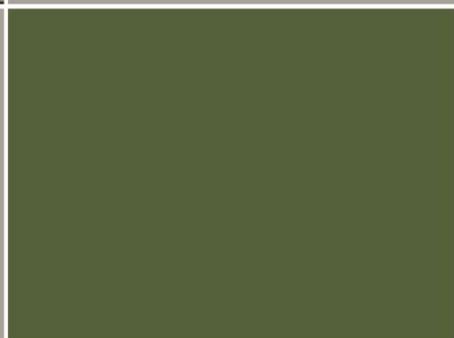
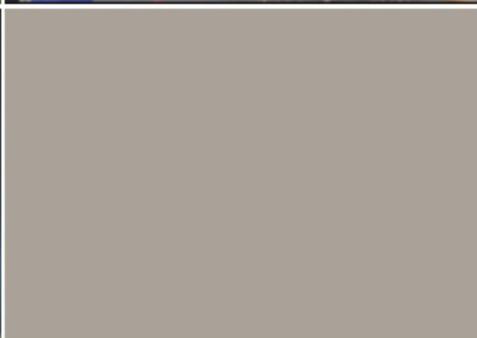
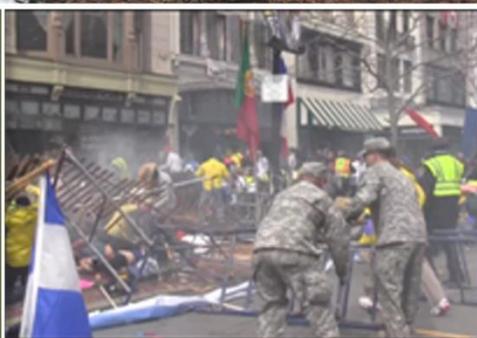
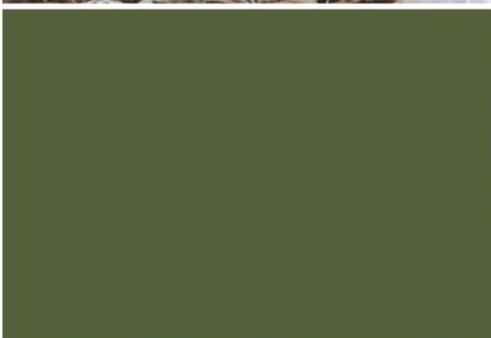




ARMY NATIONAL GUARD 2015-2020

STRATEGIC PLANNING GUIDANCE



***A Guide for Strategy-Driven Decision Making
& Performance-Based Resource Allocation***





CONTENTS

Foreword & Introduction	3
Our Operational Environment.....	4
Strategic Direction.....	5
Higher Level Guidance Summarized.....	6
ARNG Vision & Mission Statement.....	7
Strategic Imperatives.....	8
Strategy Map.....	9
Campaign Objectives.....	10
Major Objectives & Metrics.....	11
Major Objective 1 Series.....	11
Major Objective 2 Series.....	13
Major Objective 3 Series.....	16
Major Objective 4 Series.....	19
Major Objective 5 Series.....	21
Major Objective 6 Series.....	23
Major Objective 7 Series.....	26
Major Objective 8 Series.....	28

Photo captions. Top left: COL Benjamin Corell, Task Force Red Bulls Commander (2nd Brigade Combat Team, 34th Infantry Division, Iowa Army National Guard), takes cover as a UH-60 Black Hawk lands upon a mountaintop in Laghman province, Afghanistan (during a brigade air assault mission 2011). Bottom left: 1st Lt. Monicia Porter, Georgia Army National Guard, guides one of her vehicles out of its motor pool at Camp Marmal, Afghanistan (2013). Center: Massachusetts National Guardsmen offer immediate aid after the Boston Marathon attack (2011) Top right: Oregon Army National Guard Soldiers conduct M-16 training with Soldiers from the Royal Army of Oman during a USARCENT exercise (2010).



ARMY NATIONAL GUARD 2015-2020

STRATEGIC PLANNING GUIDANCE

FOREWORD

Last November, the Army National Guard (ARNG) outlined the way forward with our first Strategic Planning Guidance (SPG). Since then, our operational environment shifted dramatically. Changes, both actual and perceived, to the way we will fund the defense of our great Nation dominate the current political landscape. Nonetheless, the guiding principles and foundations established in the 2014 SPG are enabling the ARNG to formulate informed choices and guided our collective strategic action.

As always, the ARNG continues its service as a viable partner for missions at home and abroad. Thus, the National Guard holds an ever increasing value in the eyes of elected officials, defense professionals, and hometown citizens alike. We intend to retain our marked value-advantage among our fellow Americans by competently demonstrating **capability, capacity, accessibility, innovation, and readiness** while accomplishing our dual-role mission.

Despite our record of proven success, we cannot afford to become complacent. Instead, the ARNG continues its resolve to deliver critical capabilities that bring about decisive results. In doing so, the 2015 SPG seeks to refine the major objectives and metrics to meet the expectations of today while pressing forward to address the challenges of tomorrow. In preparing subsequent versions of the SPG, we will request and make use of suggestions for improvement that enable us to prioritize mandatory training and other required events, enabling leaders at all levels to make the most effective use of their time and resources.

Many of the milestones contained in the succeeding pages refer to Unit Status Report readiness indicators. Tracking and reporting on these benchmarks is an opportunity to make the most effective possible use of the Mission and Requirements Roster Synchronization–Unclassified (MARRS-U) and Strategic Management System (SMS) programs and other digital tools.

This SPG affords us the opportunity to address immediate changes in the operational environment while continuing to capitalize on the common strategic foundation shared among the 54 States, Territories, and District of Columbia. I look forward to working alongside each of you to build an ever-ready force of Citizen Soldiers for our Nation.

JUDD H. LYONS
MG, U.S. Army
Acting Director, Army National Guard



INTRODUCTION

We live in a world filled with great uncertainty. Given this reality, the ARNG will continue to man, train, organize, and equip forces based on our dual-role mission. Organizationally, we must continue to provide ready forces to our Governors for state missions, and to the Combatant Commanders as part of the Army's contribution to Unified Land Operations. This presents both a challenge and an opportunity.

The direction presented through this guidance identifies what must be accomplished across the Army National Guard. This pathway to 2020 pivots on cohesive preparation to cultivate the best possible readiness among our units.

In keeping with the Army's Financial Management Plan, the Army National Guard will continue to focus on Audit Readiness, ensuring we have well-established financial controls and management requirements in an era of constrained resources, which will produce timely, accurate and relevant information that is consistently auditable.

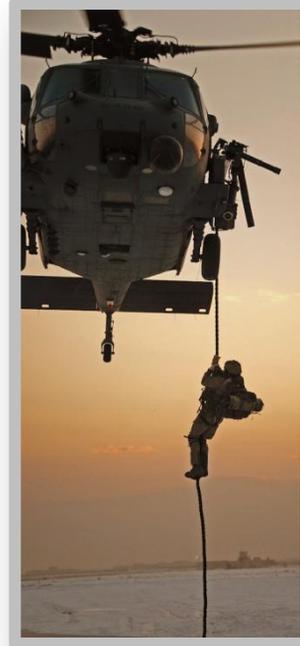
By synchronizing our planning and actions with these objectives, the SPG aids in propelling responsible management practices for our leaders at all echelons to prioritize, synchronize, direct execution and evaluate our progress towards our collective mission and vision.

OUR OPERATIONAL ENVIRONMENT

Our global operational environment is complex and chaotic; with new flashpoints dominating the landscape daily. Instances of conflict, turmoil, and unrest span the horizon. Multiple state and non-state actors pose a wide range of threats. Coercion and pressure from adversaries is more interconnected and viral than at any time in history.

These trends represent opportunities for our adversaries who have access to a myriad of weapons and affordable technologies they can adapt to create unprecedented lethality. Destructive forces are often invisible, latent, and progressive.

As an inevitable consequence, the ARNG is confronted with a wide spectrum of potential threats, challenges, and contingencies. We must be prepared to operate in a full range of complex environments and counter a wide spectrum of potential dangers. ARNG involvement may be required to assist or directly preserve American interests at any moment, any day, at home, or abroad. To play our role on the global stage, the ARNG must remain ever vigilant in protecting and advancing American interests while maintaining the safety of our citizens. Whether these challenges include defeating external threats, supporting the rebalance to the Pacific, responding to manmade or natural catastrophes in the homeland, or developing partnerships, the ARNG will answer the call.





STRATEGIC DIRECTION

The ARNG plays a unique role as both the primary combat reserve of the Army and the land-component response force for domestic operations. Given these dual roles, the ARNG SPG has incorporated a wide variety of plans, policies, and strategies to best meet the nation's security needs. This planning is not conducted in isolation.

The SPG integrates the *National Security Strategy* as it flows through the Department of Defense's *National Military Strategy* and *Defense Planning Guidance* with the new *Quadrennial Defense Review* and Department of Homeland Security's *Strategic Plan* and *Quadrennial Homeland Security Review* into the service and component-specific guidance of Headquarters Department of the Army and Chief, National Guard Bureau (CNGB). Documents of specific note from these subsequent agencies include the Army's *Strategic Planning Guidance* and the CNGB's *Strategic Direction to the National Guard*.

Each higher echelon document specifies objectives and milestones as a method of directing each organization to fulfill specific missions as articulated by the National Command Authority. It is the intent of the SPG to align higher-level goals with unified, attainable, and measurable objectives, tasks, and metrics for the ARNG across all States, Territories, and District of Columbia.

