

INDIANA NATIONAL GUARD



STRATEGIC PLAN
2015 - 2019

Hometown to Homeland to Foreign Land – We are Always Ready





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Who we are

The Indiana National Guard is a professional and diverse organization that is comprised of Soldiers and Airmen from all walks of life. As Guardsmen we bring a unique skill set to our formation that when combined with our Army and Air specialties enables us to be the thread that weaves our military strength into our American way of life. This distinctive capability ensures our hometowns remain connected to our front lines, wherever they may be.

The patriotic and selfless citizens of the Hoosier State, who rank 18th in total population, continue to volunteer serving our state and nation enabling us to maintain being the sixth largest combined Army and Air National Guard state in the country with a strength greater than 14,100 and the fourth largest Army Guard force with a strength greater than 12,200. This speaks volumes for the support we garner from our families and employers, who both play a key role in making us successful.

We are headquartered at Stout Field in southwest Indianapolis. Our Army National Guard units are embedded throughout the state with 62 armories that stretch from Evansville and New Albany in the south to Fort Wayne and Gary in the north and multiple large and small communities in between. We have two Army Aviation flight facilities in Shelbyville and Gary. Our Air National Guard is comprised of two Wings, the 122nd Fighter Wing located at Baer Field in Fort Wayne and the 181st Intelligence Wing located at Hulman Field in Terre Haute. We are fortunate to have Camp Atterbury-Muscatatuck, a large non-contiguous training complex located in rural southern Indiana. The facility offers units the ability to train in a joint, interagency, intergovernmental, and multinational 21st century complex operating environment. Camp Atterbury-Muscatatuck is fully capable of supporting collective training for brigade combat teams using a combination of live, virtual and constructive platforms.

Our ability to recruit and retain quality personnel throughout the state enables us to maintain a large and relevant force structure, ensuring we have what is needed to support our governor and president when called upon. We are one of the few states to have multiple units that comprise the building blocks of our military. These include the following: The 38th Infantry Division, which is one out of the eight in the National Guard and 18 in the total Army.



The 76th Infantry Brigade Combat Team, which is one out of the 28 in the National Guard and 60 in the total Army. The 38th Combat Aviation Brigade, which is one out of the eight in the National Guard and 21 in the total Army. The 219th Battlefield Surveillance Brigade, which is one out of the eight in the National Guard and 10 in the total Army. The 38th Sustainment Brigade, which is one out of the 10 in the National Guard and 30 in the total Army. The 122nd Fighter Wing, which is one out of the four A-10 fighter wings in the National Guard; soon transitioning to the F-16. The 181st Intelligence Wing, which is one out of the three intelligence wings in the National Guard. The 113th Air Support Operations Squadron, which works directly with Army maneuver units, directing and coordinating air strikes, intelligence surveillance and reconnaissance support. These assets position Indiana as a highly relevant military component of the National Guard and the Department of Defense.

Each and every member of the Indiana National Guard is proud to serve our state and nation. You have answered to call to protect our citizens of the State of Indiana and those of our country. You sacrifice so that others may enjoy the freedoms that we hold so dearly. Stand tall and firm, knowing that you are part of the few who make up the one-half of one percent of those who volunteer to serve in our armed forces. Your service is admired and appreciated by all of those around you.

Letter from the Adjutant General

The Indiana National Guard is a premier force of Citizen Soldiers and Airmen who live and work in the Hoosier community. The majority of our force is comprised of teachers, factory workers, truck drivers, doctors, lawyers, policemen, firemen, business executives, small business owners and many other professions that span the economic spectrum of our Indiana workforce. Yet when called upon to serve our state and nation they transition from citizens to Soldiers and Airmen.



We are unique in that we have two missions. Our primary mission is to support our governor and the citizens of the state of Indiana by providing a ready and reliable force that is responsive to the state of Indiana and supportive to our neighboring States. Our secondary, but equally important mission, is to provide a rapid and relevant force that is globally engaged in support of our federal government as we defend the homeland both here and abroad.

We are written into the Second Amendment of the Constitution which states, "A well regulated Militia, being necessary to the security of a Free State, the right of the people to keep and bear Arms, shall not be infringed." Since the formation of the Colonial Militia in 1636, our all-volunteer force has stepped forward and successfully met these responsibilities. Within the state we assisted our governor in responding to floods, snowstorms, tornadoes, and other natural disasters. Regionally, we helped the people of other states such as Mississippi and Louisiana during Hurricane Katrina and Kentucky during a horrendous ice storm. Nationally we fought in multiple campaigns of the Civil War; and globally we supported our nation during World War I, World War II, Korea, Vietnam, Bosnia, Iraq, and Afghanistan.

These past 12 years have seen our Soldiers and Airmen transform into an operational reserve as we deployed throughout the world in support of the fight against terrorism. We met and overcame many challenges along the way, forging new dynamics in how we work and integrate with our active duty counterparts, coalition partners and allies. We developed innovative solutions to caring for our families, as well as our employers here at home. We are once again facing a transition as we migrate from a force focused on deployment to a force focused on readiness.

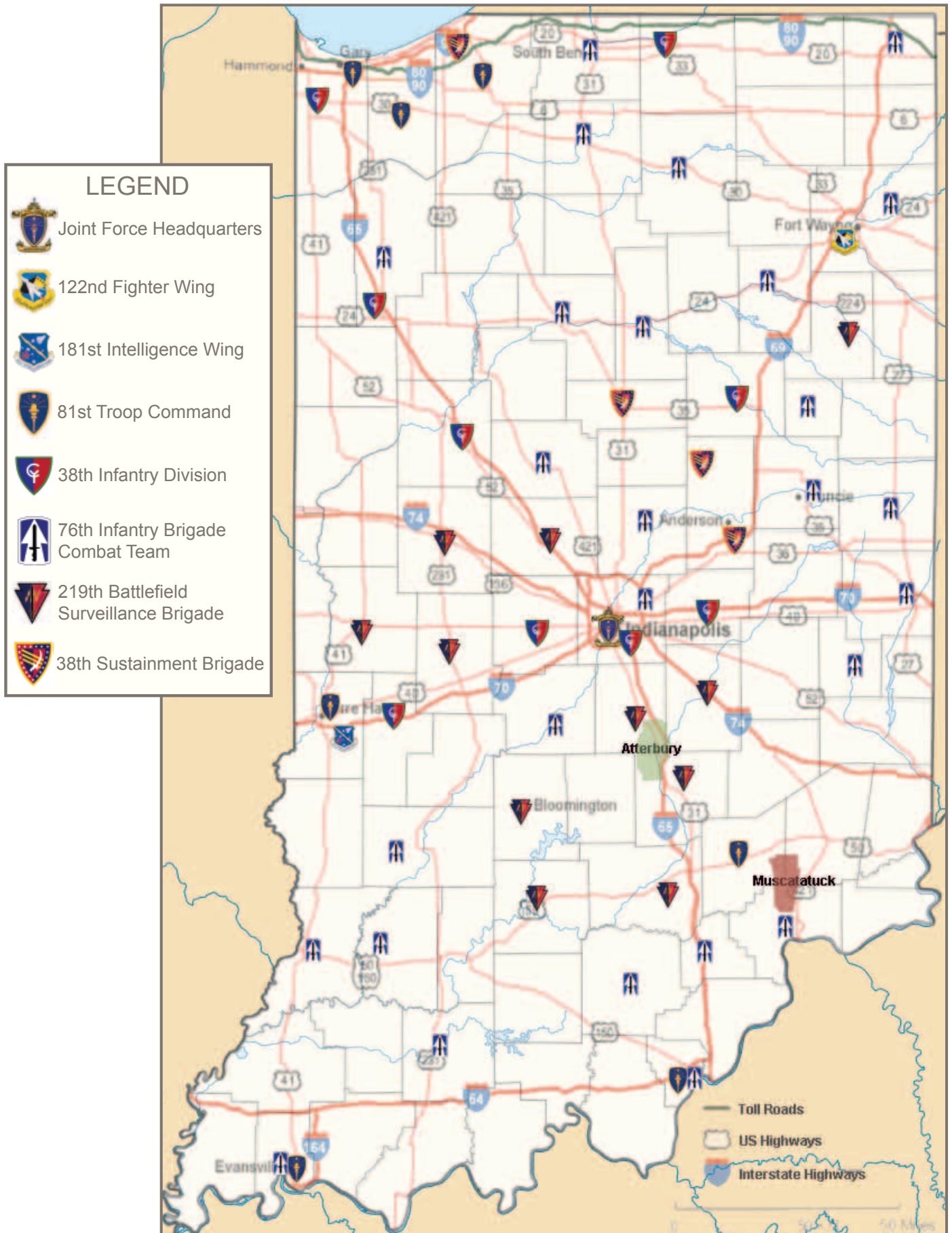
The nation's military is once again in a drawdown as we emerge from an era of conflict. This is in conjunction with a reduced budget and constrained resources. Our challenge as we move forward in this new strategic environment is to remain an operational force that is viable, relevant and ready to respond to a no-notice event. We must focus our efforts on achieving and maintaining Soldier and Airmen and unit readiness, while managing our resources in order to respond to a variety of local, national and global security threats.

