

The State of New York
Division of Military and Naval Affairs



Strategic Direction
2029



DEPARTMENTS OF THE ARMY AND THE AIR FORCE
JOINT FORCE HEADQUARTERS - NEW YORK
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LATHAM, NY 12110-3514

28 MAR 2024

MNAG-TAG

MEMORANDUM FOR SEE DISTRIBUTION

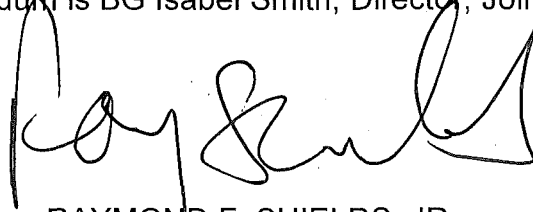
SUBJECT: Division of Military and Naval Affairs (DMNA) Strategic Direction 2029

1. Enclosed is the fourth edition of the DMNA's Strategic Direction series, "Strategic Direction 2029", dated 26 March 2024. This document outlines the agency's strategic guidance to include mission, values, strategic direction, and priorities. This document was developed with input from all four components of the New York Military Forces (NYMFs) – the New York Army National Guard, New York Air National Guard, New York Naval Militia, and New York Guard – regarding their respective strategic objectives for 2026 – 2029.
2. The DMNA is a people-first organization. As leaders, we must never forget that our members are the most precious resource, and that it is their commitment and sacrifice that allows us to accomplish our state and federal missions. This year, we hired a full-time Integrated Primary Prevention Workforce (IPPW) consisting of primary prevention experts from various professions to assist leadership and NYNG members reduce risk factors that contribute to harmful behaviors and to increase and promote protective factors. The IPPW is part of a Department of Defense program that identifies gaps and resources needed to prevent harmful behaviors, including sexual assault, harassment, domestic abuse, child abuse, and suicide. Primary prevention is a leadership responsibility, and we must always support and promote healthy behaviors across our formations.
3. As residents of the communities that we serve, NYMFs have a vested interest in providing support to the state when called upon. As the operational environment evolves, we must focus on the training and preparation required to expand our domestic support capabilities and to maintain personnel and equipment readiness, thereby ensuring appropriate and timely response. From severe weather incidents, the COVID-19 global pandemic, civil disturbances at our nation's capital, and the ongoing Asylum Seeker mission, NYMFs have proven themselves to be a vital member of the state's disaster response framework and we must continue our emphasis on maintaining our reputation as an organization that citizens respect and trust during times of crisis.
4. DMNA's "Strategic Direction 2029" will enable force providers to create and nest their own vision for the next five years. Each component is expected to submit their revised strategic vision in accordance with this document to the JFHQ-NY J5, LTC Terry Benson, at terry.s.benson.mil@army.mil, no later than 1 May 2024.

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5. The point of contact for this memorandum is BG Isabel Smith, Director, Joint Staff, at isabel.r.smith.mil@army.mil.

