

NEBRASKA MILITARY DEPARTMENT

NEBRASKA NATIONAL GUARD &
NEBRASKA EMERGENCY MANAGEMENT AGENCY

STRATEGIC PLAN



2015

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Members of the Nebraska National Guard Color Guard pass in review during a change of command ceremony at the Nebraska National Guard air base in Lincoln, NE, July 14, 2013.

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EXECUTIVE SUMMARY

The mission of the Nebraska Military Department is to provide trained and equipped Nebraska National Guard forces and Nebraska Emergency Management Agency personnel ready to support and accomplish a wide variety of local, state, federal, emergency management and homeland security missions.

The military defines the term “joint” as activities, operations, organizations, etc., in which elements of two or more military departments participate. For the Nebraska Military Department, this definition is broadened to include state interagency partnerships contributing to state and federal mission readiness.

In 2014, a joint working group was tasked to develop a strategic plan that addresses the organization’s “enduring priorities” and the operational environment, both today and into the future. The introduction of the Nebraska Military Department Strategic Plan 2015-2018 is the first truly joint plan that incorporates the Army, Air, Nebraska Emergency Management Agency and State Support Services entities.

The joint working group focused on developing processes necessary to ensure that our foundational planning was well-conceived, structured and addressed our “enduring priorities:” ***Our Total Force, Our Families, and Our Communities.*** This focus centers



primarily on the Nebraska Military Department’s most important resource: ***Our People.***

As you read this document, you will see that our “enduring priorities” are supported by key objectives that set the conditions needed for the Nebraska Military Department’s entities to plan and implement their unique missions and services. Fiscal constraints will only increase, so we must put strategies in place that ensure maximum efficiency along with maximum effectiveness. It’s about being efficient with resources, assessing and synchronizing our actions. Our military force

structure is changing, and we must prepare to be at the forefront of that change. The joint working group efforts reflect a comprehensive and sustainable plan to guide our outstanding organization into the future...a future in which the only certainty seems to be the challenges and the opportunities we willingly accept.

This plan sets the course that outlines progress toward our vision as we remain adaptable to changes, meet new challenges and requirements. Our way ahead will be productive if every Nebraska Military Department service member, employee, family member and stakeholder understands and accepts the content. I assure you of our commitment to provide you the tools and resources for implementation. Working together, I am confident we will achieve not just success, but ***EXCELLENCE.***

A handwritten signature in blue ink, appearing to read "D. Bohac".

DARYL L. BOHAC
Major General
The Adjutant General



THE OPERATIONAL ENVIRONMENT

Our operational environment is complex and chaotic. Multiple state and non-state actors pose a wide range of threats, both around the world as well as here in the United States and Nebraska. Coercion and pressure from adversaries is more interconnected and viral than any time in history. Fiscal restraints bear on our formations while maintenance of state and federal budgets is becoming difficult given sequester and continuing resolutions. In fact, 2014 provides a vivid example of our operational environment today.

Consider for a moment the fact that when President Obama submitted his budget request for the Department of Defense in February 2014. No one could predict that by year's end we would see a crisis erupt in Ukraine, an Ebola epidemic emerge in Eastern Africa and that the terrorist group Islamic State of Iraq and the Levant (ISIL) would rise up and threaten to further destabilize an already tense situation in Iraq, Syria and throughout the Middle East. We also did not predict that the Defense Department would be tasked to provide significant surge capabilities, particularly in response to the Ebola epidemic. Yet, this is exactly what happened.

As these crises quite easily show, the Department of Defense, which includes the National Guard, must continue to expect and be looked upon as a part of the response effort, even if the mission is not a traditional Department of Defense mission, when unforeseen emergencies occur. Our National Guard must continue to be ready and prepared to operate in this incredibly complex environment, utilizing the inherent agility and adaptability of our military forces both here and abroad.



A member of the Nebraska National Guard's Afghan Agribusiness Development team talks with an Afghan shop keeper in 2013.

