



WYOMING MILITARY DEPARTMENT



STRATEGIC PLAN

LIVE EACH DAY WITH COURAGE

TAKE PRIDE IN YOUR WORK

ALWAYS FINISH WHAT YOU START

DO WHAT HAS TO BE DONE

BE TOUGH, BUT FAIR

WHEN YOU MAKE A PROMISE, KEEP IT

RIDE FOR THE BRAND

TALK LESS AND SAY MORE

REMEMBER THAT SOME THINGS AREN'T FOR SALE

KNOW WHERE TO DRAW THE LINE

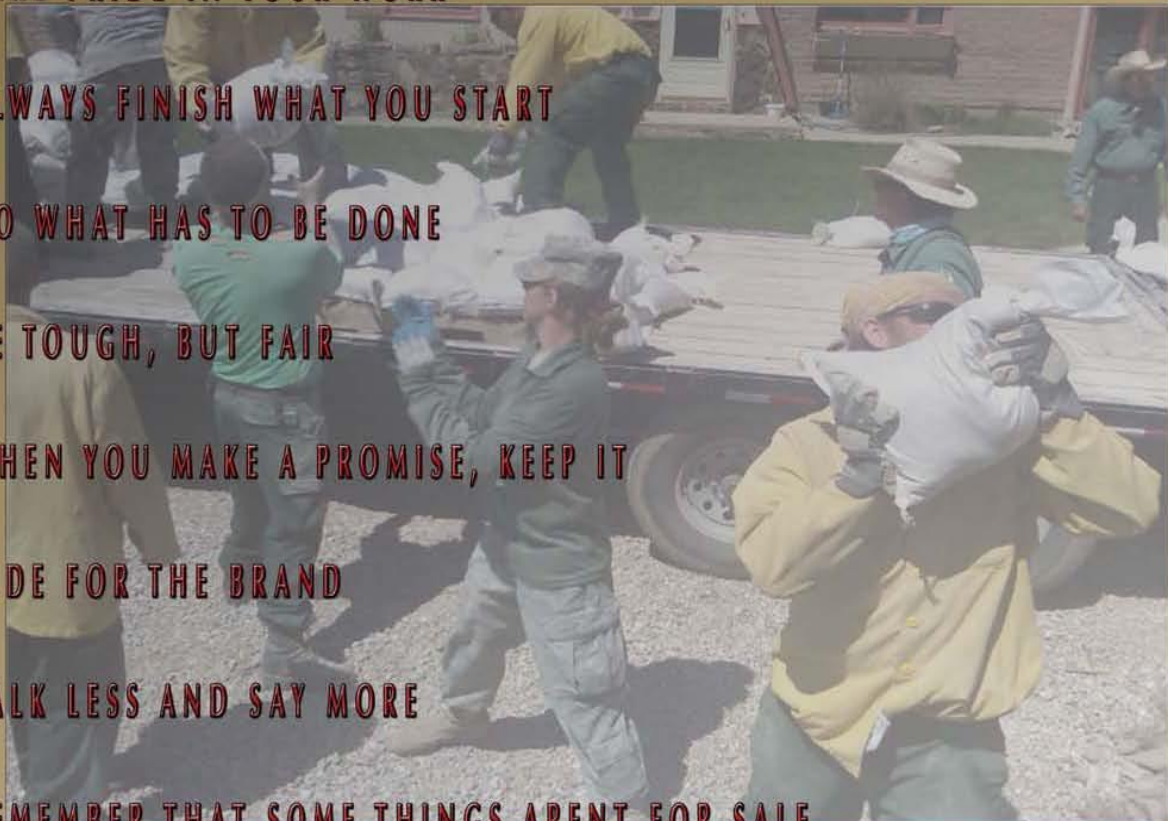


TABLE OF CONTENTS

Executive Summary, MG Reiner	4
i. Introduction	5
ii. Proponent for Input and Updates to the Wyoming Military Dept. Strategic Plan	5
iii. Wyoming Military Department Mission/Vision	5
iv. Wyoming Military Department Organizational Values	6
v. Wyoming Military Department Strategic Goals	7
1.0 Provide Ready Forces	8
1.1 LTO 1 Maintain Facilities and Land to Support Training and Mission Requirements	8
1.2 LTO 2 Maintain Equipment to Support Training and Mission Requirements	8
1.3 LTO 3 Maintain Manpower to Support Training and Mission Requirements	8
1.4 LTO 4 Assure Training to Meet Mission Requirements	8
2.0 Develop and Sustain a Healthy and Resilient Force	8
2.1 LTO 1 Eliminate Suicide.....	9
2.2 LTO 2 Improve Resiliency	9
2.3 LTO 3 Reduce Substance Abuse	9
2.4 LTO 4 Sustain Resilient Families	9
2.5 LTO 5 Improve Financial Well-Being.....	9
3.0 Ensure Resource Accountability	9
3.1 LTO 1 Assure 100% Accountability of Federal Resources.....	9
3.2 LTO 2 WYNG Utilized Federal Resources Appropriately	10
3.3 LTO 3 Assure 100% Accountability of State Resources.....	10
3.4 LTO 4 WYNG Utilizes State Resources Appropriately	10
3.5 LTO 5 Implement Efficiencies and Cost Saving Opportunities	10
4.0 Effective Internal and External Communication	10
4.1 LTO 1 Effective External Communication methods and delivery	10
4.2 LTO 2 Effective Internal Communication methods and delivery	10
5.0 Partner to Better Serve Wyoming and the Nation	11
5.1 LTO 1 Effective Domestic Operations and Interoperability with State Agencies ...	11
5.2 LTO 2 Effective Veteran Services Support to Wyoming	11
5.3 LTO 3 Effective Youth Services in the WYMD	11

5.4 LTO 4 Develop Camp Guernsey into a Level 2 training facility for the Army, support the airdrop and airland requirements of the WYANG, and support the needs of our tenant organizations.....	11