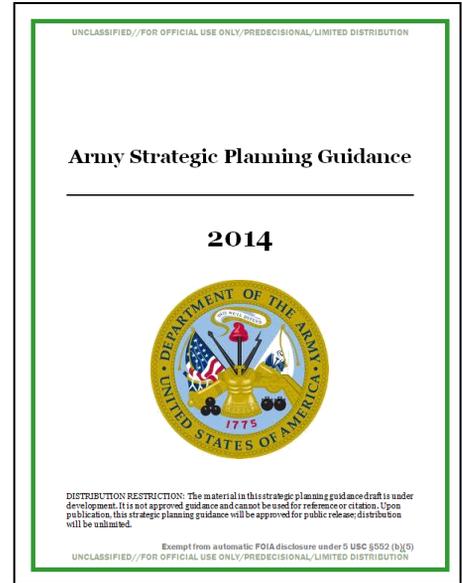




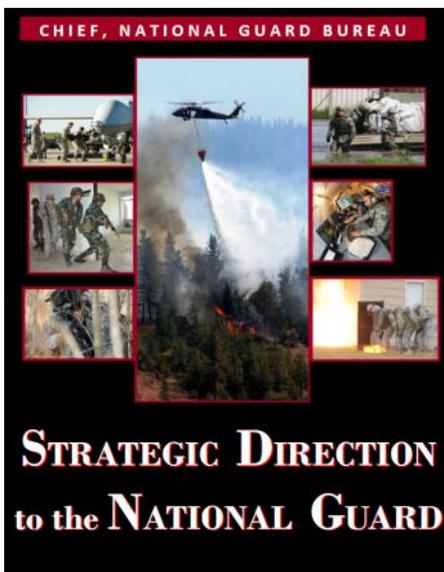
HIGHER LEVEL GUIDANCE

2014 ARMY STRATEGIC PLANNING GUIDANCE

The 2014 Army Strategic Planning Guidance (ASPG) provides broad strategic guidance to the Army for the execution of its Title 10 responsibilities. As the principal expression of Army institutional strategy, the ASPG communicates the Chief of Staff of the Army's (CSA's) Strategic Priorities and addresses the budgetary concerns of the force while making a clear statement of the strategic narrative. While the ASPG outlines objectives in the short-, mid-, and long-term horizons, these planning time frames are illustrative to describe an overall strategic approach for the Army. The ASPG articulates the CSA's five Strategic Priorities: ***Adaptive Army Leaders for a Complex World; A Globally Responsive and Regionally Engaged Army; A Ready and Modern Army; Soldiers Committed to Our Army Profession; and The Premier All Volunteer Army.***



STRATEGIC DIRECTION TO THE NATIONAL GUARD



The Strategic Direction to the National Guard (SD2NG) continues to inform and assist the National Guard of the States, Territories, and District of Columbia to achieve a common sense of purpose, unity of effort, and facilitate the accomplishment of our common strategic priorities and goals. To continue the National Guard's long tradition of success and standing ready to meet upcoming challenges, the SD2NG focuses on four key priorities: ***Provide Trained and Ready Operational Forces; Be Good Stewards of Our Resources; Sustain the National Guard Community; and Forge and Maintain Partnerships.*** The ARNG wholeheartedly supports these SD2NG priorities—and seeks to infuse them into the SPG.



ARMY NATIONAL GUARD 2015-2020

STRATEGIC PLANNING GUIDANCE

ARNG VISION STATEMENT:

A premier unit-based force comprised of capable, accessible, innovative, and ready Citizen-Soldiers available for war and domestic crises.

ARNG MISSION STATEMENT:

The Army National Guard, a community-based Operational Force that serves as the primary Combat Reserve of the Army, provides ready units to support global and domestic requirements.

Capable. *The ARNG must continue to prove it can meet any request for forces against any timeline. ARNG forces reduced the number of days required for training after mobilization by an average of 60 percent over the past few years. With the number of training days required as low as 15 for base camp units, the limiting factor for their deployment is not readiness, but predictability of force generation. This improved response time also supports Service requirements and reduces risk to the Nation—delivered at an affordable cost.*

Accessible. *Beyond a warfighting force, the ARNG provides a constitutionally grounded and unique capability within our Nation's borders. We seek to maintain our edge in Homeland Defense, but also maintain the ready forces accessible to national decision-makers to respond to global crises. We will seamlessly accommodate Federal wartime skills into non-federal requirements to better support state emergency plans; facilitate the potential use of Active Component (AC) forces in domestic response; and maintain ease of reach and responsiveness to both Federal and State authorities.*

Innovative. *The Services recognize the ARNG's role in the homeland through identification and agreement with what is termed dual use equipment. Through innovative approaches, the ARNG can employ federally recognized skills in direct support of State Governors. Several examples that exemplify this dual role include Chemical, Biological, Radiological and Nuclear (CBRN) response, Counter Drug (CD), and Cyber. Expertise, a necessary component of innovation, hallmarks the ARNG's employment of war-time skills and equipment while employed in a Civil Support (CS) capacity. Tailor-made acumen, the ARNG's unmatched and diverse expertise is integrated seamlessly into a diverse set of CS missions such as CBRN, critical infrastructure, law enforcement support and urban search and rescue.*

Ready. *The ARNG maintains readiness to fulfill its dual-role: to fight and win; to support Combatant Commanders; to provide forces for State Governors; to meet Headquarters, Department of the Army (HQDA) missions; and to defend the Homeland. Readiness demands responsiveness. Given the nearly 2,700 armories located in hometown locales across America, the ARNG is forward-positioned to facilitate rapid response to crisis. These facilities and the guardsmen who train in them provide Governors a perfect posture for quick response to domestic incidents. Therefore, the ARNG will continue to specifically train and take action with local emergency responders.*

Unit-based – Organizations and units, not individual augmentees.

Community-based – The National Guard is integrated into the communities where it serves.

Base Camp Unit – a unit that will spend its entire deployment on a base, and will not leave its confines.



ARNG STRATEGIC IMPERATIVES

- 1. PRESERVE THE OPERATIONAL ARMY NATIONAL GUARD.** The ARNG must remain a balanced force. In FY15 this means the ARNG is foundationally based on eight Division Headquarters, 28 Brigade Combat Teams, eight Combat Aviation Brigades, and two Special Forces Groups. As resource constraints force the Army to reduce in size, the ARNG will remain a vital member of the Total Force within approved end strength and force structure allocation. (Revised September 2014.)
- 2. GENERATE READY UNITS AND SOLDIERS.** Retaining and recruiting quality Soldiers while we continue to develop transformational, adaptive leaders is essential now and in the foreseeable future of the ARNG. As such, we must re-commit to the basics of personnel readiness and resource realistic, relevant training to meet the rising challenges we face in today's uncertain world.
- 3. PROVIDE RELEVANT, READY FORCES CAPABLE OF PERFORMING UNIFIED LAND OPERATIONS WORLDWIDE.** Combatant commanders seek forces that are both proficient in decisive operations and additionally capable of building partnership capacity. These qualities support joint, interagency, and multinational environments.
- 4. PROVIDE THE NATION'S FORCE OF CHOICE FOR DOMESTIC OPERATIONS.** The ARNG exists to produce rapidly employable forces for Governors, Army Service Component Commands, in support of homeland missions. By our geographically distributed, community-based presence in the 54 States, Territories and District of Columbia, the ARNG is optimized for the complex environment of domestic operations.
- 5. ENHANCE THE ARNG'S CORE STRENGTHS, CHARACTER, AND CULTURE.** Sustained through the trust of our Soldiers, families, employers, and communities, the ARNG culture fosters a positive environment that is free from abuse, harassment, and discrimination. Our Citizen-Soldiers are a reflection of the public they defend. We will continue to improve our reputation as good stewards of resources, good neighbors, and trusted leaders within our communities.



ARNG STRATEGY MAP 2015-2020

ARMY NATIONAL GUARD STRATEGY MAP 2015

VISION: "A premier unit-based force comprised of capable, accessible, innovative, and ready Citizen Soldiers accessible for war and domestic crises"
MISSION: The Army National Guard, a community-based Operational Force and the primary Combat Reserve of the Army, provides ready units to support global and domestic requirements.

Core Functions: Organizing | Manning | Equipping | Training

Imperatives: Preserve OPNI ARNG | Generate Ready Units | Partner with CQCOMs | Provide DOMOPS | Enhance Core Strengths

CAMPAIGN OBJECTIVES

1 ★ Main, strengthen, and manage an adaptable and ready operational force (Coord Lead: G1)

2 ★ Provide programs, services and systems that support a ready and resilient force (Coord Lead: G1)

3 ★ Equip the force (Coord Lead: G4)

4 ★ Provide effective sustainable infrastructure to support readiness (Coord Lead: G4)

5 ★ Train the force for unified land operations (Coord Lead: G3)

6 ★ Provide operational forces for global and domestic requirements (Coord Lead: G3)

7 ★ Shape the Army National Guard (Coord Lead: G3)

8 ★ Sustain and enhance business operations (Coord Lead: G5)

MAJOR OBJECTIVES

1-1 ★ Lead & manage accession and retention practices to drive unit personnel readiness (G1-G5S) (ACP 1-1)

1-2 ★ Improve individual and unit personnel readiness (G1-HRZ) (ACP 1-2)

1-3 ★ Man the generating & operational force (G1-HRM) (ACP 1-1 / 1-3)

1-4 ★ Operational reserve in support of the Total Force Policy (G3-MR) (ACP 4-1 / 4-6)

2-1 ★ Improve Soldier employment opportunities (G1-HRS) (ACP 2-1)

2-2 ★ Provide dignified care for the fallen and their families (G1-HRS) (ACP 2-2 / 2-4)

2-3 ★ Build and sustain Soldier and family resilience (G1-HRS) (ACP 1-5)

2-4 ★ Provide Soldier and family support (G1-HRS) (ACP 1-5 / 1-7 / 2-1)