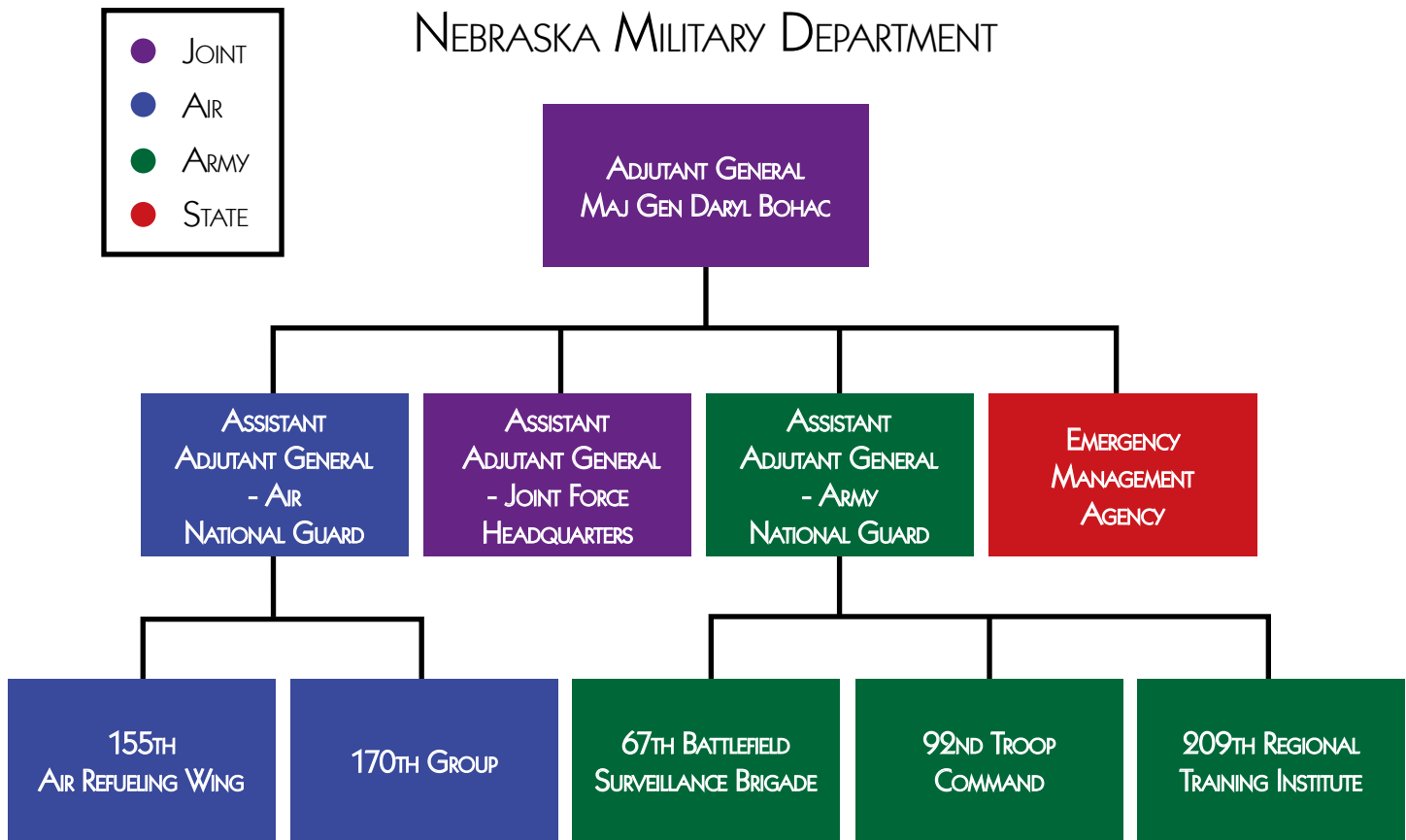
Today's adversaries continue to look for ways to strike at our homeland, either physically through the use of chemical, biological, radiological and nuclear explosives; weapons of mass destruction; or through the cyber realm, which could threaten our state and region's ability to conduct governmental or corporate business, thus dealing a heavy blow to the public's confidence. As a result, the Nebraska National Guard must continue to refine its ability to maintain its readiness and its ability to provide support to emergency response officials here in Nebraska, as well as both regionally and nationally.