I look to you to be innovative and visionary as the Indiana National Guard moves forward in supporting our strategic priorities as outlined in this plan. You must ensure your subordinates understand how they can affect and support our strategic imperatives. Help leaders at the company and unit level envision the linkage between what they execute at the tactical level and how it affects my strategic vision. Our future is in all of our hands, and I am confident each of you will help me achieve our priorities.

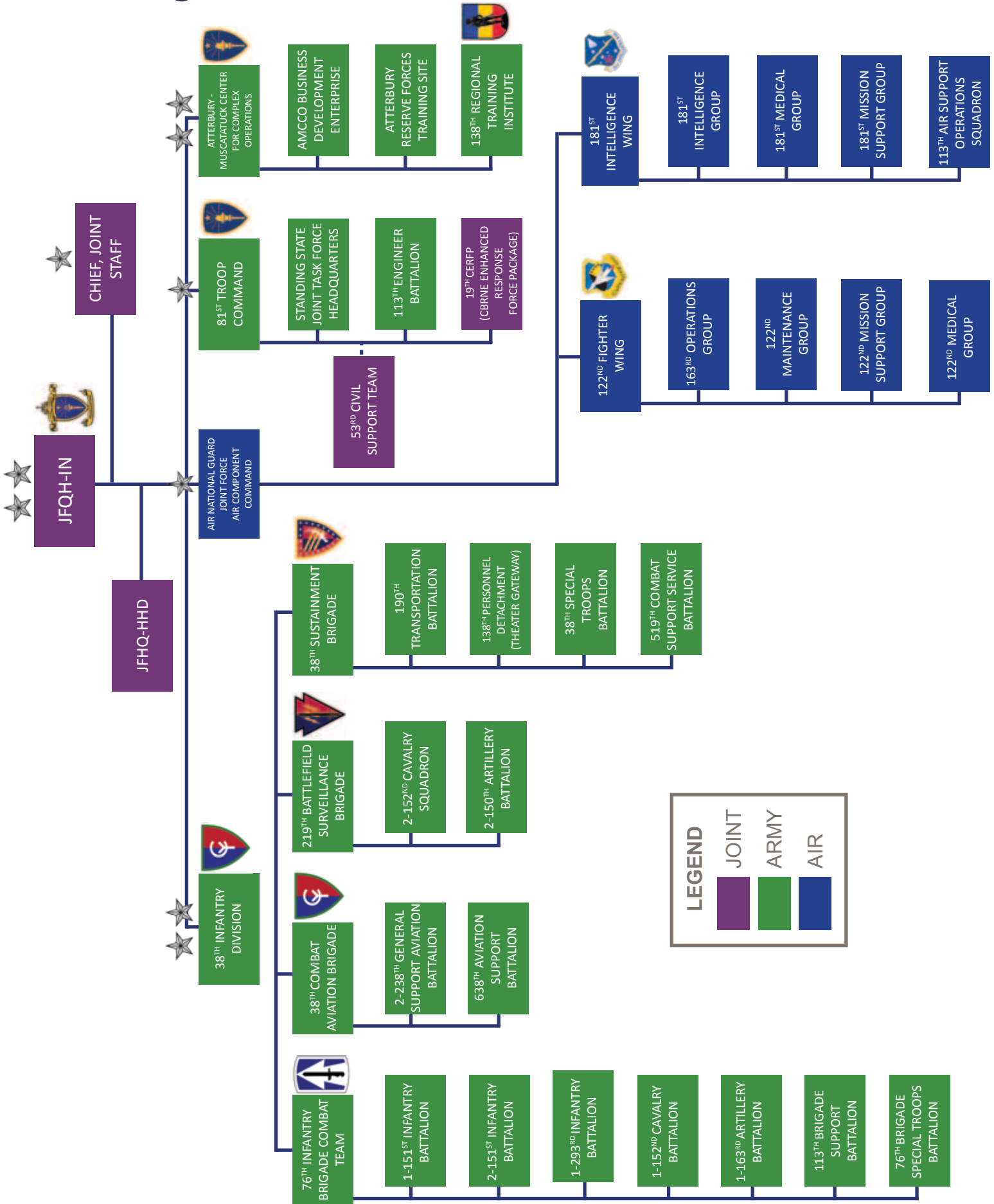
A handwritten signature in black ink that reads "R. Martin Umbarger". The signature is written in a cursive, flowing style.

R. MARTIN UMBARGER
Major General, Indiana Army National Guard
The Adjutant General

State Armory Map



Task Organization



Values



LEADERSHIP

Be a caring leader who envisions the strategic future, embraces change, and comprehends the desired end state to achieve success

Loyalty – Bearing faith and allegiance to the organization without personal gain

Excellence – Striving to be excellent in all we do, always

Agility – Embracing needed change and using it to our advantage

Duty – Execute our mission professionally and set an example for others

Equal Opportunity – Instilling organizational and cultural diversity

Respecting and Caring for our Soldiers, Airmen, Families, Communities, Employers and Partners – Realizing where our strength is anchored

Service before Self – Put the mission and care of your subordinates before self

Honor – Provides “moral compass” for character and personal conduct

Integrity first – Doing what is right – first

Personal Courage – Always do what’s right, even when no one is watching you. Take responsibility for your own decisions and actions.

Current Environment

The strategic environment we live and work in continues to change. This past year has presented many changes for the Indiana National Guard. Our state mission remains constant, however our interaction and coordination with the governor's office has increased as we strive to meet his Roadmap to Success. Our federal mission has been reduced as the number of units deploying overseas in support of the overseas contingencies has dramatically decreased.

