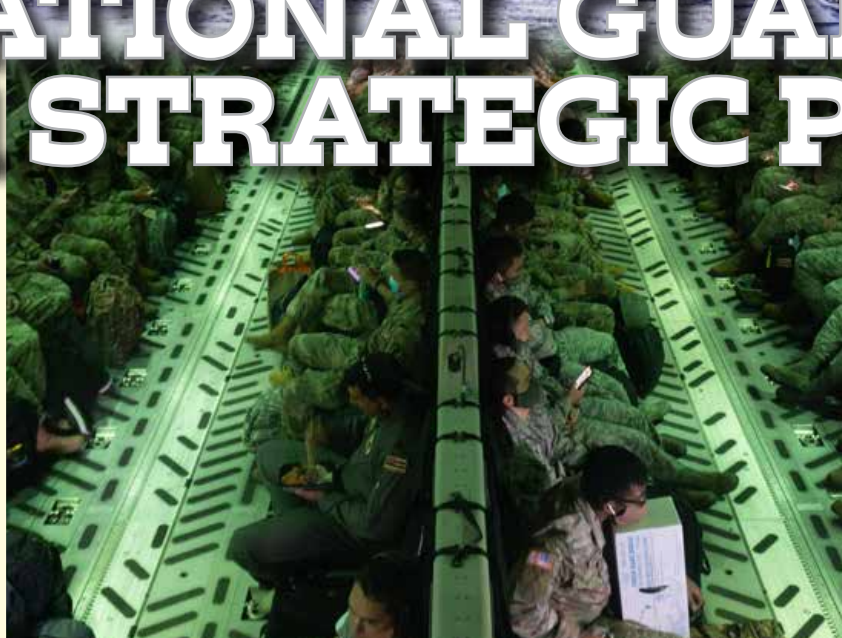




HAWAII AIR NATIONAL GUARD 2021 STRATEGIC PLAN



Hawai'i Air National Guard Multi-Year Strategic Plan 2021-2031





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Ho'okanaka:
To be courageous

Commander's Message: Voyage into the Future

The Hawai'i Air National Guard is an outstanding organization with a seventy-five year history of serving our state and nation with pride and distinction. To strengthen the HIANG's organizational value and impact, we must optimize our increasingly important contributions to the Total Force and rapidly innovate, modernize and evolve to meet emerging mission requirements in air and space. I expect us to be ready to deliver every aspect of our assigned mission capabilities with pride, precision, professionalism, and excellence. I expect each of us to lead with aloha in all our communities, whether local or global, exemplifying the highest qualities of the Citizen Airman. Most importantly, I expect all of us to demonstrate our commitment to one another, recognizing and appreciating the shared dedication and sacrifice required to join, serve and remain a valued member of our HIANG 'Ohana. Each of you contribute to the strength of our organization, a unique and diverse group of Airmen who choose to serve and embody the spirit of Ho'okanaka. Our outstanding record of accomplishment and critical location within the Indo-Pacific require us to evolve and prepare to assume the emerging mission needs of our state and nation. Thank you for your continued and unwavering commitment to the mission and members of our extraordinary 'Ohana.

JOSEPH R. HARRIS II, Brig Gen, HIANG
Commander





Our Vision:

The Hawai'i Air National Guard is an 'Ohana of warriors proudly leading throughout vast military domains; investing in our members; partnering in our communities; rapidly innovating and evolving; poised and ready to serve our State and Nation.

Optimize

Modernize

Partner

'Ohana

Commander's Strategic Priorities

- Optimize: **Effectively cultivate and develop our member's experience.** Enhance recruiting, retention, and training opportunities for our 21st century Airmen. Leverage force development and management opportunities to grow leaders through higher headquarters and joint experiences.
- Modernize: **Ensure the HIANG remains ready, reliable and relevant in all of its mission sets.** Maximize capability and readiness with highly trained Airmen, state of the art facilities, and upgraded weapons systems and equipment; poised to meet the demands of the Commander, U.S. Indo-Pacific Command, in the Department of Defense's priority theater.
- Partner: **Capitalize on the unique qualities and culture of our Airmen and organization.** Shape and cultivate robust and enduring relationships throughout the National Guard, with the Active Component, across services, and among key international and domestic military and civilian partners.
- 'Ohana: **Encourage a positive sense of Family and Community within the HIANG.** Increase civic integration, strengthen employer relations, and advance and expand family support programs. Invest in initiatives that promote physical and emotional health, prioritize programs that support Airmen and their families, and foster an environment where members are comfortable seeking personal and professional assistance.

Hawai'i Air National Guard Core Milestones

6-24 Months

154 WG/15WG A-Plan

Codify support agreements between the 154th and 15th WGs, enabling seamless Total Force integration and optimizing operational capabilities.

Force Development Plan

Implement deliberate force development, establishing and executing predictable pathways to personal, professional and organizational growth.

201 OG Approval

Establish and activate the 201 OG, emphasizing and supporting non-kinetic operational capabilities.

EOD Flight

Coordinate with NGB, JBPHH, and PACAF/A4C to establish a 154 CES Explosive Ordnance Disposal (EOD) Flight.

Space Force Integration

Develop a force structure to support existing units and plan for future space missions in support of USINDOPACOM and broader strategic initiatives.

F-22 Infrastructure Upgrades

Expand and upgrade the F-22 Sierra Ramp; construct a state-of-the-art Egress Maintenance Facility; expand and reconfigure the F-22 Squadron Operations Building; and add Munitions cube storage.

2023 - 2026

Electronic Combat Squadron IOC

Secure requisite personnel and equipment to train, maintain readiness, and support deployed UTC requirements.

154 WG Micro Grid - Power Resiliency

Provide mission assurance to critical 154th WG facilities and emergency response operations via resilient power capabilities and integration of renewable energy sources.

102% End-Strength

Retain 92% of eligible members, and gain 250 annual accessions to realize 102% organizational end strength during FY 2025.

Adversary Air Contract

Facilitate long-term solutions for the procurement and sustainment of Adversary Air for the Hawai'ian Raptors.

Consolidated Tanker Maintenance Complex

Design a Consolidated Tanker Maintenance and Operations Complex to provide an adaptable and enduring campus with safe, reliable, and sustainable facilities empowering rapid response to bridge the Indo-Pacific.

2027-2031

2nd Wing

Establish an additional WG, supporting emergent and non-kinetic operational capabilities.

297 ATCS Training Area - Kalaeloa

Develop an Air Traffic Control and Landing System complex to facilitate Mobile Radar System operations, conduct real world air traffic control, and provide critical training to fulfill mission readiness requirements.

Joint Emergency Response Center - Mililani Tech Park

Integrate HIANG civil support capabilities into the strategic vision and design of the First Responder Technology Campus.

Joint/TFI ISR Cyber Ops Facility

Establish an associated Cyber ISR squadron supporting USINDOPACOM offensive cyber operations.

Next Generation Refueling Aircraft

Pursue unit-equipped advanced aerial refueling aircraft to replace the KC-135R.

Next Generation Air Dominance

Secure unit-equipped Next Generation Air Dominance fighter as a follow-on aircraft to replace the F-22A.