5.5 LTO 5 Effective Community Relations.....	11
5.6 LTO 6 Enhance Relationship with Tunisia through State Partnership	12
6.0 Obtain Optimal Force Structure	12
6.1 LTO 1 Secure and Maintain Essential Ten Capabilities	12
6.2 LTO 2 Pursue Transition to J-Model C-130.....	12
6.3 LTO 3 Pursue and Acquire Active Component Partnerships.....	12
6.4 LTO 4 Maintain Relevant Force Structure	12
7.0 Preserve and Celebrate the Heritage of the WYMD	12
7.1 LTO 1: Develop and support service, state and local exhibits and events designed to highlight the culture and contributions of the WYMD and WY veterans.....	13
7.2 LTO 2: Accurately Document WYMD Events and Archive WYMD History	13
vi. Summary	13
Annex A, Strategic Scorecard	14
Glossary of Acronyms	15



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All Wyoming Military Department Members,

My thanks to the many people from within the Wyoming Military Department (WYMD) that put a lot of time and effort into updating the Strategic Plan (STRATPLAN) so that organizationally, we know where to focus our efforts for the next 4-5 years. This living document is the fourth version since I became your TAG. It sets the standards and identifies our long-term objectives in order to meet our seven goals as the WYMD. This plan provides WYMD guidance and objectives that are simple to understand, execute, and keep us at a “mission ready state.”

It is important to understand that we are “One Workforce” which has the primary responsibility of providing ready forces that are available to meet all federal, state, and local missions whenever called upon—every time!

Successful organizations always seek improvement, execute the standards, are values based, know where they are headed, and know how they are going to get there. That is what this document is designed to do and it is our road map that will take us to our destination—the “best of the best.”

Lastly, we are going to post our strategic plan on the Wyoming National Guard public website. This will allow anyone who visits the website to check our status. Assessments are updated quarterly instead of the annually as before.

A handwritten signature in black ink that reads "K. Luke Reiner".