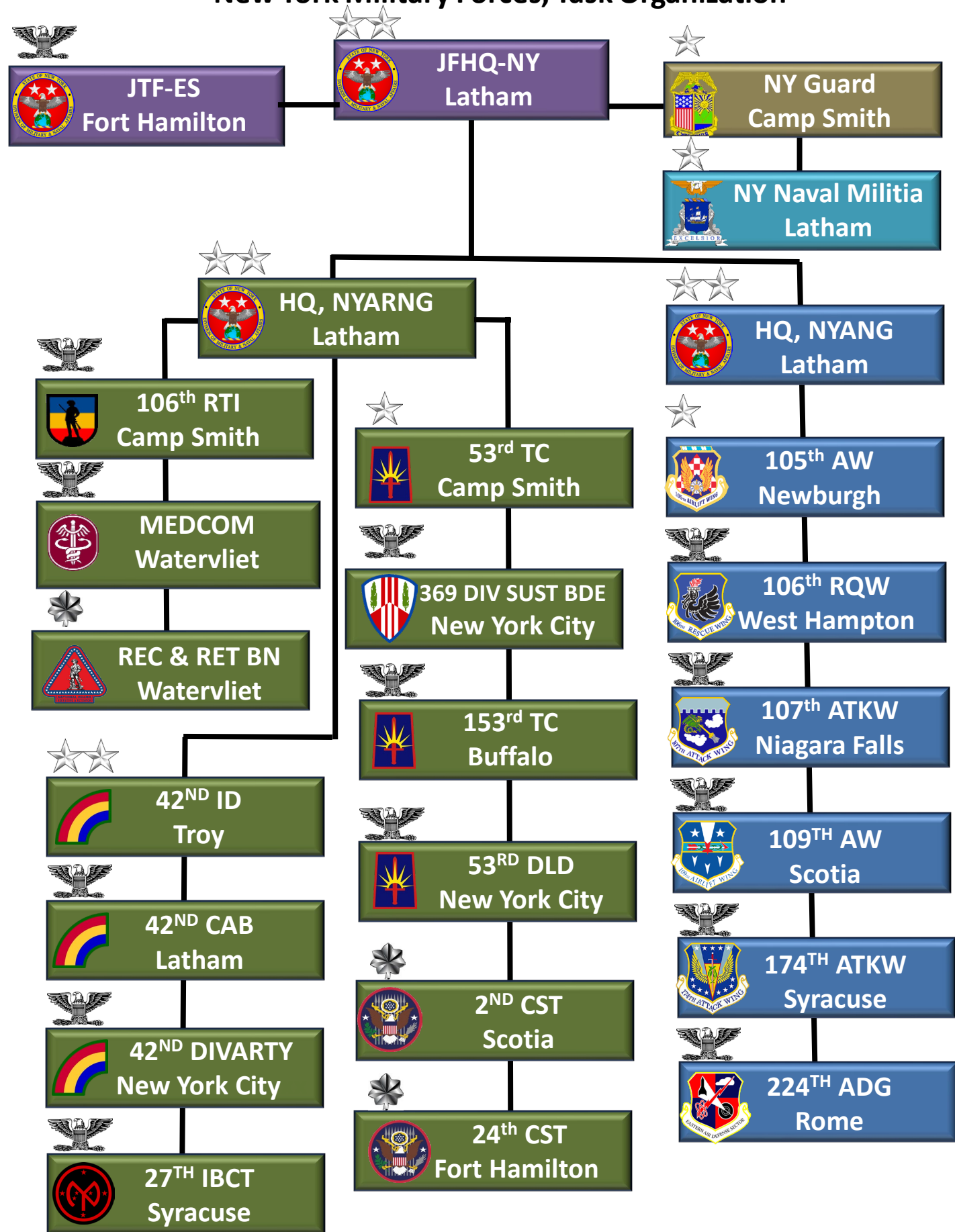


RAYMOND F. SHIELDS, JR.
Major General, NYARNG
The Adjutant General

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New York Military Forces, Task Organization



The Division of Military and Naval Affairs (DMNA) is the state’s executive agency responsible for ensuring that New York Military Forces (NYMFs) sustain the core capabilities and readiness required to execute global missions across unified air and land operations in support of communities, state, and nation. The “Strategic Direction 2029” is a vision that guides NYMFs into the future providing unity of effort and assisting leadership in focusing their energy and resources towards shared objectives. It provides guidance to the New York Army National Guard (NYARNG), New York Air National Guard (NYANG), New York Naval Militia (NYNM), and New York Guard (NYG) – allowing them to prepare, plan, and succeed in future missions. NYMFs serve under the control of New York State, with the Governor as Commander and Chief, to conduct Civil Support Operations (CSO) augmenting civilian emergency response agencies. However, it is imperative that the New York National Guard (NYNG) also remain trained and ready to serve in a federal capacity in the event of a national crisis, defense of the homeland, or continued support to enduring contingency operations. Ongoing overseas deployments, natural and human-caused crises, a growing threat to the homeland, and resource constraints will require the NYMFs to remain adaptive, agile, innovative, and resourceful. Through the “Strategic Direction 2029,” senior leaders provide vision for continued readiness, commitment to achieving excellence, and ongoing selfless service to the nation and the state.

