

Vermont Air National Guard

Strategic Plan



1 October 2003

// Signed //
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Assistant Adjutant General for Air

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VISION STATEMENT

**The Men and Women of the Vermont National Guard –
Dedicated, Combat Ready Citizen Soldiers
Committed to Serving Their
Community, State and Nation
While Facing Future Challenges and Opportunities
United in Spirit as One Guard**

*Major General Martha T. Rainville
The Adjutant General of the Vermont National Guard*





Mission Statement of the HQ, 158th FW

To maintain the highest caliber of trained personnel and equipment to accomplish the USAF mission of “Fly, Fight, and Win.” Provide the State of Vermont trained and equipped personnel to protect life and property, preserve peace, order and public safety. Add value to our communities by involvement in local and state programs.

TRANSFORMATION



U.S. AIR FORCE

“The US military is adapting to profound changes in the nature of conflict and the conduct of war brought about by dramatic advances in technology as well as the new international security environment of the post-Cold War. More than ever, the US military must transform to preserve its current advantages, which are in danger of eroding in the face of emerging security threats. It must also shift from a threat-based to a capabilities-based approach to ensure national security.”

JOHN P. JUMPER, General, USAF
Air Force Chief of Staff

VERMONT NATIONAL GUARD CORE VALUES

INTEGRITY

SERVICE BEFORE SELF

LOYALTY

HONOR



The Way Ahead

-The Vermont Air National Guard

1.0 INTRODUCTION TO THE PLAN:

The Vermont Air National Guard (VTANG) Strategic Plan has been developed by the Air Senior Leadership Council (ASLC) as a tool to guide the organization into the fiscal year 2004 and beyond.

1.1 PURPOSE:

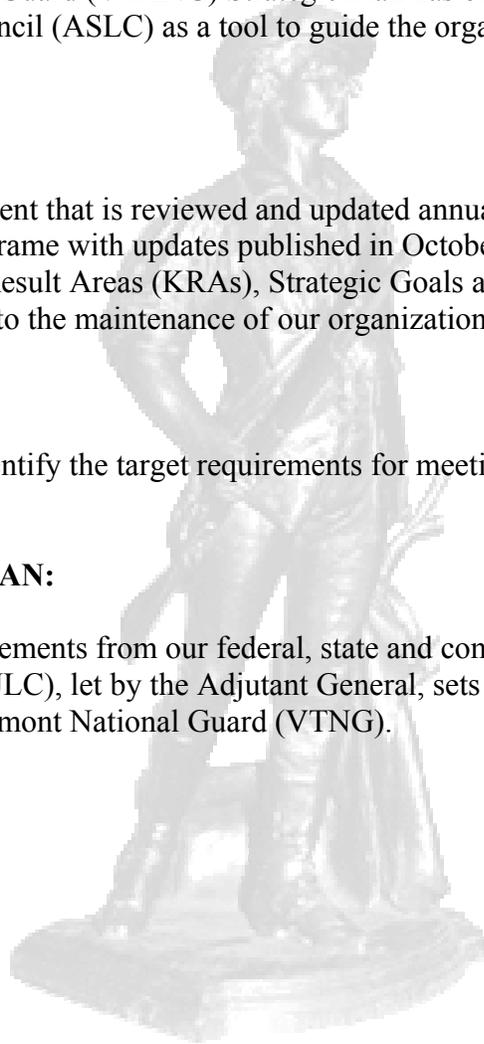
This plan is a living document that is reviewed and updated annually by VT-XP in the August to September timeframe with updates published in October of each year. The plan is comprised of Key Result Areas (KRAs), Strategic Goals and Short Range Objectives that are critical to the maintenance of our organization.

IMPLEMENTATION:

Short Range Objectives identify the target requirements for meeting our Strategic Goals within various KRAs.

