

---

# UTAH NATIONAL GUARD STRATEGIC PLAN 2023-2028





**Gov. Spencer Cox**

### **Message from Utah's Governor**

During our administration, we've seen the true strength and flexibility of the Utah National Guard. Without hesitation and without complaint, our Soldiers and Airmen have helped local communities to recover from damage caused by earthquakes, flooding, pandemic, and wildfire. You performed life-saving search-and-rescue missions and responded to calls to keep the peace both here at home and in our nation's capital.

You've met every challenge with precision, and I commend the foresight of the Utah National Guard leadership in setting goals in this strategic plan to ensure the Guard will remain ready and strong. At the heart of this strategic plan is an unwavering commitment to service and community, ideals which dovetail with the priorities outlined in Utah Home, the plan Lt. Gov. Deidre Henderson and I have established as we move into our third year. Utah Home emphasizes the importance of people in bringing about positive growth in our great state. I trust the leadership to emphasize those things that will retain talent and encourage growth in the Utah National Guard.





That's what Utah leaders do, and that's what the flexibility and strength of the Utah National Guard has done through innovation and preparation. We all have a part to play in improving upon what makes Utah great and resolving pressing challenges to ensure a future with our children and grandchildren nearby.

I'm so proud to be your commander-in-chief and grateful for the sacrifices you've made on behalf of all 3.3 million Utahns. Thank you for your continued service.



## Message from the Senior Enlisted Leader

It is my distinct honor to serve this organization during such an exciting time in its history. The Utah National Guard has a long-established legacy of excellence. This legacy has been earned, and the reputation we enjoy throughout our nation, state, and local communities is well deserved. In order for us to sustain our legacy, we must constantly evolve and adapt to meet the needs of the future. This new strategic plan establishes the vision and desired end state of our great organization through the codification of priorities, lines of effort, and broad initiatives.

Our professional corps of noncommissioned officers epitomizes the service ethos of courage, candor, competence, commitment, and compassion. We are an empowered corps that has affirmed our role as the “backbone” of both the Utah Army and Air National Guard. As enlisted leaders within our formations, we are explicitly charged to plan and conduct the day-to-day operations of our elements, train our enlisted force to be experts within their career fields, and teach the unit mission through developing individual programs to support the commander’s intent.

While the complexity and scope of these responsibilities may differ between echelons, the principles remain the same regardless of rank or size of formation. The goals and milestones of this refined strategic plan may seem distant and non-applicable to some; however, they will only be achieved incrementally through our collective and focused day-to-day activities and efforts. As noncommissioned officers, we must ensure that our plans, programs, initiatives, and daily activities are aligned with the priorities set forth by our organizational commanders. Each of us has a role to play, and everyday needs to be a concerted effort to improve our formations, collectively moving them closer to the desired end state.

We have an exceptional force, and I am completely confident that through the talents, creativity, and passion of our people we will achieve the goals and milestones set forth in this strategic plan. I look forward to working with you all toward that end and our shared vision of the future. It starts today, and it starts with each one of us.



**Command Sgt. Maj.  
Spencer Nielsen**





## Table of Contents

I.	Message from Governor . . . . .	1
II.	Message from the Adjutant General . . . . .	2
III.	Message from the Senior Enlisted Leader . . . . .	3
IV.	Background . . . . .	6
V.	Utah National Guard Mission . . . . .	6
VI.	Utah National Guard Vision . . . . .	6
VII.	Commander's Intent . . . . .	6
VIII.	Operational Environment . . . . .	7
IX.	Customers . . . . .	8
X.	Utah National Guard Priorities . . . . .	8
	a. People Always	
	b. Partnerships	
	c. Effectiveness	
XI.	End State . . . . .	9
	a. Right-sized Force	
	b. Ready Units	
	c. Equipped Force	
	d. Right Capabilities	
	e. Resilient Organization	
	f. Strong Partnerships	
XII.	Lines of Effort in support of priorities . . . . .	10
	a. People Always . . . . .	10
	1. Recruiting and Retention	
	2. Readiness	
	3. Operationalize the Approach	
	4. Innovate	
	5. Empower Leaders	
	b. Partnerships . . . . .	10
	1. Develop and Maintain DoD Partnerships	
	2. Develop and Maintain Operational Partnerships	
	3. Enhance Government Influencer Relationships	
	4. Mature and Enhance State Partnership Program Relationships	
	5. Partners in Civil-Society	
	c. Effectiveness . . . . .	11
	1. Modernize and Upgrade Infrastructure	
	2. Ensure Viability of Training Areas/Base	
	3. Optimization of Resources	
XIII.	Utah National Guard Initiatives . . . . .	12
XIV.	People Always . . . . .	12
XV.	LOE: Recruiting and Retention . . . . .	12
	a. RR1: Recruiting	
	b. RR2: Retention	
	c. RR3: Leader Engagement	
XVI.	LOE: Readiness . . . . .	13
	a. R1: Conduct Rigorous Training and Evaluation	
	b. R2: Maintain Guard Member Readiness	
	c. R3: Equipment Readiness	
	d. R4: Increased Full-Time Manning Support	
	e. R5: Enhance Force Structure Capabilities	