Our nation's economy has suffered multiple setbacks causing our federal debt to soar to new heights. Sequestration came into effect, causing dramatic budget cuts throughout our government. Our country went into a government shutdown when Congress was unable to pass a budget. This caused a furlough of several of our full-time employees. It also caused the organization to begin the year without any budget to operate with, leading to the cancellation of drill weekends throughout the state. We will be dealing with the impacts of that action throughout the remainder of the year. Once a budget was approved, we still began the year operating under a Continuing Resolution Authority which caused a significant shortfall in operating funds. OPTEMPO funding and ADOS funding have been drastically reduced from previous years. This is causing units to relook training plans due to less money for people, fuel and food.

Camp Atterbury-Muscatatuck was ordered to cease their mobilization mission for military units. The Non-Logistical Civil Augmentation Program mission may soon be going to another site in the near future. Both of these actions have had an effect on the installation's mission, personnel and budget.

The Quadrennial Defense Review 2014 calls for a rebalanced joint force that is smaller yet more adaptive and technologically-based. The Army is in the process of downsizing and reducing the number of units and Soldiers within its ranks. The chief of staff of the U.S. Army desires to reduce the National Guard proportionally with the Active Component.

These changes are stacked up against threats and challenges that are never ending. Our global environment remains complex as our enemies adapt to meet our defenses and Mother Nature continues to challenge our ability to cope. Our Internet-based society has opened up a new domain of opportunities and threats in cyber space; while simultaneously using social media to instantaneously share information and ideas, as well as propaganda and subversion.

We need to focus our efforts on maintaining our preparedness in a fiscally-constrained environment while ensuring our readiness levels are higher than ever before. This will keep us strong and viable in order to protect our units from potential downsizing while continuing to perform our state and federal mission at the highest level.

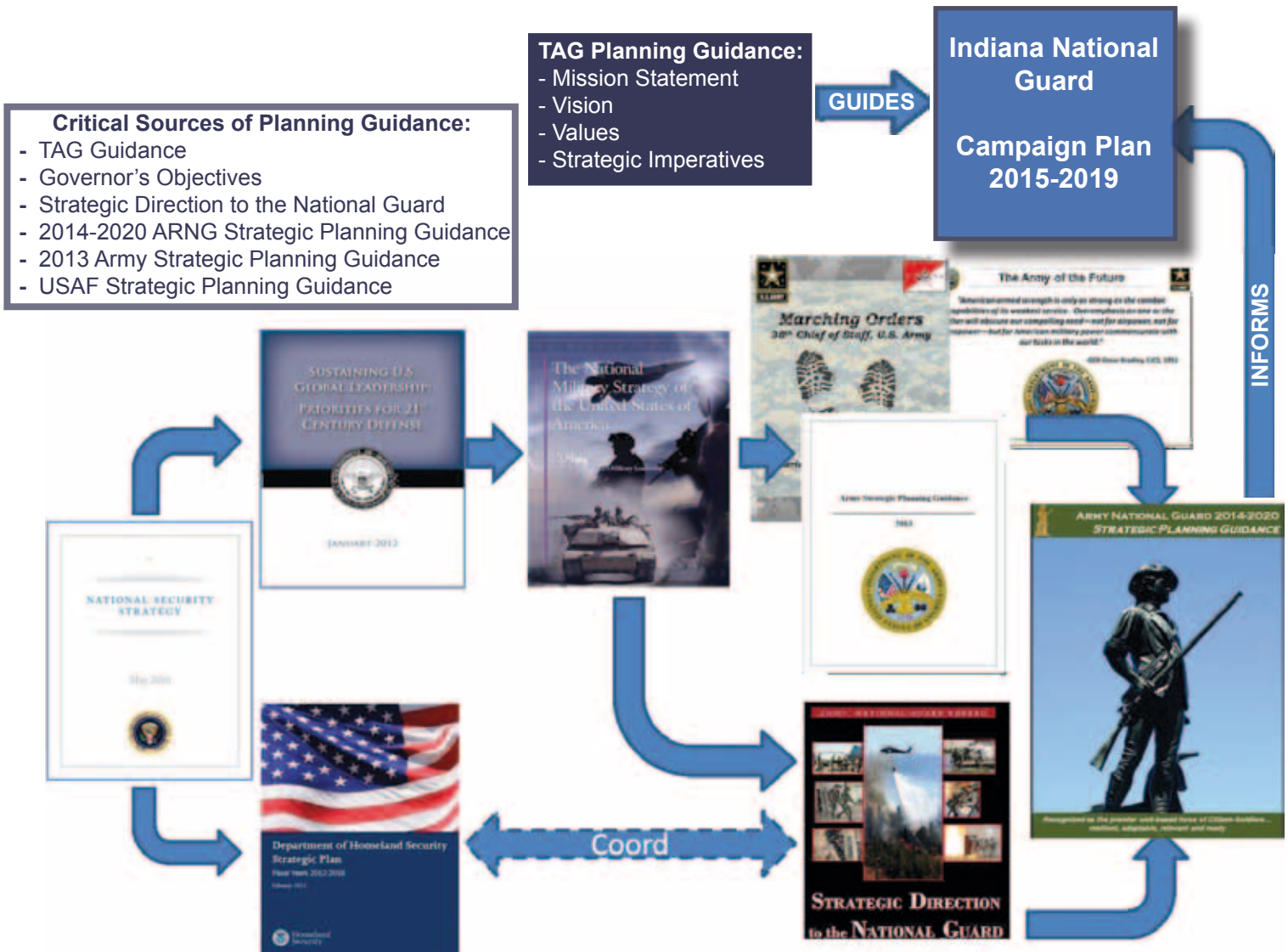
The National Guard remains the most cost-effective solution to defending our country. Our ability to provide combat, combat support and combat service support assets to the state and nation when called upon is critical to our continued security. We must continue to not only be relevant and maintain our readiness, but we must also accurately tell our story and communicate this to others. It is imperative our state and federal civil leaders, as well as our citizens, understand who we are and what we bring to the table. The Indiana National Guard continues to stand strong and ready in the face of whatever challenges the future may bring.



Higher-Level Guidance

The Indiana National Guard strategic plan incorporates a wide variety of plans, policies, and strategies to best meet the security needs of the state and the nation. The Army National Guard plays a unique role as the primary combat reserve of the Army and the land-component response force for domestic operations. While the Air National Guard provides the same service to the state for domestic operations, the Air National Guard provides air power to the nation and operates in the air, space and cyberspace domains.

Indiana's strategic plan integrates the national security strategy as it flows through the Department of Defense's national military strategy and Department of Homeland Security's strategic plan into the service and component-specific guidance of the U.S. Army, the U.S. Air Force, and National Guard Bureau chief.



The Army National Guard and the Air National Guard incorporate service-specific planning guidance as well as guidance from the National Guard Bureau chief into component-specific refined planning guidance that informs our federal mission and also our state and community mission. Gov. Mike Pence provides further planning guidance that informs planning for our state and community mission with the governor's objectives.

While national service and component-specific strategic plans inform Indiana's strategic plan, the adjutant general guides the staff in strategic planning as the joint force commander of the Indiana Army National Guard and Indiana Air National Guard. Here, the adjutant general engages in an iterative dialogue with the staff to formulate his approach – the art – based on information – the science – provided by the staff. The result is conscious and skillful planning guidance based on visualization, decision-making, and leadership.

