



***Nevada National Guard
Strategic Plan
2016-2020***

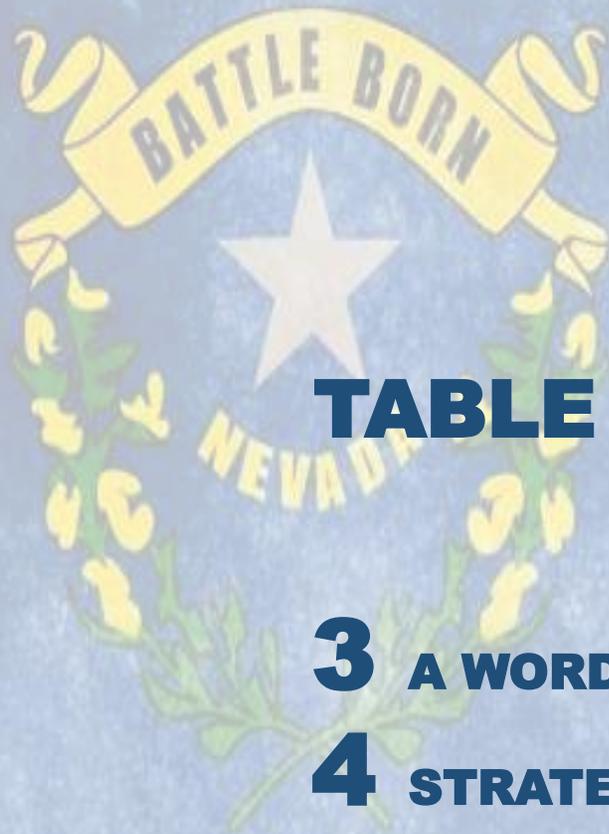


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A Word from Brigadier General Burks...

Our state and our nation will undoubtedly continue to face significant domestic, global and fiscal challenges. This challenging environment will be full of uncertainties, but one constant remains – the Nevada National Guard must be the **first choice** of the **Warfighter**, our **Community** and our **Partners**.

We can only achieve this by fostering environments that are free from abuse, harassment and discrimination as we continue to develop resilient guardsmen and families.

Our continued success hinges on 4 basic strategic priorities:

Readiness means we are ready to respond to our community and our nation

Care for our Members and Families is at the forefront of all we do

Diversity is our strength of independent thought and differing experience

Community is a strong relationship with our local and state partners & allies abroad

These are my strategic priorities moving forward. They are simple concepts that make sense. I ask each of you to adopt them, incorporate them into your units, and embrace them as your own. **Battleborn!**



Strategic Guidance Overview

Our nation faces a time of **uncertainty** where national and global **security challenges** are intertwined with **fiscal constraints**. We must **stand ready** to meet these challenges.

Our Nevada National Guard proudly and strongly supports the **Governor's Strategic Priorities**, providing **well educated**, trained and **healthy citizens** to our communities, while providing important and well-paying jobs to help **sustain** our communities. Our ability to respond in a disaster allows us to help **provide safe and livable communities**, and our outstanding stewardship of state dollars keeps our organization **efficient and responsive**.

Our state and nation are in a strategic transition driven by constrained resources after over 13 years of sustained combat operations. Our **Nevada guardsmen** must deal realistically with **budget limits** and a **volatile global landscape**, and we must always ensure that we do **three things** extraordinarily well:

Fight America's Wars, Respond in the Homeland, and Build Partnerships

Mission - The Nevada National Guard provides ready organizations and individuals to perform state and federal missions, globally and domestically.



Fight America's Wars

Since 9/11, the Nevada Army and Air National Guard have **met every deployment** requirement assigned to them, with the broadest mission sets possible. We have worked **seamlessly with our active duty** counterparts during deployments such as the **Nevada Army Guard's** Cavalry Provisional Reconstruction Team (PRT) security force deployment, Army **aviation medevac** deployments, and MPs involved in detention operations in Bagram.

Our **Nevada Air Guard** has exercised the global capability of our **Tactical Airlift Wing** which has operated around the world, sent our Air Guard **Security Forces** on numerous deployments, and continued operational missions and training with our unique Intelligence and Remotely Piloted Aircraft (RPA) operations.