	f. R6: Disperse Capabilities Geographic	
	g. R7: Disaster Preparedness Training	
	h. R8: Enhanced Readiness Metrics Relevant Force Structure Increase	
XVII.	LOE: Operationalize the Approach. . . . .	15
	a. OA1: Prioritize People	
	b. OA2: Improve Communications with the Chain of Command	
	c. OA3: Service Member Family Readiness	
	d. OA4: Develop Talent Management Program	
	e. OA5: Emphasize Mentorship at all Levels	
	f. OA6: Be Proactive in Professional Military Education (PME)	
XVIII.	LOE: Innovate. . . . .	17
	a. Integrate Innovative Training	
	b. Encourage Civilian or Equivalent Professional Development	
XIX.	LOE: Empower Leaders . . . . .	17
	a. EL1: Commander Tool Kit	
	b. EL2: Mentor and Develop Subordinates	
	c. EL3: Accessible Programs	
	d. EL4: Team Focus	
	e. EL5: Integrate Holistic Human Resources into Operational Training	
XX.	Partnerships. . . . .	18
XXI.	LOE: Develop and Maintain DoD Partnerships . . . . .	18
	a. DP1: T10 Active-Duty Partnerships	
	b. DP2: T32 National Guard Partnerships	
XXII.	LOE: Develop and Maintain Operational Partnerships . . . . .	19
	a. OP1: State Emergency Response Agency Partnerships	
	b. OP2: Non-Governmental Alignments	
XXIII.	LOE: Enhance Governmental Relationships . . . . .	20
	a. GI1: Relationships with Utah's National Congressional Delegation (CODEL)	
	b. GI2: State Governmental Relationships	
	c. GI3: Local Governmental Relationships	
XXIV.	LOE: Mature and Enhance State Partnership Program (SPP) . . . . .	21
	a. SPP1: Enhance Morocco SPP	
	b. SPP2: Mature Nepal SPP	
XXV.	LOE: Partners in Civil Society . . . . .	21
	a. Commercial	
	b. Community	
XXVI.	Effectiveness. . . . .	22
XXVI.	LOE: Modernize and Upgrade Infrastructure. . . . .	22
	a. UI1: Modernize Facilities	
	b. UI2: Organizational Resiliency	
	c. UI3: Environmental Efficiency	
XXVII.	LOE: Ensure Viability of Training and Areas/Bases . . . . .	23
	a. TA1: Modernize Facilities for Future Demand	
	b. TA2: Sustain and Protect Camp Williams Ranges	
	c. TA3: Coordination with Adjacent Communities	
XXVIII.	LOE: Optimization of Resources. . . . .	23
	a. OR1: Deliberate and Effective Decision Making	
	b. OR2: Innovation	
	c. OR3: Good Stewards of Resources	
XXIX	Commanders Guidance (aka Strategic Planning Map). . . . .	25

# UTAH NATIONAL GUARD STRATEGIC PLAN

---

## ▲ Background

Upon assumption of command of the Utah National Guard, one of MG Michael Turley's first directives was the implementation of the Commanders Decision Cycle Framework to foster a leadership environment of deliberate, thoughtful and timely decision-making. He further asked the Joint Planning Group, the strategic planning facet of the CDCF, to develop a draft strategic plan for the Utah National Guard for his consideration, so that the organization's plan would be bottom-up, collaborative and needs-based in nature with buy in from the subordinate organizations and directorates who assisted in its development. The plan that follows is the result.

## ▲ Utah National Guard Vision

The Utah National Guard will be a premier, community-based force, comprised of ready, resilient, adaptable, and relevant citizen Soldiers and Airmen, accessible for domestic and international crisis.

## ▲ Utah National Guard Mission

The Utah National Guard will provide mission-ready military forces to assist both state and federal authorities in times of emergency or war. The Utah National Guard trains, equips, and prepares its members to protect our state and nations citizens from enemies both foreign and domestic, and to react quickly in the face of natural or man-made disaster or emergency.

## ▲ Utah National Guard Commander's Intent

It is my intent that this strategic plan be a guide that focuses your ongoing efforts within your respective lane of the Utah National Guard. While you take down the plethora of 25-meter targets in your daily activities, ensure that you are always conscious of our long-term requirements. We must deliberately evaluate whether our day-to-day actions are appropriately nested within our lines of effort and supporting initiatives. And, if these activities are not nested, in our environment of scarce time and resources, we must challenge why we are doing them. Never confuse activity alone as progress—we must knowingly focus our tasks towards a common goal of mission success.

I am confident in the dedication and professionalism of our Soldiers and Airmen, but charge that these efforts must be focused towards a common end state. Use this strategic plan as your optic and let's advance our organization to meet the demands of today and beyond.

## ▲ Operational Environment

The 2022 National Security Strategy defines the conflict between democracy and autocracy. This conflict is playing out on a global stage with peer competitors like the People's Republic of China (PRC) and Russia. The 2022 National Defense Strategy defines the PRC as our most consequential strategic competitor, and our pacing threat. "The PRC harbors the intention and increasingly, the capacity to reshape the international order in favor of one that tilts the global playing field to its benefit." Russia has demonstrated equal disregard for peace and stability as it has doubled down on its unprovoked war in Ukraine. "Autocrats are working overtime to undermine democracy and export a model of governance marked by repression at home and coercion abroad," said President Joseph R. Biden Jr.

The United States has spent the better part of two decades engaged in a primarily counter insurgency fight in the middle east while peer competitors like China and Russia have developed capability and capacity and have sought diligently to export their influence around the globe. Current outlooks show

that PRC is the only competitor “with both the intent to reshape the international order and, increasingly, the power to do so (National Security Strategy, 2022).” Russia still poses an acute threat to U.S. interests abroad and especially to European peace and stability. Other serious threats include North Korean and Iranian nuclear development, and the support and influence exerted on these unstable governments by PRC and Russia. The U.S. remains vigilant against ongoing threat from global terrorism and violent extremist organizations. All our efforts to maintain strong allies and partnerships through programs like the State Partnership Program seek to strengthen regional security and align with national priorities. We train to maintain our capability to fight if deterrence fails.

In addition to the growing threats abroad, we cannot ignore the turmoil and conflict at home. Challenges at home are many and they are complex, ranging from natural disaster which strikes without warning, to civil unrest and other man-made crisis which can be equally as dangerous to our communities. Over the past several years our local communities have endured a 5.7 earthquake in Magna, a hurricane-force windstorm in northern Utah that caused significant damage and left approximately 200,000 homes without power, not to mention the significant impacts of the COVID-19 pandemic. This year the Utah National Guard is closely watching the impact of record-breaking snowfall and the potential for significant flooding across the state. The Utah National Guard has also witnessed first-hand the challenges that face local communities across the country when tragic events happen, and large groups of people protest. When protests turn violent, we must adapt quickly. In the past three years we have experienced the need for rapid adaptation in our ability to respond to “all-hazards.”

Additionally, challenges are posed daily in the information environment to ideology and politics, and there has been an increase in unprofessional and deliberately harmful dialog across the information domain which poses a challenge to not only our ability to respond, but also in our ability to recruit and retain qualified Soldiers and Airmen. Some of these challenges are fueled out of ignorance but many are designed by malign actors from both internal and external sources.

Another important data point, while not a threat, is the growing population of Utah. For the last decade Utah has been the fastest growing state in the nation with an average annual growth of 16 percent since April 2010—nearly three times the national average growth rate of 6.3 percent. Furthermore, Utah’s tremendous growth rate is estimated to continue at the same blistering pace or increase in the years ahead. This statistic, while very positive for the state, is a challenge for the Utah National Guard which has not grown commensurately. The Utah National Guard has only grown a meager 3.3 percent since 2010.