Governor's Objectives

Increasing private sector employment

- Eliminate business personal property tax to spur new investment
- Increase freedom among Indiana employers by eliminating red tape and unnecessary licensing requirements
- Promote entrepreneurship by making it easier for new businesses to raise capital
- Increase the speed of business through one-stop permitting

Increasing graduation rates

- Improve charter school performance by allowing charter school networks to manage their funds the same flexibility as school districts
- Increase the supply of alternative, high-performing schools by repurposing unused educational facilities
- Increase the number of dropout recovery schools for adults who never completed high school

Improving the quality of the Hoosier workforce

- Create a performance-based program to equip under-skilled adults for jobs in today's economy
- Strengthen career pathways by conducting a statewide return-on-investment assessment of career and technical education
- Establish the governor's task force on the future of higher education to ensure affordability & quality through new technology and innovation

Attracting new investment in Indiana, with emphasis on manufacturing, agriculture, life sciences, and logistics

- Increase regional competitiveness through new local government transparency portal
- Invest \$400 million in the next era of highway expansion to keep freight and people moving in Indiana
- Fix the agricultural land productivity factor
- Develop plans to raise billions of dollars in new investment in regional cities to attract jobs, businesses and people
- Work with private partners to create a talent initiative to attract entrepreneurs

Improving the math & reading skills of elementary students

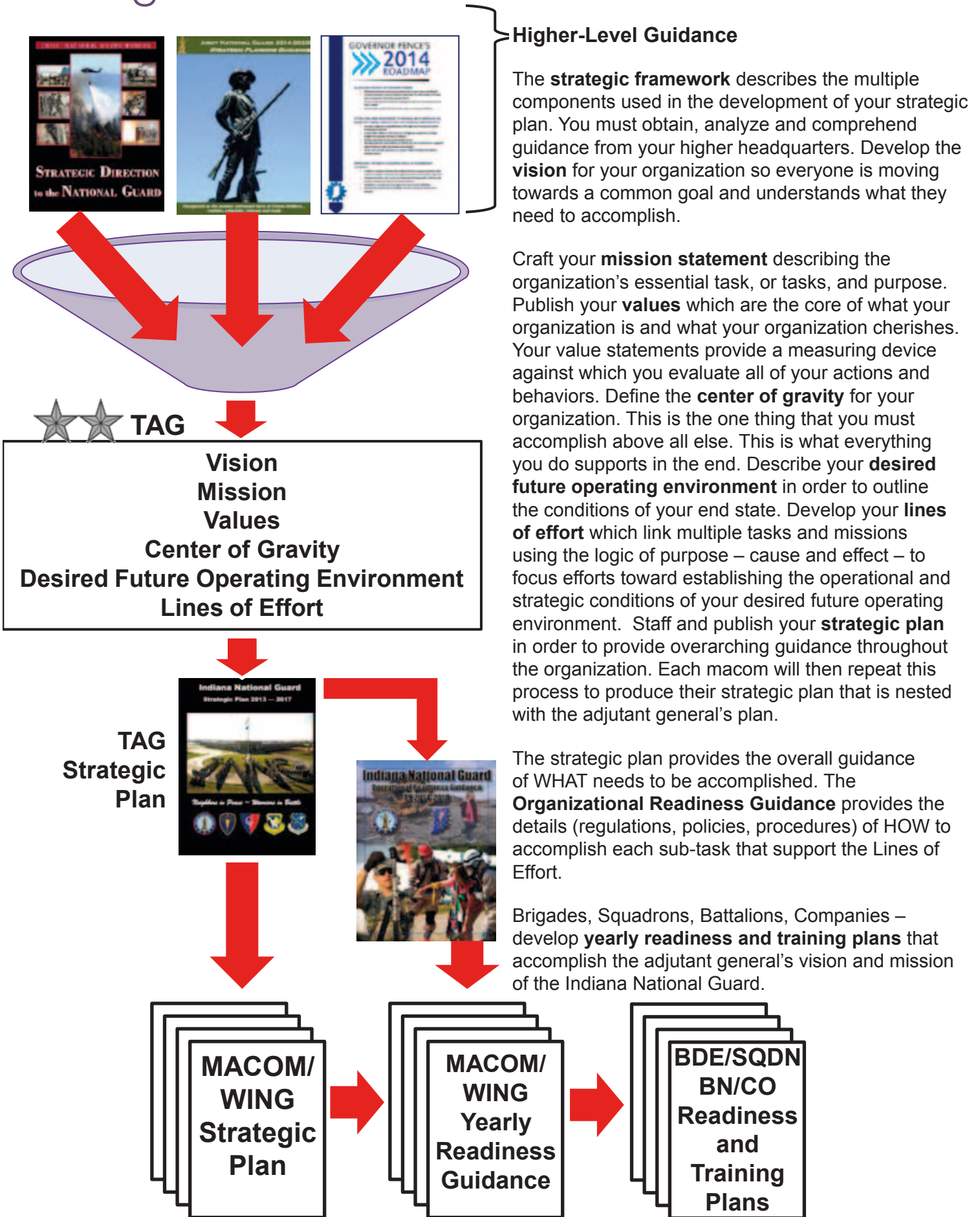
- Create an Indiana Teacher Innovation Fund to support teachers who improve student outcomes through innovative work in the classroom
- Support teachers who move to under-performing public schools and charter schools serving low-income students
- Establish a voucher pre-Kindergarten program for low-income families
- Shorten the timeframe for failing schools to become turnaround schools



Improving the health, safety and well-being of Hoosier Families, especially children

- Increase the exemption for parents and children in Indiana's tax code
- Expand and improve adoption in Indiana by offering parents a credit to offset adoption expenses and by removing barriers to adoption
- Continue to seek approval from the federal government to bring health care coverage to more Hoosiers through the innovative Healthy Indiana Plan
- Improve recycling in Indiana through market-based reforms
- Implement the first step of a unified, long-term water plan by streamlining Indiana's water quality permitting responsibilities
- Assist veterans by expanding access to the Military Relief Fund

Strategic Framework



Higher-Level Guidance

The **strategic framework** describes the multiple components used in the development of your strategic plan. You must obtain, analyze and comprehend guidance from your higher headquarters. Develop the **vision** for your organization so everyone is moving towards a common goal and understands what they need to accomplish.

Craft your **mission statement** describing the organization's essential task, or tasks, and purpose. Publish your **values** which are the core of what your organization is and what your organization cherishes. Your value statements provide a measuring device against which you evaluate all of your actions and behaviors. Define the **center of gravity** for your organization. This is the one thing that you must accomplish above all else. This is what everything you do supports in the end. Describe your **desired future operating environment** in order to outline the conditions of your end state. Develop your **lines of effort** which link multiple tasks and missions using the logic of purpose – cause and effect – to focus efforts toward establishing the operational and strategic conditions of your desired future operating environment. Staff and publish your **strategic plan** in order to provide overarching guidance throughout the organization. Each macom will then repeat this process to produce their strategic plan that is nested with the adjutant general's plan.

The strategic plan provides the overall guidance of WHAT needs to be accomplished. The **Organizational Readiness Guidance** provides the details (regulations, policies, procedures) of HOW to accomplish each sub-task that support the Lines of Effort.

Brigades, Squadrons, Battalions, Companies – develop **yearly readiness and training plans** that accomplish the adjutant general's vision and mission of the Indiana National Guard.

