



**IDAHO MILITARY DIVISION**  
**2022 STRATEGIC PLAN**  
**(2022-2025)**

# Idaho Military Division

## 2022 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 and declared emergencies. The Military Division supports the governor's goal of educating Idaho's youth by providing both a fully accredited residential high school for at-risk Idaho teens with the Idaho Youth Challenge Academy, and a state-of-the-art STEM program for fifth graders residing in Title One school districts with STAREBASE Idaho.

### Vision

Idaho's premier public service organization; attracting and retaining 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.
- Promote EEO principles to achieve a diverse and inclusive workplace free of barriers to equal opportunity and in support of readiness.
- Provide a pathway to higher education, ensuring Idaho's Soldiers, Airmen, and Youth are competitive in the workforce, contributing to Idaho's future.
- 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 STARBASE Idaho Program.
- Promote and maintain uninterrupted public safety communication, including microwave networks, information technology, and cyber-security.

### Idaho Army National Guard

#### Vision

The Idaho Army National Guard excels in providing combat ready, mission capable forces to support our state and federal requirements. We are the first choice for innovative leaders and dedicated Citizen-Soldiers, providing an always ready force supporting homeland and national defense, offering extensive opportunities and value for our Soldiers, Families and employers. We live by the army values and focus on diversity, empowerment, and accountability.

#### Goal

Focused readiness. Synchronize our state focus on readiness initiatives to ensure full support for all federal, state, and community missions.

### **Objectives**

- Deliver trained and ready Soldiers to support federal, state, and community missions. Maintain or exceed NGB readiness objectives annually.
- Implement a state synchronized training plan to support increased missions and higher readiness levels.
- Develop and manage strategic partnerships to enhance readiness.
- Utilize the State Education Assistance Program to enhance recruiting and retention.
- Explore and implement force structure amendments that reflect demographic and recruiting environment.

### **Goal**

Training and resource management. Prioritization and management of Soldiers, facilities, and force structure to sustain availability of all training sites and enhance opportunities.

### **Objectives**

- Manage the Orchard Training Center as the premier heavy maneuver and combined arms live fire training center for the Army National Guard.
- Maintain Center of Excellence status, increase training offerings in leadership and maneuver training.
- Enhance all state training site capabilities by building partnerships and ensuring optimal use of all training areas.
- Employ appropriate organizational audit and control functions and progressively implement process improvement initiatives.
- Manage engagements and partnerships in Asia-Pacific region to expand Idaho Army National Guard training opportunities in overseas deployments.

### **Goal**

Improving Soldier and Family experience. Train and develop innovative, adaptive leaders; promote a positive culture of learning, information sharing, and professional development to enhance opportunities and retain quality Soldiers while providing value to our Families and employers.

### **Objectives**

- Manage an interactive, individualized career management program for all Soldiers, providing opportunities for talent management and leadership.
- Enhance key workforce benefits for Soldiers and Family members.
- Increase engagement with communities, employers, policy-makers, media, and partners to enhance support, resourcing, and visibility.
- Improve Soldier and Family benefit utilization to enhance retention and increase value to Families and employers.
- Eliminate sexual assaults and sexual harassment by creating a climate that respects the dignity of every member of the Idaho Army National Guard.
- Prohibit discrimination of any member due to race, color, religion, sex, national origin, reprisal, sexual orientation or gender identity.

<b>Performance Measure</b>	<b>Benchmark</b>
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 (IDANG) will maintain a community based, unit combat-equipped, mission ready fighter aircraft force structure 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

Mission readiness. Ensure members of the Idaho Air National Guard maintain readiness in order to support both their state and federal missions.

### Objectives

- Federal mission readiness is our number one priority. Inspections, exercises, mission evaluations, and readiness reporting must all reflect this focus.
- The IDANG will be prepared for our state mission by committing resources, training, equipping personnel, and maintaining approved Mission Ready Packages.

### Goal

Maintain a culture of compliance. Every effort must be made to adhere to Department of Defense Instructions (DoDIs), Air Force Instructions (AFIs), and command intent, while promoting a healthy organizational, and cultural climate.

### Objectives

- Sexual assault will not be tolerated in any form.
- A culture of transparency and connectedness will coincide with our suicide awareness and prevention programs.
- Promote diversity by seeking out those with different views in order to prevent and solve problems that have lasting solutions.
- Commanders will set the expectation to maintain professional relationships at all times.
- Empowerment and Operational Risk Management are essential for commanders in order to maintain a climate of safety, professionalism, and respect.
- Physical conditioning is the foundation of successful combat operations.

- Develop and adhere to Annual Training Plans to enable stability, which is the key to operational and organizational sustainment.

**Goal**

Improve Recruiting/Community engagement. Open House, tours, speaking engagements, and volunteerism are all essential for maintaining a relationship with our community; keeping our community educated on our mission; and recruiting those community members to be a part of our great organization.

**Objectives**

- Utilize the State Education Assistance Program to enhance recruiting and retention.
- Commanders must make every effort to support recruiting efforts, unit tours, and engage with the community.

<b>Performance Measure</b>	<b>• Benchmark</b>
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, responding to, recovering from, and mitigating the against the effects all hazards.

**Goal**

Invest in people. Strive for continuous improvement in our capabilities and in our ability to fulfill our responsibility to effectively respond to any event.