The Utah National Guard must be ready, relevant, and sufficient for Utah both today and into the future. This strategic plan outlines the Utah National Guard lines of effort and supporting initiatives to succeed in this rapidly evolving operating environment.





## ▲ Customers

**National Command Authority**—the Utah National Guard, as a proud element of America’s national defense enterprise, must ensure readiness and fulfill deployment requirements as part of our federal mission.

**Governor**—our commander in chief and primary state customer is the governor, for whom we stand ready to respond to any state emergency whether natural or man-made.

**Chief, National Guard Bureau (CNGB)**—the Utah National Guard supports and participates in the activities and requirements of the National Guard Bureau.

**Local Communities**—the Utah National Guard supports not only the cities and counties of the great state of Utah, but also to the businesses of our members and the communities that surround Camp Williams, the Roland Wright Air Base and our other Army installations.

**Employers**—the Utah National Guard recognizes the contribution of the employers of our traditional Guardsmen and women to the readiness and strength of our force.

**Family Members Community**—The families of our members are the most important support element we have and their value cannot be overstated. Without their love and support, our members cannot be ready to accomplish their mission.



## ▲ UTAH NATIONAL GUARD PRIORITIES

**People Always:** Our people are the cornerstone of our organization and our greatest strength. Important to the People Always concept is recruiting and qualifying Soldiers and Airmen into our formations and giving them quality leadership and experiences that make them want to stay in our units. Equally as important is assisting our Soldiers, Airmen, and Families through the challenges associated with mental, emotional, spiritual, and physical health as well as financial literacy and stability. These facets contribute to a positive environment and ensure a safe and diverse workplace for our people to thrive. These considerations necessitate that our members, their families and employers are included as part of overall member readiness. Leader support and deliberate implementation is instrumental to success.

**Partnerships:** Organizational partnerships make us stronger and are imperative to our success. Under the partnership priority we emphasize international, regional, state, and defense partnerships that add value to our organization. Our State Partnership Program



(SPP) with Morocco is mature and provides strategic influence at the international and national levels. As we develop relationships with Nepal under the SPP we look forward to further engagements that are strategically aligned and mutually beneficial. We value our governmental partnership with both our national congressional leaders and our state legislature. Our partnerships priority also entails our many relationships within the Department of Defense enterprise including division and training alignments, ties with respective organizational centers of excellence, and effective coordination with the National Guard Bureau. To be an effective partner in the “all-hazards” response enterprise, the Utah National Guard must also foster interagency partnerships with Utah’s police, fire, healthcare and the Department of Emergency Management. Finally, the bond with our members, their families, their employers and their communities cannot be overstated- we must always nurture the partnerships with our local families, businesses and communities to be successful.

**Effectiveness:** Secretary of Defense Lloyd J. Austin III said in an Oct. 2022 press conference shortly after releasing the newest unclassified National Defense Strategy (NDS) that the effectiveness of the department would be based on creating a “military ready to tackle the full range of threats, harnessing the American spirit of innovation to meet the complexities of today’s world.” Austin went on to say, “we’re seamlessly integrating our deterrence efforts to make a basic truth crystal clear to any potential foe, and that truth is that the cost of aggression against the United States and our allies and partners far outweigh any conceivable gains.” We need to make decisions at the speed of relevance and organize for innovation. The modernization initiatives spawned by Gen. Mark Milley, while needed, will create an environment of competing interests within the defense enterprise, so commanders at all levels must ensure that timely, sound, and worthwhile decisions are made related to our budget execution and manner of conducting business. It is clear through the rapidly evolving operating environment that we can no longer operate the same way we have in the past. The 2022 NDS states “America has never been afraid of competition.” Our current defense strategy defines our core strengths as “our dynamic, diverse, and innovative society; our unmatched network of allies and partners; and the tremendous men and women of our armed forces.” We need to capitalize on all these strengths and move forward to be the most effective force, ready to respond to any call.



## ▲ UTAH NATIONAL GUARD END STATE

**Right-Sized Force:** Increased Army and Air Guard force structure and corresponding funding to sufficiently serve our growing state.

**Ready Units:** Sustain our force with units and members who are ready, resilient, adaptable and relevant, to fulfill state and federal missions.

**Equipped Force:** Equip the force with modern, lethal, and ready equipment and property.

**Right Capabilities:** Adapt force structure to best posture for natural-disaster requirements of our region.

**Resilient Organization:** Anticipated challenges and adapt to ensure the readiness of the force regardless of budget constraints, political turmoil, or training inhibitors.

**Strong Partnerships.** Leveraged partnerships to enhance information exchange, cooperation, mission execution, and jointly pursue common infrastructure where appropriate to better foster information and knowledge exchange.

## ▲ UTAH NATIONAL GUARD LINES OF EFFORT (LOE) IN SUPPORT OF PRIORITIES

### PEOPLE ALWAYS

**Recruiting and Retention:** Recruiting and retention is our primary line of effort for the Utah National Guard to complete its mission. Our people are our most valuable asset. Without them, regardless of adequate budgets and modern equipment, we cannot successfully complete our mission. Thus, it is essential at all levels that we sufficiently and deliberately recruit, train, and retain our members.

**Readiness:** Readiness serves as the foundation in support of our federal and state missions. The National Guard deploys units in order to fight and win our nations wars and support our governor in domestic crisis.

**Operationalize the Approach:** Our people are the key to successfully operationalizing “people always.” They must be trained, equipped, and maximize available resources to ensure individual and unit readiness. The Utah National Guard must be postured to sufficiently support our communities, families, Soldiers and Airmen through all evolving threats to our state and nation. To operationalize the approach we must ensure our Soldiers and Airmen are healthy physically, mentally, emotionally and spiritually. Incorporate these facets into tactical training.

**Innovate:** Utah’s growth in population and economy has been great for the state, but the Utah National Guard has not seen commensurate growth. Our recruiting efforts must be innovative to attract new talent and new and diverse groups of people. Our human resources efforts must continue to modernize and innovate to attract and retain Soldiers, Airmen, and civilians. Our force structure and budget management must adapt to the growth and modernization that prevails in Utah allowing us to compete with the private sector for talent, and in turn provide the private sector with the values and leadership opportunities provided by military service.

**Empower Leaders:** In our profession, winning matters. When we send our members into combat, it isn’t to participate or try hard, but to win. We win through our members, and our members need and deserve great leaders. Leaders aren’t born—they are developed. Leaders at the lowest level must make decisions, accept prudent risk, and lead their formations.