Vision

The Indiana National Guard is an operational reserve that is state responsive, regionally supportive and globally engaged; using a professional unit-based force of Soldiers, Airmen and civilians in order to be an indispensable partner in a joint, interagency, intergovernmental and multinational environment; providing a ready, responsive, adaptable, resilient and relevant military force for our state and nation.



Mission

The Indiana National Guard generates, sustains, and employs fully manned, equipped, trained and expertly led units; while providing premier generating force capabilities in order to defend, protect and secure our communities, state and nation



Strategic Imperatives and Lines of Effort



Generate Ready Units

Recruit, retain, equip, train quality Soldiers and Airmen and develop adaptive leaders in order to provide units capable of performing unified land operations and expeditionary air operations.

Execute Domestic Operations

Be the “Force of Choice” in support of the state and nation by providing well-trained and rapidly employable forces in support of civil authorities.

Partner with JIIM Stakeholders and Customers

Build effective relationships with local, state, national, and international governmental and non-governmental agencies to enhance mutual support and expand partnership capacity.

Provide Premier Generating Force Capabilities

Resource, maintain, and improve relevant, ready, modern, and efficient installations, facilities and force structure that support and attract local, state and national units and agencies.

Enhance and Communicate Core Competencies

Sustain, expand and effectively communicate a value driven organization that promotes efficient stewardship of our resources in conjunction with a positive culture for our Soldiers and Airmen, families, employers, communities, and partners.

Generate Ready Units

Execute Domestic Operations

**Partner with JIIM
Stakeholders/Customers**

**Provide Premier Generating Force
Capabilities**

**Enhance and Communicate Core
Competencies**

Indiana National Guard Strategy Map 2015 - 2019

Vision: The Indiana National Guard is an Operational Reserve that is *State Responsive*, *Regionally Supportive* and *Globally Engaged* utilizing a professional unit-based force of Soldiers, Airmen and Civilians in order to be an indispensable partner in a Joint, Interagency, Intergovernmental and Multi-National (JIM) environment; providing a Ready, Responsive, Adaptable, Resilient and Relevant military force for our State and Nation.

Mission: The Indiana National Guard generates, sustains, and employs fully manned, equipped, trained and expertly led units; while providing premier generating force capabilities in order to defend, protect and secure our communities, state and nation.

A I R N A T I O N A L G U A R D

A R M Y N A T I O N A L G U A R D

Core Functions:

Organizing

Manning

Equipping

Training

Lines of Effort:

Generate Ready Units

Execute DOMOPS

Partner with JIM Stakeholders

Provide Premier Gen Force Capabilities

Enhance/Communicate Core Competencies

Ways

Means

- 1 Man, develop, and retain the force. (OPR: J1)
- 2 Equip the force. (OPR: J4)
- 3 Train the force. (OPR: J3)
- 4 Shape the force. (OPR: J5)
- 5 Provide ready and responsive DOMOPS capabilities. (OPR: J3)
- 6 Build and develop new partners. (OPR: CJS)
- 7 Maintain and enhance current partners. (OPR: CJS)
- 8 Provide effective, sustainable infrastructure. (OPR: CFMO)
- 9 Effectively Communicate. (OPR: J5)

CAMPAIGN OBJECTIVES

MAJOR OBJECTIVES

- 1-1 Recruit and assess highest quality Soldiers and Airmen. (OPR:J1) (OCR:MACOMS)
- 1-2 Retain quality Soldiers and Airmen (OPR:J1) (OCR:HRO & MACOMS)
- 1-3 Maximize personnel readiness (OPR:J1) (OCR:HRO ,J3 ,RTI, MACOMS)
- 1-4 Institutionalize diversity and inclusion (OPR:HRO-EO) (OCR:JDEC)
- 1-5 Develop resilient Soldiers and Airmen (OPR:J9) (OCR:J1)
- 2-1 Maintain 100% accountability of equipment (OPR:J4) (OCR:USPFO)
- 2-2 Maintain equipment O/R rate at 90% or greater (OPR:J4-LOD)
- 2-3 Train and mentor 100% of all supply sergeants (OPR:J4)
- 2-4 Institutionalize diversity and inclusion (OPR:HRO-EO) (OCR:JDEC)
- 2-5 Develop resilient Soldiers and Airmen (OPR:J9) (OCR:J1)
- 3-1 Achieve ARFORGEN/ SORTS readiness for JA. (OPR:J3/JFAC-IN-DOS)
- 3-2 Achieve Officer PME requirements. (OPR:J3/JFAC-IN-DOS)
- 3-3 Achieve NCO PME requirements (OPR:J3/JFAC-IN-DOS)
- 3-4 Maintain AFSC/ DMOSQ requirements. (OPR:J3/JFAC-IN-DOS)
- 3-5 Train Joint Staff, MACOM, Wing INNG Joint Training Plan and JMETF. (OPR:J3/JFAC-IN-DOS)
- 4-1 Execute TAG and Governor leader development program (GTG). (OPR:J5)
- 4-2 Maintain current and foster new UAP through SPP initiatives. (OPR:J5-SPP)
- 4-3 Expand capability in cyber domain (OPR:J3) (OCR:J2 ,J6 ,J5, A-MCCO)
- 4-4 Synchronize operational and generating force UAS initiatives (OPR:J5)
- 4-5 Establish future working groups (OPR:J5) (OCR:J2, J3, A-MCCO, JFACC)
- 5-1 Fully integrate DOMOPS with UAP partners. (OPR:J3-DOMS)
- 5-2 Ensure INNG DOMOPS capabilities meet required qualifications. (OPR:J3-DOMS)
- 5-3 Validate DOMOPS capabilities through UAP DSCA exercises (OPR:J3-DOMS)
- 5-4 Provide cost effective, relevant, and ready DOMOPS capabilities (OPR:J3-DOMS)
- 6-1 Develop community outreach plan. (OPR:J9) (OCR: HRO, PAO, RR)
- 6-2 Expand generating force capabilities across spectrum of UAP. (Cyber, UAS, DHS, SOF, LVCG) (OPR: A-MCCO)
- 7-1 Foster partnerships that care for the force (VA, WTU, SBHP, SAMHSA). (OPR:J1-MED) (OCR: J9)
- 7-2 Partner with educational institutions that develop, shape, and train the force. (OPR:J1, RRB)
- 7-3 Provide generating force customer service to "beyond INNG Customers" (OPR:A-MCCO)
- 8-1 Evaluate and maintain current installations. (OPR:CFMO)
- 8-2 Synchronize future installation and force structure requirements. (OPR:CFMO, JFAC) (OCR:J3-FIRO)
- 8-3 Execute design and construction of sustainable installations. (OPR:CFMO)
- 8-4 Ensure environmental compliance and conservation (OPR:CFMO) (OCR:J5-SIBT)
- 8-5 Implement energy conservation measures. (OPR:CFMO) (OCR:PAO, J3)
- 9-1 Synchronize INNG Campaign Plan (INNG-CP) across operational and generating forces. (OPR:J5)
- 9-2 Synchronize INNG-CP with Governor-IN objectives. (OPR:J5)
- 9-3 Communicate INNG-CP and command message to INNG personnel. (OPR:PAO) (OCR:J5-SIBT)
- 9-4 Tell the INNG story internally and externally. (OPR:PAO) (OCR:J5-SIBT)

Campaign and Major Objectives

Objective 1 - Man, Develop, and Retain the Force (OPR:J1)

Recruit and retain the most qualified and talented Soldiers, Airmen and civilians. Develop the leaders of tomorrow by providing accurate personnel management to ensure completion of military and civilian education requirements.