Additionally, as the recent historic flooding on the Missouri and Platte Rivers and the outbreak of wildfires have demonstrated, the Nebraska Military Department must continue to refine its ability to function in their traditional emergency response roles. Again, as the recent tornadoes in Wayne, Beaver Crossing, and Pilger demonstrated, the Nebraska Military Department must and will be expected to be part of the response in protecting the safety and welfare of our state and fellow citizens. We will accomplish the mission through our reliance on the inherent agility and adaptability of our Nebraska National Guard men and women and emergency management staffs, just as we have historically. However, the true question will become, how do we support our local communities effectively without becoming perceived as part of a heavy-handed state response to a local situation? In the final analysis, the Nebraska Military Department and the Nebraska National Guard must and will recognize that regardless of the situation, we operate in support of our local community leaders and emergency response personnel.



Pilger, NE, stands devastated following a massive tornado on June 16, 2014.

OUR STRATEGIC PLANNING PROCESS



Moving forward, it is important that we recognize who we are today as well as sustain the cultural elements and traditions of our past. Our joint posture is the Army National Guard, Air National Guard, and Nebraska Emergency Management Agency as indicated in the chart above.

Each entity brings a unique and critical capability contributing to our overall mission, leadership philosophy and public services. Directors and key leaders bring individual perspectives to their organizations ensuring tactical, operational and strategic operations are nested and captured in this plan.

The 20-member joint working group represents all entities of the Nebraska Military Department. The members represent the full-time and traditional military personnel from both the Army and Air headquarters and field level units, in partnership with state and federal civilian personnel. Membership within the joint working group is a two-year term to allow new ideas and “historical

best practices” to be represented. The group was tasked with developing a strategic plan to implement the Adjutant General’s “enduring priorities” while considering national and state strategic documents.

The Nebraska Military Department has published several strategic plans reflective of Army, Air and domestic operational strategies. The most recent plans include the Joint Combined State Strategic Plan, the Nebraska Military Department Domestic Operations Strategy (2007-2012); the Nebraska Army National Guard Strategic Plan (2009-2013); and the Nebraska Air National Guard Long Range Plan (1993). Along with our previous plans, we considered overarching references, laws and our combatant commanders’ strategic guidance to determine our way ahead. This year, the joint working group conducted an extensive analysis of our operational structure while taking into account insights from our service populations.



OUR STRATEGIC PLANNING PROCESS



Joint working group members met with Nebraska National Guard members and employees, retirees, employers, family members and key community leaders to survey the populations' needs, understanding of the National Guard and expectations of the force. We produced needs assessments that resulted in the establishment of critical data sets that contributed to our way ahead. Some of the entities that provided feedback were employers such as ConAgra Foods in Omaha, Nebraska; Hornady Manufacturing in Grand Island, Nebraska and the Department of Defense, U.S. Strategic Command employees located at Offutt Air Force Base in Bellevue, Nebraska. Additionally, we met with staff from the University of Nebraska - Lincoln. Current references incorporate the following national and state sources that contribute and support our vision, mission and priorities today:

- National Security Strategy, May 2010
- 2008 National Defense Strategy
- National Military Strategy, February 2011
- 2014 Quadrennial Defense Review
- Chairman's Strategic Direction to the Joint Force, February 2012
- America's Air Force: A Call to the Future, July 2014
- Strategic Direction to the National Guard, June 2013
- 2015 – 2020 Army National Guard Strategic Planning Guidance
- Air National Guard Strategic Master Plan 2015-2035

- Nebraska 2011 State Homeland Security Strategy
- Nebraska Military Department Strategic Plan for Organizational Excellence, October 2013

These documents were taken into account in assessing our current Strengths, Weaknesses, Opportunities and Threats (SWOT). The joint working group conducted a SWOT analysis, with the understanding that our stakeholders - to include family members, employers, community members, government partners and retirees - would be part of the strategic planning process. This year the joint working group's major findings include these highlights:

STRENGTHS - local community relationships, experienced civilian and military personnel, state partnerships and infrastructure/facility improvements.

WEAKNESSES - human resource restructuring due to mission requirements and internal/external changes impacting employee retention rates and external communication strategies.

OPPORTUNITIES - leverage media venues, expand local and regional partnerships.

THREATS - fiscal constraints, lack of core training assets and time, information technology vulnerability, media misreporting or lack thereof, and loss of critical personnel positions.

These findings provided input to establish the conditions for our agency moving forward. The operational planning process way ahead consists of several phases aligned with our federal and state calendars. The purpose is to prioritize and synchronize efforts with current fiscal cycles.