### PARTNERSHIPS

**Develop and Maintain DoD Partnerships:** Our DoD partnerships entail our alignments, training relationships and coordination with other DoD elements. Our Utah National Guard elements have integral relationships with both Active Component and other National Guard elements that must be deliberately nurtured for mission success. Furthermore, while not a command headquarters, an effective relationship with National Guard Bureau is essential to our success.



### **Develop and Maintain Operational Partnerships:**

Operational partnerships include division and training alignments, enhancing ties with organizational centers of excellence, and close and effective coordination with National Guard Bureau. Another facet of interagency partnerships is that of Utah and FEMA Region VIII emergency response enterprise, including important partnerships with all of Utah's law enforcement, fire and healthcare entities.

**Enhance Governmental Relationships:** To ensure understanding of capabilities and requirements, it is imperative that the Utah National Guard maintain close relationships with local, state and national governmental entities. Commanders and staffs at Roland Wright Air Base, Camp Williams and our many armories throughout the state must foster positive relationships with the cities and counties in which they operate to enable training of our forces. Our relationships with our elected officials are vitally important to ensure understanding of our mission and capabilities. Finally, these entities can serve as advocates to resolve member and organizational issues through the legislative process.

### **Mature and Enhance State Partnership Program**

**Relationships:** Partnerships are a very important component of the National Defense Strategy in our current era of constrained budgets and the reemergence of the great power competition. The Utah National Guard must play its part by maturing and enhancing its important State Partnership Program relationships with Morocco and Nepal, and positioning itself to accept additional strategic partners that compliment our growth, modernization, and enhance our strategic objectives.

**Partners in Civil Society:** Our collaborations and alliances between non-military entities within our communities are important to enable our success as members of society. These partnerships include support programs, training and research, community events, outreach events, and other forms of mutually beneficial collaboration. Leveraging the unique capabilities through collaboration of partner organizations serves to strengthen relationships within the community, achieve common objectives, and solve complex challenges.



## **EFFECTIVENESS**

**Modernize and Upgrade Infrastructure:** As the DoD works diligently to upgrade equipment and capabilities within the defense enterprise, the Utah National Guard must look inward and modernize its local infrastructure. This entails enhancements in facilities, equipment and networks to increase efficiencies, enhance safety and stability of operations, and facilitate successful mission accomplishment.

### **Ensure Viability of Training Areas and Bases:**

Encroachment, airspace limitations, noise and light



pollution and evolving systems and munition capabilities threaten our training areas. We must focus on innovation and modernization in our training areas to ensure that they remain viable, available and resourced. Furthermore, we must coordinate closely with surrounding communities to determine the best ways to enable effective training while balancing the impact to the community.

**Optimization of Resources:** Needing to do more with less is not a new paradigm for the military. However, DoD modernization initiatives underway will require a significant portion of the already finite defense budget in the years ahead. Therefore, we must diligently plan and project our requirements, and take all reasonable efforts to ensure that expenditures and processes are optimized as we maintain mission readiness and execution.

## ▲ UTAH NATIONAL GUARD INITIATIVES

Initiatives are identified as the means to advance each line of effort towards accomplishing our objectives. Initiative supplement standard operations and regulatory required activities. Each initiative contains actionable activities. Leadership will review initiatives for progress at least annually.

### PEOPLE ALWAYS

#### ▲ LOE: RECRUITING AND RETENTION (RR)

**RR1. Recruiting:** Recruiting is the lifeblood of the Utah National Guard. Our goal is to achieve over 100% assigned strength. It is imperative that the recruiting mission meet or exceed the End Strength Objective (ESO) to facilitate growth. Current ESO must exceed future Force Structure Allowance (FSA) to posture the Utah National Guard for success.

**Supporting Activities and Actions:**

- Assigned strength greater than 102% of FSA in the Army and Air
- Maintain an ESO that exceeds FSA in the Army
- Deliberate organizational recruiting plans
- Ensure at least one recruiting event/unit/year



**RR2. Retention.** Recruiting alone is insufficient. The organization must retain its most valuable asset, its people, to achieve mission success. Soldiers and Airmen must be inspired, challenged, and valued by invested and competent unit leaders if we expect them to continue their service.

**Supporting Activities and Actions:**

- Conduct quarterly Soldier Readiness Workshops
- Conduct Warrior Crossroads Assemblies (WCA) in conjunction with Soldier Readiness Program (SRP)
- Maintain organizational attrition rate < 9%
- Conduct quarterly counseling
- Conduct exit interviews
- Implement deliberate organizational retention plans

**RR3. Leader Engagement:** Leaders must lead. Leaders at all levels must effectively use the talent within their units to promote readiness, and understand the changing operating environment to build future capacity and readiness within their career fields.

### ***Supporting Activities and Actions:***

- Support DoD Total Force Fitness and Army Holistic Health and Fitness (H2F) programs
- Support Sexual Harassment Assault Response Prevention (SHARP) and Equal Employment Opportunity (EEO) programs
- Access and understand reported metrics and management systems

## **▲ LOE: READINESS (R)**

---

**R1. Conduct Rigorous Training and Evaluation:** To achieve deployment readiness, effective collective training at all levels is critical. Our members must be proficient operating collectively from section to brigade, and flight to wing in their career fields. Rigorous, battle-focused training and evaluation attains this proficiency.

### ***Supporting Activities and Actions:***

- Optimize collective training events (WFXs, CTCs, XCTCs, ODT events, combined arms events)
- Effectively coordinate training (i.e. 120-day meetings, Joint OPS Sync, etc.)
- Effectively execute planned individual and collective training (ATMS, leaders' guidance, cooperative planning, training meetings...)
- Evaluate training internally and externally
- Qualify at least three observer controllers (OC's) from each Utah National Guard major subordinate command
- Ensure readiness for Nuclear Operational Readiness Inspection for Air Guard
- Maintain Air Crew inspections and evaluations



### **R2. Maintain Guard Member Readiness:**

Maintain high levels of individual readiness and availability to deploy for state or federal missions. This includes training qualification, physical fitness, professional military education, and administrative and medical readiness.

### ***Supporting Activities and Actions:***

- 90% DMOSQ in the Army and meet or exceed position training levels (3/5/7/9) in the Air
- 90% medically available in the Army and > 80% Individual Medical Readiness in the Air
- 85% ACFT and 100% currency in the Army and > 85% passing on PFT in the Air
- > 90% authorized Soldiers hold appropriate security clearances



**R3. Equipment Readiness:** Equipment readiness is a vital pillar to the Utah National Guard both in terms of making sure units have the appropriate equipment on hand, and that the equipment on hand is functioning. Collective training and mission execution cannot be achieved successfully without well maintained and fully functioning equipment.



