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NGTC POLICY 22-01

06 June 2022

**THE NATIONAL GUARD TRAINING CENTER
VISION, MISSION, AND PHILOSOPHY**

1. **Purpose.** As the Superintendent of the National Guard Training Center, I am privileged to serve alongside a team of state and federal personnel committed to providing an installation that supports education, training, and operations for New Jersey's military and law enforcement professionals. This document outlines my vision, mission, and philosophy for our organization. In the absence of a specific policy, I encourage leaders to utilize this guidance to understand my overall intent.

2. **Vision.** The National Guard Training Center will provide safe, environmentally responsible, well maintained facilities and training environments that support tenant units and agencies. We will not only meet standards, but exceed them.

3. **Mission.** The National Guard Training Center provides facilities, equipment, and personnel to ensure outstanding individual, collective, and joint training and instruction for military and law enforcement professionals.

4. **Philosophy.** Excellence is our objective. Our actions will determine our success. This begins with clarity of purpose, pride in our work, and a deep understanding of our mission. We will be guided by The Adjutant General's priorities of people, readiness, modernization, and organizational development and reform.

a. People

(1) Shared Concern and Mutual Respect. Our decisions and actions will reflect a deeply held concern for the health and safety of installation users and team members. We will foster a climate of mutual respect regardless of an individual's race, creed, color, national origin, nationality, ancestry, age, sex/gender (including pregnancy), marital status, civil union status, domestic partnership status, familial status, religion, affectional or sexual orientation, gender identity or expression, atypical hereditary cellular or blood trait, genetic information, liability for

service in the Armed Forces of the United States, or disability. There will be zero tolerance for discrimination, harassment, or sexual assault.

(2) Fostering Teamwork. We serve the warfighter and the guardians of public safety. The quality of our work and the pride that we take in our work should reflect that. We support one another. There will be times when we are called upon to assist in the completion of projects outside of our normal duties. I expect leaders at every level to build teams of competence, mutual trust, and shared understanding.

(3) Solutions Based Approach. Our team will be helpful and courteous in both our internal and external interactions with others. We will make ourselves available to provide assistance and satisfy requests from National Guard Training Center tenants, users, and visitors. The first answer to a question should not be no. Within the boundaries of state and federal regulations and understanding that time is always a factor, our team will work to identify alternate solutions and facilitate training success.

b. Readiness

(1) Installation Sustainment Program. The needs and missions of the New Jersey National Guard and our law enforcement partners are constantly evolving. We have a responsibility to evolve alongside them. This is made possible by ensuring our facilities, vehicles, and equipment are safe, accessible, and maintained to the highest possible standards through an effective installation sustainment program (maintenance and repair activities). We will utilize *Facility Dude* software to plan, execute, and assess building maintenance and repair. We will conduct scheduled, regular preventative maintenance services on vehicles and equipment. We will turn in and replace that which is not repairable. Equally important, we will maintain (i.e., snow removal, grass cutting and trimming) the installation grounds to present a professional appearance. I expect that all maintenance and repair activities will be conducted with appropriate permits, tools, and personal protective equipment (PPE). Individual training will be conducted on all equipment and tools and documented for safety purposes.

(2) Ready for Emergencies. Each of us has a responsibility to contribute to the protection of the National Guard Training Center from natural disasters and other threats and vulnerabilities. Our team will constantly communicate information amongst ourselves, as well as with tenants, users, and visitors. Informally, if we see something, we will say something. Formally, we will support continued efforts to enhance the resiliency of the installation to mitigate damage caused by climate change. We will also develop, practice, and improve upon existing emergency operations procedures. Through quarterly working groups that involve National Guard leadership, installation personnel, tenants, local law enforcement, and first responders, we will assess and update antiterrorism, force protection, and physical security plans to address emerging threats and vulnerabilities. We will rehearse those documents through biannual exercises.

c. Modernization

(1) Installation Capital Improvement Program. Modern, safe, purposeful, and well-maintained facilities are essential elements of National Guard Training Center long-range planning. Our team

will work with the Construction and Facilities Management Office (CFMO) to identify, plan, and execute state and federal capital improvements. The installation's ability to attract, train, and retain permanent tenants and users is directly related to the quality of our facilities and training environments (e.g., firing range). The installation has undergone significant capital improvements over the last decade (i.e., new Regional Training Institute, dining facility and barracks renovations). This work will continue. Our team will forecast and program for lifecycle replacement of facilities, equipment, and utility systems. We will support future projects while simultaneously mitigating negative impacts on training operations.

(2) Community Engagement. Whether working with local volunteer firefighters or hosting high school lacrosse on our parade field, our installation's partnerships with surrounding communities and nonprofit organizations increases understanding of our mission and raises awareness of the service of the Citizen Soldiers, Airmen, and Civilians of the Department of Military and Veterans Affairs. We will continue to seek opportunities for joint, interagency, public, and private collaboration. Specifically, we will conduct purposeful outreach with Veterans Service Organizations and law enforcement fraternal organizations. We will coordinate with the Public Affairs Office to highlight installation activities.

d. Organizational Development and Reform

(1) Continuous Assessment and Improvement. The National Guard Training Center will become a learning organization that promotes collaboration among team members, encourages creative thinking to solve problems, and shares knowledge to ensure continuous assessment and improvement. Mistakes will occur. Together, we can work through mistakes that are honest and not the product of indifference. Honest mistakes can be a powerful part of any team member's professional development. I want leaders to operate in an environment that tolerates honest errors. I want shortcomings pointed out in private and in a professional manner so that team members can learn from their mistakes. We must avoid repetitive mistakes, because such behavior indicates a pattern of indifference.

(2) Overcoming Organizational Challenges. We are stronger when we work together. Communication among team members is essential. Share bad news, even impending bad news, right away and we will address the issue together. When faced with a problem that you cannot resolve, present the problem to your first line supervisor along with possible courses of action. My door is always open to provide assistance. I request that if you come to me with a problem, be armed with a rational course of action and a recommended solution.

// SIGNED //

VINCENT SOLOMENO
Superintendent
Major, Engineer, NJARNG