



IDAHO MILITARY DIVISION

IDAHO MILITARY DIVISION 2017 STRATEGIC PLAN (2017-2020)

Idaho Military Division

2017 Strategic Plan

MISSION

To protect, preserve and defend the lives, property and individual liberties of the citizens of Idaho and the United States, and to support and defend the constitutions of the State of Idaho and United States of America and the democratic traditions and institutions they embody.

VISION

Always Ready; Always There

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 National Guard and the Idaho Office of Emergency Management.
- 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.

Idaho Army National Guard

Vision Statement - Vigilant and Prepared. Valuing each Soldier and Family; dedicated to being a premier force.

Army National Guard Objectives

- Increase Command Climate Satisfaction to 90% NLT 2020.
 - Soldiers and their families are the cornerstone of our organization. To achieve this objective, we will utilize programs that support the well-being of our Soldiers and their families.
- Leadership Development.
 - Establish a new culture of leadership with a standard leader model by 2020.

- By utilizing new and existing leadership tools we will promote strong leadership traits; and the result, we will increase the quality of our leaders.
- Strength Management.
 - Achieve and maintain 100% end strength by 2019.
 - Our organization will cease to exist without quality Soldiers. We will utilize our resources to increase the number of new recruits volunteering to enter our organization while emphasizing the importance of our existing Soldiers continued membership.
 - Utilize the State Tuition Assistance Program, for recruiting and retention
- Resource Management.
 - Establish a list of spending priorities to enhance training and resource objectives.
 - Effective resource management is a key to successfully accomplishing all of the demands placed upon our organization. We will establish priorities and properly allocate resources so we can continue to effectively serve our citizens and uphold the interests of the Nation.

**Objectives and performance measures are directed by National Guard Bureau of DOD in Washington, DC.

PERFORMANCE MEASURES

Objectives are achieved, reviewed and reported annually to IMD and National Guard Leaders to ensure IMD meets and/or exceeds these goals/expectations.

BENCHMARK

These objectives are to be reviewed on an annual basis due to the continuous change in missions, facilities, capacity and retention.

Idaho Air National Guard

Vision Statement - "First Class or Not at All"

Air National Guard Objectives

- Prepare for and successfully pass any and all inspections.
 - Monthly & Annual quality control checks
- Recruit and maintain a ready force at 100% end strength
 - Utilize the State Tuition Assistance Program, for recruiting and retention
- Insure the IDANG is postured for future mission assignments
 - 4th or 5th Generation Fighters
 - Cyberspace Operations
- Complete tasked deployments
 - Through the Department of Defense, U.S. Air Force and National Guard Bureau

- Maintain Gowen Field ANG Facilities to be rated at or above 94% “mission ready” per annual engineering evaluations.
 - (Contingent on Federal and State funding)
- Improve training range capacity to earn recognition as a national training site and increase the number of Air Force units throughout the nation utilizing the Mountain Home Training Range.

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PERFORMANCE MEASURES

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BENCHMARK

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Idaho Office of Emergency Management

Goal

Build and sustain capabilities to 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:
 - Develop and implement a state-wide Threat and Hazard Identification and Risk Management Assessment (THIRA) process and through the Intelligence Cycle, collect and analyze information then produce and distribute assessments regarding natural and technological hazards, as well as man-caused threats to enable informed management of risk in the State of Idaho.
- All-Hazards Planning:
 - Ensure all jurisdictions in Idaho have adequate plans and programs to effectively address all hazards and minimize loss of life and property as well as restore services from damaged infrastructure components and systems.
- Strengthen Capabilities:
 - Based upon informed decision making and enhanced community resilience, develop and maintain proactive and reactive capability to mitigate, and as needed, respond to and recover from damage to infrastructure components and systems. Strengthen those capabilities through programs, education, training, exercise and evaluation.
- Acquire funding:
 - Acquire funding to build and sustain capabilities and fill gaps at the state, regional, local and tribal levels.

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:
 - Streamline operational processes to eliminate unnecessary bureaucracy, increase mission focus and strengthen our ability to anticipate and adapt to change.
- Results Focus:
 - Execute statutory and fiduciary responsibilities legally, ethically and efficiently in a results-oriented approach.
- Coordinate information:
 - Through an effective Idaho Emergency Operations Center capability, manage, share and coordinate pertinent information impacting the State of Idaho for both private and public partners.
- Administer Grant Programs:
 - Administer grant Programs that are aligned with statewide strategic objectives and delivered through a simple and coordinated process.

