



MISSOURI NATIONAL GUARD
JOINT FORCE HEADQUARTERS
IKE SKELTON TRAINING SITE
2302 MILITIA DRIVE
JEFFERSON CITY, MISSOURI 65101-1203

NGMO-TAG

03 MAY 2024

MEMORANDUM FOR Missouri National Guard (MONG) Commanders and Staff

SUBJECT: The MONG Fiscal Years 2024-2027 Joint Strategic Plan (FY24-27 Joint STRATPLAN)

1. References. See Enclosure 1.

2. Purpose. This Joint STRATPLAN establishes my strategic guidance for the next four years. The STRATPLAN is my broad approach to accomplishing our mission, achieving our vision, and improving our organization. The primary intent is to provide commanders and staff with a universal North Star to guide their own policies and decision-making. This STRATPLAN also serves as a tool to communicate the MONG's top priorities and long-term goals to our civilian leaders and other stakeholders.

3. *Mission*. The MONG organizes, trains, and equips a community-based, service-oriented operational force of ready Airmen and Soldiers as a cohesive organization to defend and serve the people of Missouri and the United States of America.

4. *Vision*. The MONG is a National Leader in Readiness that transforms rapidly to best serve our State, our Nation, our Partners, and our People.

5. *Cultural Imperative*. We train, fight, and win while taking care of each other as one team.

6. MONG's Strategic Guidance Foundation. The MONG nests with national-level strategy through its own set of foundational guidance documents. Because these documents support strategic objectives, they connect every Missouri National Guard Airman and Soldier in a direct line to national- and state-level objectives. Commanders at all levels should take every opportunity to describe the connection between unit-level training and MO strategic interests to reinforce the importance of readiness.

a. The *Missouri National Guard Joint Strategic Plan* (STRATPLAN) is the four-year capstone guidance document for the Missouri National Guard. The STRATPLAN articulates our mission, vision, cultural imperative, strategic foundation, priorities, guiding principles, and long-term goals. It is the source from which all other MONG guidance emanates. The MONG long-term goals are arrayed under each priority similar to a military Line Of Effort (LOE). Therefore, the terms priority and LOE are synonymous for this STRATPLAN. The MONG Command Team reviews the STRATPLAN every two years.

NGMO-TAG

SUBJECT: The MONG FY24-27 Joint STRATPLAN

b. The *Joint Campaign Plan* (Campaign Plan) operationalizes the Joint Strategic Plan and translates the broad priorities/LOEs into more achievable objectives that are measurable through Measures of Performance (MOPs) and Measures of Effectiveness (MOEs).

(1) The Campaign Plan divides each long-term goal into multiple *Strategic Objectives* (SOs) that are themselves sometimes further divided into *Intermediate Level Objectives* (ILOs). The combined completion of objectives at each respective level results in the achievement of the next higher-level objective or long-term goal. The completion of each objective is broken out in a time-phased approach over the course of up to four years. This provides the MONG a clear timetable for success and allows for a realistic approach to achieving complex objectives that inevitably require more than one year to accomplish. Finally, each objective has an *Office of Primary Responsibility* (OPR) assigned to it. The OPR is responsible for developing, tracking, and reporting each objective for which they are assigned.

(2) Progress on Campaign Plan objectives is briefed quarterly to the Chief of the Joint Staff by the OPR for each objective. At the end of each FY the J5/7 rolls up the status of each Campaign Plan objective and briefs the progress of the Campaign Plan in total to the MONG Command Team through the Tag Decision Making Progress (TDMP). The MONG Chief of Staff reviews the updated Campaign Plan each year.

c. The *Joint Command Readiness Guidance* (JCRG) is a two-year document that focuses on the Readiness objectives of the Campaign Plan and packages them in a concise measurable format presented monthly to the MONG Command Team. It adds further definition and clarity for Commanders by providing more specific actions that help in the attainment of Readiness objectives. The MONG Command Team reviews the updated JCRG each year.

d. The *MONG Base Order* is the mechanism that converts guidance into action. It is a standing order to all MONG units and is both an enduring and adaptable set of instructions. The MONG J3 routinely supplements the Base Order with fragmentary orders that further refine instructions. The MONG Command Team issues a new MONG Base Order every year.

7. Priorities/LOES. My top three operational priorities are *readiness*, *partnerships*, and *Transformation*; however, the welfare of our *people* must remain an integrating priority. The STRATPLAN identifies 3-4 long-term goals arrayed under each priority.

a. **Readiness**. The MONG will always be a trained and disciplined operational force. We must be agile and ready, able to deploy, fight, and win on behalf of the United States and the State of Missouri. The MONG must be *Always Ready* to support national objectives around the world and *Always There* to protect local interests in our own communities. Commanders implement this priority in accordance with the guidance in the Campaign Plan and MONG JCRG.

