



# HAWAII AIR NATIONAL GUARD 2026 STRATEGIC PLAN

# Hawai'i Air National Guard Multi-Year Strategic Plan 2026-2036





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**Ho'okanaka:**  
to be courageous

## Commander's Message

The Hawai'i Air National Guard is an outstanding organization with a seventy-nine 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. I expect HIANG Airmen to be ready to deliver every aspect of our assigned mission capabilities with pride, precision, professionalism, and excellence. I expect each of our Airmen to lead with aloha in our communities, whether local or global, exemplifying the highest qualities of the Citizen Airman. Most importantly, I expect all HIANG Airmen to demonstrate 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 our members contribute to the strength of the organization; a unique and diverse group of Airmen who choose to serve and embody the spirit of Ho'okanaka. The HIANG's outstanding record of accomplishment and strategic 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 this extraordinary 'Ohana. Fight's On!



PHILLIP L. MALLORY, Brigadier General, ANG  
Commander, HIANG



## 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

- '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.
- 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.
- Ready: **Ensure the HIANG remains maximally ready, reliable and effective in all of its missions now and into the future.** Maximize capability and readiness with highly skilled Airmen, state of the art facilities, and upgraded weapons systems, conducting integrated deterrence efforts in support of Commander, USINDOPACOM in the Department of War's priority theater, while maintaining readiness to support the State of Hawai'i as required.
- 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 Hawai'i Emergency Management Agency and key public organizations to save lives, prevent human suffering, and mitigate property damage.



# 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.

### 102% End-Strength

Retain 93% of eligible members and gain 220 annual accessions to realize 102% organizational strength during FY30.

### Dissimilar Air Combat Training

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

## HIANG Association Updates

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

## Electromagnetic Warfare Squadrons Transfer to USSF

FY25 NDAA transferred 578 positions from ANG to USSF. Re-mission affected HIANG Airmen.

## Cyberspace Operation Squadrons

Establish additive Offensive and Defensive Cyber Operations Squadrons, capitalizing on the HIANG's military and civilian cyber partnerships, defending the Homeland while deterring China in the Indo-Pacific



## 2028 - 2030

### 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.

### KC-46 Air Refueler

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

## Consolidated Tanker Maintenance Complex

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

## Improve Hickam Ramp

Improve airfield surfaces to support airframe modernization and day-to-day use during peacetime and contingency operations.

## Targeting Squadron

Establish Classic Associate Targeting Squadron in support of USAF and USINDOPACOM mission requirements.



## 2031-2036

### 297 CAOS Training Area - Kalaeloa

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

### New Generation Airlift

Secure the Next Generation Airlift platform to replace the C-17.

### Joint Emergency Response Center

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

### F-47 Fighter

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





