



IDAHO MILITARY DIVISION
2020 STRATEGIC PLAN
(2020-2023)

Idaho Military Division

2020 Strategic Plan

MISSION

The mission of the Idaho Military Division is to maintain combat and domestic emergency response readiness in the Idaho National Guard; and guide the state, through the Office of Emergency Management, in effectively preparing for, responding to, and recovering from all hazards. The division also provides a fully accredited residential high school with the Idaho Youth Challenge Academy, in order to intervene in, and reclaim the lives of at-risk Idaho youth.

VISION

Idaho's premier public service organization; attracting our leading citizens, promoting a safe and secure environment for our state and nation.

Idaho Military Division (IMD) Goals

- Maintain and sustain a relevant National Guard force structure in Idaho.
- Coordinate statewide disaster prevention preparedness, response, and recovery.
- Organize, recruit, equip, train, and retain quality soldiers, airmen, and state employees.
- Construct and maintain facilities for the Idaho Military Division, Idaho National Guard, Idaho Office of Emergency Management, Idaho Youth Challenge Academy, and the STARBASE Idaho Program.
- Provide adolescents who have dropped out of school a second chance to acquire the values, life skills, education, and self-discipline necessary to succeed as productive citizens.
- Initiate a review and rewrite of Title 46, Militia and Military Affairs, by 2022 per the Red Tape Reduction Act, Executive Order 2019-02. The end result should decrease the number statutes by 15% while making all remaining statutes more relevant.

Idaho Army National Guard

Vision - Vigilant and Prepared. Valuing each Soldier, Family, and employer. Dedicated to being a premier force.

Goal

Strength Management - Manage recruitment, retention, and attrition to provide trained and ready Soldiers to support federal, state, and community missions.

Objectives

- Deliver trained and ready soldiers to support federal, state and community missions. Maintain or exceed NGB personnel strength objectives.
- Utilize the State Tuition Assistance Program to enhance recruiting and retention.
- Explore and implement force structure amendments that reflect demographic and recruiting environment.

Goal

Resource Management - Prioritization and management of Soldiers, facilities, and force structure to enhance opportunities and mitigate external risk.

Objectives

- Employ appropriate organizational audit and control functions and progressively implement process improvement initiatives.
- Become the preferred provider for all heavy maneuver and combined arms live fire training in the National Guard.
- Maintain Center of Excellence status, increase training offerings in leadership, and maneuver training.
- Increase engagement in Asia-Pacific region to expand Idaho Army National Guard opportunities in overseas deployments for subject matter experts.

Goal

Leadership - Train and develop adaptive leaders to promote a positive culture of learning, information sharing, professional development, Soldier and Family readiness, and diversity.

Objectives

- Increase engagement with communities, employers, policy-makers, media, and partners to enhance support, resourcing, and visibility.
- Nurture a fair and supportive command climate to increase readiness through human resource programs and leader engagements.

Performance Measure	Benchmark
End Strength Mission	>99.5%
Reenlistment Success Rate	>75%
Medical Readiness	>90%
*Objectives & performance measures directed by NGB of DOD in Washington, DC	

Idaho Air National Guard

Vision – Idaho’s Air National Guard will maintain well-trained, well-equipped, *mission ready accountable* personnel for prompt federal mobilization during war, while concurrently training and being prepared to provide domestic operations assistance during state emergencies when called upon by the Governor. Every Airman is a leader focused on mission success, safety and accountability; while instilling value in their fellow guardsmen, their families, and their employers.

Goal

Prepare for and successfully pass all required Federal and State inspections, ensuring readiness of the IDANG.

Objective

- Utilize Air Force Audit agency and USPFO audit staff annually to provide oversight on IDANG commander’s programs
- The 124 FW Wing Inspector General’s office and Groups/Squadrons/Flights will perform routine self-inspections and utilize MICT and IGEMS reporting quarterly internally to IDANG and higher headquarters (NGB and ACC).
- Utilize Monthly Self-Assessment Board to ensure leaders are aware of deficiencies and successes.
- Perform monthly self-assessments.

Goal

Strength Management - recruit and maintain a ready force at 102% end strength.

Objective

- Utilize the State Tuition Assistance Program for recruiting and retention.
- Utilize national and local Air Force Specialty Code incentives for airmen.
- Stripes for Skills program – individuals receive two stripes additional rank for skills they would obtain.
- Capitalize on existing national and local marketing ANG recruiting campaigns.
- Maintain close relationship with In-Service recruiting program member who assists in transitioning active duty members to the Air National Guard.

Goal

Ensure the IDANG is postured for 5th Generation Fighters and other AF missions.

Objective

- Continuous interaction with National Guard Bureau and Air Combat Command from IDANG Senior Leaders.
- Community engagement with federal, state and local elected officials, community partners and the general public.
- Continue to preserve and modernize ANG Real Property facilities and flight line area as required to ensure the IDANG is postured for new missions.

