



**IDAHO MILITARY DIVISION**  
**2024 STRATEGIC PLAN**  
**(2024-2027)**

# Idaho Military Division

## 2024 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 STARBASE-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 Tuition Assistance Program to enhance recruiting and retention.
- Explore and implement force structure amendments that reflect demographic and recruiting environment.

### **Goal**

Training 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.
- 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 the 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.

<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**

The Idaho Air National Guard (IDANG) will maintain well-trained, well-equipped, *mission ready, accountable* personnel in support of both the state and federal missions. Every Airman is a leader focused on mission success, safety, and accountability, while instilling value in their fellow guardsmen, their families, and their employers. Our Airmen live by the Air Force core values of Integrity First, Service Before Self, and Excellence in All We Do.

### **Goal**

Prepare our Airmen for a future fighter mission and continue to meet National Defense Strategy (NDS) goals.

### **Objectives**

- Preserve combat power and effectiveness in current airframe and mission sets until sunset timeline is reached.
- Successfully transition our Airmen, equipment, and facilities to support new fighter airframe and missions alignment.

### **Goal**

Mission Readiness. Ensure members of the Idaho Air National Guard maintain readiness 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), Department of Air Force Instructions (DAFIs), 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 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 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 Tuition Assistance Program to enhance recruiting and retention.
- Commanders must make every effort to support recruiting, tours, and speak to 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

A prepared and resilient State of Idaho.

### Mission

Advance resilience for all Idahoans through strategic partnerships and effectively preparing for, mitigating the effects of, protecting against, responding to, and recovering from crises.

### Goal

Invest in People. IOEM staff is the heart of emergency management in the State of Idaho. Over the next five years, IOEM will enhance professional development opportunities to allow staff to grow their expertise and gain leadership experience. IOEM will continue to promote self-preparedness among our staff and families, helping to ensure that if disaster does strike, our staff are as resilient as possible.

### Objectives

- Identify personal, professional growth goals.
- Develop skilled emergency management personnel.
- Promote an environment that fosters a culture of open communication and collaboration.
- Provide opportunities for professional development training and leadership roles with increased accountability/responsibility during steady-state and emergency conditions.
- Provide the necessary resources to ensure programs are able to meet statutory, strategic, and programmatic goals and responsibilities.
- Provide greater opportunity for cross-collaboration and social interactions for all IOEM.
- Promote self-preparedness amongst IOEM staff and their families.

### Goal

Successfully lead the State of Idaho through disaster response and recovery. We are committed to ensuring our portfolio of plans address the most current threats, hazards, and operational needs. Additionally, to help build a more resilient Idaho, IOEM will conduct focused program-specific outreach, and enhance public-private partnerships.

### Objectives

- Enhance IOEM capabilities to increase preparedness for catastrophic disasters.
- Provide quality training and exercise opportunities to state, tribal governments, counties, and local jurisdictions that are topical, and use identified risk and hazard scenarios.
- Increase participation and outreach in mitigation programs.
- Create robust and defined partnerships with public and private entities to increase capabilities, and response and recovery opportunities.

- Close gaps identified in The Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR).
- Develop a cadre of trained reservists to supplement IOEM disaster recovery needs.

### **Goal**

Increase administrative efficiencies and emergency management awareness. IOEM believes that we can better achieve our mission by increasing efficiencies in our processes and raising awareness around emergency management. Through standardization and creating thoughtful guidance, we can better ensure that emergency management programs across the state meet or exceed expectations.

### **Objectives**

- Streamline processes, procedures, and policy.
- Provide standard templates for tribal governments, counties, and local jurisdictions for all section/branch plans.
- Raise the visibility of IOEM with stakeholders, executive branch leadership, and media by providing communication in predetermined timeframes and outlets.
- Create a greater awareness and ownership of roles and responsibilities.
- Ensure consistent, timely, and accurate information is provided to media and stakeholders.

### **Goal**

IOEM, in cooperation with partnering state agencies, will develop a strategic framework, plan, and a State Cyber Fusion Center that will facilitate both statewide and sector-specific partnerships in cybersecurity.

### **Objectives**

- Safeguard Idaho's infrastructure and provide active cyber deterrence.
- Increase investments for cybersecurity professionals in the workforce.
- Ensure election integrity through cyber enhancements.
- Actively engage the public in cybersecurity awareness and education.
- Continue to address cybersecurity and build upon the ever-evolving cybersecurity landscape in Idaho.

### **Goal**

Foster an environment built on preparedness. Over the next five years, we will educate our communities in the culture of preparedness by creating quality outreach and communication products, offering engagement opportunities, and hosting annual IOEM Preparedness Conferences and quarterly emergency management workshops in each region of the state.

### **Objectives**

- Enhance the long-term resilience and mitigation strategies for the State of Idaho.

- Educate counties, tribes, and local communities in the culture of preparedness.
- Enhance Community Outreach activities and opportunities.
- Create quality preparedness outreach and communication products.
- Hold annual IOEM Preparedness Conference to counties, tribes, and local jurisdictions.
- Actively engage stakeholders in programs and seek input on issues.
- Maintain Emergency Management Accreditation Program (EMAP) accreditation.

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 State of Idaho standards and practices for cyber security.