2-5 ★ Provide, enhance & protect personnel systems (G1-HRP) (ACP 2-1 / 4-4)

3-1 ★ Equip the force for ULO & domestic operations (G4-ILS) (ACP 5-2 / 6-1 / 6-3)

3-2 ★ Reduce Equipment cross leveling (G4-ILS) (ACP 5-1 / 6-5)

3-3 ★ Modernize interoperability (G8-RMQ / G4 ILS) (ACP 5-2 / 5-3)

3-4 ★ Develop the acquisition work force (G8-AWF) (ACP 6-1)

3-5 ★ RESET equipment (G4-ILS) (ACP 5-5 / 6-3)

3-6 ★ Ensure property accountability (G4-ILS) (ACP 6-3)

4-1 ★ Build, Modernize and sustain efficient infrastructure (G4-ILI) (ACP 2-3 / 6-2)

4-2 ★ Create water and energy efficiencies and securities (G4-ILI) (ACP 8-1 / 8-2 / 8-3)

4-3 ★ Preserve, protect, conserve, and restore the environment (G4-ILE) (ACP 2-1)

4-4 ★ Maintain effective protection capabilities (G3-OD) (ACP 4-4 / 4-5)

5-1 ★ Train Soldiers and civilians (G3-TR, PEC) (ACP 3-1 / 3-2 / 4-1 / 4-3)

5-2 ★ Deliver training support (G3-TR) (ACP 3-3 / 4-3 / 4-5)

5-3 ★ Enhance security cooperation (G3-OD) (ACP 3-2 / 4-2 / 4-3 / 4-6)

6-1 ★ Resource & station force/generating force structure (G3 FM) (ACP 7-2)

6-2 ★ Provide units ISO of ACCIAW GFM Process (G3-MR) (ACP 4-1 / 4-2 / 4-6)

6-3 ★ Manage Readiness (G3-MR) (ACP 4-5 / 4-6)

6-4 ★ Support DOMOPS (G3-OD) (ACP 4-3 / 4-5 / 4-6)

6-5 ★ Develop security resiliency of the force (G2) (ACP 4-4)

7-1 ★ Expand role in cyber mission (G3-OD, PEC) (ACP 7-1 / 7-2 / 7-4)

7-2 ★ Standardize generating force TDA (G3-FM) (ACP 7-1)

7-3 ★ Maintain same unit MTOE design as the active component (G3-FM) (ACP 7-2)

8-1 ★ Implement an integrated management system (BTO) (ACP 9-1)

8-2 ★ Strengthen financial management (G8-RMC) (ACP 9-4)

8-3 ★ Improve business systems IT management (BTO) (ACP 9-1 / 9-3)

8-4 ★ Optimize information services (G6-IMG) (ACP 7-3 / 7-4)

8-5 ★ Implement Audit Readiness (G-8)

8-6 ★ Network infrastructure modernization (G6-IMG) (ACP 7-3 / 7-4)

Essential OBJ



ARNG CAMPAIGN OBJECTIVES

★ 1
Man, strengthen, and manage an adaptable and ready operational force
(Coord Lead: G1)

Fully man the ARNG requirements to generate qualified and available personnel and units to meet 21st Century challenges while providing capabilities to conduct the full spectrum of federal and state missions.

2
Provide programs, services and systems that support a ready and resilient force
(Coord Lead: G1)

Enhance Army National Guard core strengths and character by providing Army National Guard unique programs, personnel services with secure and efficient systems to foster and promote readiness, resilience, mental and physical health and fitness, and enhance community life of Soldiers, Civilians, and Families.

★ 3
Equip the force
(Coord Lead: G4)

Equip the ARNG for 21st Century operations to produce a sustained flow of fully equipped forces ready to support combatant commanders and Governors across Unified Land Operations (ULO) and Domestic Operations.

4
Provide effective sustainable infrastructure to support readiness
(Coord Lead: G4)

Effectively identify, invest, and manage infrastructure critical to support the ARNG's dual State/Federal mission. Ensure installation readiness by providing energy security, appropriately designed, configured and modernized facilities to meet force structure, equipment and training requirements. Be responsible stewards of military and community resources.

★ 5
Train the force for Unified Land Operations
(Coord Lead: G3)

Produce trained and ready Soldiers and Civilians, led by adaptive leaders who are strategic, creative thinkers capable of operating within a Joint, Interagency, Intergovernmental and Multinational (JIIM) environment. Support the training of units and the development of leaders prepared to operate as members of the Joint team conducting unified land operations.

★ 6
Provide operational forces for global and domestic requirements
(Coord Lead: G3)

Through aggressive management of the sustainable readiness model, the ARNG will provide ready units that are properly manned, equipped, trained, and resourced to meet mission requirements both globally and domestically.

7
Shape the Army National Guard
(Coord Lead: G3)

Continue collaboration and integration with key partners to adapt ARNG personnel, administrative, training and mobilization policies / processes to posture the ARNG to meet emerging requirements and counter future threats.

★ 8
Sustain and enhance business operations
(Coord Lead: G5)

Inculcate the integrated management system for all business operations, to include the policies, processes, information and systems relating to the end-to-end financial, logistics, facility management, human capital, acquisition, administration, and other functions that support the Warfighter.





CAMPAIGN

OBJECTIVE 1:

Fully man the ARNG requirements to generate qualified and available personnel and units to meet 21st Century challenges while providing capabilities to conduct the full spectrum of federal and state missions.

MAJOR OBJECTIVE 1-1

LEAD & MANAGE ACCESSION & RETENTION PRACTICES TO DRIVE UNIT PERSONNEL READINESS:

Lead, build, and strengthen personnel readiness by focusing production recruiting to fill vacancies in skill level 10, low and high density and critical skill Military Occupational Specialties (MOSs). Emphasize retention and attrition management to retain qualified personnel through a continuum of military service. **Lead: G1-GSS // Members: CSG, HRM**

Metrics:

M1-1.1 MILESTONE: Initial Entry Training (IET) Ship rate to 83% or better. Metric: (Number of IET shipped divided by scheduled to ship).

M1-1.2 MILESTONE: CPT and MAJ adjusted vacancies to 15% or less. (Number of vacant O3-O4 slots divided by O3-O4 authorized strength, after adjustments for claimants).

M1-1.3 MILESTONE: Training pipeline success rate of 84% or higher. (Total number of enlisted training pipeline graduates divided by total enlisted population within the last 12 months).

M1-1.4 MILESTONE: Warrant Officer adjusted vacancies to 15% or less. (WO adjusted vacancies divided by WO authorized strength after adjustments for claimants).

M1-1.5 MILESTONE: NCO E5-E7 adjusted vacancies to 10% or less (NCO vacancies divided by NCO authorized strength after adjustments for claimants).

M1-1.6 MILESTONE: Skill level 10 adjusted vacancies to 15% or less (skill level 10 authorized vacancies divided by skill level 10 authorized strength after adjustments for claimants).

M1-1.7 MILESTONE: Obligor Reenlistment Success Rate (12 Mo.) of eligible pop. \geq 80%.

M1-1.8 MILESTONE: Total Reenlistment Mission Percent (FYTD) $>$ 100%. Metric: (FYTD Reenlistments divided by FYTD NGB established Reenlistments Mission).

M1-1.9 MILESTONE: Careerist Reenlistment Success Rate (12 Mo) of eligible Pop. \geq 95%.

PERIOD: Mid Term (FY16-18)

MAJOR OBJECTIVE 1-2

IMPROVE INDIVIDUAL & UNIT PERSONNEL READINESS:

Generate individual and unit personnel readiness by maintaining leader emphasis on improving Soldier Duty MOS qualification, administrative, medical and dental readiness of the force. Integrate strategy, policy, and oversight by linking programs that support the needs of the total force. **Lead: G1-HRZ // Team Members: HRH, HCM, CSG, MR, TR, MILPAC-EC, COSAC-EC**

Metrics:

M1-2.1 MILESTONE: Medical readiness to 85% or better (medically ready divided by Commander's assigned strength).

M1-2.2 MILESTONE: National Duty MOS Qualified (DMOSQ) rate to 85% or better. (Number of DMOSQ Soldiers divided by the total authorizations).

M1-2.3 MILESTONE: Reduce negative end strength to 1% or less (negative end strength divided by assigned strength).

M1-2.4 MILESTONE: MOSQ re-training percent to 10% or less. (Enlisted retraining divided by Enlisted MOSQ to determine percentage of MOSQ Enlisted Soldiers who are DMOSQ).

M1-2.5 MILESTONE: Sustain an air/ground mishap trend quotient of less than 1.0 (fewer mishaps over the past 12 months, when compared to the past 36; Class A Air, Class A Ground, Class A-C Air, Class A-C Ground, Class R).

M1-2.6 MILESTONE: Medical Readiness Resources obligated at 95% or better end of year (Value of funds distributed less obligated by each quarter).

M1-2.7 MILESTONE: Non-Ed Qualification within 12 months of future grade $<$ 10% of eligible population.

PERIOD: Near Term (FY15)

 **Essential Objective**



CAMPAIGN OBJECTIVE 1: ★

Fully man the ARNG requirements to generate qualified and available personnel and units to meet 21st Century challenges while providing capabilities to conduct the full spectrum of federal and state missions.

MAJOR OBJECTIVE 1-3 ★

MAN THE GENERATING & OPERATIONAL FORCE:

Attract hire and retain the most qualified and talented Soldiers and civilians. Develop, staff, and advocate legislation supporting G1 manning priorities in order to ensure passage and inclusion into the National Defense Authorization Act. **Lead: G1-HRM // Team Members: HRH, HCM, GSS, NGBLL**

Metrics:

M1-3.1 MILESTONE: Miltechs to 98% of total authorization (Total Military Technicians filled divided by total authorized).