OPERATIONAL PLANNING PROCESS (2015-2018)



PHASE I (JULY – AUGUST 2015)

- Review Past Performances
- Assess Environmental Trends
- Review Current Literature
- SWOT Analysis

PHASE II (SEPTEMBER – OCTOBER 2015)

- Confirm Priorities and Operational Objectives
- Prioritize and Resource Supporting Strategies
- Identify Measures of Performance and Effectiveness
- Appoint Offices of Primary Responsibility

PHASE III (NOVEMBER – JUNE 2016)

- Finalize Near-Term Strategies (Yearly)
- Evaluate and Improve Performance Outcomes
- Review Objectives (Next 2-3 years)

PHASE IV – EXECUTION (CONTINUOUS THROUGH 2018)



MISSION STATEMENT, VISION AND “ENDURING PRIORITIES”



MISSION STATEMENT

Prepare and deliver combat ready forces in defense of our nation and stand ready to protect the health, safety and welfare of the citizens of the state.



VISION

Foster strong relationships while advocating for and recognizing operationally relevant National Guard force structure and Nebraska Military Department capabilities which:

- Support worldwide combatant commander’s priorities,
- Respond to needs in the homeland
- Deliver a sense of purpose to our service members, employees, families and employers.

ENDURING PRIORITIES

OUR TOTAL FORCE

- Sustain readiness in order to protect the safety and welfare of the citizens of Nebraska and protect the homeland here and abroad.
- Continue Total Force professional development through rewarding and challenging education, training and experiences.
- Seek and preserve force structure that provides relevant operational experience and capabilities for homeland, contingency and sustained operations.
- Increase resiliency of the Airmen, Soldiers, families and employees of the Nebraska Military Department, Nebraska National Guard and the Nebraska Emergency Management Agency.

OUR FAMILIES

- Provide timely and relevant information to families to ensure they are prepared to support their Airmen, Soldiers and employees.
- Support families in times of separation from their uniformed service members or civilian employees when they are called to serve their state and nation.
- Promote enduring family and warrior support networks and programs.

OUR COMMUNITIES

- Increase leadership and member interaction with our communities, employers and retirees.
- Increase interaction with non-governmental centers of influence.
- Create shared centers of excellence across the Nebraska National Guard, Nebraska Military Department and the Nebraska Emergency Management Agency.

“EXCELLENCE IS NEVER
AN ACCIDENT”

- ARISTOTLE



STRATEGY DESIGN

MISSION STATEMENT: Prepare and deliver **combat ready forces** in defense of our nation and stand ready to protect the health, safety and welfare of the **citizens of the state.**

VISION: Foster strong relationships while advocating for and recognizing operationally relevant National Guard force structure an Nebraska Military Department capabilities which support worldwide **combatant commanders** priorities, respond to the needs in the homeland and deliver a **sense of purpose to our service members, employees, families and employers.**

ENDURING PRIORITIES

OUR TOTAL FORCE				OUR FAMILIES			OUR COMMUNITIES		
↑ Sustain Readiness	↑ Professional Development	↑ Preserve Force Structure	↑ Increase Resiliency	↑ Informed Families	↑ Supported Families	↑ Support Networks	↑ Member Interaction	↑ Centers of Influence	↑ Centers of Excellence
Manned, trained and equipped (J1, J3, J4, NEMA)		Leaders define and promote resiliency (CDRs, CoSs, J1, NEMA)		Develop cohesive modes of communication (TAG, PAO, J6, NEMA)			Strategic messages (TAG, PAO)		Employer communications (PAO, CDRs)
FOUNDATIONAL OBJECTIVES									
Foster a working and learning environment (HRO, CDRs, NEMA)		Provide full range of services and capabilities (J3, J4, J6, NEMA)		Educate and train employees (J1, J3, NEMA)			Provide a "One Source" family support center (J1, NEMA)		Leverage organizational strengths (J3, CDRs, NEMA)
STABILIZATION OBJECTIVES									
Encourage resiliency training (J1, NEMA)				Implement qualitative/quantitative assessment (J3, J8, NEMA)			Extend community interaction (PAO, CDRs)		Retiree inclusion (HRO, CDRs, NEMA)
SUSTAINING OBJECTIVES									

FOUNDATIONAL OBJECTIVES

These objectives reflect the essential tasks that we must accomplish. We must sustain our mission essential functions to maintain our ability to respond to state and federal missions. Mission essential functions include the following:

- Provide properly manned, well trained, fully equipped and adequately maintained Nebraska Military Department resources in support of all federal, state and local mission requirements.
- Nebraska Military Department leaders define, promote and increase resiliency within our organization.
- Develop a coordinated and synchronized communications strategy that engages our organization, families, retirees, employers and community to create, strengthen and preserve our organization's advancement through the use of coordinated programs, plans, themes and products.