With our myriad of individual overseas and in-garrison mobilizations, the Nevada National Guard has shown, time and time again, that we are **battle proven**, and we have been and must remain, **battle ready!**

*Vision - The Nevada National Guard will be a **community-oriented** organization of capable, **professional** members and units **relevant** to our nation and state. We attract **diverse** people who want to be part of a cohesive organization with a **mission-focused culture of excellence**.*

*Values – We are **professionals** in the “profession at arms” aligned with **Army and Air Force core values** in everything we do; we are reliable and **loyal to the mission and the people** of Nevada and the United States.*

*Our **creativity, openness, agility, flexibility and adaptability** along with our **dissimilar** experience and competency, gives us **strength**. We aspire to be **transparent, frank, honest, and truthful** in our communication.*

Respond in the Homeland

Here at home, our Soldiers and Airmen continue to effectively and efficiently **respond to our community** when called.

Our Guardsmen must be prepared to support local, state, and federal **emergency management** agencies and partners as directed by the TAG or Governor, to include CBRN / WMD / HAZMAT response, security, logistics, engineering, aerial transport and reconnaissance, water purification... etc. This means we must **plan, train and exercise** how we will come together as a joint force, in **support of our community** in a time of need.



“THE NEVADA NATIONAL GUARD MUST BE READY TO RESPOND TO A LARGE OR COMPLEX CATASTROPHE.” Brig Gen Burks

We have been successful developing and enriching relationships with our local community and our state. In fact, our **day to day interaction** with our **community partners** continues to be one of our greatest strengths.

***End State-** Respond effectively and timely to global and domestic missions.
Be a responsible member of the community.*

Build Local Partnerships

Partnerships are one of the **most critical** pieces to the Nevada National Guard's **success**. Our partnerships involve close collaboration with our **community partners** at the local, state, and federal levels. A **best practice** for our state is our Civil Support Team (CST). These team members **work closely** with fire, law enforcement, emergency managers, hazmat teams, bomb teams, the FBI, DOE, etc. on a daily basis.

Partnerships also extend **within our region**, with our state firefighters at the **Nevada Air Guard** performing mutual aid assistance, fighting fires in our **state** and **regionally**; our counterdrug team, which works closely with law enforcement agencies and other states; and our Army aviation providing continued Site 25 support in southern Nevada, border security further south, and aviation **firefighting** missions with Nevada Division of Forestry. We also enjoy strong **DoD** partnerships with neighboring bases such as Fallon NAS, Nellis AFB, Creech AFB, and enduring partnerships internationally with the State Partnership Program (SPP).



Build Distant Partnerships



Our Guardsmen travel frequently outside the U.S., and it is critical we serve as **positive ambassadors** for our state and nation when we deal with all levels of foreign governments and their citizens.

Our **State Partnership Program (SPP)** with the **Kingdom of Tonga** has paid **huge dividends** in establishing long-term security and **personal relationships** between our state, our nation and their kingdom. Just as seen in other states' SPP programs, these **enduring partnerships** stand as some of the **strongest security partnerships** in the world.

This federal SPP program is a small cost to taxpayers, but delivers **huge strategic benefits** by providing training, sharing military and homeland defense expertise, and encouraging partner nations to participate in coalition operations. The SPP program has contributed to the U.S. efforts to **counter** anticipated and unanticipated **global threats** as they emerge, and has fostered **personal relationships** with defense **leaders** around the world.

Our Nevada / Tonga partnership is set to feature **several informational exchanges** each year to include topics such as humanitarian assistance and disaster response, peacekeeping operations, search-and-rescue operations and profession-of-arms training during the exchanges.

"WITH OUR STATE PARTNERSHIP PROGRAM EXCHANGES, WE SEND 5-7 GUARDSMEN FOR 5-7 DAYS... AND WE DO THAT 5-7 TIMES A YEAR" Brig Gen Burks

Nevada National Guard Components

The Nevada National Guard's strengths lie in our **components** that “fight the fight” on a daily basis:

Joint Force Headquarters
State Administration
Army National Guard
Air National Guard



Each component has a responsibility to respond to this guidance and direction and **produce** their own **strategic plan**, establishing goals and objectives, and **measures of performance** within **one year** of publish of this plan. Each component must also collaborate with other state components to accomplish joint priorities outlined in this document.