2.0 BASIS FOR THE PLAN:

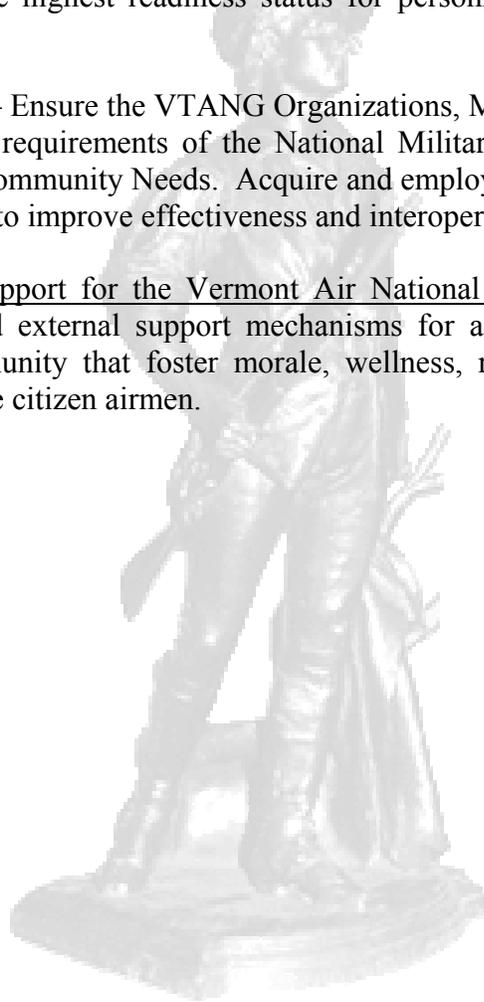
The plan is based on requirements from our federal, state and community customers, the Joint Leadership Council (JLC), let by the Adjutant General, sets the overall vision and future direction for the Vermont National Guard (VTNG).



STRATEGIES

2.0 Strategies:

- a. Our strategic thrusts (Key Result Areas) are:
 - 1.) Personnel Readiness - Improve the VTANG end strength to 93% by end of FY04. Increase minority and female awareness and representation.
 - 2.) Operational and Equipment Readiness – The 158th Fighter Wing will maintain the highest readiness status for personnel, training, equipment and supply.
 - 3.) Relevance – Ensure the VTANG Organizations, Missions and Capabilities fit into the requirements of the National Military Strategy, and support State and Community Needs. Acquire and employ modern equipment and technology to improve effectiveness and interoperability.
 - 4.) Increase Support for the Vermont Air National Guard – Improve both internal and external support mechanisms for airmen, families and the local community that foster morale, wellness, retention and a positive image of the citizen airmen.



GOALS AND OBJECTIVES

3.0 Goals and Objectives Defined

a.) Strategic Goals – Identify what our organization will do, the approach and direction we will take regarding critical issues.

b.) Short Range Objectives – Incremental steps required to meet the overall Strategic Goal.

PERSONNEL READINESS

3.1 Personnel Readiness Goals and Objectives

Strategic Goal 3.1.A: Improve VTANG overall end strength to 93% by end of FY04.

Short Range Objectives:

3.1.A.1 Improve VTANG end strength to 93%.

OPR – 158MPF/DPR

Timing – End of FY 04

3.1.A.2 Increase minority and female awareness and representation.

OPR – 158FW/HRA

Timing – End of FY 04

3.1.A.3 Increase overall awareness of the VTANG within the community.

OPR – 158FW/PAC

Timing - Yearly

3.1.A.4 Increase recruiting awareness throughout the Wing.

OPR – 158FW/DPR,158FW/PA

Timing - Yearly

3.1.A.5 Accomplish a Unit Climate Assessment in partnership with the MEO office on all members of the VTANG.

OPR – 158FW/DPMH

Timing – End of FY 04

3.1.A.6 Provide timely feedback to command relating to one-on-one member interviews regarding their assessment of unit problems and their solutions.

OPR – 158FW/DPMH

Timing - Yearly

3.1.A.7 Ensure Command and Staff are briefed quarterly on retention statistics and trends.

OPR – 158FW/DPMH

Timing - Quarterly

OPERATIONAL AND EQUIPMENT READINESS

3.2 Operational and Equipment Readiness Goals and Objectives

Strategic Goal 3.2.A: The 158th Fighter Wing will maintain the highest readiness status for personnel, training, equipment and supply.

Short Range Objectives:

3.2.A.1 158th Fighter Wing pilots will be trained at 90% or better in their assigned mission.

OPR – 158OG/CC

Timing - Monthly

3.2.A.2 Equipment condition will be 75% serviceable or better.

OPR – 158MXG/CC

Timing - Monthly

3.2.A.3 Equipment on hand will be maintained at 90% or better.

OPR – 158OC/CC, 158MXG/CC

Timing - Monthly

3.2.A.4 Spare engines will be maintained at 100%.

OPR – 158MXG/CC

Timing - Monthly

3.2.A.5 Personnel will be assigned at 90% or better.