***Supporting Activities and Actions:***

- Achieve 75% equipment availability (Air and Army Aviation)
- Achieve 80% equipment on-hand (Ground)
- Achieve 90% equipment readiness (Ground)

**R4. Increased Full-Time Manning Support:** Full-time manning support has declined at the same time many units are seeing increased operational requirements. The Utah National Guard must balance competing manning requirements to effectively emphasize readiness at the unit level.

***Supporting Activities and Actions:***

- Balance full-time manning with operational and staff requirements
- Educate congressional and state legislative delegations on the challenges caused by pay and benefits parity
- Maintain support for current TRICARE legislation
- Educate congressional and state legislative delegations on full-time manning requirements and shortfalls

**R5. Enhance Force Structure Capabilities:** The Utah National Guard must ensure that its force structure is appropriate and sufficient to address the requirements of the rapidly evolving operating environment at the state and national level. Force structure changes must balance the ability to recruit and retain qualified Soldiers and Airmen with the capabilities provided.

***Supporting Activities and Actions:***

- Increase the Utah Army National Guard Force Structure Allowance (FSA) 1-2% per year until 2028
- Gain Horizontal Engineer and Infantry force structure
- Prioritize Engineer assets in annual Force Structure Strategic Plan (FSSP)
- Develop Emergency Management Assistance Compacts (EMAC) with regional partners
- Establish limited Army Aviation Support Facility in Southern Utah
- Educate congressional and state legislative delegations on the value of growth and the appropriate structure that the Utah National Guard can support

**R6. Disperse Capabilities:** The Utah Emergency Management Enterprise plan on major disruptions to lines of communication along the Wasatch front in the event of disaster or major catastrophe. It is, therefore, imperative that the Utah National Guard disperse our resources and capabilities throughout the state so we can effectively respond to both natural and man-made disaster or incident.

***Supporting Activities and Actions:***

- Develop a Southern Utah Aviation Facility
- Refine dispersion criteria and incorporate into the Utah National Guard Annual Stationing Plan
- Develop multi-faceted Continuity of Operations Plan (COOP) and support with appropriate resources
- Upgrade the North Salt Lake Armory to support National Guard Response Forces (NGRF) requirements



**R7. Disaster Preparedness Training:** It is vital that Utah National Guard coordinate and train with the other elements of Utah's Emergency Management Enterprise including command and control, law enforcement, fire, healthcare and cyber. By training together in a whole-of-government approach we

develop the required relationships to be efficient and effective in our response to any domestic mission.

***Supporting Activities and Actions:***

- Participate in the annual “Great Utah Shakeout”
- Participate in Vigilant Guard and Cyber Shield exercises
- Enhance our relationship with local search and rescue and wild-land firefighting agencies
- Conduct Homeland Response Force (HRF) training and certification events



**R8. Enhanced Readiness Metrics:** Utah National Guard can only achieve FSA increase via superior performance in manning and readiness metrics.

***Supporting Activities and Actions:***

- Units assigned strength above 100% FSA
- Ensure current Army End Strength Objective (ESO) number meets or exceeds future FSA



**▲ LOE: OPERATIONAL APPROACH (OA)**

---

**OA1. Prioritize People:** Unit command teams incorporate constant focus on people in all our actions and interactions with service members, families, and employers beginning with initial entry into the UTNG.

***Supporting Activities and Actions:***

- New enlistees receive People Always training provided by Military Community and Family Services (MCFS) or Airmen Family Readiness (AFR) Program Manager (PM) staff during initial in processing
- Include MCFS or AFR brief on in processing checklist for direct commission, prior service, and interstate transfer
- Include MCFS or AFR in command planning and activities (annual training management, yearly training guidance and briefs, command reports and orders production...)



**OA2. Improve Communications with the Chain of Command:** Utah National Guard directorates ensure information flows effectively between staff and commands.

***Supporting Activities and Actions:***

- Establish information exchange between MCFS or AFR PM and command channels for situational awareness of service member and family member issues and available resources

**OA3. Service Member Family Readiness:** Service members (SM) have primary responsibility for individual and family readiness.



***Supporting Activities and Actions:***

- Encourage SM and families to participate in programs, services, and activities that develop, strengthen, and sustain the quality of life and well-being of all members of the UTNG family
- Provide resources for SM education and training

**OA4. Develop Talent Management Program:** The Utah National Guard must establish a Talent Management Program to enhance leader development, increase retention of members and promote mission success. Position slating and talent match (right person, right assignment, right time)

***Supporting Activities and Actions:***

- Establish Senior Officer Management Boards for O5 and above career management
- Use the Integrated Personnel and Pay System - Army (IPPS-A) Talent Management module
- Conduct quarterly talent management review
- Develop career management pathways for existing Title 32 and growing Title 5 technician and civilian employees
- Manage broadening assignment and joint opportunities into full-time career models. Increase opportunities for all full-time manning at external organizations (NGB, NORTHCOM, etc.)
- Increase opportunities for traditional Guard members to work short-term projects, developments, and activities

**OA5. Emphasize Mentorship at all Levels:** Coaching and mentorship are foundational to leader and individual development. The Utah National Guard must be deliberate in developing Soldiers, Airmen, and leaders. Mentorship is a foundational aspect of leader development that the Utah National Guard must deliberately manage for success.

***Supporting Activities and Actions:***

- Use Utah National Guard Annual Senior Leader Workshops as a critical development tool
- Develop an innovative Officer and NCO Development Program at every level of command
- Establish a lifelong sponsorship and mentorship program
- Recognize the talents and contributions of the people in our units, and develop and value them for who they are

**OA6. Be Proactive in Professional Military Education (PME):** Officer and NCO PME is not just a prerequisite for promotion, but rather an instrumental part of leader qualification. Commanders must establish an expectation wherein PME is proactively completed early in the cycle to facilitate optimal leader performance and qualified leader placement.





***Supporting Activities and Actions:***

- Officer PME completion rate of > 60% by 2024 and > 70% by 2026
- NCO PME completion rate of > 80%
- Warrant Officer PME completion rate > 80%
- Encourage PME enrollment upon earliest eligibility

▲ **LOE: INNOVATE (I)** \_\_\_\_\_

**I1. Integrate Innovative Training:** Use modern and innovative training methods to increase the effectiveness and efficiency of training. Integrate and combine requirements where possible and accept prudent risk at appropriate levels of command.