K. LUKE REINER
Major General, WY National Guard
The Adjutant General

i. Introduction

This STRATPLAN establishes priorities for action within the WYMD. It provides a unified mission and vision, accepts the core values of each element, and adopts the Code of the West as values in conduct of daily business. Seven goals (Provide Ready Forces, Develop and Sustain a Healthy and Resilient Force, Ensure Resource Accountability, Enhance Internal and External Communication, Partner to Better Serve Wyoming, Obtain Optimal Force Structure, and Preserve and Celebrate the Heritage of the WYMD) are identified through Long and Short Term Objectives (LTOs/STOs). Each goal is defined to include an intent statement which provides clarity and a "Tagline" that provides rapid identification with the goal's intent statement. LTOs are expanded with measurable STOs and summarize the aggregate scoring of subordinate STO metrics. Each STO has a suspense with an Office of Primary Responsibility (OPR) assigned and are briefed at regular intervals depending on the STO as established by the supported plan. The Adjutant General's (TAG) intent is to track progress through quarterly STRATPLAN updates where OPRs brief the status of LTOs via the Strategic Management System (SMS).¹

Subordinate entities of the WYMD (i.e. Army, Air, State, Wyoming Veterans Commission, etc) are directed to develop nested plans that support the overarching WYMD STRATPLAN. Focused efforts that measure progress ensures continuous organizational improvement and position us for the future.

ii. Proponent for input, updating and maintaining the WYMD STRATPLAN

The J5 (Strategic Plans and Policy Officer) is responsible for managing the WYMD STRATPLAN. This includes establishing, executing, monitoring, and modifying respective processes, organizing periodic updates, and ensuring tasks are completed. Subordinate entities and STO OPRs submit updates via SMS and proposed changes to the J5. STRATPLAN metric updates will be provided as directed in STRATPLAN update meetings. The J5 will provide instructions to all the stakeholders for every STRATPLAN update briefing and meeting.

iii. WYMD Mission and Vision Statements

Mission: We generate ready forces to safeguard Wyoming and protect the nation while adding value to our communities.

¹ SMS is a CAC enabled website used nationally available for military organizations to maintain assessments on a continuous basis.

Vision: One team of dedicated professionals, structured, resourced and always ready to respond as the state and nation's best.

iv. WYMD Organizational Values

The WYMD is a values-based organization incorporating Service-specific values:

- Army: Loyalty. Duty. Respect. Selfless service. Honor. Integrity. Personal courage.
- Air: Integrity. Service before self. Excellence in all we do.
- Civil Air Patrol (CAP): Integrity. Service before self. Excellence in all we do. Respect.

The Code of the West describes how members of the WYMD conduct themselves.

The Code of the West was adopted by the state legislature as the way Wyoming does business and has been adopted by the WYMD as how we do business and get things done:

1. Live each day with courage—Do what's right. Do what's needed. Do the hard things.
2. Take pride in your work—Build it like you own it. You will be judged by the quality of your work.
3. Always finish what you start—We don't expect our people to quit and our people don't expect their leaders to quit.
4. Do what has to be done—Anyone can do the easy work. Do what's tougher. Take the initiative.
5. Be tough but fair—Enforce the standard. Hold all personnel accountable, regardless of rank or position.
6. When you make a promise keep it—When you make a promise keep it. We are all counting on you.
7. Ride for the brand—Wyoming Guard is a family; the brand is bigger than any one person. Be loyal.
8. Talk less and say more—Actions speak louder than words, so don't make a short story long.