Following is a listing of the **Components of The Nevada National Guard** and the **key competencies** for each of their successes:



Joint Force Headquarters

The **Joint Staff** core competency is to **monitor** the operational **environment** and work closely with the Army and Air components and our local and state partners to **coordinate exercises** and **develop plans** to respond to disasters. The **J3 Operations Directorate** is the **focal point** in coordinating efforts to prepare for a response. As the size and complexity of the response increases, the Joint Staff **adapts into the battle staff** for the assigned Joint Task Force (**JTF Commander**) and the TAG.

Joint Staff - Monitors the environment to anticipate a possible required response by our Guardsmen...and directs the response.

- Through the Joint Operations Center (**JOC**), the joint component **monitors** the **community and national picture** to **anticipate and direct** a required response of our guardsmen.
- The joint staff also works daily with local and state responders and key leaders, developing plans and building relationships that are critical during a response.
- When called to respond, the Joint component and the Army and Air components adapt into the **JTF Commander's battle staff**, which is used during a larger response.

State Administration

The State of Nevada Office of the Military employees provide administrative, accounting, personnel, custodial, maintenance and security services for the 21 Army and 1 Air National Guard facilities assigned to the Office of the Military.

The mission of the State Administration team is to provide **outstanding customer service** that ensures **efficient** use of resources, and monitors the status of the Master Cooperative Agreement in relation to the State Budget, and **maintains** and **secures** our **facilities**.

State **security** provides physical and electronic security to both the **Army** and **Air** components of the Nevada National Guard, with **priority** to **keep safe** our most valuable assets- **our people**.

State Administration Priorities:

- Customer Service
- Security
- World-class Facilities



Nevada Army National Guard

The Nevada Army National Guard core competency is to provide the capability to respond to **land-based** missions, and provide **aviation** response and support. The Army component also becomes a **force provider** to the assigned TF or JTF Commander during **domestic response** missions.

*Nevada Army Guard provides the capability to respond to **land-based missions**, and provide **aviation response** and support*

“The readiness of our Soldiers and units to respond to overseas and domestic emergencies requires all leaders to focus on manning, training, and equipping our force.” BG Hanifan



Nevada Army National Guard (continued)

The **primary capabilities** of the **Army** component forces are:

- **Command and control** through task force and joint task force command and staff elements, **when assigned**, during a **domestic response**
- **Tactical**, action elements of transportation, **policing** actions, **aviation**, and **engineering**
- **Professional support** through public affairs, medical support, and spiritual and legal
- Command, control, communications and computers (**C4**) and Information Technology (**IT**) through signal and communication capabilities.



*"We must also ensure our Soldiers are operating in a **positive** environment that embraces **diversity** and **diversity of thought**; is free of harassment due to race, gender, sexual orientation or spiritual beliefs; and is a **learning organization** that strives for **continuous improvement** toward both **personal** and **organizational goals**." BG Hanifan*

Nevada Air National Guard

The Nevada Air National Guard core competency provides capabilities specific to **air support** as well as **security** and **facilitation** of other force capabilities. The Air component becomes a **force provider** to the assigned TF or JTF Commander during **domestic response** missions.

Nevada Air National Guard- Provide world class tactical aerial delivery, persistent full motion video, and unmatched RPA expertise



The **primary capabilities** of the **Air** component forces are:

- Provide **world class** tactical aerial delivery, advanced war fighters, and expeditionary combat support to meet national and state objectives.

*" In addition to the TAG's four strategic priorities we must also emphasize **Force Development**. If we can **get individuals better**, the **organization** will be better." Brig Gen Berry*

Nevada Air National Guard (continued)

- Capable of capturing, interpreting, and dissemination of persistent **full-motion video** to state leadership and emergency managers in a local, **state** or federal **disaster response**.