Goal

Leadership – Train and develop adaptive leaders to promote a positive culture of learning, professional development, diversity and Airmen/family readiness.

Objective

- Utilize Force Development Counsel to professionally develop and groom future leaders.
- Competitively advertise and compete for Airmen Professional Development courses.

Performance Measure	Benchmark
End Strength	> 102%
Re-Enlistment success rate	> 90%
Retention rate	> 89%
*Objectives & performance measures directed by NGB of DOD in Washington, DC	

Idaho Office of Emergency Management (IOEM)

Vision

Be the all-hazards emergency management leader for the State of Idaho.

Mission

Guide the State of Idaho in effectively preparing for, protecting against, mitigating the effects of, responding to, and recovering from all hazards.

Goal

Build and sustain capabilities: narrow gaps in Idaho's capacity to prevent, protect from, mitigate the effects of, respond to, and recover from all hazards and/or disasters.

Objectives:

- Informed decision making
- All-hazards planning
- Strengthen capabilities
- Acquire funding

Goal

Execute effectively: execute organizational processes primarily identified in Idaho Code that assure results focused efficiency, excellence, and mission success across the whole community.

Objectives:

- Streamline processes
- Results focused
- Coordinate information
- Administer grant programs

Goal

Invest in people: encourage a culture that rewards performance and professionalism and invests in people.

Objectives:

- Leadership development
- Skilled professionals
- Qualified workforce
- Creative environment

Goal

Lead Idaho: uphold the Idaho Office of Emergency Management's position as a leader by being actively involved in preparing Idaho against all hazards.

Objectives:

- Cohesive partnerships
- Leading voice
- Engage stakeholders
- Education

Performance Measure	Benchmark
Build, improve and maintain IOEM response capabilities.	3 exercises per year
Prepare Idaho communities for all hazards through education, partnerships, and stakeholder relations.	1 conference per year
Execute organizational processes that assure results focused efficiency, excellence, and mission success across the whole community.	Maintain EMAPC
*EMAPC (Emergency Management Accreditation Program Certificate)	

Public Safety Communications and IT Services

Goal

Compliance with the recommendation of the Governor’s Executive Order on cyber security. This includes adoption of the National Institute of Standard Technology (NIST) framework as outlined.

Objectives

- Complete a baseline study of potential vulnerabilities in the IMD network and the Emergency Communications Network (ECN).
- Update systems and services as identified to address the required controls.
- Continuous accurate reporting to the Office of Information Technology Services (OITS) about IMD implementation progress.
- Implement baseline solutions for NIST Center for Information Security (CIS) current version of Critical Security Controls (CSCs) as identified by OITS.
- Coordinate with other state agencies for efficient implementation of CSCs through collective procurement, development, and operations of IT security resources.
- Ensure Personal Identifiable Information (PII), Health Identifiable Information (HII), and any other sensitive records are secured through encryption.
- Applications are developed to ensure users are utilizing secure methods of sensitive data storage, and not developing their own unsecure storage processes for sensitive data.
- Continue to support statewide IT policy, IT guidance, and strategic plan development through Idaho Technology Authority (ITA) and Information Technology Leadership Committee (ITLC) memberships.

Goal

Maintain and upgrade emergency communications systems for the State of Idaho.

Objectives

- Complete preventative maintenance on equipment as scheduled.
- Consult state agencies on communications equipment purchases.
- Use industry standard project management practices to organize fleet installations.
- Complete review of current site inventories to identify potential equipment or infrastructure lifecycle issues.

Goal

Promote, maintain, and upgrade the Idaho Military Division microwave network and promote usage of the system to state agencies.

Objectives

- Complete preventative maintenance as scheduled.
- Follow the refreshment of equipment plan for the statewide microwave infrastructure.
- Educate state agencies on the capabilities of the microwave network using workshops.
- Create and maintain critical infrastructure & resource data with GIS components for National Incident Management System (NIMS) compliance.
- Develop automated customer reports in the Structured Query Language (SQL) database reporting tools and web applications to provide near real time mission critical information products.
- Continue to deploy the Multi-Protocol Label Switching (MPLS) IP infrastructure through the statewide microwave network to enable availability for state agencies networking solutions where commercial options are limited and not within budget constraints.
- Maintain Continuity of Operations (COOP) system operations to provide Hot Site Fail Over capability for Idaho Military Division's systems and services.
- Continue to update systems hardware and software to meet the required capabilities and security requirements for the systems and services they support.

Performance Measure	Benchmark
Baseline study of vulnerabilities in the Agency network and the Emergency Communication Network	1 per year
Implement baseline solutions for CIS of CSCs as identified by OITS*	1 per year
Complete preventative maintenance on equipment as scheduled	>95%
*CIS (Center for Information Security) *CSC (Critical Security Controls) *OITS (Office of Information Technology Services)	

Military Management

Goal

Military Management is committed to providing quality management and support to missions of the Idaho National Guard, the Idaho Office of Emergency Management, Public Safety Communications, E9-1-1, Idaho Youth ChalleNGe Academy, and Idaho STARBASE. IMD will continue to improve automation to improve quality in financial management, reporting, budgeting, monitoring, and human resource management.