1-1 Recruit and assess highest quality Soldiers and Airmen. (OPR:J1) (OCR:MACOMS)

Definition: Meet or exceed the recruiting mission and end-strength of the force as assigned by NGB for a given year set while minimizing entry of soldiers requiring waivers.

Metric: Accession rate \geq 100%, End-strength \geq 100%, SL10 Vacancy \leq 5%, New Enlistment Waivers \leq 5%, Low-density MOS \geq 30% of mission

Duration: Near/Midterm

1-2 Retain quality Soldiers and Airmen (OPR:J1) (OCR:HRO & MACOMS)

Definition: Meet or exceed the NGB retention goals in order to maximize the viability of the force. The focus is on maximizing obligor and careerist retention while minimizing attrition.

Metric: Overall Retention \geq 75% (Obligor \geq 65%, Careerist \geq 85%) / Attrition \leq 18%

Duration: Near/Midterm

1-3 Maximize personnel readiness (OPR:J1) (OCR:HRO, J3 ,RTI, MACOMS)

Definition: Ensure that Indiana National Guard units maximize their P rating and meet all Personnel Readiness aim-points during the ARFORGEN cycle.

Metric: MRC 1&2 \geq 85%, SR Grade Fill moves from 71% to 80%, Co Gr. Officer & WO fill +1.5% /yr, Excess \leq 10%, NCO vacancy \geq +1.5% / yr.

Duration: Mid/Long term

1-4 Institutionalize diversity and inclusion (OPR:HRO-EO) (OCR:JDEC)

Definition: Diversity and inclusion is developing an organizational culture within the Indiana National Guard; that manages current and future internal and external demographic changes; recognizes and values differences and similarities between and amongst people, in order to effectively achieve the organization's goals and ensure mission readiness.

Metric: Leadership Commitment, Education, and training on D/I, Policies, Community Engagement, recruiting and retention, professional development.

Duration: Long term

1-5 Develop resilient Soldiers and Airmen (OPR:J9) (OCR:J1)

Definition: Promote self reliance and resilience in service members, their families, and volunteers by preparing, assisting and supporting the service member's state and federal obligations of military service.

Metric: Track and record all attendance, resource data, and trends for all measureable services provided within Family Programs

Duration: Near/Long term



Campaign and Major Objectives

Objective 2 - Equip the Force (OPR: J4)

Equip and maintain the Indiana National Guard to provide fully equipped forces capable of sustained unified land operations and air power abroad and Defense Support to Civil Authorities domestically.



2-1 Maintain 100% accountability of equipment (OPR:J4) (OCR: USPFO)

Definition: Accountability of equipment, inventories and inspections conducted in accordance with regulations, train supply personnel and leadership, implement corrective action, sustain accountability, control access programs and maintain CSDP in accordance with AR 735-5, AR 710-2 and AR 190-11. Maintain equipment in accordance with AR 700-138, AR 750-1.

Metric: FLIPLS are completed within regulation and reduce wait time, CSDP Awareness: 163 UICs conduct inspections on all UCIS for Commanders involvement in CSDP %. SI Inventories completed at 89%, PBUSE reports etc.

Duration: Near/Midterm

2-2 Maintain equipment O/R rate at 90% or greater (OPR:J4-LOD)

Definition: The Army standard for equipment readiness is to maintain an operational readiness rate of greater than or equal to 90% at all times. Work with unit maintenance personnel and Surface Maintenance personnel to maintain OR.

Metric: NGB Performance Standards for States (Total pieces of equipment, % of time equipment deadline x % ERC P, Current % of states excess equipment, ADL and Obsolete under 46%, CPC utilized above 70%. (Combined Total for OR) Currently Indiana average is 94.6% to 96% OR.

Duration: Near/Midterm

2-3 Train and mentor 100% of all supply sergeants (OPR:J4)

Definition: Continuing professional education of supply personnel by focusing training on STAMIS, LIW and additional web based programs annually to increase knowledge base.

Metric: Conduct LOG sustainment Training for all supply sergeants, total number of supply sergeants / by total # DMOSQ, Tilt report AVG per unit, BDE MACOM, FLIPL reporting per unit. Food Portal delinquencies by unit.

Duration: Near/Midterm

Campaign and Major Objectives

Objective 3 - Train the Force (OPR:J3)

Produce trained and ready Army and Air National Guard units, manned by fully qualified Soldiers and Airmen and led by agile and adaptive leaders capable of leading in a joint and unified action operational environment, both at home and abroad.

3-1 Achieve ARFORGEN/ SORTS readiness for UA. (OPR:J3/JFAC-IN-DOS)

Definition: The Indiana National Guard aligns its training requirements with the U.S. Army Force Generation and the Air Expeditionary Force models. Both models require units to meet specified readiness goals or aimpoints in terms of training, personnel, readiness, equipment readiness and maintenance readiness as measured against the Unit Status Report and Status of Resources and Training System.

Metric: 100% of all units achieve aimpoints which is a classified metric.

Duration: Near term

3-2 Achieve Officer PME requirements. (OPR:J3/JFAC-IN-DOS)

Definition: Train and retain qualified commissioned officers. Identify officers requiring leadership schools and training, and enroll as required. Ensure that funding is secured and available for officer PME. Prepare officers for success through mentorship, operational assignments and formal training

Metric: Increase OES trained rate to 80% of officers assigned. Air National Guard officer PME is 100%

Duration: Near term

3-3 Achieve NCO PME requirements . (OPR:J3/JFAC-IN-DOS)

Definition: Train and retain qualified noncommissioned officers. Identify NCOs requiring leadership schools and training, and enroll as required. Ensure that funding is secured and available for NCO PME. Prepare NCOs for success through mentorship, operational assignments and formal training.

Metric: Increase noncommissioned officer Education System qualification rate to 80% of assigned NCOs. Air National Guard enlisted PME is 100%

Duration: Near term

3-4 Maintain AFSC/ DMOSQ requirements. (OPR:J3/JFAC-IN-DOS)

Definition: Train and retain Soldiers, Airmen, and officers who are qualified in their current duty position. Identify Soldiers, Airmen, and officers requiring military schools and duty position training and enroll as required. Ensure that funding is secured and available for AFSC/DMOSQ schools.

Metric: Maintain DOMSQ at no less than 85%. Air National Guard duty AFSC standard is 100%

Duration: Long term

3-5 Train Joint Staff, MACOM, Wing INNG Joint Training Plan and JMETL. (OPR:J3/JFAC-IN-DOS)

Definition: Implement standards for the manning and training of the Joint Staff positions for the traditional and full-time force to maximize capabilities to support unified land operations through the use of institutional training, JMETL assessments and joint exercises.

Metric: 100% of the joint staff is trained on JOPES and staff functions and validated through the successful completion of a joint exercise.

Duration: Near term



Campaign and Major Objectives

Objective 4 - Shape the Force (OPR:J5)

Synchronize efforts with Army National Guard G3/5/7, Air National Guard A5, and National Guard Bureau J5 to develop relevant force structure for the 21st century. Foster partnerships with unified action partners through the State Partnership Program. Integrate the governor's objectives to ensure Indiana National Guard support to the state.