***Supporting Activities and Actions:***

- Utilize collaborative and creative training platforms to influence and educate squad/flight/section leaders
- Develop Senior Leader initiatives that establish training priorities through annual command guidance
- Integrate People Always training initiatives into small group operational training at squad/flight/section level
- Develop evaluation processes that informs innovation

**I2. Encourage civilian or equivalent Professional Development:** Establish a mindset that prioritizes people and encourages creativity.

***Supporting Activities and Actions:***

- Enhance professional skills that create emotional, cultural, relational, and humanistic intelligence skills to maximize personal health and wellbeing that promote “People Always”

▲ **LOE: EMPOWER LEADERS (EL)** \_\_\_\_\_

**EL1. Commander’s Tool Kit:** Educate leaders and create a centralized access to programs and resources for leaders at all levels

***Supporting Activities and Actions:***

- Increase effective communication and application of updated resources through commanders, full-time personnel, and family assistance centers



**EL2. Mentor and Develop Subordinates:** Maintain command emphasis for People Always initiatives in Senior Leader forums.

***Supporting Activities and Actions:***

- Effectively communicate command initiatives through all levels by using the chain of command

**EL3. Accessible Programs:** Use innovative methods such as QR codes to evaluate access and disseminate MCFS and AFR programs and resources to all leadership levels

***Supporting Activities and Actions:***

- Develop products for commanders to access resources

**EL4. Team Focus:** Empower Squad/Flight/Section leaders to know their team members personally and professionally

***Supporting Activities and Actions:***

- Create a system of accountability to review and improve leader performance
- Develop senior leader narratives, themes, and messages to empower squad/flight/section leaders
- Assess the need for and implement interpersonal relationship skills building to enhance leader competence

**EL5. Integrate Holistic Human Resources into Operational Training:** Incorporate H2F, Sexual Assault Response Coordinator (SARC), and MCFS resource training into new Company Commander/First Sergeant Course (Army). Highlight what programs can do to ensure overall wellbeing of service member and families.

***Supporting Activities and Actions:***

- Evaluate and update training outline for Army Company Commander/First Sergeant Course
- Provide digital and analogue resources to command teams

## PARTNERSHIPS

### ▲ LOE: DEVELOP AND MAINTAIN DoD PARTNERSHIPS (DP)

**DP1. Title 10 Active Duty Partnerships:** Partnerships with Active Component elements are important to enhance training and readiness. All Utah National Guard elements must maintain



awareness of their respective T10 alignments and deliberately incorporate these relationships into operations planning and execution.

***Supporting Activities and Actions:***

- Understand and support T10 Active Component alignments
- Maintain active interactions with respective centers of excellence
- Maintain active interaction with NORTHCOM in support of Domestic Operations (DOMOPs)

**DP2. Title 32 National Guard Partnerships:** Partnerships with other National Guard elements are equally as important as our T10 partnerships. While the National Guard Bureau (NGB) is not a command element, effective and collaborative interactions with NGB are vital to the success of the Utah National Guard. Further, alignments with Guard divisions are foundational to the current readiness model and will drive deployment associations.

***Supporting Activities and Actions:***

- Understand and promote National Guard division alignments
- Establish relationships with sister National Guard elements
- Promote active and consistent positive relationship with respective NGB elements

**▲ LOE: DEVELOP AND MAINTAIN OPERATIONAL PARTNERSHIPS (OP)**

---

**OP1. State Emergency Response Agency Partnerships:** Partnerships with state and local emergency response agencies are vital to our successful “all-hazards” response to the state.

***Supporting Activities and Actions:***

- Close coordination of JDOMS with Utah’s Department of Emergency Management and Department of Public Safety
- Partner with fire, law enforcement, and healthcare agencies at city and county levels
- J6 Cyber coordination with U.S. Department of Homeland Security (DHS)
- Sustained Counter Drug-UTAC partnership with DEA
- Sustained RINGGOLD partnership with NSA
- Sustained Defense Intelligence Agency (DIA) partnership with Joint Reserve Intelligence Center (JRIC)
- Sustain partnership with Defense Language Institute (DLI) and National Cryptologic School (NCS) and establish a language training center in Utah
- Enhance integration between FBI, DoD, and DHS with the counter-insider threat program





**OP2. Non-Governmental Alignments:** Non-governmental agencies also play an important role in the advocacy of our members and public awareness of the National Guard role and mission.

***Supporting Activities and Actions:***

- Enhance the Honorary Commander program
- Sustain the Honorary Colonels program
- Coordinate appropriately with the Utah Defense Alliance
- Coordinate with professional organizations

**▲ LOE: ENHANCE GOVERNMENTAL RELATIONSHIPS (GR)**

**GR1. Relationships with Utah’s National Congressional Delegation (CODEL):** It is important that Utah’s national CODEL are aware of Utah National Guard issues and status so that they can appropriately represent our formations and contribute to the annual National Defense Authorization Act process.

***Supporting Activities and Actions:***

- Establish a Legislative Liaison Working Group
- Establish education and orientation to National Guard affairs for new CODEL members
- Proactively provide civic leader flights and orientations
- Appropriate solicitation to Guard events and celebrations through appropriate channels and approved by the Assistant Adjutant General (AAG)

**GR2. State Governmental Relationships:**

The Guard must maintain a strong relationship with Utah’s leadership and state legislature to ensure effective state mission execution and appropriate contribution to state legislative initiatives. Interaction with state legislative delegations is managed by the Assistant Adjutant General for Army and Air. Coordination for involvement at lower levels requires approval from the AAG.

***Supporting Activities and Actions:***

- Close coordination with governor’s office
- Legislative Liaison (LL) Working Group contributions for state legislative process
- Proactively provide civic leader flights and orientations
- Appropriate involvement to Guard events and celebrations
- Conduct state legislative orientations

**GR3. Local Governmental Relationships:**

Our military garrisons, armories and bases coexist in local communities. Thereby, our relationships with city and county leadership are instrumental to our success. Local commanders are encouraged to engage at their level with equivalent community leaders.