As a people-first organization, our most enduring commitment is to those that serve with us and those that we protect. Leadership must always strive to maintain the trust of our military members, their Families, and those within the communities that we help protect. The core values listed on the right-hand side of this page should guide the way that we treat people and serve as the foundation upon which our organization operates. This foundation demands an environment where we encourage diversity, where our members are free from harassment and discrimination, and where dignity and respect are part of our everyday interactions. It is critical that we remain unified in our values and that we continue to foster the trust we have earned internally, and within our local communities. It is our reputation that sets us apart from other organizations and that will be directly proportional to our success and our future.

Continuous End State: New York Military Forces are trained and ready to conduct Civil Support Operations, Homeland Security, and National Security Operations both at home and abroad.

Future Environment:

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

Enduring Mission:

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

Core Values:

- Dignity & Respect – Focus on Our People
- Diversity & Inclusion
- Integrity & Transparency
- Humility & Empathy
- Reliability & Performance
- Valued Service & Inspirational Leadership

Division of Military & Naval Affairs Core Values

Dignity & Respect – Focus on Our People

Leaders are responsible for always treating people with dignity and respect. They will establish a command and organizational climate that emphasizes the duty of others to act in a similar manner toward their subordinates in accomplishing the mission. Commanders and leaders are expected to be committed to the professional ethic to promote a positive environment. When leaders demonstrate loyalty to their people, the organization, and the nation, they in turn earn the loyalty of their people.

Diversity & Inclusion

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

Integrity & Transparency

Integrity is the principal foundation upon which our ethical and moral compass is built. One of the mainstays of integrity is "doing what is right, both legally and morally." It requires that we do the right thing at all times, regardless of the situation or consequences, and even when no one is watching. Part of this is the responsibility of leaders to hold themselves and subordinates accountable. Our organization has incorporated the NY State value of "We work for the people", and we continuously strive to maintain the highest personal and professional standards.

Humility & Empathy

The distinguishing factor of the most successful organizations is that leaders at all levels demonstrate humility and empathy. Leaders must be willing to be an active learner, maintain accurate self-awareness, and seek out others' input and feedback. A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. Empathy helps leaders understand themselves, the environment and organization better, but also evaluate the possible outcomes of all involved to make more informed decisions. Leaders need empathy to better understand the experiences, perspectives, and feelings of our people, and thus make better decisions and earn trust.

Reliability & Performance

Leaders will encourage our personnel to strive for excellence through professional development, education, volunteerism, training, personal health, and quality of life. Additionally, leaders will institutionalize a culture of high performance through greater communication, accountability, transparency, recruiting, developing, and rewarding our workforce. Reliability does not merely reference equipment and materials, it also refers to our personnel. A reliable organization can respond faster, more effectively, safely, and more cost effectively by improving functionality. We ensure our reliability by working as a team and improving ourselves and the organization each day.

Valued Service & Inspirational Leadership

People are the most important aspect of our organization. As leaders, we must recognize that our strength as an organization exists within the trust of our service members and their Families. It is critical that they feel cared for and supported, and that leadership continuously recognizes the commitment and the sacrifices we ask of them. Ultimately, mission success can only be achieved as a team and leadership must inspire those that they supervise through their everyday deeds, actions, and personal example. We must know our people, and we must share a strong commitment to each one of them and their Families.

STRATEGIC IMPERATIVE ONE

Increase Personnel End Strength

After safety, strength maintenance is our number one organizational priority. It is imperative that DMNA is manned to fully support its state and federal missions. We must remain capable of conducting full spectrum CSO to include the organized and timely activation of command and control and rapid mobilization of response forces across a wide range of capabilities. Additionally, we must be manned, trained, and ready to mobilize in support of federal missions to include contingency operations and to defend the homeland when called upon. We must continue our focus on recruiting and retention efforts that fill our current formation, and we must compete for opportunities to increase our authorizations through unit growth and/or new unit acquisitions in the state.