M1-3.2 MILESTONE: Active Guard and Reserve (AGR) to 99% or higher. (Total AGRs filled divided by total authorized).

M1-3.3 MILESTONE: Inactive Duty Training (IDT) of 87% or higher. (Total funded IDTs divided by validated requirements).

M1-3.4 MILESTONE: Integrate policy, processes, and procedures to achieve Office of Personnel management (OPM) goal of Hiring Time at 100 days or less by end of FY16.

M1.3.5 MILESTONE: Reduce diversion of Full-Time Manning positions by 10% per year through FY16.

PERIOD: Mid Term (FY16-18)

MAJOR OBJECTIVE 1-4

OPERATIONAL RESERVE IN SUPPORT OF THE TOTAL FORCE POLICY:

Ensure ARNG Forces are deployed in accordance with the Global Force Management process in equitable and proportional unit-sized deployments. Ensure that the Total Force Policy is being applied when analyzing utilization trends for whole ARNG "AA" units for Allocated and Apportioned mission sets. **Lead: G3-MR // Team Members: ARNG Staff**

Metrics:

M1-4.1 MILESTONE: Secure brigade sized unit deployments (Y/N dependent on the global operational environment, min of 1 x Bde annually).

M1-4.2 MILESTONE: Ensure by SRC percentage for deployments among COMPO 1, 2, and 3 (not less than 40% of all operational missions and TSC requirements fulfilled by ARNG assets, company thru Bde levels, i.e., both BCTs and F/MF)

M1-4.3 MILESTONE: Ensure utilization for both T10 and T32 requirements by FY (Y/N).

PERIOD: Long Term (FY19-20)





CAMPAIGN

OBJECTIVE 2:

Provide programs, services and systems that support a ready and resilient force

MAJOR OBJECTIVE 2-1 SUPPORT TRADITIONAL SOLDIER CIVILIAN EMPLOYMENT AND EDUCATIONAL DEVELOPMENT:

Assist in providing Employment and Educational opportunities and programs to Army National Guard Soldiers by leveraging their military training, leadership, job skills, and education with civilian employers, schools, and other governmental agencies, to develop and RETAIN high quality personnel. **Lead: G1-HRS // Team Members: HRM, NGB J1, OSD (H2H)**

Metrics:

M2-1.1 MILESTONE: Ensure eligible Soldier compliance of mandated State Department of Labor Employment Workshop as directed by Veterans Opportunity to Work (VOW) Act and DTM 12-007 – Implementation of Mandatory Transition Assistance Program Participation for Eligible Service Members. Compliance with Sections 201-265 of Public Law 112-56, “VOW to Hire Heroes Act of 2011”. The actual number of Soldiers in attendance /Number of eligible Soldiers required to attend (100%).

M2-1.2 MILESTONE: State/Territory/District utilization of National Guard Employment Network (NGEN) case management system. Resource the States/Territories/District with a tailored employment case management system that can ease transition and lead to securing gainful employment. Number of States/Territories/District utilizing NGEN case management system divided by 54 (60%).

PERIOD: Mid Term (FY16-18)

MAJOR OBJECTIVE 2-2 PROVIDE DIGNIFIED CARE FOR THE FALLEN AND THEIR FAMILIES:

Sustain programs and initiatives that support military survivors of our fallen. Expand awareness of programs and services available to Families regarding all phases upon the loss of a service member. Provide professional and honorable service in keeping to the highest military traditional standards. Ensure the families of our fallen warriors are never forgotten and provide all support services available and authorized. **Lead: G1-HRS // Team Members: IMCOM, CMAOC, Chaplain**

Metrics:

M2-2.1 MILESTONE: ARNG executes Military Funeral Honors (MFH) for all requested, qualified personnel. Measurement: # of honors executed / # of honors projected to execute. <80% and >110% red, 80-89% and 106-110% amber, 90-105 % green.

M2-2.2 MILESTONE: Quality Survivor Outreach Services (SOS) support is available to all eligible survivors. Measurement: the ratio of SOS coordinators to Survivors. 1:351+red, 1:201-350 amber, 1: 0-200 green.

M2-2.3 MILESTONE: ARNG MFH funded to accomplish projected mission. Measurement: funds obligated / funds projected to execute. <80% and >110% red, 80-89% and 106-110% amber, 90-105 % green.

PERIOD: Mid / Long Term (FY16-20)



CAMPAIGN

OBJECTIVE 2:

Provide programs, services and systems that support a ready and resilient force

MAJOR OBJECTIVE 2-3 BUILD & SUSTAIN SOLDIER & FAMILY RESILIENCE:

Develop and implement programs and services that foster resilient and healthy Soldiers, Families, and Civilians. Expand awareness of programs and services available to Families regarding all phases of the deployment cycle. Increase human resilience, enhance performance and optimize the ability and likelihood of Soldiers and Civilians to face successfully the physical and psychological challenges of sustained operations. **Lead: G1-HRS // Team Members: CSG, Chaplain, G-Staff, & HQDA select staff**

Metrics:

M2-3.1 MILESTONE: Applied Suicide Intervention Skills (ASIST) Training for Trainers (T4T) to 93% or more (Number of trained T4Ts divided by 120: per the allocation model).

M2-3.2 MILESTONE: Resilience Program Coordinators (RC) placed at 95% or more (Number of certified RCs placed divided by 54).

M2-3.3 MILESTONE: Master Resilience Trainers (MRTs) delivering resilience training at 90 % or more (Number of MRTs trained and in place divided by the total requirement of 3,328 MRTs).

M2-3.4 MILESTONE: Resilience Trainer Assistants (RTAs) to 85% or more (Number of trained RTAs divided by total requirement of 11,564 RTAs).

M2-3.5 MILESTONE: Suicide Prevention Program Managers (SPPMs) to 100% (Number of SPPMs hired, trained and in place divided by total requirement of 54).

M2-3.6 MILESTONE: Sexual Harassment/ Assault, Response and Prevention (SHARP) Program Managers within each state to 99% (Number of SHARP PMs hired, trained and in place divided by total requirement of 54).

Continued...

PERIOD: Long Term (FY19-20)

MAJOR OBJECTIVE 2-3 BUILD & SUSTAIN SOLDIER & FAMILY RESILIENCE (CONT'D):

M2-3.7 MILESTONE: Reduce tobacco use among the ARNG by 5% each year to reach parity with the national average (total number reporting tobacco use divided total number soldiers completing PHA).

M2-3.8 MILESTONE: Resource Alcohol and Drug Control Officer (ADCO) and Prevention Coordinator (PC) manpower personnel in all States, Territories & the District of Columbia by FY 15 (100% by FY 15; total number authorized equals total number resourced).

M2-3.9 MILESTONE: In FY 15-19, implement the Substance Abuse Services Initiative (SASI) in ten States each FY (Total counts of SASI States each FY).

M2-3.10 MILESTONE: Reduce the number of open Medical Review Officer (MRO) cases by removing cases of Soldiers who are no longer in the ARNG through FY16. (MRO delinquent evaluations are tracked in the Drug and Alcohol Management Information System.)

M2-3.11 MILESTONE: Reduce the number of Unit Prevention Leaders (UPLs) with expired certifications by 25% through FY16.

M2-3.12 MILESTONE: Ensure the mandatory 2 hour substance abuse training requirement is met by 80% of States end strength annually.

M2-3.13 MILESTONE: Ask, Care, Escort-Suicide Intervention (ACE-SI) Training for Trainers (T4T) to 100% (number of ACE-SI T4Ts trained and appointed on orders divided by total requirement of 108 - 2 per State).

PERIOD: Long Term (FY19-20)



CAMPAIGN

OBJECTIVE 2:

Provide programs, services and systems that support a ready and resilient force

MAJOR OBJECTIVE 2-4

PROVIDE SOLDIER & FAMILY SUPPORT:

Enable Soldier and Family resilience by initiating and sustain programs they can use throughout their service. Provide Soldier and Family Support services to maintain Well-Being and Quality of Life and to reduce stress and risk associated with separation due to Military mission. **Lead: G1-HRS // Team Members: NGB J1, HQDA G1, IMCOM**

Metrics:

M2-4.1 MILESTONE: Family Assistance Center Specialists (FAC) to 90%.(FAC specialists hired and trained divided by the desired EOY number of FAC specialists).

M2-4.2 MILESTONE: Family Readiness Support Assistants (FRSAs) to 90% or more (Number of FRSAs hired, trained, and functioning divided by total required).

M2-4.3 MILESTONE: Soldier attendance of Yellow Ribbon events to 90% or more(Number of Soldiers attendance per event divided by the number of projected to attend).

M2-4.4 MILESTONE: Family/Designated individual attendance of Yellow Ribbon events to 70% or more (Number of Family/Designated individual attendance per event divided by the number of projected to attend).

M2-4.5 MILESTONE: State Youth Coordinators (SYCs) at 90% or more. (Number of SYCs hired and trained divided by the desired EOY number).

M2-4.6 MILESTONE: Uniformed BH Providers and DPHs will conduct mandatory MHAs to support all 5 touch points in the ARFORGEN cycle especially for touch point 4 and 5, PDHRA and PHAs. Increasing BH screenings and referrals from current 53% to 80%.

M2-4.7 MILESTONE: FAC customer surveys 90% favorable.

PERIOD: Near Term (FY15)

MAJOR OBJECTIVE 2-5

PROVIDE, ENHANCE & PROTECT PERSONNEL SYSTEMS:

Ensure Personnel Systems are secure and data is available, accurate and sufficient to provide decision making and personnel management tools to leaders, Commanders and the user community. **Lead: G1-HRP // Team Members: HRM, CSG, HRS, GSS and HRH**

Metrics:

M2-5.1 MILESTONE: Personnel systems will be accessible to users 99% of the time. (Any downtime due to other dependencies are not factored).

