



IDAHO MILITARY DIVISION

2026 STRATEGIC PLAN

(2026-2029)

Idaho Military Division

2026 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 and Bureau of Emergency Medical Services, 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 STEAM program for fifth graders residing in Title One school districts with STARBASE-Idaho.

VISION

Idaho's premier public service and public safety 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.
- 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, Bureau of Emergency Medical Services, Idaho Youth ChalleNGe Academy (IDYCA), and STARBASE Idaho Program.
- Promote uninterrupted public safety communications, through consistent maintenance of State of Idaho owned infrastructure, microwave networks, first responder fleets, and land mobile radio sites and equipment.

Idaho Army National Guard

Vision

The Idaho Army National Guard develops the country's best Citizen-Soldiers. We provide combat ready, mission capable forces to support our state and federal requirements. We empower Idaho's Citizen-Soldiers to become the best version of themselves. We stand ready to serve our communities at home, deter enemy aggression, and defend America's interests.

Goal

Focused Readiness – Synchronize readiness initiatives to develop disciplined, combat-ready forces to support federal, state, and community missions.

Objectives

- Deliver trained and ready Soldiers to support federal, state, and community missions.
- Meet NGB readiness objectives. Embody the “Minuteman” Traditions of individually ready Citizen Soldiers.
- Deliberately establish the foundation for transformation of the Armored Brigade Combat Team (ABCT) to a Mobile Brigade Combat Team (MBCT)
- Develop and manage strategic partnerships to enhance community engagement, enhance Soldier readiness, and grow the Idaho Army National Guard.

Goal

Resource Management and Modernization - Prioritization and management of Soldiers, facilities, and force structure to sustain availability of current training sites while establishing the foundation for transformational change across the force.

Objectives

- Manage the Orchard Combat Training Center as a premier training center for the Army National Guard; capable of providing an optimal training environment for a diverse array of ground and air platforms.
- Initiate Mobile Brigade Transformation and revise the state unit stationing plan to ensure combat platforms and capabilities are strategically stationed within the state.
- Maintain Center of Excellence status of the Regional Training Institution (RTI).
- Manage engagements and partnerships in the Indo-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

- Implement military force structure amendments that reflect demographic and recruiting environment.
- Enhance key workforce benefits for Soldiers and Family members.

- Increase engagement with communities, employers, policymakers, 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.

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

The Idaho Air National Guard (IDANG) maintains well-trained, well-equipped, *mission ready, and 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 to thrive in an environment of *distributed control* and *mission command*, prepared to meet the requirements of the *2025 Interim National Defense Strategy* Guidance, where Defending the Homeland and deterring China in the Indo-Pacific are of the highest priority.

Objectives

- Align the 124FW combat force presentation with the United States Air Force transition to Deployable Combat Wings (DCW).
- Fully transition the 124FW to the CSAF-directed Deputy Commander for Operations (DCOM-O), Deputy Commander for Support (DCOM-S), and an integrated Air Staff.
- Preserve combat credibility and effectiveness in the A-10C and assigned mission sets until conversion to the F-16 Block 40 begins.
- Transition our Airmen, equipment, and facilities to successfully achieve full operational capability in the F-16 Block 40.
- Implement Air Force Special Operations, Tactical Air Control Party ASOS (TACP) modernization force structure to ensure special warfare-TACP capabilities are aligned with the Interim National Defense Strategic Guidance.
- Increase the intensity of aircrew training in the electromagnetic spectrum threat environment representative of Greater Power Competition (GPC) threat presentations.

Goal

Mission Readiness. Ensure members of the Idaho Air National Guard maintain readiness to support both our state and federal missions.

Objectives

- Federal Mission Readiness is our number one priority. Day-to-day training, inspections, exercises, mission evaluations, readiness reporting, and resource management must all reflect this focus.
- The IDANG will be prepared for our state mission by clearly defining our capability offerings through approved Mission Ready Packages, and then fully committing resources, equipment, and training to respond when called upon – *Always Ready, Always There!*
- The IDANG will proactively seek Innovative Readiness Training (IRT) opportunities within the state and region, reinforcing our commitment to enduring partnerships and community engagement.
- Further develop total force cyber partnerships providing realistic, advanced training focused on defense of critical infrastructure.

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.
- Commanders will set the expectation and the example in always maintaining professional relationships.
- 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 recruitment and retention.
- Promote Guard Recruitment Assistance Sponsorship Program (GRASP) within IDANG to bolster recruiting efforts from our own Airmen. Commanders must make every effort to support recruiting, tours, and community

engagement speaking opportunities.

- Commanders, Chiefs, and supervisors will make every effort to retain our best talent through recognition of effort and leadership, and proactive mentoring and development of our future leaders.

*Performance Measure	*Benchmark
End Strength	> 100%
Effective Manning	> 90%
Retention rate	> 91%

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 opportunities 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 and 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 Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR).

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 the media and stakeholders.