The three key measures of effectiveness are recruiting, retention, and attrition management. Leaders at all levels must use these key metrics, leading indicators, and trends to help attain their end strength objectives.

NY Army National Guard:

Objective 2026: Increase end strength to 11,500 by the end of FY26 with a Negative End Strength below 1.5%. A strong strength posture, in conjunction with Soldier and unit readiness, is essential to sustain the NYARNG's total readiness. Without Soldiers we cannot build unit readiness and posture the NYARNG for receipt of future force structure.

Objective 2029: Increase end strength by 1% to 2% annually. This forecast will expand the size of the NYARNG to 12,000 personnel or more by the end of FY29. At the end of 2029, the NYARNG aims to remain postured to receive additional force structure and prevent any divesture of current force structure.

NY Air National Guard:

Objective 2026: The NYANG Recruiting and Retention goal is to achieve 102% end strength through recruiting and retention initiatives. These include a retention rate above 90% and a recruiting production goal of 676 accessions consisting of 165 officers and 511 enlisted accessions.

Objective 2029: Establish an Aeromedical Evacuation Squadron at the 105th Airlift Wing to include associated manpower increases.

NY Naval Militia:

Objective 2026: The NYNM, being a total volunteer force, is presently at 90% strength with 3,153 assigned of an authorized 3,500. By the end of FY26, the NYNM will grow by 170 to achieve 95% strength through deliberate, dedicated recruiting campaigns.

Objective 2029: Maintain authorized end strength of 3,500 or more through 2029 to remain at 100% capability.

NY Guard:

Objective 2026: Ensure stable and reliable NYG personnel to continue to act as a relevant force provider. Goal is to increase total force by more than 5% per annum, with a focus on minimum new recruitment of 90% enlisted in E-3/E-4 ranks. By the end of FY26, the NYG will grow by 15% through deliberate, dedicated recruiting campaigns.

Objective 2029: Achieve an end strength fully postured to provide mission critical support by 2029.

STRATEGIC IMPERATIVE TWO

Personnel Readiness

Personnel readiness is at the heart of our ability to respond and accomplish any mission. Therefore, it is imperative that leadership prioritizes individual readiness across the formation. This means physical readiness, medical readiness, Military Occupational Specialty Qualification and Continuing Military Education across all ranks. Personnel readiness ensures that we are able to match people with capabilities and provide the most effective and timely support to the state and nation.

NY Army National Guard:

Objective 2026: Maintain medical readiness classification (MRC) goals of 90% or more at MRC-1 or MRC-2 for M-Day Soldiers and 100% for Active Guard Reserve. Maintain Duty Military Occupational Specialty Qualification (DMOSQ) rate of 95%. The Army Combat Fitness Test (ACFT) is the fitness test of record for all personnel. 100% of all personnel will take the ACFT, and 80% of the personnel will meet the required standards. DMNA Facilities Directorate will support the construction of regional ACFT facilities using self-help engineer projects over the next 2-5 years. Drill attendance exceeds 90% for all available members of the force.

Objective 2029: The Army National Guard builds a culture of comprehensive fitness based on physical, emotional, mental, and spiritual readiness and resilience. Units maintain 95% pass rate for ACFT; 90% MRC-1 and MRC-2 (M-Day); and 95% drill attendance rate, among operational available Soldiers. Modification Table of Organization and Equipment (MTOE) units are fully deployable in accordance with the Force Sustainment Model.

NY Air National Guard:

Objective 2026: The safety and mental resilience of NYANG members and their Families is a top priority. Increasing access to training, education, and resources will ensure NYANG personnel and Families are prepared for the challenges of military life. Medical and physical readiness will remain a priority. Leader awareness of readiness metrics and support of medical readiness activities and physical preparedness will ensure maximum effectiveness.

Objective 2029: Achieve historically high medical and physical readiness rates. Maintain an environment in which safety and mental resilience are prioritized in all we do.