4-1 Execute TAG and Governor leader development program (GTG). (OPR:J5)

Definition: Gov. Mike Pence directive to all agency heads to read and become familiar with Six principles of Jim Collins' book "Good to Great" and incorporate those principles into strategic plans at the agency level.

Metric: Annual TAG Senior Leader Conference. Synchronization of Indiana National Guard strategic plan with governor's objectives. Metrics defined by linkages between the National Guard strategic plan and governor's objectives.

Duration: Near Term Annually

4-2 Maintain current and foster new UAP through SPP initiatives. (OPR:J5-SPP)

Definition: Support geographic combatant command theater security cooperation plans through multiple State Partnership Program events. Seek opportunities for new UAP while maintaining mature partners.

Metric: Number of SPP engagements per fiscal year. Participation in multinational exercises and operational deployments.

Duration: Near/Midterm

4-3 Expand capability in cyber domain (OPR:J3) (OCR:J2, J6, J5, A-MCCO)

Definition: the INNG develops cyber capability to defend the INNG network as well as collaborate with and support federal, state and local authorities to ensure public safety in the state of Indiana. On order, the INNG seizes force structure and infrastructure opportunity to expand cyber capabilities for both training and operations.

Metric: Percentage fill 25B and 255 series WO. Participation in NG, DoD, State and Federal Exercises. 100% Manning CND-T. Expansion of Generating Force Capabilities at Camp Atterbury-Muscatatuck for training

Duration: Long Term

4-4 Synchronize operational and generating force UAS initiatives (OPR:J5)

Definition: Synchronization of efforts between Operational Army National Guard MTOE units with UAS capabilities, Air National Guard's wings, generating force activities at Camp Atterbury and efforts in the business, education, and local, state and federal agencies.

Metric: percentage of manning, equipping and training of MTOE UAS. Agreements and memorandums of understanding between National Guard and local, state and federal agencies.

Duration: Long Term

4-5 Establish futures working group (OPR:J5) (OCR:J2, J3, A-MCCO, JFAC)

Definition: Synchronize efforts to sustain and enhance relevant force structure with changing strategic environment across the services and between the Operational and Generating forces

Metric: Ensure Indiana National Guard force structure strategic plan and national Guard Bureau command plan matches Army Requirements Priority List by SRC at 100% annually.

Duration: Near/Long term

Campaign and Major Objectives

Objective 5 - Provide Ready and Responsive Domestic Operations Capabilities (OPR: J3)

Provide cost effective, ready and relevant Indiana National Guard units capable of conducting Defense Support to Civil Authorities and domestic operations to protect and defend the citizens of our communities and state.

5-1 Fully integrate domestic operations with UAP partners. (OPR:J3-DOMS)

Definition: Integrate Chemical, Biological, Radiological, Nuclear and Explosive, Counter Drug, and other response forces with state and federal agencies through synchronized and effective plans.

Metric: JFHQ DOMS monthly & quarterly meetings with IDHS, 53rd CST & 19th CERFP monthly outreach events, JFHQ DOMS and IDHS concurrent planning and all hazards plan review.

Duration: Near Term

5-2 Ensure INNG DOMOPS capabilities meet required qualifications. (OPR:J3-DOMS)

Definition: Validate individual and unit qualifications through training courses, exercises, and external evaluation teams.

Metric: 53rd CST & 19th CERFP SEAT assessment, exercise evaluations, and joint exercises to include 81st Troop Command, JTFCC training, NGRF validation exercise.

Duration: Near Term

5-3 Validate DOMOPS capabilities through UAP DSCA exercises. (OPR:J3-DOMS)

Definition: Chemical, Biological, Radiological, Nuclear and Explosive, Counter Drug, and other response forces participate annually in joint- and civil-led training exercises.

Metric: Units participate in one civil-authority led exercise annually, units participate in one military-led exercise annually.

Duration: Near Term

5-4 Provide cost effective, relevant, and ready DOMOPS capabilities (OPR:J3-DOMS)

Definition: The Indiana National Guard makes itself relevant through identifying core competences that give it a competitive advantage in the domestic operations market.

Metric: Gap analysis of current & potential missions, best practice sharing and collaboration of DOMOPS training in non-standard venues to reduce cost and eliminate waste, identify applications of emerging tech such as UAS and Cyber.

Duration: Near Term



Campaign and Major Objectives

Objective 6: Build and Develop New Partners (OPR: CJS)

Pursue and invest in new partners at the local, state and national level to strengthen ties to our community, remain a relevant generating force capability and better support the governor's objectives.



6-1 Develop community outreach plan. (OPR:J9)OCR: HRO, PAO, RR)

Definition: Continue to maintain positive community relations with our local and state-wide communities each fiscal year.

Metric: Community relations event participation

Duration: Near/Midterm

6-2 Identify and Develop new DSCA, and Counter Drug partnerships (OPR:J3/5 DOMS)

Definition: Expand generating force capabilities across full spectrum operations by identifying emerging technologies and doctrine for Unified Action Partners, and identified customer requirements for training venues.

Metric: Number of developments and improvements to facilities based on customer surveys. Increase training venues from five to 25 by fourth quarter fiscal year 2016. Increase number of direct engagements to promote A-M core competencies with constituents. Increase from five to 25 by fourth quarter fiscal year 2015.

Duration: Near/Long Term

Campaign and Major Objectives

Objective 7 - Maintain and enhance current partners. (OPR: CJS)

Maintain and develop partners at the local, state and national level providing unique services to our Soldiers, Airmen and civilians to promote education, health and well being and resilience. Provide customer service to our generating force partners to improve readiness of our unified action partners.

7-1 Foster partnerships that care for the force (VA, WTU, SBHP, SAMHSA) .
(OPR:J1-MED)(OCR: J9)

Definition: Grow and maintain critical partnerships within government and in communities to ensure the highest quality of Soldiers and Airmen care.

Metric: SBHP utilization + 2%/yr, Incr. No. of KLE at all WTU/VA/Gov't partners, Maintain IN representation on National boards/WGs for OSG Initiatives

Duration: Short, Mid & Long term

7-2 Partner with educational institutions that develop, shape, and train the force.
(OPR:J1, RRB)

Definition: Maximize the civilian education of the force in order to reduce company grade officer attrition and reduce lost promotion opportunity due to civilian education.

Metric: company grade attrition <= 2% per year due to civilian education, Soldiers meet civilian education requirements within 12 months of promotion >=90

Duration: Mid and Long-term

7-3 Provide generating force customer service to "beyond INNG Customers"
(OPR:A-MCCO)

Definition: Increase the non-mobilization customer base by providing competitive and unique facilities, training and customer service.

Metric: Increase the annual throughput of nonmobilization personnel by 10% per year for five years. Number of Soldiers and customers trained per year (through put), number of repeat customers, number of visits to Center of influence constituents/conference and workshops number of LNOs assigned at Key constituents NGB, NORTHCOM, SOCOM etc.

Duration: Near/Mid Term



Campaign and Major Objectives

Objective 8 - Provide Effective, Sustainable Infrastructure (OPR:CFMO)

Invest in and manage sustainable infrastructure critical to support the dual mission of the Indiana National Guard. Optimize readiness by providing energy efficient, optimally designed, and modernized facilities to meet current and future force structure requirements for manning, equipping and training.