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 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 the 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) standards throughout IOEM plans, policies, procedures and stakeholder engagements.

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

Maintain regularly scheduled All Hands training for staff focusing on SERT roles and responsibilities.	10 monthly trainings per year
Execute organizational processes that assure results focused efficiency, excellence, and mission success across the whole community.	Maintain EMAP Standards*

Public Safety Communications (PSC)

Goal

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

Objectives

- Implement network monitoring programs to recognize system outages for faster and more directed repair responses.
- Complete annual review of current site inventories to identify potential equipment or infrastructure lifecycle issues.
- Complete preventative maintenance on equipment per manufactures recommendations.
- Consult state agencies on communications equipment purchases. Providing guidance to create a more standardized communications ecosystem across state agencies.

Goal

Improve the resiliency of the Idaho Military Divisions microwave network and facilities by using industry best practices to strengthen both physical and network security.

Objectives

- Implement systems hardware and software purchased to increase network resiliency and security requirements.
- Follow the life cycle refreshment of equipment plan for the statewide microwave infrastructure.
- Complete preventative maintenance as recommended by manufacturers.
- Complete physical site inspections to identify physical security or environmental risks.

Performance Measure	Benchmark
Study of potential physical and network vulnerabilities in the Emergency Communication Network	1 on-site inspection per year. Network security monitoring and testing
Complete preventative maintenance on equipment as recommended by manufacturers.	>95%

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, Bureau of Emergency Medical Services, 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.
- Ensure continuous training on the State's new Resource Management Program, 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 2025-28, or 230 per fiscal year.
- 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 levels.

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

Removal of old barracks and prep site for cadet and staff use.

Objectives

- Work with Aries and IMD for the removal of old barracks no later than October 2025.
- Ensure the site is safe for cadets and staff to use.

Performance Measure	Benchmark
Meet with Aries for the date of removal of the barracks.	July 2025
Begin decommissioning of the foundation system.	August 2025
Removal of old barracks.	By October 2025
*Based on NGB guidance and federal/state funding levels	

Goal

Complete construction of the Medical Room in the new barracks.

Objectives

- Work with IMD and IDYCA Foundation Board to secure the appropriate funds for completion of the Medical Room.
- Complete Medical Room by 2027.

Performance Measure	Benchmark
Request IDYCA Foundation to seek funds for Medical Room.	December 2025
Obtain appropriate funds to finish Medical Room.	December 2026

Complete Medical Room.	July 2027
*Based on NGB guidance and federal/state funding levels	

STARBASE Idaho

Goal

Increase student interest in, and knowledge of Science, Technology, Arts, Engineering, and Mathematics (STEAM) topics and career fields and expose Idaho's youth to positive civilian and military role models.

Objectives

- Maintain STARBASE Idaho's 3-classroom program and request a 4th classroom to accommodate its extensive waitlist and growing demand in the area for relevant and meaningful STEAM programming.
- Provide 25 hours of "hands-on, minds-on" STEAM instruction to a minimum of 95 Title I fifth grade classrooms utilizing DoD STARBASE curriculum.
- Use DoD curriculum to provide instruction in the five areas of Science, Technology, Engineering, Art, and Mathematics, and STEAM Careers in hands-on, innovative ways typically not found in traditional classrooms.
- Provide each classroom with a STEAM-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 continuation of the STARBASE Advanced program.

Objectives

- Continue instruction for the current number of DoD STARBASE Advanced Programs. Should funding become available for an Advanced Program Coordinator, the program will begin expansion from 4 to 5 after school programs.
- Recruit and retain community coach in addition to the classroom cooperating teacher at each site.
- Recruit and retain sixth through eighth grade students for semester-long participation in the program.

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 Advanced FLL teams and continue grant writing efforts to fund the program's expansion.

Performance Measure	Benchmark
Schedule 25-hour curriculum for 5th grade students from low-income schools.	95 academies per year (90 required for 3 classroom sites).
Administer a pre and post assessment of STEAM topics per the curriculum.	Increase knowledge by 27%. Increase positive attitude rating of 4.0 on a 5-point scale.
Provide STARBASE Advanced Afterschool Clubs with 20 hours of instruction.	4 without a coordinator. 5 or more with a coordinator.
Participate in or coordinate outreach programs that contribute to community awareness of the DoD STARBASE Program.	6 events with social media promotion.

Bureau of Emergency Medical Services (EMS)

Vision

A resilient, responsive, and integrated emergency medical system that ensures every individual in Idaho receives lifesaving care without delay - supported by a well-trained workforce, advanced communication infrastructure, and a culture of excellence in preparedness and performance.

Mission

Ensure the delivery of safe, effective, and timely emergency medical services, promotion of high-quality care for time-sensitive emergencies, coordination of statewide communication systems, and partnership in disaster preparedness and response.