*“World Class- When NGB needs a unit to get it done, we should be their **first choice**.” Brig Gen Berry*



- **Tactical** action capability with **land-based** support elements and supplement other efforts with **security** and **police** actions.
- Provide unmatched **Remotely-Piloted Aircraft** expertise for operational flight test; increasing the effectiveness and lethality of combat air and ground forces.
- Secure **communications** equipment and capabilities.

*There are 3 **non-negotiables** I require of NVANG Airmen:
Transparency, Accountability and Performance- you can remember these as “**TAP**.” Brig Gen Berry*

Nevada National Guard Strategic Priorities

Readiness

Our number one priority is **Readiness**. To be ready to fight America's wars and to respond in the homeland, we must ensure we **meet** all assigned **mission requirements**. This means we must recruit and develop **quality** members, **train** to standards, and have the highest **quality** and most **advanced equipment**.

Additionally, as we face **transition**, we must be prepared for **changes to future force structure** and mission sets to meet **component transformation** initiatives and to strengthen our ability to **complete** federal and state **requirements**. Also, to meet the needs of our community and state, **all members** of the Nevada National Guard **will be trained in the domestic mission**.

*All members
of the Nevada
National Guard
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in the
domestic
mission*



Readiness (continued)

The **Joint staff** must be **manned properly** to monitor the day-to-day environment for emergency response capability, and to **develop** the **plans** to **exercise and train** for our **domestic mission**.

Leadership development is an essential element for a ready force, and we must ensure our leaders are **trained** for the **federal and state** mission. We also must be sure our leaders get **varied and broad experience** - including **out of the state** - with a **planned path back** to our organization, which benefits the individual and our organization.

We must also ensure our leaders have established **career paths** that support their development. Careers and assignments should provide the **breadth and depth** of experience that enhances the organization as well as the individual.

For **large scale domestic missions** we must be sure our leaders are trained how to respond as critical **battle staff** members and as **task force** (TF) and **joint task force** (JTF) **Commanders**.



Readiness (continued)

Continuous Process Improvement

Our processes can make or break this organization. The Nevada National Guard's **Continuous Process Improvement (CPI)** program trains Soldiers and Airmen to be **output focused**, and to reduce **non-value added** activities that cost us time and money.

In these uncertain times it is **critical** to utilize these tools to continue to **meet mission requirements** and **operational tempo** during a time of **diminishing resources**.

*“ We need to learn how to do **Less** with **Less**, meaning **less non-value work with less resources**. **Lean Six Sigma** provides the tools to do this.”*

Brig Gen Burks

Readiness (continued)

All components will establish **goals** and accompanying **Measures of Performance** (MOPs) necessary to ensure we are a **ready** force. These should address:

- Maintain required operational readiness ratings for all units.
- Provide all necessary resources to accomplish our mission sets.
- Work closely with our federal, Title 10 and NGB partners to communicate a coordinated effort and create opportunities for our future.
- Sustain a Joint staff that **adds value** to the organization.
- All components will meet or exceed National Guard Bureau strength goals.
- Maintain trained and proficient individuals and units to complete appropriate federal and state missions.



Care for Members and Families

Our **members** and their **families** will be considered in our every endeavor. **“This system must function!”** This is especially critical for our deployed service members so they can stay focused on the mission.

We must also seek out ways to bring quality folks into our organization from the active duty and reserves. We must place emphasis on the *Continuum of Service* **best practice** that better enables the accession, retention and transition of Airmen and Soldiers between active duty, guard, reserve and civil service agencies, using integrated personnel management policies and processes. Our efforts here will greatly enhance the future success of the Nevada National Guard.

Taking care of our service members and families in our military community must involve a multi-faceted approach to their well-being. We must provide a framework for comprehensive care and mental and physical health to ensure we are ready to support global and domestic requirements. The following page shows key **lines of effort** that are critical to maintaining a healthy and resilient military community.