M2-5.2 MILESTONE: Enhance the customer experience and data quality by centralizing disparate systems, migrating 25% of target systems to an enterprise solution per year.

M2-5.3 MILESTONE: Manage performance of system contract deliverables, i.e. releases, Help Desk tickets, Manpower Change Requests (MCRs), System Change Requests (SCRs) and Electronic Change Proposals (ECPs), etc. to 100% satisfaction of program manager and contractual requirements.

M2-5.4 MILESTONE: Personnel Systems will be submitted for Federal Information Security Management Act (FISMA) Compliance certification, at 100% rate. (Number of systems submitted for certification divided the total number of systems).

PERIOD: Near Term (FY15)



MAJOR OBJECTIVE 3-1 ★
**EQUIP THE FORCE FOR UNIFIED
LAND OPERATIONS & DOMESTIC
OPERATIONS:**

Equip Operating and Generating Forces to enable the ARNG to provide the necessary forces to accomplish the objectives of the National Defense and National Military Strategies. **Lead: G4-ILS // Team Members: G8-RMQ, ILS-E**

Metrics:

M3-1.1 MILESTONE: All States equipped to at least 90% EOH.

M3-1.2 MILESTONE: All States equipped to not less than 80% Critical Dual Use (CDU) Equipment on Hand (EOH).

M3-1.3 MILESTONE: EOH all States within current Modernization levels of 70% (+/- 5%).

M3-1.4 MILESTONE: Cross Level Equipment to units in the Mission Force Pool and Rotational Force Pool in Train Ready Year 3 to reach goals of EOH/Available Level 1 and Assigned Mission Equipping Level 1 prior to entering the Available Year.

PERIOD: Near Term (FY15)

MAJOR OBJECTIVE 3-2
**REDUCE EQUIPMENT CROSS
LEVELING:**

As Equipment on Hand (EOH) inventories increase, the requirement for equipment cross leveling must be systematically reduced to provide for reductions in Second Destination Transportation expenses and corresponding labor expenses at shipment preparation and receiving points. **Lead: G4-ILS // Team Members: N/A**

Metrics:

M3-2.1 MILESTONE: Reduction of Second Destination Transportation costs by 5% through FY16 predicated upon Equipment on Hand not requiring redistribution.

M3-2.2 MILESTONE: Labor costs associated with Second Destination Transportation shipping and handling requirements are reduced 5% through FY16.

PERIOD: Near / Mid Term (FY15-18)





MAJOR OBJECTIVE 3-3 ★
MODERNIZE EQUIPMENT & ENSURE INTEROPERABILITY:

The ARNG is an essential part of the Total Force—Active Component, Guard, and Reserve. As such, the ARNG must retain interoperability and maintain equipment parity with all components in order to provide a doctrinally correct capability for Unified Land Operations. Accordingly, this requires Army equipment distribution and modernization plans for continually fielding equipment to the ARNG at a commensurate level with the Total Force. The ARNG G8 must coordinate and synchronize the fielding/distribution of new equipment based upon Army G8 allocations to validated Army materiel requirements (Modified Table of Organization and Equipment (MTOE), Table of Distribution and Allowances (TDA), or Mission Essential Equipment List (MEEL); and, ensure Basis of Issue Plans (BOIP) support planned equipment distributions ahead of published documentation). **Lead: G8-RMQ**
Team Members: G4-ILS, G3-FM, G3-AV

Metrics:
M3-3.1 MILESTONE: Equipment programmed/fielded to valid requirements and current units (or scheduled) to 70% and above. Percentage-based equipment allocated (total available quantities) for distribution fielded against a valid authorization/requirement. Assessment can be updated quarterly or semiannually as data corresponds to HQDA G8 quarterly Equipment Distribution Plan updates.
M3-3.2 MILESTONE: Modernized ARNG Aircraft, as compared to the Active Component, not less than 65%.

PERIOD: Near / Mid Term (FY15-18)

MAJOR OBJECTIVE 3-4
DEVELOP THE ACQUISITION WORK FORCE:

The ARNG Acquisition Work Force (AWF) must be fully trained to provide expert acquisition advice to the ARNG and NGB staff and senior leadership as a result of participation in and support to the overall Army acquisition mission. The AWF must train and be certified to contribute to the Army’s AWF efforts and reach Defense Acquisition Workforce Improvement Act (DAWIA) objectives. **Lead: ARNG-AWF/**
Team Members: RMQ, HCM, PARC-NGB AQ

Metrics:
M3-4.1 MILESTONE: Required numbers of Acquisition Work Force personnel on hand within the ARNG Acquisition Work Force as compared to total authorizations. Seek to achieve the objective of filling all (100%) of T-10 AWF positions.
M3-4.2 MILESTONE: Required numbers of Acquisition personnel are Defense Acquisition Workforce Improvement Act (DAWIA) certified IAW required two year time frame upon assignment to the ARNG Acquisition Workforce. At the end of FY14, 98% personnel must be certified or within their grace period for achieving certification.

PERIOD: Mid / Long Term (FY16-20)





MAJOR OBJECTIVE 3-5

RESET EQUIPMENT:

Conduct activities to reset equipment required to rebuild unit capability readiness and restore strategic depth in support of Army Force Generation (ARFORGEN). Synchronize responsible retrograde and reset with organic industrial base production and improved asset management, visibility and accountability to increase available inventory. **Lead: G4-ILS // Team**

Members: ILS-M

Metrics:

M3-5.1 MILESTONE: Equipment is entered into the Automated Reset Management Tool (ARMT) at least 180 days prior to the unit's redeployment.

M3-5.2 MILESTONE: 100% of equipment turned in under the Automatic Reset Induction (ARI) program is returned to ARNG custody within 365 days of the return of the unit.

M3-5.3 MILESTONE: Equipment that is not returned to ARNG custody within 365 days is nominated for a DoDI 1225.06 payback program.

PERIOD: Near / Mid Term (FY15-18)

MAJOR OBJECTIVE 3-6

**ENSURE PROPERTY
ACCOUNTABILITY:**

In compliance with the CSA / ARNG Property Accountability Campaign Plan, assigned units must ensure 100% accountability for all equipment. All equipment transactions must be reflected in Property Book Unit Supply Enhanced (PBUSE) in a timely manner and lost, stolen or missing equipment must undergo Financial Liability Investigation of Property Loss (FLIPL) investigations that must be initiated and completed within applicable timeframes. **Lead: G4-ILS // Team Members: ILS-E**

Metrics:

M3-6.1 MILESTONE: On annual basis all "AA" activities by State conduct required inventories and accounts for all EOH.

M3-6.2 MILESTONE: Percentage of FLIPL investigations are completed within 240 days of commencement.

M3-6.3 MILESTONE: Percentage of Central Issue Facility - Installation Support Module (CIFISM) Discharge Reports and FLIPL investigations are completed and forwarded to Defense Finance and Accounting Services (DFAS) for collection.

PERIOD: Near Term (FY15)



CAMPAIGN

Provide effective sustainable infrastructure to support readiness

OBJECTIVE 4:

MAJOR OBJECTIVE 4-1 BUILD, MODERNIZE & SUSTAIN EFFICIENT INFRASTRUCTURE:

Invest in critical infrastructure and decrease facility deficit generated by current Army National Guard force structure. **Lead: G4-ILI // Team Members: ILI-E, ILI-C, ILI-R, ILE**

Metrics:

- M4-1.1 MILESTONE:** 90% Percent of military construction (MILCON) funding executed in the 1st yr of appropriation.
- M4-1.2 MILESTONE:** Reduce the ARNG facilities deficit by 2% per year.
- M4-1.3 MILESTONE:** Increase the ARNG overall facilities Quality to Q2.
- M4-1.4 MILESTONE:** Increase the ARNG overall facilities Mission rating to F2.
- M4-1.5 MILESTONE:** Reduction in Potable Water Intensity by 2% annually across the ARNG.
- M4-1.6 MILESTONE:** 100% Percent of Sustainment, Restoration and Modernization (SRM) Funds Appropriated which have been Obligated.
- M4-1.7 MILESTONE:** Reduction in Energy Intensity by 3% per year across the ARNG.
- M4-1.8 MILESTONE:** Reduce the ARNG lease cost by 10%.

PERIOD: Mid / Long Term (FY16-20)

MAJOR OBJECTIVE 4-2 CREATE WATER & ENERGY EFFICIENCIES & SECURITIES:

Provide increased levels of energy and water security/efficiencies leading to sustainable and resilient infrastructure and mission assurance. Create energy and water efficiencies by holding users accountable, modernizing facilities, installing new technologies, and leveraging partnerships. **Lead: G4-ILI // Team Members: ILI-F**

Metrics:

- M4-2.1 MILESTONE:** Weighted score (67%-100%) for ARNG implementation of Army Sustainability goals.

PERIOD: Mid Term (FY15-18)



CAMPAIGN

Provide effective sustainable infrastructure to support readiness

OBJECTIVE 4:

MAJOR OBJECTIVE 4-3 PRESERVE, PROTECT, CONSERVE, & RESTORE THE ENVIRONMENT:

Support Army Environmental Program Priorities through preservation, protection, conservation, restoration, and compliance with statutory and regulatory requirements. Seamlessly integrate environmental guidance, policy, and goals into day to day operations. Proactively address environmental matters to ensure Soldiers have access to training lands and infrastructure necessary to support readiness. **Lead: G4-ILE // Team Members: ILE**

Metrics:

M4-3.1 MILESTONE: Quarterly percentage (54%) of all State environmental management plans implemented.

M4-3.2 MILESTONE: Quarterly percentage (10%) of all repeat Environmental Performance Assessment System (EPAS) findings from previous external audit.

