

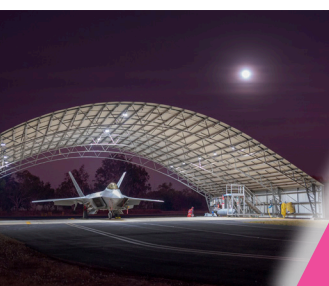
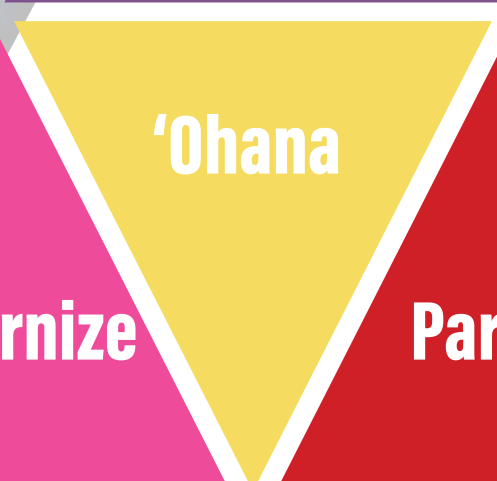


# HAWAII AIR NATIONAL GUARD 2024 STRATEGIC PLAN





# Hawai'i Air National Guard Multi-Year Strategic Plan 2024-2034



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**Ho'okanaka:**  
to be courageous

## Voyage into the Future: Commander's Message

The Hawai'i Air National Guard is an outstanding organization with a seventy-seven 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 requires 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

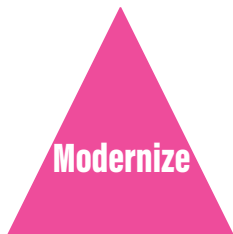
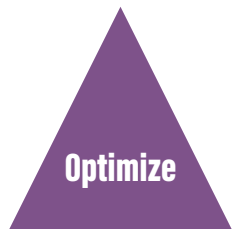


JOSEPH R. HARRIS II, Major General, ANG  
HIANG Commander



## 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.



## Commander's Strategic Priorities

- Optimize: **Effectively cultivate and develop our members' experience.** Enhance recruiting, retention, and training opportunities for our 21st century Airmen. Accelerate force development and invest in our members, growing leaders through joint and career broadening experiences.
- Modernize: **Ensure the HIANG remains ready, reliable and effective in all of its missions.** Maximize capability and readiness with highly skilled Airmen, state of the art facilities, and upgraded weapons systems to conduct integrated deterrence efforts in support of the Commander, USINDOPACOM 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 and Reserve Components, and key Allies & Partners. Remain prepared to support Domestic Operations in our State, partnering with the Hawaii Emergency Management Agency and key public organizations to save lives, prevent human suffering, and mitigate property damage.
- '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 and prioritize programs that support Airmen and their families.



# Hawai'i Air National Guard Core Milestones



## 6-24 Months

### Infrastructure Upgrades

Execute infrastructure and facility priorities to cover shortfalls due to funding constraints during the original F-22 beddown plan such as munitions storage and inspection/maintenance, adequate intelligence space, egress and aerospace ground equipment maintenance facilities. The HIANG will continue to execute beddown requirements for its two assigned Electromagnetic Warfare Squadrons.

### 102% End-Strength

Retain 92% of eligible members, and gain 432 annual accessions to realize 102% organizational strength during FY2025.

### HIANG Association Plans

Codify support agreements throughout the enterprise, enabling seamless Total Force Integration and optimizing operational capabilities.

### Space Force Integration

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

### Electromagnetic Warfare Squadrons IOC

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



## 2026 - 2029

### Dissimilar Air Combat Training

Facilitate long-term solutions for the procurement and sustainment of Adversary Air for Hawaiian Raptor training requirements.

### Air Defense Modernization

Field modern air defense sensors, communications, and mission systems to defend the homeland. Optimize the Advanced Battle Management System and Air Force Joint All Domain Command and Control.

### C4ISR-Targeting Squadron

Establish Classic Associate Targeting Squadron in support of AF NEXUS project; enabling a secure, robust, survivable digital environment supporting a fully integrated Command, Control, Communications, and Computers (C4), with Intelligence, Surveillance, Reconnaissance (ISR), and a targeting capability for Joint U.S. and coalition operations.

### 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.

### Cyberspace Operations

Establish a cyberspace operations squadron to conduct offense, defense, command & control/cyber capabilities supporting AF and USINDOPACOM mission requirements.



## 2030-2034

### 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 requirements.

### Next Generation Air Dominance

Secure Sixth-generation Air Dominance fighter as a follow-on aircraft to replace the F-22A.

### KC-46 /NGAS Acquisition/Association

Pursue advanced aerial refueling aircraft to replace the KC-135R. Develop long-term plans to ensure 154 WG is postured to receive the Next Generation Air-Refueling System (NGAS) in line with USAF modernization plans.

### Joint Emergency Response Center

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