9. Remember that some things aren't for sale—We will not compromise our character or reputation.

10. Know where to draw the line—Know your limits, calculate the risk, and focus on what is right.

v. WYMD Strategic Goals

1.0 PROVIDE READY FORCES

1.1 LTO 1 Maintain Facilities and Land to Support Training and Mission Requirements

1.2 LTO 2 Maintain Equipment to Support Training and Mission Requirements

1.3 LTO 3 Maintain Manpower to Support Training and Mission Requirements

1.4 LTO 4 Assure Training to Meet Mission Requirements

2.0 DEVELOP AND SUSTAIN A HEALTHY AND RESILIENT FORCE

2.1 LTO 1 Eliminate Suicide

2.2 LTO 2 Improve Resiliency

2.3 LTO 3 Reduce Substance Abuse

2.4 LTO 4 Sustain Resilient Families

2.5 LTO 5 Improve Financial Well-Being

3.0 ENSURE RESOURCE ACCOUNTABILITY

3.1 LTO 1 Assure 100% Accountability of Federal Resources

3.2 LTO 2 WYNG Utilizes Federal Resources Appropriately

3.3 LTO 3 Assure 100% Accountability of State Resources

3.4 LTO 4 WYNG Utilizes State Resources Appropriately

3.5 LTO 5 Implement Efficiencies and Cost Saving Opportunities

4.0 EFFECTIVE INTERNAL AND EXTERNAL COMMUNICATION

4.1 LTO 1 Effective External Communication Methods and Delivery

4.2 LTO 2 Effective Internal Communication Methods and Delivery

5.0 PARTNER TO BETTER SERVE WYOMING AND THE NATION

5.1 LTO 1 Effective Domestic Operations and Interoperability with State Agencies

5.2 LTO 2 Effective Veteran Services Support to Wyoming

5.3 LTO 3 Effective Youth Services in the WYMD

5.4 LTO 4 Develop Camp Guernsey into a Level 2 training facility for the Army, support the airdrop and airland requirements of the WYANG, and support the needs of our tenant organizations

5.5 LTO 5 Effective Community Relations

5.6 LTO 6 Enhance Relationship with Tunisia through State Partnership

6.0 OBTAIN OPTIMAL FORCE STRUCTURE

6.1 LTO 1 Secure and Maintain Essential Ten Capabilities

6.2 LTO 2 Pursue Transition to J-Model C-130

6.3 LTO 3 Pursue and Acquire Active Component Partnerships

6.4 LTO 4 Maintain Relevant Force Structure

7.0 PRESERVE AND CELEBRATE THE HERITAGE OF THE WYMD

7.1 LTO 1 Develop and support service, state and local exhibits and events designed to highlight the culture and contributions of the WYMD and WY veterans

7.2 LTO 2 Accurately Document WYMD Events and Archive WYMD History

1.0 PROVIDE READY FORCES

Goal: Secure and manage the resources necessary to perform missions and to ensure military units can meet their operational force responsibilities.

Intent: To obtain and optimize federal and state manpower, funds, infrastructure and equipment to effectively generate and sustain the force to accomplish all missions.

Tagline: “Resource for Success”

1.1 LTO 1 Maintain Facilities and Land to Support Training and Mission Requirements

Description: This objective is achieved by the acquisition, maintenance, and effective utilization of facilities and land necessary to support both Air and Army, domestic and worldwide, peace-time and contingency, training and mission requirements.

1.2 LTO 2 Maintain Equipment to Support Training and Mission Requirements

Description: This objective is achieved by validating and acquiring equipment to support training and operational requirements for domestic and Modified Table of Organization and Equipment (MTOE)/Unit Type Code (UTC) assigned missions.

1.3 LTO 3 Maintain Manpower to Support Training and Mission Requirements

Description: This objective is achieved by acquiring funds, recruiting new people and retaining those who continue to support training and mission requirements to ensure future force development and mission accomplishment.

1.4 LTO 4 Assure Training to Meet Mission Requirements

Description: This objective is achieved through planning and execution of a mission focused training and exercise plan that validates mission readiness and meets the regulatory training requirements for professional development and mission accomplishment.

2.0 DEVELOP AND SUSTAIN A HEALTHY AND RESILIENT FORCE

Goal: Improve the overall wellness of our force.

Intent: The WYMD brings together the Campaign Against Suicide, Sexual Assault and Prevention Program, Resiliency Program, the Alcohol, and Drug Prevention Program and Family Programming into a combined unit that promotes and educates Service Members, Family Members, Veterans and all WYMD Employees on the key behaviors and skills to increase resiliency and overall health.

Tagline: *“Caring for Ourselves and Each Other”*

2.1 LTO 1: Eliminate Suicide

Description: This objective is achieved through training and support of suicide prevention programs and activities in our organization and our communities.

2.2 LTO 2: Improve Resiliency

Description: This objective is achieved by maintaining ongoing resiliency training in addition to specific resiliency training related to pre- and post-deployment events.

2.3 LTO 3: Reduce Substance Abuse

Description: This objective is achieved through risk analysis and education programs.

2.4 LTO 4: Sustain Resilient Families

Description: This objective is achieved through support of family programs and events in our organization and our communities.

2.5 LTO 5: Improve Financial Well-Being

Description: This objective is achieved by maintaining a variety of financial resources and programs to reach service members and families across diverse demographic and geographic circumstances.

3.0 ENSURE RESOURCE ACCOUNTABILITY

Goal: Establish resource accountability processes that ensure fiscal and materiel stewardship.

Intent: To develop, implement, and maintain internal controls for accountability of resources.