NY Naval Militia:

Objective 2026: Personnel Readiness of the NYNM includes the physical readiness of Navy, Marine Corps, and Coast Guard Reserve members that are tracked and maintained by the United States Reserve Forces. Because of their Reserve standards, these members are considered 100% physically ready for State Active Duty. NYNM non-drilling members are approximately 5% of the total force. NYNM will maximize its members readiness through detailed quarterly readiness reviews and comprehensive annual medical readiness reports by the NYNM Headquarters. Currently, 138 of 148 (93%) non-drilling members are medically ready for State Active Duty. By end of FY26, NYMF will improve to a 95% readiness rate.

Objective 2029: Through increased data collection and monitoring of the NYNM non-drilling members, the goal for 2029 is to remain at or above the 95% medical readiness for State Active Duty.

NY Guard:

Objective 2026: Act as an effective force provider by achieving a physically qualified minimum standard of 95% of for all members for state active duty. Develop and implement more rigorous height and weight standards with a goal towards ensuring that NYG members are indistinguishable from federal forces while in uniform.

Objective 2029: Seamless force integration by development of criteria and training to ensure that all NYG members possess military knowledge equivalent to that of a NYNG member of equivalent rank.

STRATEGIC IMPERATIVE THREE

Equipment & Facility Modernization

Equipment and facility maintenance, readiness, and modernization are crucial to our ability to train, prepare, stage, and mobilize NYNG forces. To maintain our operational readiness and relevance we must continue to fight for new equipment fieldings and training. Maintaining a modernized fleet of equipment ensures that our members are trained and ready to provide the highest level of CSO and ensures that our NYARNG and NYANG formations are equally prepared to fight our nations wars if called upon.

Prioritizing the maintenance and modernization of our facilities provides NYNG members with quality locations to train, work and deploy from. These facilities are also a testament to the commitment the NYNG has to the communities that we operate in. They are a key component of the mutual respect and trust that exists between the NYNG and the citizens which is undoubtedly among our greatest strengths.

NY Army National Guard:

Objective 2026: Complete armory renovations in Jamaica, Bronx, Peekskill, and Orangeburg and make significant progress on military construction (MILCON) for Lexington Avenue Armory and the Glenmore Road Field Maintenance Shop. Future MILCON priorities include a new facility for the Latham Army Aviation Support Facility, an addition/alteration or replacement for the Glenmore Road Armory, and the construction of building 508A/B on Camp Smith Training Site (CSTS). Additional projects include the completion of an addition at the Lockport armory, and the implementation of a microgrid at CSTS that enhances resiliency. Furthermore, the NYNG will achieve an environmentally safe and sustainable operational footprint by completing the remediation and conversion of the indoor firing ranges at the Peekskill, Jamestown, Dunkirk, and Masten Avenue armories, as well as the completion of a water filtration system at CSTS.

Objective 2029: Complete the construction of an Automatic Record Firing Range at CSTS that can accommodate one company-sized element per day in order to provide the NYARNG the ability to achieve and self-sustain Army Basic Rifle Marksmanship standards. Implement a state funded design to produce a 9-lane firing range to allow NY to compete more effectively for federal funding available for additional modernization initiatives. Completion of a Physical Fitness Center at CSTS will be a priority for MILCON funding. Additionally, we will expand our renewable energy capability to meet current executive orders and complete the conversion of the General Service Administration fleet by installing electric vehicle charging stations throughout the state. Complete renovations on the Yonkers and Whitestone armories. Convert the 101 Expeditionary Signal Battalion (ESB) to an Enhanced – ESB and replace all legacy systems with the new Phoenix-E systems.

NY Air National Guard:

Objective 2026: Finalize the LC-130 Aircraft Modernization/Recapitalization initiative. Contract for a small arm firing range at the 109th Airlift Wing, increase MQ-9 platform capabilities for the 174th Attack Wing (ATKW) and accelerate Eastern Air Defense Sector facility construction. Leverage information and data via Cloud-Based Command and Control system implementation.

