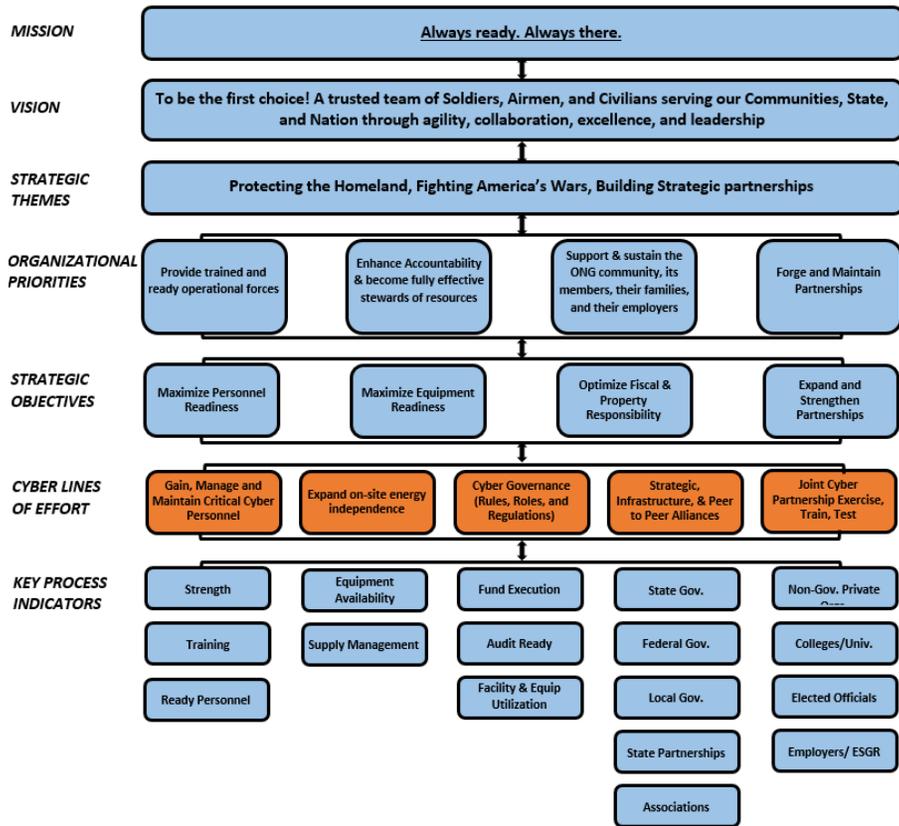


# OHIO NATIONAL GUARD STRATEGY MAP



## CONCLUSION

The Ohio National Guard 2016-2026 Strategic Plan was developed as a result of a joint process with input from Senior Leadership of the Air National Guard, Army National Guard, and our Partners in State and National Security. Through this plan and subsequent editions of it, the Ohio National Guard will remain well postured for the future.

