

## **EXECUTIVE SUMMARY**

The President of the National Guard Association of New Jersey established a committee to develop a comprehensive Long Range Plan to design the blueprint for the organization's future. The committee consisted of ten members of the association (active and retired). The following is submitted as a five-year long-range plan that is viable, relevant and futuristic.

The committee organized and agreed to write a plan that was based on a future scenario concept. Initial meetings were devoted to review of the preceding plan and a discussion of proposed changes for the current edition.

The general guidance to which the committee adhered centered on developing ideas and abstractions that were both plausible and possible. Extensive discussion eliminated the improbable and the routine concepts.

## **VISION:**

THE NATIONAL GUARD ASSOCIATION OF NEW JERSEY WILL BE THE LEADING ADVOCATE FOR MEMBERS AND FAMILIES OF THE NEW JERSEY NATIONAL GUARD.

WE WILL PURSUE AND SECURE THE MOST EFFECTIVE BENEFITS AND RESOURCES TO HELP PROVIDE WORLD-CLASS SERVICE IN SUPPORT OF OUR COMMUNITIES, STATE AND NATION.

## **THE PLANNING PROCESS:**

The National Guard Association of New Jersey Long Range Planning Committee retained a five-year planning scenario process for the period 2007-2012.

The Association's Plan is composed of a researched, self-determined listing of planning assumptions. Future planning without comprehensive assumptions results in a narrow focused and skewed product. These assumptions facilitated the development of the Association's vision. Analysis of the visions through the planning assumptions' view of the future led to the Association's Mission Statement. NGANJ's five-year long range plan focuses the direction of the association on issues of highest priority for our board and membership.

Subsequently, objectives for the Core Planning areas were developed. The remarks are clearly worded, directing the organization towards specific goals. This step is captured in quantifiable, measured sentences and located in the plan's strategies. The directed tasks, set in a timed sequence, are to be accomplished by an individual or team.

The plan is a blueprint for the Association. As progress is made in the strategies, the plan will be assessed for its continuing relevancy. At a minimum, it will be reviewed annually by the Executive Council and biennially the Long Range Planning Committee. While elements of the plan do not dramatically change each year, this annual review assures an opportunity for NGANJ to modify its direction when a changing environment indicates the need.

## Planning Assumptions

Consideration was given the known, anticipated and desired outcomes for the Association. While the reader may believe that an additional statement should be included, the Committee determined that the following assumptions represent their best-informed conclusion.

- The number of state and federal legislators with military service may begin to increase.
- The National Guard will continue to be heavily utilized by the DoD and the State of New Jersey to meet its local and world-wide commitments.
- Sufficient funds will be available to support the NGANJ plan.
- The Association will have to adapt to future force structure.
- Computer technology will greatly facilitate access to information.
- Retired membership will continue to grow.
- Spouse membership will continue to grow.
- The Association will remain the primary advocacy for the New Jersey National Guard.
- We will continue to pursue 100% membership the National Guard Association of the United States (NGAUS) and the National Guard Association of New Jersey (NGANJ).
- The Association will be self-sufficient (autonomous) in supporting our mission, while steadfastly encouraging support from Senior Military Leadership.

## Five-year Scenario

The country is experiencing a majority Democratic Congress. Therefore, assumptions about the State of the Union are:

Regional conflicts continue to attract our attention abroad and at home. The new focus will be on utilizing the National Guard for purposes within our borders. Increased funding will be made available to replace and refurbish Guard equipment that has been lost in the war in Iraq and to satisfy the Guard's national and state missions. Guard forces will be called on to support continued military operations as well as a limited number of new missions. The active duty military is struggling to meet its full time manning strength but Guard forces continue to meet its' end strength needs despite budget cuts in recruitment programs and reductions in certain program funding.

The population continues to grow and demographics evolve and change. The economy remains strong and robust in the short term but uncertain beyond that. A recession looms around an economy that has the potential to become stagnant. The dollar weakens under the consistent growth of world markets. However, Americans are working and unemployment is held low. There is a widening of the socio-economic gap in the population of the United States. In an effort to reduce the debt created from the participation in the Global War on Terrorism (GWOT), limited resources will be made available for new or expanded programs. Some social programs are funded adequately including a push for a national healthcare system for all.