Objective 2029: Acquire LC/HC-130 and HH-60 full-motion simulators. Establish the 107th ATKW as the Center of Excellence for Space National Guard Space Battle Management Command, Control and Communications (SBMC3), Space Domain Awareness (SDA), and Orbital Warfare (OW) Space Range, Aggressor, Test and Training activities. The 107th ATKW, 222d Command and Control Squadron, will continue to posture to support SBMC3 activities in support of United States Space Force's DELTA-15 mission requirements. Establish a Sensitive Compartmented Information Facility at the 109th Airlift Wing. Continue to advance MQ-9 capabilities in support of the near-peer fight through formalization of the MQ-9 Air National Guard/Air Force Reserve Command Test Center Detachment at the 174th ATKW.

NY Naval Militia:

Objective 2026: Maintain 100% readiness of NYNM's operational fleet of eleven maritime vessels, the Mobile Command Post and supporting ground fleet vehicles. Apply for and receive grant for an additional 30-foot landing craft will be made and continued 100% readiness.

Objective 2029: Acquire two (2) replacement boats via Federal Emergency Management Agency grants or other funding sources to modernize the operational fleet. Increase the quantity of trucks to match the number of trailer-transported assets.

NY Guard:

Objective 2026: Finalize the rehabilitation of Building 84 at CSTS in order to provide a modern and functional base of operations with stable communications and internet service. Finalize finishes for Building 9 at CSTS.

Objective 2029: Ensure the Mobile Emergency Response Capability and Military Emergency Radio Network capabilities are accessible, maintained, and operational across NYS in support of DMNA. Ensure required access to all DMNA facilities where the NYG drills and operates.

STRATEGIC IMPERATIVE FOUR

Solidify Partnerships

Our partnerships and our continued investment in relationships will remain key to our success as an organization. As mission sets change and our roles evolve to meet the state and nation's needs, so too must our relationships with higher HQs, adjacent units, and partner agencies. We must continue to grow and seek opportunities for key leader engagements, joint training, and information/intelligence sharing. This includes training alongside the active and reserve components as well as with civilian agencies to leverage subject matter expertise and share best practices, tactics, techniques, and procedures. For our National Guard members, this includes our continued participation in the Continental United States exercises and overseas deployment training. In addition, we must also continue to build our international relationships through the state partnership program (SPP). These relationships are critical to assisting combatant commanders to maintain a U.S. presence and demonstrate our ability to project forces around the globe.

NY Army National Guard:

Objective 2026: Lead the effort to enhance and deepen our strategic multinational relationship within the SPP with South Africa and Brazil. Through SPP, the NYNG will enhance relationships through military-to-military engagements, and civilian-to-military engagements, which allow for collaboration through military, governmental, economics and social influences. Thus, supporting the defense security goals within the National Defense Strategy.

Objective 2029: Continue to posture the NYNG to participate in multinational training opportunities that support the security cooperation objectives of the United States and the Geographic Combatant Commands. By continuing to build enduring relationships, we strengthen both the readiness, interoperability and capabilities with our Partnered Nations and the U.S.

NY Air National Guard:

Objective 2026: Leverage relationships with the National Guard Bureau and the Department of Defense in pursuit of a Space National Guard component within the NYNG. Leverage existing 107th Attack Wing space expertise in the areas of Space Battle Management /Command and Control, Space Development Agency (SDA) and Orbital Warfare to support U.S. Space Force Space Training and Readiness Command (STARCOM) requirements. Continue building partner capabilities with Brazil and South Africa through the SPP.

Objective 2029: Support the establishment and manning of the New York Space National Guard through strategic partnerships. Create a 107th Attack Wing STARCOM support package capable of supporting current/future Range, Space Aggressor, Space Test, SDA, and Combat Training Squadron requirements. Continue to pursue partnership between the NYNG and Denmark.

NY Naval Militia:

Objective 2026: Maintain current operational relationships with federal and state partners along with the U.S. Navy, U.S. Marine Corps, and U.S. Coast Guard. Support the multinational aspects of the SPPs when requested.

Objective 2029: Sustain partnerships and support relationships detailed above through 2029.

NY Guard:

Objective 2026: Leverage relationships with the regional Joint Task Forces (JTFs) in order to ensure improved integration during steady-state and contingency operations.