## OHIO NATIONAL GUARD 2017-2026 STRATEGIC PLAN

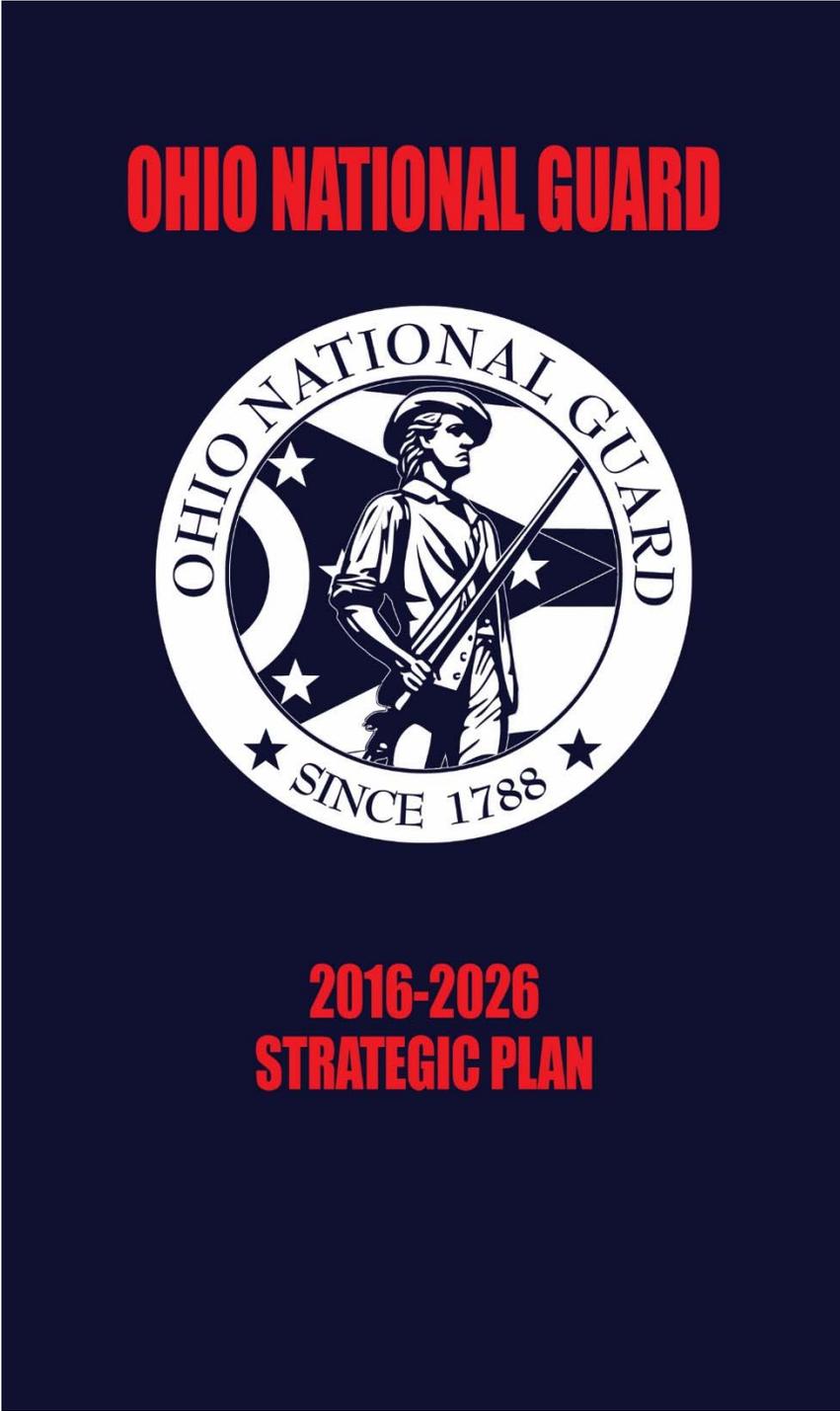


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Soldiers, Airmen, and Civilians of the Ohio National Guard, we have embarked on a new journey to meet the demands of an ever-changing world. The War on Terrorism will not subside in the near future, neither will our duty to protect the citizens of Ohio. If anything, our missions at home will expand as we work with our partners to strengthen our communities through missions such as fighting the war on drug abuse, providing clean drinking water, or helping get our neighbors back on their feet after a devastating flood or tornado.

Technology, geopolitical concerns, and the way we fight wars have changed over the past 15 years and the Ohio National Guard must change to meet these challenges. Consequently, we have examined and updated our 2016-2021 Strategic Plan. Our strategic plan emphasizes those areas in which we must excel in order to assure the future success of our Federal, State, and Community missions. To that end, we looked strategically at the challenges of tomorrow, without being overly influenced or constrained by the problems of today, and identified a new mission, vision, strategic themes, and priorities. At the same time, we revalidated the Ohio National Guard's values to ensure all of them align with our core being.

The new vision statement begins with five simple words — “To be the first choice!” This statement may be short on words, but it carries with it a vast amount of responsibility. The strategic plan itself will go into detail on what this statement means for you and the Ohio National Guard. However, in order for the organization to be the first choice, every individual needs to be able to reach their maximum potential.

As individuals, and collectively, we have pledged to serve our Nation, State, and local communities. Achieving our mission tasks makes us better neighbors, creates stronger communities, and supports our Strategic Objectives. Our emphasis on readiness for all three missions is reflected in our new mission statement: “Always ready, Always there!”

Mark E. Bartman  
Major General  
The Adjutant General

## OUR KEY CYBER SPECIFIC LINES OF EFFORT

Each key cyber specific line of effort indicates critical aspects of the organization's cyber strategy that must be accomplished within the next 10 years to meet the future demands of increased cyber threats.

- **Cyber Personnel**  
Long Term: Gain, Manage & Maintain Critical Cyber Personnel
- **Infrastructure Redundancy**  
Near and Long Term: Expand Development of On-Site Energy Independence at Key Facilities
- **Cyber Rules & Policy**  
Long Term: Establish and Communicate the Governance, Roles, and Regulations Pertaining to ONG Cyber Response Operations
- **Cyber Partnerships**  
**Long Term:** Develop specific Strategic relationships and Private Sector Peer-To-Peer Innovation Alliances.  
**Near Term:** Expand Multi-Echelon and Multi-Agency Exercises, Education, Training, and Vulnerability Testing.