Our members and their families will be considered in our every endeavor. “This system must function!”
Brig Gen Burks



Care for Members and Families (continued)

Care for Family Members
Lines of Effort

Health Promotion

Healthy Behavior

Physical Health

Spiritual Fitness

Environmental Health

Survivor Outreach Services

End State

A diverse and inclusive military community for Nevada Guard Service Members and their Families that provides them with a framework for comprehensive care and fitness including Health Promotion, Healthy Behavior, Physical Health, Spiritual Fitness, Environmental Health and Survivor Outreach Services in order to synchronize military and community support and services, reduce high risk behaviors and maintain ready Service Members and Families to support global and domestic requirements.

Care for Members and Families (continued)

Care for Retirees

Our **retirees** are valuable members of our organization, and all components will establish and enhance systems and programs to properly support them.

Our **members, families and retirees** are our most precious resource. We cannot accomplish our mission without fully engaged and mentally and physically healthy **Soldiers, Airmen and Civilians**. As resources become more limited we must continue to **fill the gap** by reaching the full potential of our force- it's just simply smart business- period!

All components will establish **goals** and accompanying **Measures of Performance (MOPs)** necessary to ensure we **take care of our members, families and retirees**. These should address:

- Meet Service Member's Needs
- Meet Family Needs
- Provide Retiree Support



*“As resources become more limited, we must continue to **fill the gap** by reaching the full potential of our force- it's just simply smart business-period!” Col Stark, 152 AW/CC*

Diversity

Diversity and Inclusion are more than awareness and appreciation. In the Nevada National Guard diversity is a force multiplier **centered on performance**. To create an inclusive climate, we must make certain everyone has the **same opportunities** to move up the ranks. To ensure the maximum contribution of ALL our Airmen, Soldiers and Civilians, it is the primary responsibility of ALL personnel to **embrace, support and bring life to Diversity and Inclusion**.

All components will establish **goals** and accompanying **Measures of Performance** (MOPs) necessary to ensure we are a diverse force. These should address:

*In the Nevada National Guard **diversity** is a force multiplier **centered on performance***

- Develop a Nevada National Guard State **Diversity Strategic Plan**.
- Develop formal leader **career management** programs for future **joint and component** leaders.
- Implement **succession plans** for future joint and component key leader positions.
- Promote military and civilian **education** for future joint and component leaders.
- Establish a mentoring program to encourage and develop all members of the Nevada National Guard.

Community

We are all members of our community, and the Nevada National Guard is an **essential component** of our community. Our Soldiers and Airmen possess a unique combination of **civilian and military experience**, along with **close ties** to our communities. This pays huge dividends for **all Nevadans**.

Our Soldiers and Airmen are dedicated to readiness and service, and their **innovative civilian skills** complement their **military training** in operations both overseas and at home.

Our members serve in our local schools, businesses, charities and municipalities. This brings **synergy** to our organization and our community, allowing the **best of our community** to be reflected as the **best in the Nevada National Guard**.



Community (continued)