M4-3.3 MILESTONE: Annual percentage (10%) of all cleanup funding to remediate properties that were acquired without an ARNG-ILE approved ECOP.

PERIOD: Long Term (FY19-20)

MAJOR OBJECTIVE 4-4 MAINTAIN EFFECTIVE PROTECTION CAPABILITIES:

Provide requisite, full-spectrum protection measures (to include energy security strategies). Ensure installation public safety, security and emergency management through preparedness, response, recovery and mitigation programs based upon the Risk Management Process. Prevent and minimize damage to personnel, visitors, infrastructure, information, and equipment at all installations. **Lead: G3-OD // Team Members: ODP**

Metrics:

M4-4.1 MILESTONE: All physical security services performed by the 54 Commands and Arlington Hall Station to protect Army assets (YES / NO).

M4-4.2 MILESTONE: All 54 State JFHQ AT program reviews will be assessed at least every three years (18 program reviews per year; 33% annually); Information provided from the final, approved assessment report is reviewed by ARNG ODP AT specialist to determine metric compliance.

PERIOD: Mid Term (FY16-18)



CAMPAIGN

OBJECTIVE 5:

★ Train the force for Unified Land Operations

MAJOR OBJECTIVE 5-1



TRAIN SOLDIERS & CIVILIANS:

Train and educate individual Soldiers and Civilians by enabling institutional training, education, and self-development initiatives which support ARFORGEN. Remain values based and develop warrior ethos required to succeed across the full spectrum of operations in a JIIM environment. Increase foreign language capabilities and cultural awareness across the Army. Safe training and operations depends upon everyone fulfilling his or her general or specific safety responsibilities.

Lead: G3-TR // Team: ARNG Staff, PEC

Metrics:

M5-1.1 MILESTONE: Execute the Army Program for Individual Training (ARPRINT) with a fill rate of 95% vs. seats programmed and a graduation rate of 90% vs. seats programmed after completion of Training Resource Arbitration Panel (TRAP) adjustments.

M5-1.2 MILESTONE: Achieve 90% of authorized Duty Military Occupational Specialty Qualification (DMOSQ) in Army National Guard units at the start of aim point #3 of the Train/Ready Pool and achieve 95% DMOSQ in ARNG units at the start of aim point #4, entering the Available Pool of ARFORGEN.

M5-1.3 MILESTONE: Increase number of Soldiers receiving Foreign Language Proficiency Bonus. (Y/N)

M5-1.4 MILESTONE: Number of safety programs developed and implemented IAW AR 385-10, Section II, para 1-4 aa.

M5-1.5 MILESTONE: Compliance with metrics detailed in Army Campaign Plan and AR 385-10, Section III, paras 2-8 and 2-9 and NGR 385-10.

Continued...

PERIOD: Near Term (FY15)

MAJOR OBJECTIVE 5-1

TRAIN SOLDIERS & CIVILIANS (CONT'D):

M5-1.6 MILESTONE: Improve operational readiness and performance of ARNG organizations and units through Guard-unique training for Soldiers and Civilians at the Professional Education Center.

M5-1.7 MILESTONE: Utilize the ARNG online training portal (GuardU) to implement the Army Learning Model in the operational, institutional, and self-development training domains throughout the ARNG.

PERIOD: Near Term (FY15)



Essential Objective



CAMPAIGN

OBJECTIVE 5:



Train the force for Unified Land Operations

MAJOR OBJECTIVE 5-2

DELIVER TRAINING SUPPORT:

Deliver relevant Live, Virtual, Constructive and Gaming training enablers through the Army's Training Support System (TSS) deliverables and TSS products (e.g., Training Aids, Devices Simulators and Simulations – TADSS), services (manpower and operating funds), facilities (e.g., ranges, training land, mission command training facilities, training support centers and simulation facilities), and collective training events (e.g., Combat Training Center (CTC) and eXportable Combat Training Capability (XCTC) rotations) to create and adapt training conditions that realistically portray the operational environment; enables Standardized METL based collective unit training within the ARFORGEN construct.

Lead: G3-TR // Team Members: ARNG Staff

Metrics:

M5-2.1 MILESTONE: Develop and field modernized LVCG Training enablers IAW the Army Regional Collective Training Capability (RCTC) and ARNG Training Strategy.

M5-2.2 MILESTONE: Modernize all TSS Facilities and AATS IAW RCTC and ARNG Training Strategy.

M5-2.3 MILESTONE: Ensure all ARNG BCTs and Function/Multi-Functional (F/MF) brigades participate in an XCTC rotation in their respective ARFORGEN cycle (4 to 5 rotations per year).

M5-2.4: Transition fixed, legacy ARNG Distance learning (DL) Classrooms to mobile "Points of Delivery."

PERIOD: Mid Term (FY16-18)

MAJOR OBJECTIVE 5-3

ENHANCE SECURITY

COOPERATION:

Provide ARNG forces to Army Service Component Command (ASCC) Security Cooperation Activities (SCA). IAW AR 350-9, sourcing for ASCC SCA shortfalls is requested through FORSCOM via the Army Training Information Management System (ARTIMS). SCAs include Exercises, Joint Combined Exchange Training (JCETs), and SPP (State Partnership Program) events. Sourcing is based on ARFORGEN posture and METL training requirements determined by the ARNG unit commanders. **Lead: G3-OD // Team Members: ODO-Y, MR, TR**

Metrics:

M5-3.1 MILESTONE: 20% annually of all ASCC lines filled for exercise participation by ARNG units divided by the ASCC line requirements for listed exercises.

PERIOD: Near Term (FY15)



CAMPAIGN OBJECTIVE 6:

Provide operational forces for global and domestic requirements

MAJOR OBJECTIVE 6-1

RESOURCE & STATION RELEVANT & READY OPERATING/ GENERATING FORCE STRUCTURE:

Provide recommendations to HQDA IAW ARNG Leadership Guidance. Collaborate with HQDA for Force Structure to support Federal and State missions. Distribute force structure across the 54 to support DARNG vision. **Lead: G3-FM // Team: ARNG Staff**

Metrics:

M6-1.1 MILESTONE: Annually, maintain historical levels of Operating Force Structure at not less than 75% and Generating Force Structure at not more than 25% of Force Structure Allowance. (Target) Maintain 100 % of Force Structure end strength as determined by statute.

M6-1.2 MILESTONE: Annually, provide Unit Identification Code (UIC), Organization Authority (OA) and Federal Recognition (FR) to the states. Target. NLT 90 days from receipt of completed request for FR, certificate is forwarded for signature. Status is 30 days green; 60 days amber; 90 days red.

PERIOD: Near Term (FY15)

MAJOR OBJECTIVE 6-2

PROVIDE UNITS IN SUPPORT OF GCCS IN ACCORD WITH THE GFM PROCESS:

Efficiently and effectively execute ARFORGEN to provide a predictable and sustained flow of manned, trained, and equipped forces that are Full Spectrum Operations capable in support of Combatant Commander and Army Service force requirements at best value. **Lead: G3-MR // Team Members: G2, OD, TR**

Metrics:

M6-2.1 MILESTONE: Number of units that received a NOS message divided by the number of units attending the Joint Assessment Conference hosted by 1st Army and ARNG (95%).

M6-2.2 MILESTONE: Number of units actually sourced divided by the number of units requested (95%).

M6-2.3 MILESTONE: Notify all units of sourcing (YES / NO).

M6-2.4 MILESTONE: Source units to support Request for Forces (RFF) based on Sourcing Criteria (ARNG ARFORGEN Availability Matrix) (YES / NO).

PERIOD: Mid Term (FY16-18)

 *Essential Objective*



CAMPAIGN OBJECTIVE 6:

Provide operational forces for global and domestic requirements

MAJOR OBJECTIVE 6-3 MANAGE READINESS:

ARNG conducts in depth strategic readiness analysis for internal and external readiness forums in order to identify ARNG readiness trends, shortfalls, issues or concerns. ARNG oversees readiness reporting requirements, provides technical support, interprets readiness regulations and policy, and distributes readiness reporting guidance to the States, Territories, and DC. Ensure unit compliance with monthly readiness status reporting requirements, to include the submission of timely, accurate, and complete reports. **Lead: G3-MR // Team Members: ARNG Staff**

Metrics:

M6-3.1 MILESTONE: 95% of ARNG units in compliance with Army readiness reporting standards; reports "as of" the 15th of the month and due to HQDA NLT 96 hours after the as of date.

M6-3.2 MILESTONE: 95% of required reporting units meeting ARFORGEN Aim Point goals/objectives.

M6-3.3 MILESTONE: 100% of required reporting units who accurately report in NetUSR the Type of Report, Force Package, and Force Pool.

PERIOD: Near / Mid / Long Term (FY15-20)

MAJOR OBJECTIVE 6-4 SUPPORT DOMESTIC OPERATIONS:

The Crisis Action Team (CAT) is comprised of selected ARNG staff sections and must exercise processes and functions periodically to maintain preparedness to alert, assemble and staff essential functions in response to domestic events. CAT focuses on developing resource solutions in order to provide required ARNG capabilities to affected States, Territories, and DC. **Lead: G3-OD // Team Members: ODO-C, MR, CSG, G2, G4, G6**

Metrics:

M6-4.1 MILESTONE: 100% of ARNG staff directorates participate in two major CAT exercises annually.

M6-4.2 MILESTONE: Conduct routine (monthly) liaison with interagency elements (Y/N).