STABILIZATION OBJECTIVES

These objectives reflect our ability to function on a continuous basis while being adaptable to rapidly changing natural, technological, political or economic conditions. Adaptable includes taking into consideration our current and future force structure, personnel, equipment disposition, and family readiness.

- Foster a working, learning environment where Nebraska Military Department personnel will develop knowledge, skills and abilities essential to our environment.
- The Nebraska Military Department will provide the full range of services and capabilities as required in support of domestic and federal contingencies and emergency preparedness.
- Educate, train and posture the team (employees and families) with its partners (local, state and federal) to strengthen relationships, and ensuring mission success.

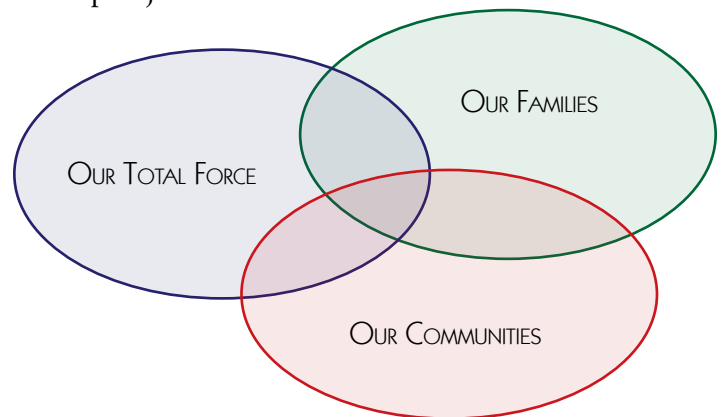




embrace these overlapping objectives without restricting our ability to implement them effectively. We must recognize that our Total Force, families and communities are inherent in our day-to-day operations.

This plan identifies strategic objectives we will use to implement the Adjutant General's three "enduring priorities." This plan indicates the offices of primary responsibility accountable for the specific areas. A key to the successful implementation of this plan is the fact that we will utilize current reporting systems.

Prior to describing the "enduring priorities" and strategic objectives, it is important to note that the joint working group members assessed all 10 supporting priorities when developing objectives for implementation. Two-person teams conducted assessments, defined terms like "centers of excellence," "non-governmental centers of influence," "total force" and formed stakeholder teams to develop objectives.



Stakeholder teams were formed from within and outside of the Nebraska Military Department and they developed objectives for each supporting priority. Picture diagrams depicting stakeholder teams' input to attain supporting priorities follow so that the reader can understand the strategic objective development. The joint working group consolidated the stakeholder teams' input into the final strategic objectives outlined in this strategic plan. In the coming months, the Nebraska Emergency Management Agency, State Support Services Division, Air and Army National Guard leaders will develop supporting strategies and measures of effectiveness for each strategic objective that will be added to future sections of this document.

- Provide comparable family support services (i.e., Military One Source) to all personnel and their families, with special emphasis when the member is away from home for extended periods of time.
- Use common strengths between the organizations in the Nebraska Military Department to create partnerships such as a center of excellence for domestic response.

SUSTAINING OBJECTIVES

Our longevity and lineage are critical when serving our communities, families, stakeholders and members. Our mission, vision and ability to maintain those relationships will ensure that our next generation of Nebraska Military Department service members and employees will achieve continued success. Our talent in delivering effective services and support to our citizens will be everlasting.

- Promote and encourage resiliency training.
- Implement qualitative/quantitative measures of effectiveness and provide ongoing periodic assessment of our support to families.
- Institute regular, formal interaction with retirees.
- Extend community interaction beyond traditional military/veterans organizations to include community leaders and non-governmental centers of influence.

