

# Strategic Plan Revision Brief



14 October 2022

# Montana Army National Guard 2023 Strategic Plan

## Mission

Provide a community-based force ready to accomplish Federal and State missions.



## Vision

*An Army National Guard to which people want to belong.*

### Priorities

People, Trust, Innovation, Transparency, Communication

### Measure of Success

MTARNG end-strength at 100-105% by 2026

### Strategic Objectives

<b>1</b>	<b>Cultivate a People First Environment</b> To attract, train, and retain	<b>2</b>	<b>Expand Training Areas and Resources</b> To increase available time and efficiency	<b>3</b>	<b>Compete for Future Missions</b> To remain relevant	<b>4</b>	<b>Develop Community and International Partnerships</b> To train to the next level	<b>5</b>	<b>Create a Cohesive Communications Plan</b> To achieve a shared understanding
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### Actions

<ul style="list-style-type: none"> <li>Distribute resource management to BN level</li> <li>Establish and enforce accountable mentorship program</li> <li>Refine and assess UTM processes to maximize MOS/METL training and value Soldier's time</li> <li>Ensure individual career management is transparent and predictable</li> <li>Improve incentives and entitlements program</li> </ul>	<ul style="list-style-type: none"> <li>Establish Billings LAASF</li> <li>Expand SIM/EST capabilities</li> <li>Expand Montana training areas</li> <li>Develop LSH MPMG Range and improve MPTR</li> <li>NGB approved Army Airfield on FTH</li> <li>Increase visibility on the acquisition process</li> </ul>	<ul style="list-style-type: none"> <li>Establish Arctic training program</li> <li>Secure restricted Airspace for UAS Training and LSH</li> <li>Expand Defensive Cyber Operations encompassing Federal, State, and private sectors</li> <li>Develop a state exercise that benefits the community</li> </ul>	<ul style="list-style-type: none"> <li>SPP plans and executes 3-6 engagements per SPP country per year incorporating 50+ MTNG SM's.</li> <li>Establish and maintain relationships with BATUS/ Wainwright/ Canadian Army for training opportunities</li> <li>Expand unit and community training engagements</li> <li>Expand IRT with eligible entities</li> </ul>	<ul style="list-style-type: none"> <li>Develop Integrated marketing plan</li> <li>MT ARNG Identity messaging / branding strategy</li> <li>Intentional Community Engagement Plan</li> <li>Establish a Content Creator Team</li> </ul>
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## Objective 1

## Cultivate a People First Environment

The goal of Objective 1 is to attract, train, and retain qualified and satisfied Soldiers. This will be accomplished through empowering leadership at all levels. Empowered leaders and units are trusted to develop training programs that value the personal sacrifices made by our Soldiers and families while maximizing training across our formations. Strong mentorship programs develop a legacy that ensures the continued success of the MTARNG.

Action	Responsible Office	Leading Indicators	Completion Date
Distribute and empower resource management to BN level	G8/G3/G4/ 1889th	Budget Management Training / Unit Resource Dashboard	2024
Establish and enforce an accountable mentorship program (performance, personal, potential)	G1/HRO/CMD	Mentorship MOI/SOP	2024
Refine and assess UTM processes to maximize MOS/METL training and value Soldiers' time	G3/BDEs	TY24 Yearly Training Brief	2024
Ensure individual career management is transparent and predictable	G1/HRO	Individualized PEL/CMB Feedback	2024
Improve incentives and entitlements program and communication (State Incentives)	G9/G1/CMD	Increased Utilization of Incentive and Entitlements Programs	2025

## Objective 2

## Expand Training Areas and Resources

The goal of Objective 2 is to maximize training time and efficiency. This will be accomplished by expanding training areas in Montana and increasing access to digital training aids. Developing modern training areas and decreasing distance between units and training resources will minimize time lost due to travel and administration.

Action	Responsible Office	Leading Indicators	Completion Date
Establish Billings LAASF	CFMO/SAAO/G8	Contractor Selected	2026
Expand SIM/EST capabilities	TCHQ/CFMO	Approved Fielding Request of Additional SIM Capabilities	2023
Develop LSH MPMG Range and improve MPTR	TCHQ/CFMO/G3/ 1889 <sup>th</sup> /MG	Approved projects from Range Complex Master Plan/ISR	2026
NGB Approved Army Airfield on FTH	CFMO/TCHQ/SAAO	AAF Packet Approval	2025
Expand Montana Training Areas (Eastern MT, Expanded CITAs)	TCHQ/CFMO/G3	State Real-Estate Acquisition / Range Requirements Developed and Approved, CITA requests submitted by units	2027
Increase visibility on the acquisition process	G8/BDE/G4	Acquisition Dashboard	2024

## Objective 3

## Compete for Future Missions

The goal of Objective 3 is to keep the MTARNG relevant and competitive for future missions. This includes developing innovative training and maintaining ready units within the MTARNG. MTARNG will research, develop, and resource training that competitively positions MT units for future State and Federal missions.

Action	Responsible Office	Leading Indicators	Completion Date
Establish Arctic Training Program	G3/95 <sup>th</sup> /1889 <sup>th</sup>	MTARNG Developing and Participating in Training Exercises	2024
Secure restricted Airspace for UAS Training and LSH	SAAO/CFMO/1889 <sup>th</sup>	Approved Environmental Assessment	2023
Expand Defensive Cyber Operations encompassing Federal, State and private sectors	G6/TAG/JAG/TCHQ	Full-time DCOE Personnel	2026
Develop state exercise that benefits the community	G3/BDEs	COA Approved	2023

## Objective 4

## Develop Community and International Partnerships

The goal of Objective 4 is to train to the next level through partnerships with our international and community partners. The MTARNG will leverage the SPP and international training opportunities to provide world class training and experiences for our Soldiers. Leaders will seek out training and community support opportunities that build relationships at the local level.

Action	Responsible Office	Leading Indicators	Completion Date
SPP plans and executes 3-6 engagements per SPP country per year, incorporating 50+ MTNG SMs annually	DOMS/G3	SPP Calendar is Distributed to Units for Operational Readiness	2024
Establish and maintain relationships with BATUS/ Wainwright/ Canadian Army for training opportunities	G3/RSG/RTI/TCHQ/ G8	G3 and Training Center Site Visit with Wainwright	2023
Expand IRT with eligible entities	DOMS/G3	Funded IRT in MT	2025
Enable coordinated unit and community training	G3/ DOMS/PAO/JAG/ BDEs	Community Training Process is Defined and Streamlined	2025

## Objective 5

## Create a Cohesive Communication Plan

The goal of Objective 5 is to achieve a shared understanding by creating an intentional communications internal and external messaging plan. MTARNG will shape perceptions so that all Montanans, civilian and military, know our capabilities and opportunities. We will develop an identity consistent with Montana values, harness community support, and integrate State and Federal missions that benefit Montanans.

Action	Responsible Office	Leading Indicators	Completion Date
Develop integrated marketing plan	CoS/RRB/PAO/PAD/CMD/UPARs	Marketing Working Group Established	2023
MTARNG Identity messaging / branding strategy	G3/RRB/PAO/PAD/CMD/UPARs/JAG/CCT	Identity Message Established Both Internally and Externally	2023
Intentional Community Engagement Plan	PAO/G3/SAAO/JAG/BDEs	Annual Plan Exists	2023
Establish a Content Creator Team (CCT)	PAO/RRB/PAD/CMD/UPARs/JAG	Team Description and Scope of Work Established	2023