PERIOD: Near / Mid / Long Term (FY15-20)

 *Essential Objective*



CAMPAIGN ★
OBJECTIVE 6:

Provide operational forces for global and domestic requirements

MAJOR OBJECTIVE 6-5
DEVELOP SECURITY RESILIENCY OF THE FORCE:

Security Resiliency is an enabling function that addresses the insider threat. It is an enterprise approach, with ownership from multiple ARNG staff elements, which provides a holistic, comprehensive strategy for synchronizing multiple elements to act in concert against the insider threat. ARNG Security Resiliency includes the Threat Awareness Training Program, implementation of Homeland Security Policy Directive 12, Clear the Army, and the Foreign Disclosure Program.

Lead: G2 Team Members: G1, G6, & INSCOM

Metrics:

M6-5.1 MILESTONE: 75% of all ARNG MI Professionals authorized to deliver TARP training annually.

M6-5.2 MILESTONE: 100% of newly accessed soldiers have an initial National Agency Check with Law and Credit (NACLC) or higher level investigation .

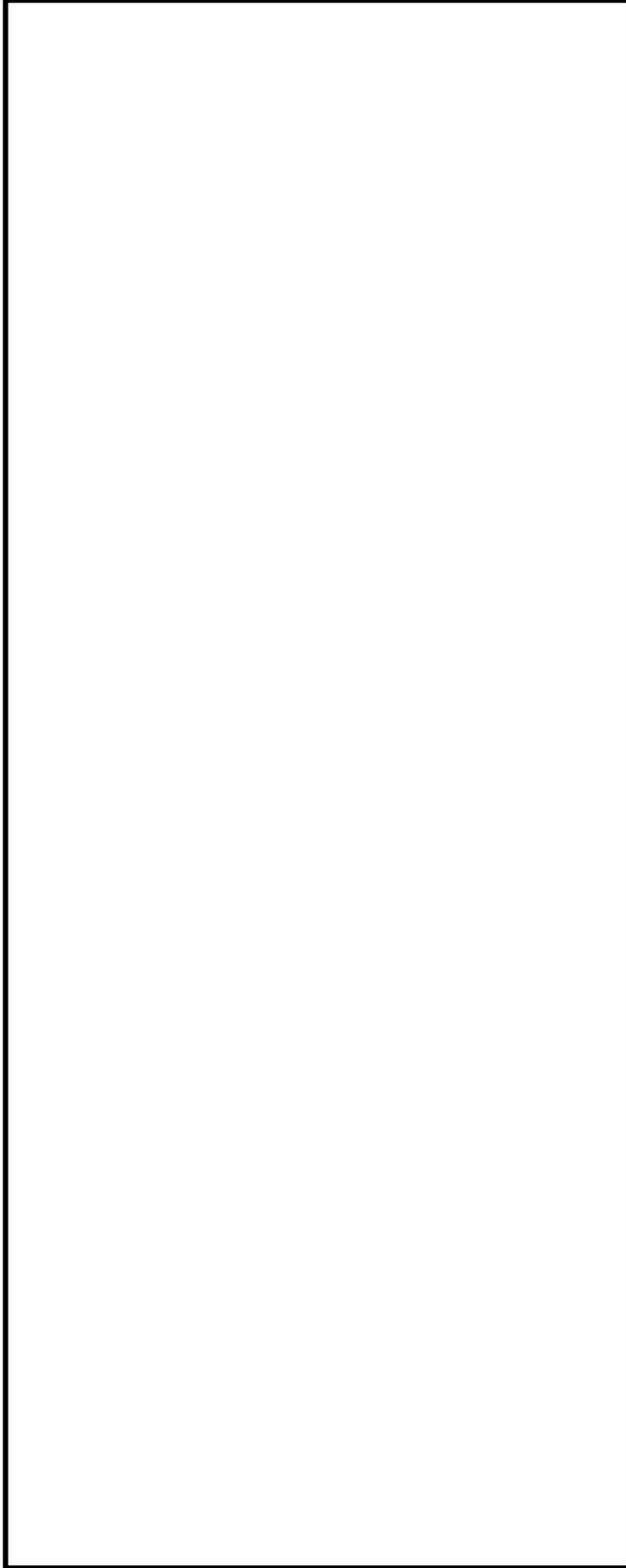
M6-5.3 MILESTONE:100% of newly hired DoD civilians have an initial Access National Agency Check with Inquiries or higher level investigation.

M6-5.4 MILESTONE: 100% of all new soldier accessions have an initially adjudicated NACLC or higher level investigation that can determine at least SECRET clearance eligibility within 6 months of accession into the ARNG.

M6-5.5 MILESTONE: 100% of new accession soldiers not requiring a clearance that have an unfavorably adjudicated initial investigation are notified by the Department of Defense Consolidated Adjudications Facility and State/Territory (or unit) security managers within 9 months of accession.

M6-5.6 MILESTONE: 95% or more States/Territories have an ARNG State/Territory Foreign Disclosure Officer (FDO) appointed in writing and certified to Army standards.

PERIOD: Near Term (FY15)





CAMPAIGN OBJECTIVE 7:

Shape the Army National Guard

MAJOR OBJECTIVE 7-1 EXPAND ROLE IN CYBER MISSION:

Collaborate with HQDA, Army Cyber Command, US Cyber Command, Army Cyber Center of Excellence, National Guard professional Education Center (PEC), and the 54 States and Territories to expand the ARNG’s role in federal cyber missions. The professional Education center will serve as the National Guard’s Institution of Excellence to develop and deliver cyber training to ARNG cyber forces. Establish, distribute, and sustain ARNG cyber forces across the 54 to support DARNG vision. **Lead: G3-OD // Team Members: G2, G6-IMG, PEC**

Metrics:

M7-1.1 MILESTONE: Fully man the Computer Network Defense Teams (CND-T) to 100% of authorized strength by FY16.

M7-1.2 MILESTONE: ARNG Active Cyber Protection Team achieves Initial Operating Capability (IOC) IAW US Cyber Command Joint Standards by FY18.

M7-1.3 MILESTONE: Ten ARNG M-day Cyber Protection Teams stationed and States are recruiting, training and staffing these units by FY16.

M7-1.4 MILESTONE Fully man the ARNG M-day Cyber Protection Teams to 100% of authorized strength by FY18.

M7-1.5 MILESTONE: ARNG M-day Cyber Protection Teams achieve IOC IAW US Cyber Command Joint Standards by FY18.

M7-1.6 MILESTONE: National Guard Professional Education Center develops and delivers certified joint, interagency cyber training to ARNG cyber forces by April 2015.

PERIOD: Near / Mid Term (FY15-18)

MAJOR OBJECTIVE 7-2 STANDARDIZE THE GENERATING FORCE TDA:

In accordance with AR 71-32, Centralized Documentation, provide guidance to the stakeholder staffs and the 54 states, territories and District of Columbia (DC) in order to standardize Concept Plans and Command Implementation Plans (CIP). **Lead: G3-FM // Team Members: ARNG Staff**

Metrics:

M7-2.1 MILESTONE: Annually, submit 100% of all Leadership approved Concept Plans and Command Implementation Plans to HQDA (G3/5/7) IAW AR 71-32.

PERIOD: Near Term (FY15)



CAMPAIGN OBJECTIVE 7:

Shape the Army National Guard

MAJOR OBJECTIVE 7-3 MAINTAIN SAME UNIT MTOE DESIGN AS THE ACTIVE COMPONENT:

Modified Tables of Organization and equipment (MTOEs) are modernized by annual documentation to ensure ARNG units meet the Army standard for capability and equipment. ARNG-FM receives NGB, ARNG, and HQDA Guidance. ARNG-FM coordinates to develop the Command Plan and coordinates with the States in accordance with their Force Structure Strategic Plan. **Lead: G3-FM // Team**
Members: ARNG Staff

Metrics:

M7-3.1 MILESTONE: Document the force in accordance with HQDA Policy. 100% of all ARNG units receive a new document when scheduled.

PERIOD: Long Term (FY19-20)



CAMPAIGN OBJECTIVE 8:

Sustain and enhance business operations

MAJOR OBJECTIVE 8-1 IMPLEMENT AN INTEGRATED MANAGEMENT SYSTEM:

An Integrated Management System (IMS) as applied to Army National Guard organizations is the alignment and integration of business practices that includes: assessing the organization against a valid set of criteria to determine an organization's strengths and areas for improvement, strategic plan development and implementation, measuring the performance, and improving key business processes through the use of Lean Six Sigma.

Lead: BTO // Team Members: 54 States, Territories and District of Colombia

Metrics:

M8-1.1 MILESTONE: Publish Director ARNG IMS Guidance. (Y/N)

M8-1.2 MILESTONE: Train and Sustain the Force on the four pillars associated with the IMS. (Y/N)

M8-1.3 MILESTONE: Annually assess processes (internal - NGB) and track assessment (external - 54 States, Territories and District of Colombia) to evaluate effectiveness and identify areas of improvement using the Criteria for Performance Excellence. (Y/N)

M8-1.4 MILESTONE: All ARNG organizations at the Chief Management Officer level develop and publish a strategic plan that focuses on what it must do in the future to achieve performance excellence. (Y/N)

M8-1.5 MILESTONE: Implement systematic process improvements derived from feedback of organizational self assessments. (Y/N)

PERIOD: Mid / Long Term (FY16-20)

MAJOR OBJECTIVE 8-2 STRENGTHEN FINANCIAL MANAGEMENT:

The ARNG is accountable for operating a financial management program designed to detect and correct instances of fraud, waste, abuse, and misconduct. To execute these requirements, the ARNG shall improve internal controls, achieve and sustain audit readiness, and implement responsive budgetary systems to meet current events.