### ***Supporting Activities and Actions:***

- Maintain local relationships with county and city leadership
- Coordinate with county and city agencies on training and events that will impact the community
- Involve appropriate community leaders in unit events and celebrations
- Strengthen the Utah National Guard Honorary Commander program
- Develop a Camp Williams Defense Alliance
- Work appropriately with the Utah Defense Alliance

## **▲ LOE: MATURE AND ENHANCE STATE PARTNERSHIP PROGRAM (SPP)**

---

**SPP1. Enhance Morocco State Partnership Program (SPP):** Although the Moroccan SPP is well established, and an ideal example to the DoD, the Utah National Guard must work diligently to maintain this valuable relationship. It is important to balance resources to ensure all program engagements are sustainable and maintain value.

### ***Supporting Activities and Actions:***

- Coordinate with J3 SPP and Utah National Guard units for appropriate support at SPP events
- Promote Moroccan delegation visits to major Utah National Guard training and disaster preparedness events

**SPP2. Mature Nepal SPP:** NGB approved Nepal as Utah's second SPP country. The Utah National Guard and leaders from Nepal have worked together on several projects since 2019, and we look forward to continuing this relationship of mutual respect and friendship into the future.

### ***Supporting Activities and Actions:***

- Promote increased SPP engagements with Nepal
- Capitalize on collaborative training events already being conducted to promote SPP advancement
- Promote Nepal delegation visits to major Utah National Guard training and disaster preparedness events



## **▲ LOE: PARTNERS IN CIVIL SOCIETY (PC)**

---

**PC1. Commercial:** Maintain partnerships with commercial enterprise through our Soldiers and Airmen. Leverage the skill set and talent brought to us by professionals in the commercial sector while fostering innovation and collaboration to achieve common goals.



### ***Supporting Activities and Actions:***

- Formal partnerships with commercial enterprise is managed at TAG level. Requests for partnerships at lower levels need appropriate coordination through the chain of command and staff
- Maintain a robust unit program for involving employers in training events and appropriate unit function (Employer Support for Guard and Reserve, ESGR)

**PC2. Community:** Community partners and employers play a vital role in enhancing the National Guard's ability to respond to emergencies, promote resilience, and support community development. These partnerships reinforce the notion of the National Guard as a community based organization and fosters strong relationships between the National Guard and the communities we serve.

### ***Supporting Activities and Actions:***

- Conduct conferences and meetings to discuss topics which are of mutual benefit
- Conduct Innovative Readiness Training (IRT) projects to enhance community and state support
- Support community events while balancing time and resources to maximize outreach



## **EFFECTIVENESS**

### **▲ LOE: MODERNIZE AND UPGRADE INFRASTRUCTURE (UI)**

**UI1. Modernize Facilities:** We must modernize our dated facilities to support current requirements and conduct deliberate planning ensure preparedness for future requirements.

### ***Supporting Activities and Actions:***

- Coordinate long-range construction plan development with Forces Integration and Readiness Officer (FIRO)
- Coordinate with units for timely input to long-range construction plan
- Proactively analyze future requirements with force structure and equipment modernization
- Implement energy and water efficiencies to build resilience
- Implement appropriate solar initiatives

**UI2. Organizational Resiliency:** The Utah National Guard must be capable of responding to the needs of the state and nation in the face of threats or disaster. This not only requires a ready and resilient force, but an equally ready and resilient organization and support infrastructure enabling our Guard members to accomplish their mission.





**Supporting Activities and Actions:**

- Maintain emergency power capability at all Utah Readiness Centers
- Maintain or improve emergency power capability on Camp Williams to > 50%
- Achieve 100% emergency power capability at Camp Williams by 2027
- Develop water and natural gas storage capability for all Utah Readiness Centers and Camp Williams by 2027
- Develop plans for organizational resilience due to civil disturbance events threatening facilities
- Implement initiatives to strengthen the network and increase digital resiliency (SPIRAL 3, WAVE Communications for domestic events, AF JWICS, CV2 L5, etc.)

**UI3. Environmental Efficiency:** As with any large organization, we must be mindful of environmental impact and efficiencies. Deliberate planning and mitigation for potential adverse environmental impact along with innovative and proactive recycling efforts are hallmarks of this initiative.

**Supporting Activities and Actions:**

- Reduce utility consumption by > 2% annually with green power alternatives (solar/wind)
- Increase solid waste diversion via recycling by > 50% over the next 10 years
- Meet all applicable federal, state, and local environmental standards, regulations and laws
- Ensure the sustainability of Utah National Guard missions and training lands
- Demonstrate sound management and stewardship of natural and cultural resources

**▲ LOE: ENSURE VIABILITY OF TRAINING AREAS/BASES (TA)**

---

**TA1. Modernize Facilities for Future Demands:** The DoD is modernizing equipment and capabilities of our forces, and our training facilities must adjust appropriately to these changing requirements. Modernization efforts must always be mindful of the vital connection of the Utah National Guard with its communities, and never sacrifice effectiveness for efficiency.

**Supporting Activities and Actions:**

- Analyze emerging systems and munition advancements for implications to facilities and training areas
- Analyze changes to training and mobilization requirements for implications to facilities and training areas
- Analyze home-station mobilization strategies for implications to facilities and training areas
- Develop a robust synthetic training environment
- Ensure armory presence in local communities throughout Utah
- Actively participate in new land acquisition for future requirements

**TA2. Sustain and Protect Camp Williams**

**Ranges:** The West Traverse Sentinel Landscape, Army Compatible Use Buffer (ACUB) program, and Readiness Environmental Program Initiative (REPI) program are instrumental in creating a buffer from encroachment around Army training areas and we need to capitalize on all of these programs and their offerings to promote sustained training capabilities.



***Supporting Activities and Actions:***

- Maximize annual use of ACUB and similar programs until a complete and sustainable buffer is acquired around Camp Williams
- Conduct an annual briefing of current ACUB acquisition strategy

**TA3. Coordination with Adjacent Communities:** Our garrisons, armories and base must take all appropriate and reasonable efforts to be a good partner in their communities while still ensuring mission training and readiness.

***Supporting Activities and Actions:***

- Notify the public when significant noise or disruption for training events is expected
- Coordinate with city leadership regarding appropriate mitigation for public disruptions associated with training
- Conduct open houses and public invitations to training events to educate the public surrounding training facilities of necessity for training and readiness
- Maintain appropriate balance between training, readiness, and impact to a surrounding community

**▲ LOE: OPTIMIZATION OF RESOURCES (OR)**

---

**OR1. Deliberate and Effective Decision Making:** In this time of modernization, change and resource scarcity, we must ensure organizational decision-making is deliberate, thoughtful, and holistic in nature to promote optimization of resources and efficiencies.