There is a clear overlap among priorities and associated objectives. The Adjutant General's guidance and expectations is for team members to recognize and

OUR TOTAL FORCE ENDURING PRIORITY



Total Force incorporates all personnel of the Nebraska Military Department, including service members, state and federal employees, families and those critical partners who have a direct impact on our mission readiness. Total Force priorities reflect our individual, unit and agency readiness. Individual readiness reflects individualized education, certifications and professional development ensuring personnel are trained, resilient to the changing environments (operational, economical, political and informational) and provide essential services to our customers. Unit and agency readiness is the personnel, fiscal, infrastructure and equipment posture of our organization. Key leaders and supervisors ensure the essential services, equipment and personnel are maintained continually per state statute and federal guidelines.

OUR TOTAL FORCE SUPPORTING PRIORITIES

- Sustain readiness in order to protect the safety and welfare of the citizens of Nebraska and protect the homeland here and abroad.
- Continue Total Force professional development through rewarding and challenging education, training and experience.
- Seek and preserve force structure that provides relevant operational experience and capabilities for homeland, contingency and sustained operations.
- Increase resiliency of the Airmen, Soldiers, families and employees of the Nebraska Military Department, Nebraska National Guard and the Nebraska Emergency Management Agency.

STRATEGIC OBJECTIVES

- The Nebraska Military Department will ensure its units and agencies are effectively equipped, manned, trained and proficient for missions.
- The Nebraska Military Department will provide the full range of services and capabilities, as required, supporting domestic and federal contingencies and emergency preparedness.
- The Nebraska Military Department educates, trains and postures the team (employees and families) with its partners (local, state and federal) to strengthen relationships and ensure mission success.
- Foster a working and learning environment for Nebraska Military Department members to develop knowledge, skills and abilities versatile to our environment.
- Leaders will define, communicate and promote resiliency training for all Airmen, Soldiers, families and civilians through training and actions.

OUR TOTAL FORCE ENDURING PRIORITY

STAKEHOLDERS INPUT

TAG SUPPORTING PRIORITY #1: Sustain readiness in order to protect the safety and welfare of the citizens of Nebraska and protect the homeland here and abroad.

- **OBJECTIVE 1:** The Nebraska Military Department will ensure its units are effectively equipped, manned, trained and proficient at the missions they are assigned.
- **OBJECTIVE 2:** The Nebraska Military Department will provide the full range of services and capabilities as required to support domestic contingencies and emergency preparedness.
- **OBJECTIVE 3:** The Nebraska Military Department will train as it deploys, with our joint intergovernmental, interagency and multinational partners.

TAG SUPPORTING PRIORITY #2: Continue Total Force professional development through rewarding and challenging education, training and experience.

- **OBJECTIVE 1:** Promote external professional development experiences by providing opportunities to engage with civic, community and professional organizations.
- **OBJECTIVE 2:** Foster a working environment where employees are motivated to learn and training opportunities are provided which allow for the growth and development of employees' professional skills.
- **OBJECTIVE 3:** Develop the knowledge, skills and abilities of the Total Force by promoting new opportunities for professional and personal educational development, and provide greater access to educational programs and methods of delivering.

TAG SUPPORTING PRIORITY #3: Seek and preserve force structure that provides relevant operational experience and capabilities for homeland, contingency and sustained operations.

- **OBJECTIVE 1:** Deliver federal mission capability.
- **OBJECTIVE 2:** Deliver National Guard Civil Support capability.
- **OBJECTIVE 3:** Deliver flexible and relevant future capabilities.
- **OBJECTIVE 4:** Develop and strengthen key relationships.

TAG SUPPORTING PRIORITY #4: Increase resiliency of the Airmen, Soldiers, families and employees of the Nebraska Military Department, Nebraska National Guard and the Nebraska Emergency Management Agency.

- **OBJECTIVE 1:** Provide a universal definition of resiliency for all stakeholders.
- **OBJECTIVE 2:** Provide resiliency training for all stakeholders.
- **OBJECTIVE 3:** Communication campaign on available resources.

FINAL STRATEGIC OBJECTIVES

OBJECTIVE: The Nebraska Military Department will ensure its units are effectively equipped, manned, trained and proficient for missions.