Lead: G8-RMC // Team Members: BTO & ARNG Staff

Metrics:

M8-2.1 MILESTONE: Deploy Army Enterprise Resource Planning Systems within cost, performance and schedule plans. (Y/N)

M8-2.2 MILESTONE: Attain statutory compliance with Federal Financial Management Improvement Act (FFMIA), Standard Financial Information Structure (SFIS), and Business Enterprise Architecture (BEA). (Y/N)

M8-2.3 MILESTONE: Achieve and sustain audit readiness. (Y/N)

M8-2.4 MILESTONE: Achieve and sustain effective internal controls. (Y/N)

M8-2.5 MILESTONE: Support resource-informed decision making by implementing effective cost management programs throughout the Army. (Y/N)

M8-2.6 MILESTONE: Implement responsive budgetary systems to meet the needs of current events. (Y/N)

M8-2.7 MILESTONE: Identify efficiencies to be monitored and responsible agencies. (Y/N)

M8-2.8 MILESTONE: Assist responsible agencies in developing metrics, goals and timelines for each efficiency to be monitored. (Y/N)

M8-2.9 MILESTONE: Develop and issue monitoring and reporting procedures. (Y/N)

M8-2.10 MILESTONE: Provide quarterly report to senior leaders. (Y/N)

PERIOD: Long Term (FY19-20)



**MAJOR OBJECTIVE 8-3
IMPROVE BUSINESS SYSTEMS IT
MANAGEMENT:**

Strengthen management of the Army's business systems information technology by implementing the ARNG Business Council to execute and oversee the ARNG Business Strategy in order to improve performance, reduce complexity and redundancy, maximize return on investment and optimize support to the Operating Force. Desired Outcome: Business Systems Information Technology (BSIT) governance and oversight provide direct and positive influence over business processes and systems. **Lead: BTO // Team Members: NGB CIO, G6, ARNG Functional Domains**

Metrics:

M8-3.1 MILESTONE: Implement and charter ARNG Business Council by FY15. (Y/N)

M8-3.2 MILESTONE: Review of all ARNG Business Systems prior to review by the Army Business Council (BC). Measured by the percentage of Business Systems reviewed by the ARNG BC that are approved by for funding by the Defense Business Council.

M8-3.3 MILESTONE: Reduce and re-align governance forums within the ARNG. Measured by number of governance forums consolidated.

PERIOD: Long Term (FY18-20)

**MAJOR OBJECTIVE 8-4
OPTIMIZE INFORMATION
SERVICES:**

Ensure ARNG information services and governance practices effectively support the ARNG by developing the strategies, policies, plans, and procedures that align with the DOD Joint Information Environment (JIE), the Army Strategic Planning Guidance, and other Federal Government requirements. This objective will be measured by the percentage of IPNs registered, the implementation of Information Technology Service Management (ITSM), and FISMA compliance within established goals. **Lead: G-6-IMG // Team Members: NGB CIO/J-6, J6-FAC, JFHQ DOIMs, State DPIs**

Metrics:

M8-4.1 MILESTONE: Designate and Register one Installation Processing Node (IPN) per JFHQ. (60%-100% of all JFHQs).

M8-4.2 MILESTONE: Complete contract award and transition to Enterprise Operations and Security Services III. (90% of all contract awards and transitions).

M8-4.3 MILESTONE: Develop and Institutionalize an organizationally based Portfolio Management and Governance Framework. (3 of 5 business domains; 5 of 8 war fighting domains; & 3 of 4 enterprise information domains).

M8-4.4 MILESTONE: Achieve Established FISMA Compliance Goals. (95% FISMA compliance for all systems on GuardNet).

M8-4.5 MILESTONE: Improve the Security Posture of the Fielded Applications. (95% of total number of applications vs. total number scanned).

M8-4.6 MILESTONE: Support the Federal Initiative to consolidate data centers and save energy. (95% servers utilizing virtualization technology).

M8-4.7 MILESTONE: Transition applications to optimized framework. (60% of all applications towards modernized network services).

PERIOD: Mid Term (FY16-18)



MAJOR OBJECTIVE 8-5 ★

IMPLEMENT AUDIT READINESS

Ensure the ARNG meets financial and managerial requirements, including compliance with the Army Financial Improvement Plan, the Army Audit Readiness Strategic Plan and the Office of the Under Secretary of Defense (Comptroller) Financial Improvement and Audit Readiness (FIAR) Plan. Produce timely, accurate, relevant and reliable audit samples that are consistently compliant to audit readiness standards set by ASA (FM&C) and the Independent Public Accountant (IPA). Ensure implementation of Internal Controls to assist in obtaining an unmodified audit opinion for the Army and enabling the ARNG to better manage resources and provide support to Soldiers.

Lead: G-8

Metrics:

- M8-5.1 MILESTONE:** Compliance with requirements of FIP (Y/N)
- M8-5.2 MILESTONE:** Achieve a pass rate of 95% or more for Statement of Budgetary Resources (SBR) internal control and substantive testing (Y/N)
- M8-5.3 MILESTONE:** Achieve a pass rate of 95% or more for Military Pay internal control and substantive testing (Y/N)
- M8-5.4 MILESTONE:** Achieve a pass rate of 95% or more for General Equipment (GE) internal control and substantive testing (Y/N)
- M8-5.5 MILESTONE:** Achieve a pass rate of 95% or more for Real Property (RP) internal control and substantive testing (Y/N)
- M8-5.6 MILESTONE:** Achieve a pass rate of 95% or more for Operational Maintenance and Supply (OM&S) internal control and substantive testing (Y/N)

Continued...

PERIOD: Long Term (FY19-20)

MAJOR OBJECTIVE 8-5

IMPLEMENT AUDIT READINESS (CONT'D)

- M8-5.7 MILESTONE:** Achieve a pass rate of 95% or more for Army Working Capital Fund (AWCF) internal control and substantive testing (Y/N)
- M8-5.8 MILESTONE:** Achieve a pass rate of 95% or more for HQDA G4 Follow-on, internal control and substantive testing (Y/N)
- M8-5.9 MILESTONE:** Achieve a pass rate of 95% or more for ARNG Internal Managers Internal Control Training (Y/N)
- M8-5.10 MILESTONE:** Achieve audit readiness for Statement of Budgetary Resources (SBR) by 30SEP14 (Y/N)
- M8-6.11 MILESTONE:** Achieve audit readiness for all Financial Statements (SBR) by 30SEP17 (Y/N)
- M8-5.12 MILESTONE:** Compliance with Army Audit Readiness Strategic Plan (Y/N)
- M8-5.13 MILESTONE:** Army Achieves Unmodified Opinion by Independent Public Accountant (IPA) for SBR (Y/N)
- M8-5.14 MILESTONE:** Army Achieves Unmodified Opinion by Independent Public Accountant (IPA) for all financial statements (Y/N)
- M8-5.15 MILESTONE:** Sustainment through Managers Internal Control Program (MICP)(Y/N)
- M8-5.16 MILESTONE:** Compliance with FIAR Plan (Y/N)
- M8-5.17 MILESTONE:** Army Achieves Unmodified Opinion by Independent Public Accountant (IPA) (Y/N)

PERIOD: Long Term (FY19-20)



CAMPAIGN

OBJECTIVE 8:

Sustain and enhance business operations

MAJOR OBJECTIVE 8-6

NETWORK INFRASTRUCTURE MODERNIZATION:

Develop strategy, policy, procedures, and architecture for modernizing the network infrastructure by building capacity to provide improved capabilities that enable efficient and effective business operations, enterprise services, network operations and security, and the capability to leverage the Armory as a Docking Station for approved tactical systems (NIPR/SIPR) and conduct Live, Virtual, and Constructive (LVC) training while providing interoperability with Defense Support to Civil Authorities (DSCA) mission partners. This objective will be measured by the percentage of the number of circuits increased in capacity, the consolidation/ convergence of SIPRNet circuits, and the number of select ARNG Armories enabled as a Docking Station. **Lead: G-6-IMG // Team Members: G-2, G-3, JFHQ DOIMs, NGB CIO/J-6**

Metrics:

M8-6.1 MILESTONE: Build Wide Area Network (WAN) capacity to enable SIPRNet Circuit Convergence at the Gateways (90% of the network)

M8-6.2 MILESTONE: Build Network capacity to enable the Armory as a Docking Station (90% of all requirements developed).

M8-6.3 MILESTONE: Improve the GuardNet Network Security Posture (95% Information Assurance Vulnerability Management (IAVA) notifications completed vs. the number of IAVA notifications).

PERIOD: Long Term (FY19-20)

The ARNG Strategic Planning Guidance and other strategic planning document are available online at:

<https://gkportal.ng.mil/arng/g5/G5/SitePages/Home.aspx>

Photo captions. Left: *U.S. Army Spc. Darrell Hubbard, 1-121, 48th Infantry Brigade Combat Team, Georgia Army National Guard, completes a nine-mile rucksack march around Gharib Ghar, a 7,000 ft. mountain near Kabul, Afghanistan, Jan. 28, 2010, as part of the brigade's Soldier and Non-Commissioned Officer of the Year competitions.*

Top right: *Army Sgt. 1st Class Crystal Dunn, a member of Kentucky's Agribusiness Development Team 4, takes a moment to pose with local children in Afghanistan's Arghandab District on March 24, 2012. Dunn works as a project manager for the area's agricultural and business development programs, which seek to help local Afghan officials train their fellow Afghans on sustainable farming improvements.*

Right center: *Center Staff Sgt. Richard Ramirez, Georgia Army National Guard, provides weapons handling instruction with two soldiers from the Guatemalan Interagency Task Force in 2014.*

Bottom left: *Members of the Decontamination Team from the Puerto Rico National Guard Chemical Biological Radiological and Nuclear Enhanced Response Force Package prepare a "victim" to get him through the decontamination trailer for a CBRN wipe down at the Oregon Vigilant Guard Exercise in Tualatin, Oregon on May 5, 2012.*

STRATEGIC PLANNING GUIDANCE



Always Ready!
Always There!