Tagline: *“Good Stewards of our Resources”*

3.1 LTO 1: Assure 100% Accountability of Federal Resources

Description: This objective is achieved through the development of internal control programs that validate accountability and audit readiness.

3.2 LTO 2: WYNG Utilizes Federal Resources Appropriately

Description: This objective is achieved by effectively utilizing the resources assigned to the WYNG according to the mission and purpose for which they were authorized.

3.3 LTO 3: Assure 100% Accountability of State Resources

Description: This objective is achieved through the development of internal control programs that validate accountability and audit readiness.

3.4 LTO 4: WYNG Utilizes State Resources Appropriately

Description: This objective is achieved by effectively utilizing the resources assigned to the WYNG according to the mission and purpose for which they were authorized.

3.5 LTO 5: Implement Efficiencies and Cost Saving Opportunities

Description: This objective is achieved through the development and implementation of programs and efforts that will reduce cost or increase efficiency.

4.0 EFFECTIVE INTERNAL AND EXTERNAL COMMUNICATION

Goal: Effectively communicate internally and externally with all of our audiences.

Intent: Foster a well-informed force & customer base, enhancing understanding of our priorities and challenges.

Tagline: *“Communicate to Comprehend”*

4.1 LTO 1: Effective External Communication Methods and Delivery

Description: This objective is achieved through the delivery of a uniform messages targeted to reach an audience external to the WYMD with a direct impact on, or the ability to influence the resources, mission, force structure, communication, and operations of the WYMD.

4.2 LTO 2: Effective Internal Communication Methods and Delivery

Description: This objective is achieved through the delivery of uniform messages targeted to reach every employee, veteran, and retiree connected to WYMD as they directly impact and influence the successful accomplishment of agency goals and mission effectiveness.

5.0 PARTNER TO BETTER SERVE WYOMING AND THE NATION

Goal: Effectively partner with local, state and federal agencies to better serve Wyoming and the Nation.

Intent: The WYMD works hand-in-hand with local, state and federal officials to build partnerships, enhance Wyoming communities, and utilize Camp Guernsey to its full potential.

Tagline: *“Work Together for Wyoming”*

5.1 LTO 1: Effective Domestic Operations and Interoperability with State Agencies

Description: This objective is achieved by building active partnerships with state and county agencies responsible for planning, training, and exercising the various plans and programs necessary to support domestic operations.

5.2 LTO 2: Effective Veteran Services Support to Wyoming

Description: This objective is achieved through the development and enhancement of programs and services in support of Wyoming veterans and their families through outreach, education, communication and legislation.

5.3 LTO 3: Effective Youth Services Support in the WYMD

Description: This objective is achieved through the development and enhancement of the Wyoming Starbase Academy, Child and Youth Programs, and Cowboy ChalleNGe programs.

5.4 LTO 4: Develop Camp Guernsey into a Level 2 training facility for the Army, support the airdrop and airland requirements of the WYANG, and support the needs of our tenant organizations.

Description: This objective is achieved through the development and implementation of the Camp Guernsey Strategic Plan to expand the function and utility of Camp Guernsey as a premier state and regional training center.

5.5 LTO 5: Effective Community Relations

Description: This objective is achieved through the development and enhancement of community partnerships and support programs throughout the state and local communities.

5.6 LTO 6: Enhance Relationship with Tunisia through State Partnership

Description: This objective is achieved by maintaining an active partnership with U.S. African Command, the State Department, and the Tunisian government in the development and sustainment of the Tunisian Support Plan.

6.0 OBTAIN OPTIMAL FORCE STRUCTURE

Goal: Obtain the optimal force structure for federal and state missions.

Intent: To determine and secure the right force structure to support the state & nation.

Tagline: *“Build the Right Force”*

6.1 LTO 1: Secure and Maintain Essential Ten Capabilities

Description: This objective is achieved through ongoing gap analysis of the essential ten capabilities and the implementation of efforts to secure and maintain the personnel, equipment, and resources needed to support this requirement.

6.2 LTO 2: Pursue transition to J-model C-130

Description: This objective is achieved through a coordinated effort at the state and national levels with military and legislative partners to secure J-model C-130 aircraft and the appropriate future flying mission of the WYANG.