## MISSION:

THE MISSION OF THE NATIONAL GUARD ASSOCIATION OF NEW JERSEY IS TO PROVIDE THE HIGHEST QUALITY SUPPORT AND ASSISTANCE TO OUR MEMBERS AND FAMILIES BY LOBBYING FOR, AND SECURING, THE MOST EFFECTIVE LEGISLATION, BENEFITS AND RESOURCES.

## **OBJECTIVES**

### **Resources**

- Intent: NGANJ seeks to own or lease a building.  
 Purpose: The building will provide the NGANJ an established dedicated location to conduct association business.
- Intent: Seek investment diversification from additional revenue generation  
 Purpose: To increase the net worth and value of the NGANJ and position the association for a positive future financial posture.
- Intent: Increase corporate membership program  
 Purpose: Provides an alternate means of association revenue generation at no cost to its members.

### **Member Benefits**

- Intent: Evaluate and improve the NGANJ's Insurance Program  
 Purpose: Improve member services and provide added income for the association through an increase in its membership strength.
- Intent: Expand the association scholarship program through increased donations from corporate sponsors.  
 Purpose: Increase the number of scholarships awarded yearly to its active members.
- Intent: Develop a NGANJ sponsored credit card program  
 Purpose: Offer association members lower interest rates on purchases and other incentives typical of similar credit card sponsored programs.
- Intent: Re-instate the National Guard Association of New Jersey Annual Conference  
 Purpose: Update and inform NGANJ members on the progress of state and national business and cultivate social ties among members of the association.
- Intent: Support the efforts by NGAUS to reduce or stabilize dues paid by NGANJ members  
 Purpose: Maximize benefits and increase membership.
- Intent: Generate a high quality informative quarterly publication for NGANJ members that highlight the associations significant events

Purpose: The timely and necessary distribution of relevant information to association members in order to provide a well informed organization. Additional benefits include the generation of added income from corporate ad space sponsorship.

Intent: Create an investment / annuity program for NGANJ members through an association sponsored financial services firm.

Purpose: To offer association members, at a discount, the opportunity to invest in their future through a sound and solid association sponsored financial services firm.

Intent: Achieve and sustain dues collection of 100% of eligible officers enrolled as dues paying members. Increase the active retiree membership to greater than 50% of NGANJ membership. Increase the spousal membership to greater than 25% of NGANJ membership.

Purpose: To increase the attendance and strength in the NGANJ and generate added revenue from dues collection.

Intent: Develop an NGANJ virtual on-line association merchandise store.

Purpose: Offer members an opportunity to purchase association sponsored gear, advertise our organization and increase member benefits.

Intent: Increase the frequency of NGANJ sponsored events.

Purpose: To embrace the community, enhance our image and secure the future for members of the NGANJ.

Intent: Provide a first class NGANJ yearbook.

Purpose: Creates a historical record of the association through which sales directly benefit the scholarship program.

## **Federal Legislation**

Intent: Achieve and maintain 100% of its required full time Army and Air Guard strength

Purpose: To create a viable lobbying effort by our members with Congress.

Intent: Reduce the retirement age to 55.

Purpose: Close the gap between the Active Duty (AD) and Reserve Component (RC) on receipt of retirement pay

Intent: Support Post-Traumatic Stress Disorder (PTSD) and other war related pain management protocols

Purpose: To provide adequate treatment for returning veterans.

Intent: Continue solicitation to capture and increase funding to repair, modernize, and build NJNG infrastructure.

Purpose: To maintain funding and guarantee current and future missions.

Intent: Ensure modern military equipment is issued to the NJNG concurrent with its active duty counterparts.

Purpose: To maintain readiness and increase our ability to support our active duty counterparts

## **State Legislation**

Intent: Exempt 100% of the military pay from active Guardsman and 50% of retiree pay from retired National Guard personnel from state income tax

Purpose: Provide additional benefits to our members.

Intent: Support Post-Traumatic Stress Disorder (PTSD) and other war related pain management protocols

Purpose: To provide adequate treatment for returning veterans.

Intent: Reduce motor vehicle department fees for all active and retired members of the New Jersey National Guard

Purpose: Provide additional benefits to our members.

Intent: Provide state Veterans Preference for members of the Army and Air Guard who reside in New Jersey and have served 16 or more years in the National Guard.

Purpose: Provision for New Jersey Army and Air Guard members will allow them the opportunity to apply for civil service jobs under "Veterans Preference" who have served 16 or more years in the National Guard. To reward military members, who are not veterans, the opportunity to obtain civil service job preference in the New Jersey National Guard.