**Objectives**

- Develop skilled professionals.
- Provide opportunities for increased training and leadership roles.
- Provide necessary resources to meet goals and responsibilities.

**Goal**

Manage and Lead all of Idaho’s Disasters.

**Objectives**

- Increase plans portfolio to include robust long-term recovery, distribution management, emergency communications, and emergency operations plans.
- Provide quality training and exercise opportunities to all stakeholders.

- Increase participation and outreach in mitigation programs.
- Create robust partnerships with public and private entities.

**Goal**

Increase efficiencies and awareness.

**Objectives**

- Streamline processes, procedure, and policy.
- Provide standard plan templates for stakeholders.
- Raise the visibility and awareness of IOEM with stakeholders.
- Ensure consistent, timely, and accurate information is provided to stakeholders.

**Goal**

Foster an environment built on preparedness.

**Objectives**

- Educate stakeholders on the culture of preparedness.
- Enhance community outreach activities.
- Create quality preparedness outreach and communication products.
- Actively engage stakeholders in programs and seek input on issues.

<b>Performance Measure</b>	<b>Benchmark</b>
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**

Promote and maintain uninterrupted public safety communication, including microwave networks, information technology, and cyber security systems for the State of Idaho.

**Objectives**

- Buildout of IP infrastructure capability of the statewide microwave network to enable bandwidth availability to state agencies. Providing network solutions where commercial options are limited.
- Secure Idaho Military Division IT networks and systems from all threats with user education, strong security policies, hardened IT infrastructure, and enhanced security training for all IT staff.

- Inform State Agencies about capabilities of the IMD Microwave Network to promote secure low-cost network solutions.
- Virtualize servers to provide more capability in support of current applications and operating systems while reducing datacenter costs and operating burdens.
- Support IT requirements for STARBASE Idaho and the Idaho Youth ChalleNGe Program.
- Continue to update system hardware and software to meet required capabilities and cyber 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 participation.

• 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%
• All systems functioning 99% of the time	• 1% Downtime (total of 87.6 hours per year)
<ul style="list-style-type: none"> <li>• *CIS (Center for Information Security)</li> <li>• *CSC (Critical Security Controls)</li> <li>• *OITS (Office of Information Technology Services)</li> </ul>	

## 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, E-911, 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 improve on internal controls and processes to meet all state and federal regulations.
- Continue to design and create new user-friendly and accurate financial reports to meet the different requirements of various grants and Cooperative Agreements.
- 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 IMD 3, State Employee Personnel Regulations.
- Provide positive collaboration and agency-specific feedback to partnering state agencies in the development of LUMA’s human resource system and statewide HR Modernization.

• 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 115 cadets per class for fiscal year 2022-24 or 230 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	230 per year
Cadet retention rate	85% or higher
*Based on NGB guidance and federal/state funding levels	

## STARBASE Idaho

### Goal

Increase student interest in, and knowledge of STEM topics and career fields and expose Idaho’s youth to positive civilian and military role models.



### **Objectives**

- Provide 25 hours of “hands-on, minds-on” STEM instruction to a minimum of 90 Title I fifth grade classrooms utilizing DoD STARBASE curriculum.
- Use DoD curriculum to provide instruction in the five areas of Science, Technology, Engineering, Mathematics, and STEM Careers in hands-on, innovative ways typically not found in traditional classrooms.
- Provide each classroom with a STEM-based career tour on Gowen Field or presentation by local business outreach personnel.
- Add in West Ada and Vallivue school districts and provide virtual academies for rural schools too far out to travel to Gowen Field.
- Meet or exceed National STARBASE growth measurements in knowledge and increased positive attitudinal responses.

### **Goal**

Extend the impact of DoD STARBASE Idaho through the expansion of the STARBASE 2.0 program.

### **Objectives**

- Increase the number of schools with a DoD STARBASE 2.0 Program from one to three.
- Recruit and retain mentor teachers and volunteers at each site.
- Recruit and retain 6-8 sixth grade students for year-long participation in the program, extending the program to 7<sup>th</sup> and 8<sup>th</sup> grades in years two and three respectively.

### **Goal**

Increase community awareness of, and cultivate advocacy and external funding for the STARBASE program.

### **Objectives**

- Update STARBASE Idaho Website to provide more information about current program operations, provide lesson extensions, and include information about how the public can partner with, and support STARBASE Idaho.
- Invite Idaho elected officials to visit the site, providing them with up-to-date information about the program and its benefits to the state.
- Regularly post to the STARBASE Idaho Facebook Page, linking pictures and stories to school district and elementary school webpages.
- Seek community sponsors for STARBASE 2.0's First Lego League teams and continue grant writing efforts to fund the programs expansion.

<b>Performance Measure</b>	<b>Benchmark</b>
Schedule 25-hour curriculum for 5th grade students from low income schools	90 classes per year
Administer a pre and post assessment of STEM topics per the curriculum	Increase knowledge by 25% Increase positive attitude Rating of 4.0 on a 5-point scale
Provide Starbase 2.0 Clubs with 20 hours of instruction *First Lego League Competition Objectives	3 events
*All measures and benchmarks based on 25 hours of instruction over a 5-week period.	

## **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.



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