6.3 LTO 3: Pursue and Acquire Active Component Partnerships

Description: This objective is achieved through a coordinated effort at the state and national levels with military and legislative partners to establish active duty partnerships to enhance domestic and MTOE/UTC assigned mission capabilities.

6.4 LTO 4: Maintain Relevant Force Structure

Description: This objective is achieved through a coordinated effort at the state and national levels with military and legislative partners to secure necessary resources in support of the WYMD domestic and MTOE/UTC assigned mission capabilities.

7.0 PRESERVE AND CELEBRATE THE HERITAGE OF THE WYMD

Goal: Capture and preserve the heritage and legacy of the WYMD.

Intent: Preserve the service, sacrifice and contributions of the WYMD in a way that retains the history of our past actions and provides a legacy for future generations.

Tagline: *“Preserving our culture”*

7.1 LTO 1: Develop and support service, state and local exhibits and events designed to highlight the culture and contributions of the WYMD and WY veterans

Description: This objective is achieved through scheduling unique WYMD events and participating in state and local events that will highlight the culture and contributions of the WYMD to the nation and state of Wyoming.

7.2 LTO 2: Accurately Document WYMD Events and Archive WYMD History

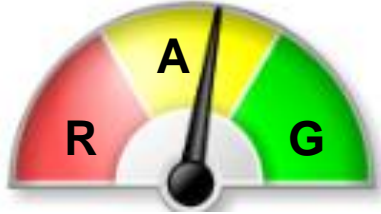
Description: This objective is achieved through programs and practices that capture the statistic, programmatic and operational changes and accomplishments in the WYMD.

vi. SUMMARY

The WYMD STRATPLAN ensures our readiness to respond to ***all*** federal, state, and local missions. This roadmap will focus our efforts on these long and short term objectives in order to keep us on course in today’s volatile, uncertain, complex, and ambiguous world.

ANNEX A

STRATEGIC SCORECARD



WYMD Strategic Overview



WYMD Strat Plan Hierarchy



1. Provide Ready Forces



2. Build Resilient communities



3. Ensure Resource Accountability



4. Enhance Internal and External Communications



5. Partner to Better Serve Wyoming



6. Obtain optimal Force Structure



7. Preserve and Celebrate the Heritage of the WYMD



The Strategic Scorecard is available at all times in the WYMD SMS dashboard. This scorecard will be the starting point to review the WYMD Strategic Plan and associated LTOs during the Quarterly Strategic Plan Review. Subordinate STOs and metrics will be reviewed throughout the quarter during routine meetings and council updates.

GLOSSARY OF ACRONYMS

AC-Active Component
A & I-Administration and Information
AFNORTH-Air Force North
ANG-Air National Guard
ARNORTH-Army North
AW-Air Wing
BUBS-Battle Staff Update Briefs
CAP-Civil Air Patrol
CFMO-Construction Facilities Management Office
CJS-Chief of the Joint Staff
COP-Common Operating Picture
CUBS-Commander's Update Briefs
DSCA-Defense Support to Civilian Authorities
DJS-Director of Joint Staff
FMD-Future Mission Database
FSSP-Future Strategic Support Plan
HRO-Human Resource Office
ISR-Installation Status Report
JIEE-Joint Information Exchange Environment
JTIC-Joint Transportation and Infrastructure Committee
JWICS-Joint Worldwide Intelligence Communications System
LTO-Long Term Objectives
MAFFS-Modular Airborne Fire Fighting System
MEDEVAC-Medical Evacuation
MOU-Memorandum of Understanding
NGB-National Guard Bureau
NLT-No/Not Later Than
OPR-Office of Primary Responsibility
OPTEMPO-Operational Tempo
PAO-Public Affairs Office
RCTC-Reserve Command Training Group
RC-Reserve Component
RITE-Regional Integrated Training Environment
SA-Situational Awareness
SAAO-State Army Aviation Officer
SDD-State Deputy Director
STO-Short Term Objective

TBD-To Be Determined
USNORTHCOM-United States Northern Command
VCD-Veterans Commission Director
WebEOC-Web Emergency Operations Center
WOHS-Wyoming Office of Homeland Security
WVC-Wyoming Veteran's Commission
WYANG-Wyoming Air National Guard
WYARNG-Wyoming Army National Guard
WYMD-Wyoming Military Department
WYNG-Wyoming National Guard