## OUR KEY PROCESS INDICATORS

Factors crucial to the success of the organization; measurable values used to determine how effectively we are meeting our Strategic Objectives. ONGs KPIs are: Strength, Training, Ready & Available People, Equipment Availability, Supply Management, Fund Execution, Being Audit Ready, Facility & Equipment Utilization, and Strategic Partnerships.

## INITIATIVES AND ACTION PLANS

Initiatives and Action Plans are integral components of this Strategic Plan that are dynamic in nature and will change often. For that reason, they are not printed as part of this document.

## OUR STRATEGIC OBJECTIVES

Each Strategic Objective on the Ohio National Guard Strategy map represents a critical aspect of the organization's strategy that will be accomplished over the next three to five years.

- **Maximize Personnel Readiness**  
Maximize personnel readiness by meeting or exceeding our allowable end strength, and being fully trained and medically ready to perform our missions
- **Maximize Equipment Readiness**  
Maximize equipment readiness through managed optimization of our resources and improving our equipment availability and reliability
- **Optimize Fiscal & Property Responsibility**  
Optimize fiscal and property responsibility through intelligent fund execution, compliance with our internal and external control programs, and enhanced utilization of facilities and equipment
- **Expand and Strengthen Partnerships**  
Expand and strengthen partnerships with federal, state, and local governmental agencies, employers, colleges/ universities, State Partners (SPP), non-governmental private organizations, associations, and elected officials



## OHIO NATIONAL GUARD ORGANIZATIONAL VALUES

*Values are an organization's essential and enduring guiding principles that dictate its members' behavior and action.*

- **Service**  
Selflessly dedicated to our nation, communities, and fellow service members.
- **Integrity**  
Do what is right in all circumstances. Perform legally, honestly, and ethically.
- **Excellence**  
Strive for the highest levels of performance. Approach every challenge with a commitment to success.
- **Reliability**  
Assume personal responsibility for the organizational mission. Meet all commitments.
- **Teamwork**  
Mutual support ensures success. A team of teams where individual skills are leveraged as an asset to the organization.
- **Inclusion**  
Respect and value the differences of all members of the organization. Commit to fostering an environment in which everyone has the opportunity to succeed.
- **Stewardship**  
Responsibility for optimized utilization of all available resources.
- **Innovation**  
Foster responsible risk-taking as fertile ground for developing new ideas.

## OUR STRATEGIC PLANNING PROCESS

Starting in July 2015, the ONG identified a core of strategic imperatives that are vital to the organization no matter what the future holds. Senior Leaders established clear Mission, Vision, Strategic Themes, Priorities, and reaffirmed the Organizational Values of the Ohio National Guard.

Senior Leaders of the Ohio Army and Air National Guard developed the 4 Strategic Objectives and the Key Process Indicators which define our success. Army & Air Service Chiefs in coordination with their Staffs identified and prioritized initiatives in support of those Strategic Objectives. These initiatives included specific measures and targets that provide visibility of our progress towards meeting our Objectives.

In July 2016, the ONG employed a Theme-focused Scenario-Based Strategic planning process that applies a new strategic theme each year to further refine the 10-year vision and ensure the organization remains postured for excellence as our future operating environment evolves. This iteration of Scenario-Based strategic planning looked specifically at the expanding cyber threat over the next 10 years.

A diverse team of 26 Soldiers & Airmen conducted 7 weeks of intensive research into defining the ONG's future operating environment in terms of an expanding cyber threat. Based on that research, 4 different planning scenarios were developed depicting unique but plausible operating environments in the year 2026, designed to stretch the limits of the ONG's capabilities.

In November 2016, a joint team including key leaders from each Directorate, Brigade, Wing; and representatives from key cyber partners including AEP and the Governor's staff, analyzed the 4 scenarios and identified 6 critical capabilities, or Key Success Factors that the ONG must have in place by 2026 in order to be positioned for excellence in a broad spectrum of possible future operating environments.

Those 6 Key Success Factors were incorporated into the broader Strategic Plan to refine our Strategic Objectives, identify key lines of effort, and guide the development of near-term and long-term Strategic Initiatives.

## OUR MISSION

Always ready. Always there.

## OUR VISION

To be the first choice! A trusted team of Soldiers, Airmen, and Civilians serving our Communities, State, and Nation through agility, collaboration, excellence, and leadership.

## OUR STRATEGIC THEMES

Protecting the Homeland, Fighting America's Wars, and Building Strategic Partnerships

## OUR ORGANIZATIONAL PRIORITIES

- Provide trained and ready operational forces
- Enhance accountability and become a fully effective steward of resources
- Support and sustain the ONG community, its members, their Families, and their employers
- Forge and maintain partnerships

