans to support long-range, intermediate, and near-term priorities, goals, and objectives of the ANG. Conduct studies relevant to the ANG, as directed by the DANG to the SPS and/or Steering Committee (Charter for the ANG SPS, Mar 14).

**Broad Range of Experiences:** A wide variety of experiences Guard Airmen earn in the civilian sector, as well as a varied background within Guard Airmen careers different from, but similar to, those recognized by the Air Force corporate process.

**Capability:** The ability to complete a task or execute a course of action under specified conditions and level of performance.

**Capacity:** Military strength or volume; an amount of something required to produce a desired quality.

**Capstone Principles:** Serve as the compass to guide the strategic choices that shape the ANG of the future. They originated from the SPS, figured prominently in AF deliberations in the FY13 PB, and the development of the FY 14 DOD POM. The ANG 2025 [and the ANG SMP Working Group] endorsed the Capstone Principles, while acknowledging a continuing debate among internal and external ANG stakeholders about the circumstances under which it would be necessary to re-evaluate those principles (ANG 2025, Apr 13). They are listed in the Introduction of this SMP.

**Community Based:** ANG strength derived from the presence of Guard units in communities throughout the United States. Close association with communities engenders grass root support for the Guard, enhances citizen awareness of and political support for Guard associated issues, and promotes recruitment and retention of men and women who possess critical civilian skills and experience that are transferrable to military positions.

**Continuum of Service:** The Continuum of Service (CoS) program aims to provide tools to facilitate the smooth transition between Total Force components, while balancing competing public and private sector demands to effectively support the National Military Strategy. In support of Air Force CoS initiatives, the Office of the Deputy Chief of Staff, Manpower, Personnel and Services (HAF/A1PS) was charged with identification and development of organizational and systemic challenges to improve the efficiency and economy of resource for the Total Force.

**Cross Component Command:** Situations in which a unit commander from one component of the Total Force is in command of a unit comprised of members from another component of the Total Force. For example, an Active Duty officer in command of an Air National Guard Wing or an Air National Guard officer in command of an Active Duty Group.

**Director's Planning and Programming Guidance (DPPG):** An annual document issued by the DANG to provide programming guidance for the upcoming Programming Objective Memorandum (POM) cycle. The DPPG articulates the

DANG's programming priorities to support his vision for the ANG.

**Dual-Role:** Personnel assigned to units with Federally-validated missions used by governors for non-federal purposes under state and/or federal statutory authorization (ANG/A8X BBP, July 2, 2013).

**Dual-Status Commander:** A dual-status commander (DSC) is an officer of the Army (ARNG) or Air National Guard (ANG) or a commissioned officer of the Active Duty Army or Air Force who has completed specialized training and certification and who may, by law, serve in two statuses (Federal and State) simultaneously. In State status, the DSC is a member of the State chain of command, subject to the orders of the governor and Adjutant General of the DSC's State (exercises command of assigned State NG forces). In Federal status, the DSC is a member of the Federal chain of command, subject to the orders of the President, the Secretary of Defense, and the supported Combatant Commander and exercises command of assigned Federal military forces. The President and the Governor of the State must both agree to the establishment of a dual status commander.

**Dual-Use:** Equipment, resources, and capabilities associated with Federally-validated missions used by governors for non-federal purposes under state and/or federal statutory authorization (ANG/A8X BBP, July 2, 2013).

**Global Vigilance-Global Reach-Global Power:** Airmen plus five AF Core Missions (air and space superiority; intelligence, surveillance, and reconnaissance; rapid global mobility; global strike; and command and control) (CSAF paper "Global Vigilance, Global Reach, Global Power for America").

**Guard Airmen:** USAF Airmen (officer or enlisted) in the ANG.

**Man-days:** An MPA man-day is defined as a 24 hour calendar day of active duty for which base pay, Basic Allowance for Housing, Basic Allowance for Subsistence and similar compensation elements are drawn from the military personnel appropriation to pay Air Reserve Component (ARC) members for performance of duty. (This does not include travel and per diem related compensation) (AFI 36-2619, *Military Personnel Appropriation Manday Program*, 18 Jul 14).

**ANG Construct:** Framework describing preferred missions/operations for Guardsmen given valid strategic guidance and mission relevance while maintaining appropriate operations tempo and maximizing ANG manpower benefits (NGB/A8X BBP 5 Nov 2012). The ANG maintains a part-time/full-time mix of approximately 65/35—it is this construct that allows the realization of manpower cost benefits.

**Modernization:** Technical sophistication of forces, units, weapon systems, and equipment (JT Pub 1-02) and/or upgrading legacy equipment (USAF Posture Statement 2014).

**National Commission on the Structure of the Air Force (NCSAF):** Congress directed a Commission to "...undertake a comprehensive study of the structure of the Air Force to determine whether, and how, the structure should be modified to best fulfill current and anticipated mission requirements for the Air Force in a manner consistent with available resources" (The NCSAF final report, "Report to the President and Congress of the United States," January 30, 2014).

**Operational Reserve Force:** A predominantly part-time force, trained to the same readiness standards as the regular component, a portion of which is mission-tasked and engaged at all times. Part of the operational reserve is also readily available to be voluntarily placed on active duty in support of daily operations. The remainder of the operational force is readily available to be used in a surge capacity to conduct operational missions whenever there are not enough trained and ready units or individuals in the regular component.

**Recapitalization:** The funding of new capabilities (USAF Posture Statement 2014).

**State Partnership Program:** Evolving international affairs mission for the National Guard emphasizing its unique state-federal and civil-military characteristics to interact with both the active and reserve forces of foreign nations, interagency partners, and international non-governmental organizations (NGB/PA, 17 Jul 13).

**Strategic Reserve:** A force not operationally engaged on a routine basis, but primarily designed to provide additional capacity during periods of major theatre war.

**Title 10 and Title 32:** Title 10, United States Code, contains the organic law governing the Armed Forces of the United States and providing for the organization of the Department of Defense, including the military departments and the Reserve Components. Title 32, United States Code, contains the law relating to the administration of the

National Guard. Titles 10 and 32 were enacted into positive law by the Act of August 10, 1956 (70A Stat. 1), as a codification of all laws then in existence that were permanent and of general applicability to the Armed Forces and the National Guard (TITLE 10, UNITED STATES CODE ARMED FORCES (As Amended Through 7 Jan 11)).

**Traditional:** Traditional Guardsmen are Drill Status Guardsmen (DSG) Airmen. DSG's participate in unit training assemblies—a minimum of one weekend per month and two weeks of annual training per year. Additionally, DSGs have full-time careers outside of the ANG. This category of Guard Airmen composes approximately two-thirds of the ANG workforce. DSGs maintain the same readiness and standards as the full-time Airmen across the Air Force enterprise (IAW ANGI 36-2101, *Assignments within the Air National Guard*).

**Unit-Equipped:** Describing a unit that has been provided “those aircraft provided (to) an aircraft unit for the performance of a flying mission” (JP 3-17), as well as units provided equipment in non-flying missions.

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