OBJECTIVE: The Nebraska Military Department will provide the full range of services and capabilities, as required, supporting domestic and federal contingencies and emergency preparedness.

OBJECTIVE: The Nebraska Military Department educates, trains, and postures the team (employees and families) with its partners (local, state and federal) to strengthen relationships and ensure mission success.

OBJECTIVE: Foster a working and learning environment for Nebraska Military Department members to develop knowledge, skills and abilities versatile to our environment.

OBJECTIVE: Leaders will define, communicate and promote resiliency training for all Airmen, Soldiers, families and civilians through training and actions.

OUR FAMILIES ENDURING PRIORITY



Our men and women in uniform, our state and federal employees, the family members who stand with them, veterans of every generation, wounded warriors and loved ones of our fallen are all a part of our family. We must keep families informed and resourced to ensure our employees and service members are prepared when called to serve. During times of separation, we will ensure support networks and programs are present. High quality support mechanisms are vital to our families' abilities to adapt to stressful situations. Individual networks and programs must provide a collective effort to stabilize and improve the quality of life for our families. Our organization understands that reintegration of a family member after a separation may require a tremendous effort to ensure family relationships are restored. It is our duty to ensure a positive integration is developed utilizing all tools available. Going forward, we must honor our commitment to provide quality benefits. It is imperative our families are continuously and reliably informed about initiatives that will impact their future. Given the proper information, they will be able to anticipate individual needs and react to our changing environment that will increase their resiliency.

OUR FAMILIES SUPPORTING PRIORITIES

- Provide timely and relevant information to families to ensure they are prepared to support their Airmen, Soldiers and employees.
- Support families in times of separation from their uniformed service members or civilian employees when they are called to serve their state and nation.
- Promote enduring family and warrior support networks and programs.

STRATEGIC OBJECTIVES

- Provide comparable family support services (i.e., Military One Source) to all Nebraska Military Department personnel and their families, with special emphasis during times of separation.
- Implement qualitative/quantitative measures of effectiveness and provide ongoing periodic assessment.
- Develop cohesive modes of communication (at all levels) to all audiences.

OUR FAMILIES ENDURING PRIORITY

STAKEHOLDERS INPUT

TAG SUPPORTING PRIORITY #5: Provide timely and relevant information to families to ensure they are prepared to support their Airmen, Soldiers and employees.

- **OBJECTIVE 1:** By December 31, 2014, identify the top three methods on how family members receive or access information pertaining to their family member assigned to (employed by) the Nebraska Military Department.
- **OBJECTIVE 2:** By March 1, 2015 identify three venues to provide information to family members during times of separation.
- **OBJECTIVE 3:** By May 1, 2015 implement qualitative and quantitative measures of effectiveness to provide on-going assessment of information provided. (Refer to fund source reporting requirements among current Employee Assistance Program and Warrior Family Support program.)

TAG SUPPORTING PRIORITY #6: Support families in time of separation from their uniformed service members or civilian employees when they are called to serve their state and nation.

- **OBJECTIVE 1:** Provide quality support to families.
- **OBJECTIVE 2:** Provide or coordinate services (i.e., list of services for employees) for employees/dependents.
- **OBJECTIVE 3:** Determine effectiveness of separate support versus combined (all inclusive versus each service has their own family support).

TAG SUPPORTING PRIORITY #7: Promote enduring family and warrior support networks and programs.

- **OBJECTIVE 1:** Promote available networks and programs to families and warriors.
- **OBJECTIVE 2:** Ensure networks and programs are sustainable and relevant.
- **OBJECTIVE 3:** Identify needs that are not being met and develop programs to support these needs.

FINAL STRATEGIC OBJECTIVES

OBJECTIVE: Provide comparable family support services (i.e., Military One Source) to all Nebraska Military Department personnel and their families, with special emphasis during times of separation.

OBJECTIVE: Implement qualitative/quantitative measures of effectiveness and provide ongoing periodic assessment.

OBJECTIVE: Develop cohesive modes of communication (at all levels) to all audiences.

OUR COMMUNITIES ENDURING PRIORITY



Our role of providing homeland defense incorporates the responsibilities of engaging and partnering with our local community leaders. We will continue to leverage and create community-based partnerships by “telling our story” and reflecting those values and professional traits that the Nebraska Military Department represents. We need to continue working with federal, state, and local agencies to market National Guard members as highly skilled civilian employees.