OPR – 158OG/CC, 158MXG/CC, 158MSG/CC

Timing - Monthly

RELEVANCE

3.3 Relevance

Strategic Goal 3.3.A: Ensure VTANG Organizations, Missions and Capabilities fit into the requirements of the National Military Strategy and support State and Community needs.

Short Range Objectives:

3.3.A.1 Senior Leaders will conduct an annual analysis of VTANG Roles and Missions to determine compatibility with evolving National Military Strategy.

OPR – VT/AAG
Timing - Annual

3.3.A.2 Maintain level of participation in the Partnership for Peace Program with Macedonia.

OPR – VT/AAG
Timing - Yearly

3.3.A.3 Evaluate/implement potential Partnership for Peace programs specific for VTANG.

OPR – VT/AAG
Timing – Yearly

3.3.A.4 Homeland security office will fully integrate, plan, and prepare for potential military assistance to civil authorities. Homeland security will be prepared to respond to natural and man-made disasters and foster mutual assistance between the DOD and state/local agencies.

OPR – VT/HLS
Timing - Yearly

Strategic Goal 3.3.B: Acquire and employ modern equipment and technology to improve effectiveness and interoperability.

Short Range Objectives:

3.3.B.1 VTANG will volunteer to be the lead unit to demonstrate transformational success as an Active associate or Blended Fighter Unit.

OPR – VT/AAG
Timing – FY04

3.3.B.2 The 158 IOS will continue to provide courseware infrastructures for the AFIWC, including developing, maintaining, testing, and certifying on-line computer-based training programs.

OPR – VT/CS
Timing – Yearly

3.3.B.3 The 158 IOS will provide mission support manpower backfill for the 39 IOS with qualified and current u-prefixed subject matter experts that can serve as backfill or primary instructors at the 39 IOS in areas including information warfare,

influence operations, and network operations and function as backfill at both the 39th IOS and Information Warfare Flights (IWFs) worldwide.

OPR – VT/CS
Timing – FY04

3.3.B.4 The 158 IOS will provide support for the establishment of a computer network operations lab at the 39 IOS to meet their identified information assurance and mission support system requirements.

OPR – VT/CS
Timing – FY04

3.3.B.5 The 158 IOS will provide IO analytic, reporting, and operations expertise/capability to planners and decision makers as directed.

OPR – VT/CS
Timing - Yearly

3.3.B.6 Use IO technology and resources to fully exploit the SCIF capabilities.

OPR – VT/CS
Timing - Yearly

3.3.B.7 Explore possible space missions for the VTANG to include using the SCIF for space assets.

OPR – VT/XP
Timing - Yearly

3.3.B.8 Research, prioritize, and explore possible UAV missions for the VTANG.

OPR – VT/XP
Timing - Yearly

INCREASE SUPPORT FOR THE VERMONT AIR NATIONAL GUARD

3.5 Increase Support for the Vermont Air National Guard

Strategic Goal 3.5.A: Improve internal support mechanisms for VTANG soldiers and families to enhance retention, morale and wellness.

Short Range Objectives:

3.4.A.1 Continued emphasis on safety and accident reduction.

OPR – 158FW/SE

Timing - Yearly

3.4.A.2 Improve the comprehensive awards program with emphasis on Junior NCOs and Junior Officers.

OPR – 158MPF/DP

Timing - Yearly

3.4.A.3. Increase the availability and use of family services, training opportunities and programs.

OPR – 158FW/PAC

Timing - Yearly

3.4.A.4 Increase use of education services that are available to our airmen.

OPR – 158MPF/DPT

Timing - Yearly

Strategic Goal 3.4.B: Improve external support programs in the Vermont Air National Guard to assist our communities and foster the positive image of the Citizen Airmen.

Short Range Objectives:

3.4.B.1 Increase participation in community programs aimed at drug demand reduction, youth mentoring and youth leadership development. Encourage maximum participation of Wing members in DDR education.

OPR – VT/CD

Timing - Yearly

3.4.B.2 Increase participation in the Employer Support of the Guard and Reserve (ESGR) Program. Gain and maintain active support from all public and private employers for the men and women of the Vermont Air National Guard.

OPR – VT ESGR

Timing - Yearly

3.4.B.3 Heighten the public awareness of the Vermont Air National Guard and to establish guidance for informing all audiences about the goals, missions, objectives, and capabilities of the Vermont Air National Guard.

OPR – VT/PAO

Timing - Yearly