Goal

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

Objectives

- Leadership Development:
 - Build and sustain leaders throughout the organization through a leadership development program.
- Skilled Professionals:
 - Develop skilled emergency management professionals fully capable of serving with local, state, tribal and federal partners.
- Qualified workforce:
 - Actively recruit, train and retain a highly qualified and diverse workforce capable of adapting to a dynamic mission landscape.
- Creative Environment:
 - Promote an open and creative work environment that fosters a culture of planning, encourages critical thinking and stimulates and rewards professional performance.

Goal

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

Objectives

- Cohesive partnerships:
 - Coordinate all hazards emergency management activities to form cohesive partnerships with public and private entities – the whole community.
- Leading Voice:
 - Continue to be a leading voice in emergency management through increased involvement in state and national initiatives, dialogues and workgroups.
- Engage Stakeholders:
 - Actively engage our state, local and tribal stakeholders in emergency management programs and issues to bring cohesion to Idaho's disaster preparedness.
- Education:
 - Improve Idaho's preparedness through the education of the public, the media, and our stakeholders while showcasing best practices.

PERFORMANCE MEASURES

Improving capabilities and effective execution, an IMD standard, is a continual process and reviewed to make informed decisions on planning and funding.

Investment in people is the key to a qualified workforce and skilled professionals developing into the future leaders.

Uphold Idaho Office of Emergency Management position and continue to prepare Idaho for all hazards through education, partnerships and stakeholder relations.

BENCHMARK

Annually - these objectives are to be reviewed on an annual basis as it is a moving target.

Public Safety Communications

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 capability of 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 SQL database reporting tools and web applications to provide near real time mission critical information products.
- Virtualize servers to provide more capability in support of current applications and operating systems while reducing datacenter costs and operating burdens.
- Implement network monitoring and management systems to enable network operations supporting the IP networks and customers using the PSC microwave infrastructure as well as add capability to support Statewide Virtual Network Operation Center, as outlined by the statewide IT strategic plan.
- Continue to deploy the MPLS IP infrastructure through the statewide microwave network to enable availability to state agencies networking solutions where commercial options

are limited and not within budget constraints. This objective supports one of the priority goals from the statewide IT strategic plan.

- Continue to secure IT networks and systems from all threats with user education, strong security policies, hardened IT infrastructure, and enhanced security training for all IT staff.
- Maintain COOP system operations to provide Hot Site Fail Over capability for Idaho Military Division's systems and services.
- Automate publishing of relevant information by project managers to the Idaho Office of Emergency Management website.
- Support IT requirements for the Idaho Youth ChalleNGe Program.
- Participate in IT Statewide Strategic project deployments.
- Continue to update systems hardware and software to meet required capabilities and security requirements for the systems and services they support.
- Continue to support statewide IT policy, IT guidance, and strategic plan development through ITA and ITLC memberships.

PERFORMANCE MEASURES

Moving to a State Radio system and upgrade Statewide Microwave Infrastructure to increase 10%-15% per year until completion.

Update Strategic Plan for fleet and Emergency Communications.

BENCHMARK

These performance measures are to be reviewed on an annual basis to ensure completion rates increase by 10-15% annually.

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, and E-911. The Division will continue to improve automation to improve quality in financial management and reporting, budgeting, monitoring and human resource management.

Objectives

- Manage the approved budget to maximize resources and outcomes.
- Investigate, adopt, and train for use of new applications that will benefit the Military Division accounting, purchasing and HRO process.
- Design and create user friendly accurate financial reports to meet the different requirements of various grants and Cooperative Agreements.
- Automate the Purchasing and Public Works Project advertising and posting.
- Certification of Purchasing Personnel to meet Certified Public Procurement Standards is ongoing with turnover.
- Complete transition and develop training and resources for the new Performance Management System.
- Update and publish individual chapters of the Military Division's State Employee Personnel Regulations.
- Conduct 100% employee personnel file and employee automated records review with revised quality control plan to ensure accuracy.
- Conduct an audit on 20% of dual-status military employees semi-annually to prevent and correct dual compensation errors (overlapping military and State pay).
- Provide continued assistance/guidance regarding organizational structure/restructuring, to include growth and reduction in workforces.
- Better integrate the agency's mission and purpose into Human Resource functions, instructions, and interactions with employees and customers.
- Enhance personal and professional training and development opportunities for employees (supervisor training, conflict resolution, personality and communication assessment/awareness, inclusion and diversity, employment law, and benefits).
- Create a State Supervisor's Resource Corner on the agency's HRO website to provide easier access to information and resources.