OUR COMMUNITIES SUPPORTING PRIORITIES

- Increase leadership and member interaction with our communities, employers, and retirees.
- Increase interaction with non-governmental centers of influence.
- Create shared centers of excellence across the Nebraska National Guard, the Nebraska Military Department and the Nebraska Emergency Management Agency.

STRATEGIC OBJECTIVES

- Extend community interaction beyond traditional military/veterans organizations to include community leaders and non-governmental centers of influence.
- Institute regular, formal interaction with retirees.
- Increase and improve communication with employers.
- Provide a more consistent Nebraska Military Department strategic message for Nebraska Military Department stakeholders.
- Use common strengths between the organizations in the Nebraska Military Department to create partnerships such as a “center of excellence” for domestic response.

OUR COMMUNITIES ENDURING PRIORITY

STAKEHOLDERS INPUT

TAG SUPPORTING PRIORITY #8: Increase leadership and member interaction with our communities, employers and retirees.

- **OBJECTIVE 1:** Increase communication with employers.
- **OBJECTIVE 2:** Extend community interaction beyond traditional military/veterans organizations (e.g., Air Force Association, National Guard Association of the United States, Enlisted Association of the National Guard of the United States).
- **OBJECTIVE 3:** Institute regular, formal interaction with retirees.

TAG SUPPORTING PRIORITY #9: Increase interaction with non-governmental centers of influence.

- **OBJECTIVE 1:** Build depth within current activities through increased communication within the agency.
- **OBJECTIVE 2:** Develop more consistency with strategic communications across various Nebraska Military Department stakeholders.
- **OBJECTIVE 3:** Create a non-governmental academy based on Leadership Lincoln Model.

TAG SUPPORTING PRIORITY #10: Create shared centers of excellence across the Nebraska National Guard, the Nebraska Military Department and the Nebraska Emergency Management Agency.

- **OBJECTIVE 1:** Community outreach.
- **OBJECTIVE 2:** Partnerships.
- **OBJECTIVE 3:** Recruitment and education.

FINAL STRATEGIC OBJECTIVES

OBJECTIVE: Extend community interaction beyond traditional military/veterans organizations to include community leaders and non-governmental centers of influence.

OBJECTIVE: Institute regular, formal interaction with retirees.

OBJECTIVE: Increase and improve communication with employers.

OBJECTIVE: Provide a more consistent Nebraska Military Department strategic message for Nebraska Military Department stakeholders.

OBJECTIVE: Use common strengths between the organizations in the Nebraska Military Department to create partnerships such as a center of excellence for domestic response.

ADMINISTRATION AND EXECUTION



The scope and complexity of managing 13 strategic objectives requires offices of primary responsibility to be actively engaged and ensure limited resources are applied to the selected action at the proper time. The Nebraska Military Department leaders will develop a synchronized implementation plan in unison with the joint plans and programs function, who in turn, will coordinate and publish the plan as an annex to the strategic plan. Each major subordinate command and state function will develop supporting strategies to attain the strategic objectives contained in this document. Nebraska Military Department leaders will report progress to the Adjutant General on the attainment of the objectives starting in June 2015 and thereafter on a quarterly scheduled basis. The joint working group members will review the strategic plan and coordinate with their stakeholders on an annual basis starting in 2016. Revisions to the strategic plan and attainment of priorities will be made as needed to accommodate changes to our operational environment.

CONCLUSION

This strategic plan is in its first iteration of the joint strategic planning process that includes senior members from the Air National Guard, Army National Guard, Nebraska Emergency Management Agency and supporting entities. It is the product of a thorough assessment of the strategic environment in which the Nebraska Military Department operates. The plan is comprehensive in scope and identifies all critical aspects of our operations and services -- Joint, Air and Army — providing direction and focus to meet current challenges while preparing for those of the future.

As this strategic plan guides the Nebraska Military Department through 2015 to 2018, we understand that we operate in a dynamic environment. There will be changes to our missions, our structures and our resources, which will create a continuing need to be flexible, agile and adaptive.



The objectives and strategies of this plan were developed to keep the Nebraska Military Department at the forefront of change. Through this plan and the subsequent iterations, the Nebraska Military Department will remain well postured for the future.