Objective 2029: Leverage NYG civilian expertise and experience in order to strengthen relationships between NYMF and interagency partners.

STRATEGIC IMPERATIVE FIVE

Expand Civil Support Operations Capability

NYMF's continuously demonstrate that they serve a vital role in New York's emergency response framework. Our service members are called upon to work side by side with civilian emergency responders to provide assistance during a wide range of emergencies including snowstorms, tropical storms, hurricanes, floods, wildfires, health emergencies like the COVID-19 pandemic, and to provide shelter and humanitarian services to asylum seekers across the state. Our NYMFs members provide a source of

hope, and their presence alone provides an immediate sense of safety and protection for our local communities. It is imperative that we maintain this level of trust and mutual respect between DMNA, the New York State Division of Homeland Security and Emergency Services (DHSES), other response agencies, and most importantly the citizens. To accomplish this, we must continue to work closely with our state partners to develop plans, identify capability gaps, and develop additional force packages to fill those gaps when possible. In addition, we must ensure that leadership emphasizes domestic response training and readiness so that we are always prepared to respond in times of crisis.

When NYMFs respond to the Governor's request for assistance, we deploy a fully integrated and joint force. The members that fill our civil support formations represent the NYARNG, NYANG, NYNM and NYG forces. It is imperative that these organizations remain fully integrated and continue to work together to share information and execute collective training exercises. In addition, we must maintain a joint staff both at the JFHQ level to provide mission command, and in the field by identifying and training JTFs capable of providing operational control of local military response efforts.

NY Army National Guard:

Objective 2026: Develop, implement, and maintain a fully integrated Common Operating Picture (COP) that provides near-real time updates to DMNA leadership, JTFs, and other subordinate command posts. Continue to build upon the orders process developing long range plans in conjunction with state and DHSES partners that provide early identification of the equipment and personnel resources required. Continue to work closely with civilian agencies to ensure that DMNA remains an active and crucial member of the emergency response framework.

Objective 2029: Evolve our CSO capabilities ensuring that we can provide rapid, professional, and expert support during emergencies. Take advantage of our civilian partner agencies to participate in training opportunities that both enhance our current response packages and allow NYMFs to expand our skill sets. In addition, we will continue to use after action reviews to improve operations, and as a means to communicate with operational forces to meet their needs.

NY Air National Guard:

Objective 2026: Maintain trained and equipped JTF and Initial Response Forces (IRF). Enhance relationships with County Emergency Management Offices through strong regional liaisons.

Objective 2029: Increase the number of qualified JTF and IRF personnel for execution of CSO. Units will establish regular training intervals in preparation of mission execution. Relationships with agency partners will continue to develop to ensure effective coordination during CSO.

NY Naval Militia:

Objective 2026: Coordinate with regional JTFs to incorporate personnel, align training, and provide two-way communication as value added components to every CSO mission. Exercise Empire Challenge continues to support the JTF's with maritime and communications coordination and training.

Objective 2029: Develop, staff, and train Financial Assistance Teams, Warehouse Management Teams, Joint, Reception, Staging, Onward and Integration Teams, and Communication Assistance Teams available for rapidly deployment and support to any JTF established NYS CSO operations.

NY Guard:

Objective 2026: The NYG will provide trained, ready, and deployable service members to integrate with the regional JTFs. The NYG will serve as a general support force multiplier while conducting operational CSO assignments in support of NYMFs.

Objective 2029: Develop and train general support workforce teams available for rapid deployment in support of NYS CSO operations.

The Way Ahead

Force providers will utilize this strategic guidance to develop and nest their own strategic direction. The NYARNG, NYANG, NYNM and NYG will submit their 2029 Strategic Plans to the JFHQ-NY J5 no later than 1 May 2024. These plans will project Commander objectives, strategies to meet those objectives, and identify performance measures to gauge progress and allow for refinement as required. This process is cyclic and will require periodic review of The Adjutant General's vision, mission, and strategic direction in order to stay current and to ensure that all plans account for any changes in the operational environment. Strategic imperatives will be illustrated using the Line of Effort concept.