Goal

System Plan - Develop a Statewide EMS System Plan based on the findings of the June 2024 National Highway Traffic Safety Administration (NHTSA) Office of EMS - State EMS System Reassessment. The Bureau of EMS will draft the plan in collaboration with external stakeholders (EMS Advisory Committee and Time Sensitive Emergency Council). The plan will chart the path forward following the transition of the Bureau into the Idaho Military Division. The plan will also describe the role and responsibilities of the new state EMS Medical Director.

Objectives

- Collaborate with the EMS Advisory Committee (EMSAC) and the Time Sensitive Emergency (TSE) Council to develop the Statewide EMS System Plan (including TSE).

- Establish Medical Director Subcommittee for the EMS Advisory Committee.
- Formalize the relationship between the EMSAC and the TSE Council.

Performance Measure	Benchmark
Facilitate discussion of plan objectives at EMSAC and TSE Council Meetings	Quarterly through June 30, 2026
Finalize list of plan objectives	July 1, 2026
Publish Statewide EMS System Plan	January 1, 2027

Goal

Bureau Disaster Response Role – Prior to the Bureau of EMS moving out of the Idaho Department of Health & Welfare (IDHW), the Public Health and Medical Emergency Support Function (ESF-8) coordinator for the State of Idaho’s disaster response was the Bureau of EMS & Preparedness. The ESF-8 coordinator roles and responsibilities are now shared between the Bureau of EMS and the IDHW, Division of Public Health’s Preparedness & Response Program (PHPR). The ESF-8 relationship between IDHW, the Bureau of EMS and IOEM (EMS coordination, hospital coordination, etc.) needs to be clearly defined to include staff roles in disaster response in the State Emergency Response Team (SERT.)

Objectives

- Identify the roles and responsibilities that the Bureau will contribute to ESF-8 plans and response activities. Based on these identified responsibilities, assign and train Bureau staff to fill these roles.

Performance Measure	Benchmark
Identify the Bureau’s role and responsibilities in the ESF-8 coordination activities (partnership with IOEM, PHPR, federal and local partners).	Signed MOA (IDHW/IMD) defining roles, responsibilities and relationships by January 1, 2026.
Bureau of EMS staff members trained and assigned disaster response roles.	Number of staff completed IS-100, IS-700 and IS-2901 and assigned to SERT role by: Jan 2026 – 25% July 2026 – 50% Jan 2027 –

	100%
Bureau staff participate in exercises to evaluate training and response plan.	One exercise each FY starting in FY 27.

Goal

StateComm Operational Readiness – Enhance StateComm’s operational readiness through the development of a sustainable funding model, a lifecycle replacement plan for equipment and software systems, and strategic improvements in personnel scheduling and staffing (revisiting Project RISE, Shift Differential, Rule of 80/90, POST Academy involvement, etc.). Explore and define StateComm’s potential role in supporting a State Cyber Fusion Center.

Objectives

- Explore, identify, and secure long-term funding sources through cost-benefit analysis of current operations and future needs.
- Work with Public Safety Communications (PSC) to establish timelines and funding triggers for upgrades and replacements for radio equipment.
- Ensure cybersecurity compliance and interoperability standards in procurement decision for the purchase of new equipment and software systems.
- Evaluate and adjust shift schedules to improve coverage and reduce burnout across all team members.
- Ensure Peace Officer Standards Training (POST) certification standards are met and maintained.
- Engage with Idaho Office of Emergency Management, and other cybersecurity/public safety stakeholders to define roles and responsibilities of a State Cyber Fusion Center.

Performance Measure	Benchmark
Determine additional funding for current/future needs and work with agency partners to secure funding.	By April 2026, meet with partner agencies (Idaho Transport Department, Fish and Game, etc.) to evaluate current funding and discuss modifications to funding streams.
Work in conjunction with PSC to develop timeline for radio equipment replacement and a lifecycle plan for all equipment.	Equipment lifecycle and replacement plan developed by November 2025.
Evaluate current automated systems to determine their effective life, technical support, options for replacements, and cost analysis for purchase, training, and maintenance. Gather information for needs through evaluation of current systems for lifecycle, analysis of current issues, and cost of replacement/re-training of staff.	Technology lifecycle and replacement plan developed by start of Fiscal Year 2027.
Examine scheduling options to improve staffing/shift saturation to provide a more balanced schedule that allows for better work-life balance and fairness.	By July 1, 2026, develop and implement StateComm scheduling model.
Evaluate the organizational structure, training needs, shift differential, certifications/recertifications and incentive	Personnel plan developed and implemented by November 2025.

plans.	
Work in conjunction with IOEM and other cybersecurity/public safety partners to complete a feasibility study to develop a concept of operations for a State Cyber Fusion Center.	Participate in meetings and/or working groups to develop plans and complete feasibility study. Assess additional staffing needs to support a Fusion Center. Concept of Operations completed by 2028.

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.

TIMOTHY J. DONNELLAN, Maj Gen, IDNG
Commander, Idaho National Guard
Adjutant General of Idaho