***Supporting Activities and Actions:***

- Employment and optimization of CDCF
- Employment of JPG for strategic decisions
- Revision of meetings to better align to DoD and active duty processes
- Elimination of redundancies and inefficiencies in meetings, battle rhythm and administrative processes.

**OR2. Innovation:** Innovation is a key component to address resource shortfalls and time limitations. We must apply deliberate efforts to solicit and appropriately apply innovation within our organization.

***Supporting Activities and Actions:***

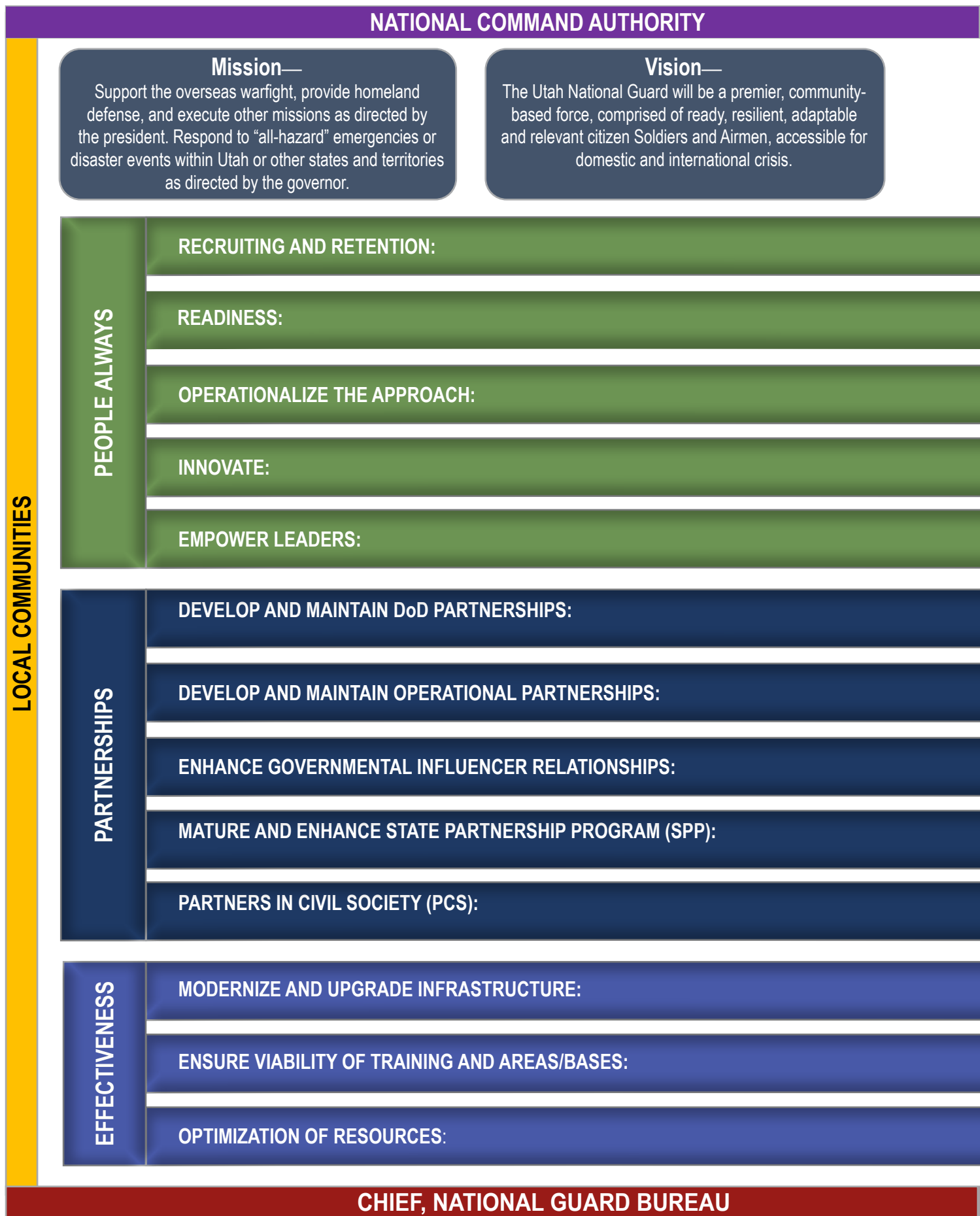
- Establish an Innovation Working Group to solicit, analyze and recommend process improvements
- Educate and implement innovations for maximized productivity

**OR3. Good Stewards of Resources:** The Utah National Guard must embrace evaluations/audits and be a learning organization to ensure compliance with statutory and regulatory requirements.

***Supporting Activities and Actions:***

- Aggressive utilization of Internal Review audits
- Appropriate application of the Procurement Management Boards for purchases
- Follow up and resolution for inspection shortfalls and wellness plans







## NATIONAL COMMAND AUTHORITY

**Commander's Intent**—We must deliberately evaluate whether our day-to-day actions are appropriately nested within our lines of effort and supporting initiatives. And, if these activities are not nested, in our environment of scarce time and resources, we must challenge why we are doing them. Never confuse activity alone as progress—we must knowingly focus our tasks towards a common goal of mission success. I am confident in the dedication and professionalism of our Soldiers and Airmen, but charge that these efforts must be focused towards a common end state. Use this strategic plan as your optic and let's advance our organization to meet the demands of today and beyond.

Recruiting • Retention • Leader Engagement

Rigorous Training and Evaluation • Guard Member Readiness • Equipment Readiness • Increased Full-Time Manning Support

MCFS/AFR Participate in Operational Planning • Command Team Priority • Service Member Family Readiness

Training Integration • Improved Communications • Professional Development Equipment

Commander's Toolkit • Mentorship • Accessible Programs Team Focus • Integrate Resources into Training

T10 Active Duty Partnerships • T32 National Guard Partnerships

State Emergency Response Agency Partnerships • Non-Governmental Alignments

National Congressional Delegation • State Governmental Relationships • Local Governmental Relationships

Mature Nepal SPP • Enhance Morocco SPP

Government • State • Community Partners

Modernize Facilities • Organizational Resiliency • Environmental Efficiency

Modernize Facilities for Future Demand • Sustain and Protect Camp Williams Ranges • Coordination with Adjacent Communities

Deliberate and Effective Decision Making • Innovation • Good Stewards of Resources

### END STATE

Right-sized force

Ready units

Equipped force

Right capabilities

Resilient organization

Strong partnership

GOVERNOR

CHIEF, NATIONAL GUARD BUREAU