Objectives

- Manage the approved budget to maximize all resources and outcomes.
- Continue to train on, and review accounting processes and applications to reduce errors and increase efficiency and effectiveness.
- Continue to design and create new user-friendly and accurate financial reports to meet the different requirements of various grants and Cooperative Agreements.
- Publish new Contracting & Purchasing regulation.
- Adjust and streamline operations for the increased demand from supported agencies.
- Train purchasing personnel to ensure Military Management complies with all laws, codes, regulations, and policies.
- Educate supported agencies on all laws, codes, regulations, and policies.
- Certify purchasing personnel as Certified Public Procurement Buyers.
- Full review of all position descriptions to update and evaluate the requirements/codes and realign with organization structure
- Update Chapter 5, Attendance and Leave, and Chapter 12, Performance Appraisals, of the IMD-3 State Employee Personnel Regulations
- Publish new chapter "Performance Management" and new IMD forms Train employees and supervisors on new process Work with leadership to ensure content aligns with current position descriptions and organizational objectives

Performance Measure	Benchmark
Compliance with all LSO/SCO audits	Zero findings
Track # of ratifications to prevent/decrease contract errors	< 1% error ratio
Establish new performance standards for full-time employees	100%

Idaho Youth ChalleNGe Academy (IDYCA)

Goal

To “Dream – Believe – Achieve,” and intervene in, and reclaim, the lives of 16 to 18-year-old Idaho high school dropouts, by producing program graduates with the values, life skills, education, and self-discipline necessary to succeed as responsible citizens of Idaho.

Objectives

- Establish and maintain a graduation rate of 110 cadets per class for 2020 or 220 per fiscal year.
- Institute and maintain a cadet retention rate of 85% or higher.
- Utilize national training opportunities, or innovative alternatives to ensure quality staff training. Maintain and exceed all training requirements through NG-J1-AY.
- Continue to be innovative in providing vocational learning opportunities for cadets through working with stakeholders and partners on both the state and national level.

Performance Measure	Benchmark
Student graduation rate	220 per year
Cadet retention rate	85% or higher
*Based on NGB guidance and federal/state funding levels	

STARBASE Idaho

Goal

To expose our nation's youth to technological environments; positive civilian and military role models found on Active, Guard, and Reserve military bases and installations; nurture a winning network of collaborators; and build mutual loyalty within our communities.

Objectives

- Provide 25 hours of hands-on, minds-on instruction pertaining to innovative science, technology, engineering, and math (STEM) to approximately 1,600 5th grade students.
- Provide a curriculum that consists of six core content areas established by the Department of Defense with classroom instruction in physics, chemistry sciences, technology, engineering, mathematics (STEM), and exploring the STEM sciences in ways not typically found in the traditional school setting.

Performance Measure	Benchmark
Schedule 25 hour curriculum for 5th grade students from low income school districts	65 classes per year
Administer a before and after assessment of STEM topics per the curriculum	85% or higher rate of improvement on STEM topics
*All measures and benchmarks based on 25 hour/week, 5 days a week, and 2 classes per day	

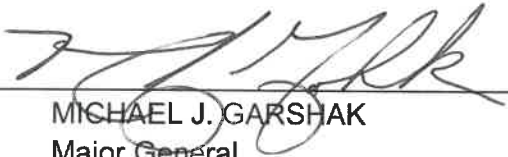
KEY EXTERNAL FACTORS

The military equipment for Idaho National Guard training and mission is funded and directed by federal appropriations through the National Guard Bureau from the Department of Defense. The goals and training missions are therefore responsive to regulations and requirements of the National Guard Bureau and the Department of Defense. The ability to carry out our military missions is directly affected by availability of funding which is volatile in this national economy.

Funding for maintenance of Guard training facilities, emergency management, and preparedness are from grants to the State of Idaho from the National Guard Bureau and the U.S. Department of Homeland Security. Ninety-seven percent of this funding is federal, and three percent is state or dedicated funding. Grant funded programs must be responsive to grant requirements. State funds are appropriated primarily for grant match and for administration of the Military Division's various missions.

Another external force is the unpredictability of an emergency, disaster, or an act of terrorism. The Military Division must be ready to respond expediently and cohesively to an emergency. IMD must provide full-time management; command & control structure; plans & policy development; disaster planning and mitigation; personnel administration; fiscal accountability; equipment procurement and maintenance; interoperable radio communications capability; and facilities management to respond to a statewide emergency, or a national disaster.

All members of the Idaho Military Division are committed to serving and protecting the citizens of Idaho and take pride in the work they do to help communities to be prepared and able to respond to and recover from all hazards and/or disasters.



MICHAEL J. GARSHAK
Major General
The Adjutant General/Commander, IDNG