8-1 Evaluate and maintain current installations. (OPR:CFMO)

Definition: Accurately evaluate and rate 100 percent of installation every three years.

Metric: Complete ISR ratings on 100 percent of Indiana National Guard Armories as mandated by AR 210-14. Maintain a green rating by the end of each fiscal year.

Duration: Near/Midterm

8-2 Synchronize future installation and force structure requirements. (OPR:CFMO, JFAC) (OCR:J3-FIRO)

Definition: Complete Armory Investment Strategy in order to ensure economic and efficient use of our facilities for their intended purpose for the expected period of service. Submit the approved Long Range Construction Plan.

Metric: Top three MILCON projects, Critical Unfunded Requests, Information System Cost Estimates, Economic Analysis, Environmental Review

Duration: Near/Midterm



8-3 Execute design and construction of sustainable installations. (OPR:CFMO)

Definition: When funded, fully design and construct sustainable multipurpose facilities and infrastructure to meet organizational requirements throughout each fiscal year.

Metric: Funds, design phase percentages, construct, NGB 593-R and NGB 1354.

Duration: Near Term

8-4 Ensure environmental compliance and conservation (OPR:CFMO) (OCR:J5-SIBT)

Definition: Ensure all facilities are in compliance with applicable environmental law, regulations, policies, and conservation plans throughout each fiscal year.

Metric: Environmental Performance and the Environmental Management Systems (ISO 14001).

Duration: Near Term

8-5 Implement energy conservation measures. (OPR:CFMO) (OCR:PAO, J3)

Definition: Implement energy as practicable Army NET ZERO goals of conservation, facility upgrades and renewable energy projects. Develop and energy conservation outreach program. Conduct audits on facilities to evaluate energy bills and building use.

Metric: Energy audits on 10% of IN(-) and Camp Atterbury as required by EO 13123

Duration: Near/Long Term

Campaign and Major Objectives

Objective 9 - Effectively Communicate (OPR: J5)

Define and communicate the narrative of the Indiana National Guard through accurate and timely themes and messages to our Soldiers and Airmen, our community and state partners and our component counterparts.

9-1 Synchronize INNG Campaign Plan (INNG-CP) across operational and generating forces. (OPR:J5)

Definition: A well-defined, command narrative across Indiana National Guard Army and Air operational and generating forces synchronizing the efforts to man, equip, train and develop a cost effective, ready and relevant force.

Metric: Adaptive Planning and Execution System, In Progress Review schedule in accordance with the Joint Operations Planning Process. The strategic plan is updated annually based on changes to the strategic environment.

Duration: Near Term Annually



9-2 Synchronize INNG-CP with Governor-IN objectives. (OPR:J5)

Definition: Nesting of campaign and major objectives of the Indiana National Guard's strategic plan with the governor's objectives.

Metric: Year in Review submission. Annual review conducted at the senior leader, MACOM, wing, directorate level.

Duration: Near Term Annually

9-3 Communicate INNG-CP and command message to INNG personnel. (OPR:PAO) (OCR:J5-SIBT)

Definition: Develop the Indiana National Guard Strategic Communications Campaign Plan.

Metric: Number of internal and external audience reached - social media, publications, Indiana National Guard website, SharePoint - number of products published, video, photo, and stories

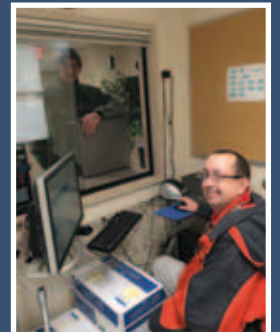
Duration: Near/Midterm

9-4 Tell the INNG story internally and externally. (OPR:PAO) (OCR:J5-SIBT)

Definition: Develop a proactive public affairs posture.

Metric: Number of internal and external audience reached - social media, publications, Indiana National Guard website, SharePoint - number of products published, video, photo, and stories

Duration: Near/Midterm



Glossary

ADL	Army Distance Learning
ADOS	Active Duty for Operational Support
AFSC	Air Force Specialty Code
A-MCCO	Atterbury-Muscatatuck Center for Complex Operations
ARFORGEN	Army Force Generation
AVG	Average
BDE	Brigade
BN	Battalion
CERFP	Chemical, Biological, Radiological, Nuclear, High-yield explosive Response Force Package
CFMO	Construction and Facilities Management Officer
CJS	Chief of the Joint Staff
CND-T	Cyber Network Defense Team
CO	Commanding Officer
CP	Campaign Plan
CSDP	Command Supply Discipline Program
CST	Civil Support Team
DHS	Department of Homeland Security
DMOSQ	Duty Military Occupational Specialty Qualification
DoD	Department of Defense
DOMOPS	Domestic Operations
DOMS	Director of Military Support
DSCA	Defense Support of Civil Authorities
EO	Equal Opportunity
EO	Executive Order
ERC	Equipment Readiness Code
FIRO	Force Integration Readiness Officer
FLIPLS	Financial Liability Investigations of Property Loss
GTG	Good to Great
HRO	Human Resource Officer
IDHS	Indiana Department of Homeland Security
INNG	Indiana National Guard
ISO	International Organization for Standardization
ISR	Installation Status Report
JDEC	Joint Diversity Equal Opportunity Council
JFACC	Joint Forces Air Component Commander
JFHQ	Joint Force Headquarters
JIIM	Joint Interagency, Intergovernmental and Multinational
JMETL	Joint Mission Essential Task List
JOPES	Joint Operation Planning and Execution System
JTFCC	Joint Task Force Component Commander
KLE	Key Leader Engagement
LIW	Logistics Information Warehouse

We are interested in your feedback regarding the content of this document. Please feel free to write to:
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LNO	Liaison Officer
LOD	Line of Duty
LOG	Logistics
LVCG	Live, Virtual, Constructive Gaming
MACOM	Major Army Command
MED	Medical
MILCON	Military Construction
MRC	Medical Readiness Category
MTOE	Modified Table of Organization and Equipment
NCO	Non-Commissioned Officer
NGB	National Guard Bureau
NGRF	National Guard Response Force
NORTHCOM	North Command
OCR	Office of Coordinating Responsibility
OES	Officer Education System
OPR	Office of Primary Responsibility
OPTEMPO	Operating Tempo
OR	Operational Readiness
OSG	Operational Support Group
PAO	Public Affairs Office
PBUSE	Property Book Unit Supply Enhanced
PME	Professional Military Education
RR	Recruiting and Retention
RRB	Recruiting and Retention Battalion
RTI	Regional Training Institute
SAMHSA	Substance Abuse and Mental Health Services Administration
SBHP	Star Behavioral Health Providers
SEAT	Standardization and Evaluation Assistance Team
SIBT	Strategic Initiatives and Business Transformation
SOCOM	Special Operations Command
SOF	Special Operations Forces
SORTS	Status of Resources and Training Systems
SPP	State Partnership Program
SQDN	Squadron
STAMIS	Standard Army Management Information System
TAG	The Adjutant General
UAP	Unified Action Partners
UAS	Unmanned Aircraft System
UIC	Unit Identification Codes
USPFO	United States Property and Fiscal Officer
VA	Department of Veterans Affairs
WG	Wage Grade
WTU	Warrior Transition Unit



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1876

TO HONOR OUR BRAVE VICTORS

WHO WITH US FIGHTED
FROM 1861 TO 1865

THEY GAVE US FREEDOM
AND WE WILL NEVER
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