### Objectives

- Implement baseline solutions for National Institute of Standards and Technology’s (NIST) Center for Information Security (CIS) current version of Critical Security Controls (CSCs) as identified by Information Technology Services (ITS).
- Update systems and services as identified to address the required controls.
- Continuous accurate reporting to ITS about IMD implementation progress.

### Goal

Maintain operational ready state of emergency communications systems for the State of Idaho public safety agencies.

### Objectives

- Complete review of current site inventories to identify potential equipment or infrastructure lifecycle issues.
- Complete preventative maintenance on equipment as scheduled.
- Consult state agencies on communications equipment purchases.



**Goal**

Improve the capacity Idaho Military Division microwave network and promote usage of the system to state agencies.

**Objectives**

- Implement updated systems hardware and software purchased to increase network capabilities and security requirements.
- Follow the refreshment of equipment plan for the statewide microwave infrastructure.
- Complete preventative maintenance as scheduled.
- Educate state agencies on the capabilities of the microwave network.

<b>Performance Measure</b>	<b>Benchmark</b>
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 ITS*	1 per year
Complete preventative maintenance on equipment as scheduled	>95%
*CIS (Center for Information Security) *CSC (Critical Security Controls) *ITS (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 STARBASE Idaho. 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.
- Successfully transition to the State’s new Enterprise Resource Planning System, LUMA.
- Develop new processes and procedures that integrate with LUMA in Finance, Procurement, and Human Capital Management.
- Continue to improve on internal controls and processes to meet all state and federal regulations.
- 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.
- Full review of all performance standards to update and align with position descriptions.
- Update IMD-3 State Employee Personnel Regulations.

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 2024-27, 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
Increased Vocational Events per class cycle	10> events per year
*Based on NGB guidance and federal/state funding levels	

**Goal**

Completion of new IDYCA barracks.

**Objectives**

- Work with project team to complete construction of barracks no later than June 2024.

<b>Performance Measure</b>	<b>Benchmark</b>
Budget	Approved Budget – August 2023
Site Prep and Utilities	Completed – December 2023
Completed Barracks	Completed Barracks – June 2024
*Based on NGB guidance and federal/state funding levels	

**Goal**

Plan, prepare, and execute the formation of a Job Challenge program. Job Challenge is defined by the Department of Defense as a fifth phase of Challenge, and if funded at the same level of Challenge, i.e., 75% federal, and 25% state match.

**Objectives**

- Work with the Governor’s office and Legislature to secure a permanent funding mechanism for Idaho’s 25% match for Job Challenge.
- Work with Governor’s office in order to secure the appropriate amount of FTPs to staff Job Challenge.
- Graduate at least 80 cadets through Job Challenge by June 2026.

<b>Performance Measure</b>	<b>Benchmark</b>
Building for Job Challenge	Building secured by June 2024
Funding (25% state match)	Ongoing match – secured 2024
FTPs for Staffing Job Challenge	FTPs approved 2025
Student Graduation Rate	80 cadets by June 2026
*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.
- Continue to grow STARBASE Idaho's waitlist for traditional academies.
- 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 both STARBASE 1.0 and 2.0 programs.

#### **Objectives**

- Continue successful implementation of three-classroom traditional STARBASE on Gowen Field and five DoD STARBASE 2.0 Programs at three school sites.
- Increase the number of Gowen Field classrooms to four, increasing academy capacity from 90 to 120.
- Increase the number of schools with a DoD STARBASE 2.0 Program from three to five.
- Recruit and retain mentor-teachers and volunteers. Recruit and retain six to eight sixth grade students for year-long participation in the program, extending the program to 7th and 8th grades in years two and three respectively for new sites.

### **Goal**

Plan, prepare, and begin operation of a STARBASE Program at a second location in Idaho to extend the impact of the program to more of Idaho's rural areas.

#### **Objectives**

- Work with IDNG leadership to identify possible sites for a second STARBASE program in either Eastern or Northern Idaho.
- Establish community support for a DOD STARBASE program within range of the selected site.
- Work with DoD and Spectrum Group to determine viability, funding, staffing, and timeline.
- Submit formal request for new location by 1 July 2025 for FY2026.

### **Goal**

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

#### **Objectives**

- Continue improvements to STARBASE Idaho Website to provide more information about current program operations, 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 program's expansion.

<b>Performance Measure</b>	<b>Benchmark</b>
Schedule 25-hour curriculum for 5th grade students from low income schools.	120 academies per year (90 for FY24, 120 for FY25)
Administer a pre and post assessment of STEM topics per the curriculum.	Increase knowledge by 27%. Increase positive attitude rating of 4.0 on a 5-point scale.
Provide STARBASE 2.0 Clubs with 20 hours of instruction.	5 events.
Begin expansion process.	Approval from TAG and IDNG Leadership (FY25)
Select and secure location of second STARBASE Idaho.	Formal commitment from selected site to provide and maintain adequate dedicated facilities and utilities, such as classrooms for instruction, office space, and storage for supplies and equipment, to support a DoD STARBASE Program. (FY26)
Secure district/community support for second site.	MOUs signed by surrounding districts agreeing to participate in the program. (FY25)
* Performance measures and benchmarks listed are for 2024 unless otherwise indicated.	

### 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 Idaho Military Division's various missions.

Another external force is the unpredictability of an emergency, disaster, or an act of terrorism. The Idaho 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 be prepared and able to respond to and recover from all hazards and/or disasters.*



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