- Develop metrics to evaluate Human Resources effectiveness and areas to improve; and develop an agency specific exit survey to better assess and evaluate turnover within the workforce.

PERFORMANCE MEASURES

State Resource Office is to achieve desired budgetary outcomes and ensure proper investigation and training on any and all new applications so as to provide user friendly financial reports for various grants and Cooperative Agreements.

Contracting and Purchasing to automate the Purchasing and Public Works Project advertising and posting by 2017 and to certify all Purchasing Personnel to meet Certified Public Procurement Standards to compensate turnover.

State HRO will complete transition and develop training and resources for the new Performance Management System. HRO will also continue to update and publish new Military Division State Personnel Regulations and conduct 100% employee personnel file and employee automated records review ensure accuracy as well as provide assistance/guidance regarding organizational structure/restructuring, to include growth and reduction in workforces.

Information Technology to create critical infrastructure for National Incident Management System (NIMS) compliance and develop reports in the SQL database to provide near real time mission critical information products. Virtualize servers to provide more capability while reducing costs and operating burdens. Continue to deploy the MPLS IP infrastructure through the statewide microwave network.

Maintain COOP system operations to provide Hot Site Fail capabilities, and support all IT requirements for all departments within Military Division, including Youth Challenge.

BENCHMARK

Reach desired budgetary outcomes and provide user friendly financial reports.

Automate the Purchasing and Public Works Project advertising and posting by 2017.

Annual internal audits and move to new performance management system by 2017 and successfully reinstate State Service Awards Program procedures recognizing employee longevity and dedication to the State and agency.

Continue network monitoring and management systems to enable network operations supporting the IP networks and customers using the PSC microwave infrastructure as well as add capability to support Statewide Virtual Network Operation Center, as outlined by the statewide IT strategic plan.

Continue to update systems hardware and software to meet required capabilities and security requirements for the systems and services they support as well as continue to support statewide IT policy, IT guidance, and strategic plan development through ITA and ITLC memberships.

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, producing program graduates with the values, life skills, education, and self-discipline necessary to succeed as productive citizens.

Objectives

- Establish and maintain a graduation rate of 200 cadets per class for 2017 and 200 per class thereafter, or above national standards.
- Institute and maintain a Cadet Retention Rate of 80% or higher.
- Utilize national training opportunities or innovative alternatives to ensure quality staff training, aiming for a goal of Training Level T-2 (70-84%) by July 2017 and Training Level T-1 (85-100%) in each succeeding year as defined in the Cooperative Agreement.
- Be innovative in affecting Post Residential Placement Rates, aiming for goal of 65% for month one, 75% for month six and 80% for month twelve.

PERFORMANCE MEASURES

IDYCA to maintain a graduation rate of 200 cadets for 2017 and 200 thereafter, or above national standards as well as retain a Cadet Retention Rate of 80% or higher. Sustain staff training levels to provide beneficial alternative education for at-risk youth and remain innovative in affecting Post Residential Placement Rates.

BENCHMARK

Annually review performance measures due to NGB guidance and federal/state funding levels.

KEY EXTERNAL FACTORS

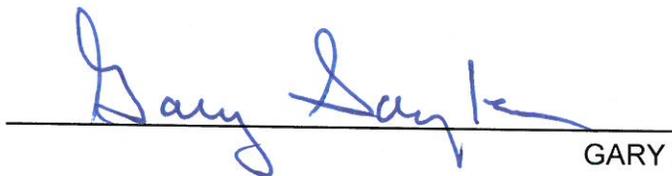
The military equipment for Idaho National Guard training and mission is funded and directed by federal appropriations through the National Guard Bureau from the Department of Defense. The goals and training missions are, therefore, responsive to regulations and requirements of the National Guard Bureau 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. The Division 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 disasters or acts of terrorism.



GARY L. SAYLER
Major General
The Adjutant General/Commander, IDNG