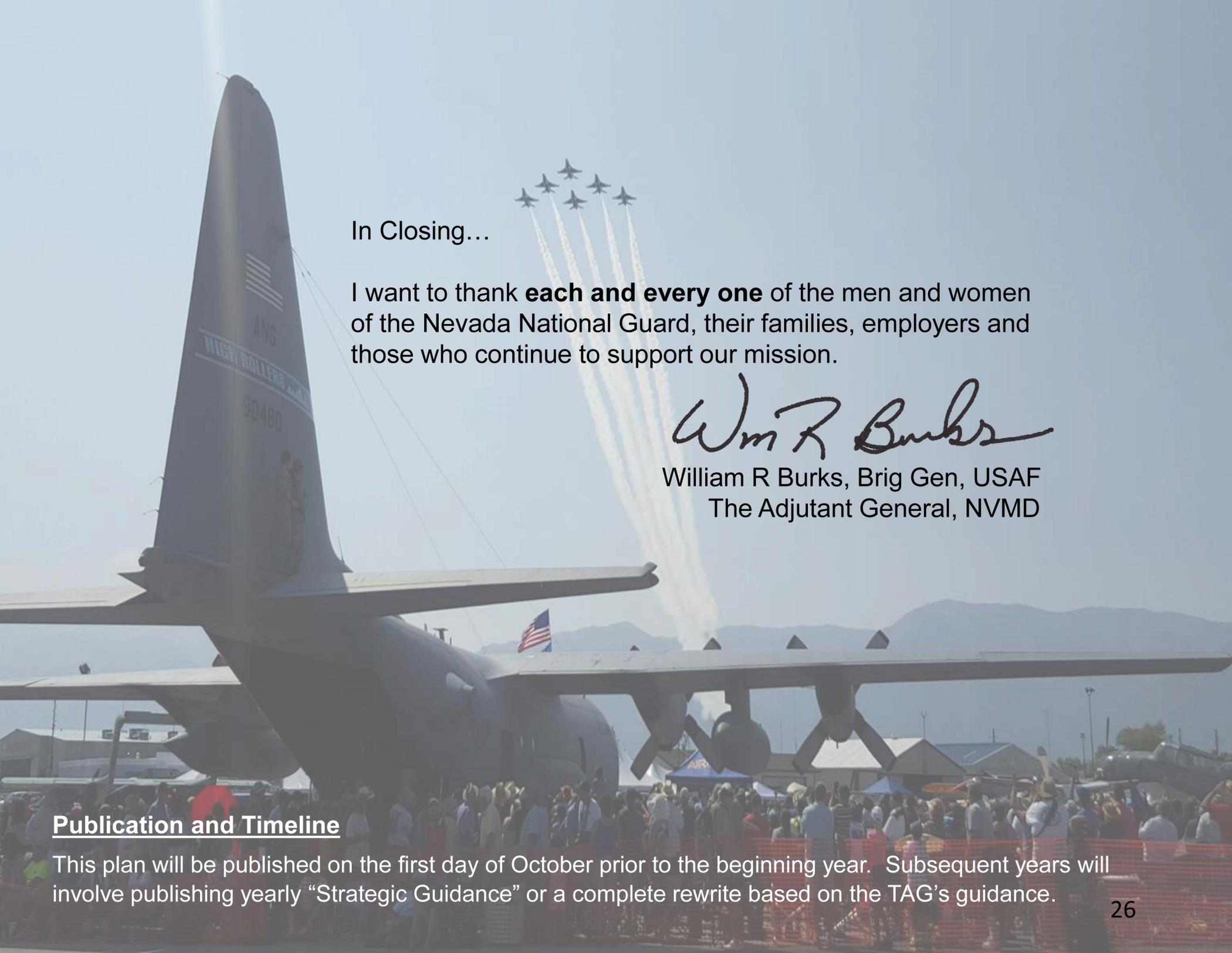
To ensure we are better **care-takers** and **members** of our **community**, all components will establish **goals** and accompanying **Measures of Performance** (MOPs) necessary to ensure:

*"I want Nevada
National
Guardsmen to
be the first
choice of
employers"
Brig Gen Burks*

- We foster and enhance our partnership and **support of ESGR**
- We maintain **positive relationships** with both our community and employers
- We are the **first choice** of employers because of our knowledge and experience in our organization.
- We maintain a **diverse force** that reflects our communities.
- We build **stronger relationships** with our local employers and civic leaders by implementing the **Honorary Commander Program**, a civic outreach initiative that helps community leaders learn more about the National Guard and it's mission, while helping our NVNG military leaders learn more about the community in which we live.

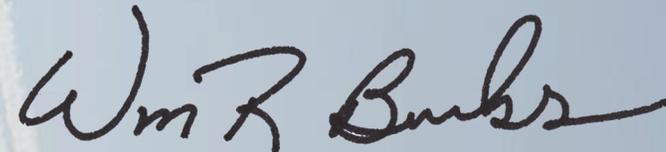


Simply stated, this involves being a **positive image in our community**. This is a spirit instilled in every one of our members, and must be evident in all we do.



In Closing...

I want to thank **each and every one** of the men and women of the Nevada National Guard, their families, employers and those who continue to support our mission.



William R Burks, Brig Gen, USAF
The Adjutant General, NVMD

Publication and Timeline

This plan will be published on the first day of October prior to the beginning year. Subsequent years will involve publishing yearly “Strategic Guidance” or a complete rewrite based on the TAG’s guidance.