NGMO-TAG

SUBJECT: The MONG FY24-27 Joint STRATPLAN

(1) Personnel Excellence. We must achieve or succeed our authorized strength with quality Soldiers/Airmen that are fit to deploy.

(2) Operational Excellence. To excel, Soldiers/Airmen need to have the requisite MOS training and PME. The MONG must also accurately and efficiently execute allotted funding.

(3) Logistics Excellence. We will maintain our equipment at a high Operational Readiness Rate and ensure we account for lost or damaged equipment in a timely manner.

b. Partnerships. The MONG will always value teammates. We must continue to integrate with our joint, interagency, and community partners to develop cohesive operational response plans that posture our force to respond effectively and rapidly to emergencies. We continue to develop our international partnerships through mutually beneficial agreements, collaborative planning, deliberate interoperability, improved information sharing, and expanding influence.

(1) Expand the State Partnership Program. Grow the MONG's current State Partnership Program capacity. Set the conditions and pursue a second State Partner of our choosing.

(2) Joint, Interagency, and Community. Build strong relationships with our civil support partners through mutual planning and training. Share the MONG story through media, leadership outreach, and positive engagements with the community as well as friends & family.

(3) Legislative Liaison Partnerships. Legislative partnerships have significant impacts across the MONG from funding to State Partners. Sustain and enhance those partnerships through increased interactions that are positively beneficial for both the legislative partners and the MONG.

c. Transformation. The MONG embraces change. We look to the future; shaping, modernizing, and innovating new systems, processes, and techniques to deliver at the speed of relevance. The MONG organizes for transformation by completing the transition to a joint headquarters and aligning with joint warfighting concepts, joint doctrine, and joint leader development. We seek to improve the organization by setting long-term goals that shape the MONG of 2030, modernize our civil support capabilities, and foster a culture of innovation that embraces positive change.

(1) Shape the MONG of 2030. Modernize MOANG to C130J and B21 Aircraft. Posture MOARNG for 2030 and pursue relevant force structure that supports the Division.

(2) Modernize MONG Civil Support. Publish the MONG All Hazards Response Plan with updated requisite branch plans and increase interoperability with civil support

tactical communications equipment. Maintain a high level of civil support readiness with a REARMM formatted 5yr Exercise plan that provides increased opportunities and longer planning lead time for MSC participation.

(3) Foster a Culture of Innovation and Change. Implement the necessary initiatives to establish and sustain a culture of positive innovation and change that supports continuous improvement throughout the organization: (1) MONG Innovation Board, (2) Baldrige Excellence Framework, and (3) MONG Campaign Plan.

d. **People.** The men and women of the Missouri National Guard are our greatest resource and the center of gravity for all that we do. While the operational priorities ebb and flow in precedence, the obligation to provide for the well-being and development of our Airmen and Soldiers remains constant. Our people remain an integrating priority, and their significance should influence everything we do.

(1) Welcome Our People. We must make a positive first impression on our people. First impressions can be more powerful than fact!

(2) Serve Our People. We serve our people from initial entry through retirement and beyond. Our people must know they are cared for. Good leaders have a major impact on serving our people.

(3) Inform Our People. Ensure our people are informed about: benefits, events, opportunities, major decisions, and initiatives. Transparency is key for trust and to gain buy-in.

(4) Develop Our People. As our people grow the organization must provide them the development they need to succeed

8. Theory of Success. The STRATPLAN's intent is to align cohesive actions at all echelons. Once that is achieved, the plan works like interlocking gears to propel the MONG toward mission accomplishment. Our strategic guidance foundation ensures that all MONG members are working together to achieve the same shared vision. Our priorities help commanders balance mission accomplishment and Airmen/Soldier welfare, our guiding principles ensure organizational harmony, and our long-term goals provide measurable objectives against which to assess our effectiveness.

9. The Planning Cycle. The STRATPLAN and the Campaign Plan are both four-year-out looking documents, however the STRATPLAN is updated biannually with an update occurring each even numbered fiscal year and the campaign plan is updated annually. This aligns the STRATPLAN with both presidential and gubernatorial elections to facilitate updates that may flow from policy changes occurring in the first year of a new gubernatorial or presidential term. Updating the Campaign Plan annually provides the MONG the requisite flexibility to keep up with needed or desired changes at the Operational and Tactical levels in a timely manner while also supporting the annual update cycle established for the JCRG and Base OPORD (See Enclosure #3).

NGMO-TAG

SUBJECT: The MONG FY24-27 Joint STRATPLAN

a. STRATPLAN updates should occur between October and December of each even numbered fiscal year and take effect the following October. Lead OPR is J5/7.

b. Campaign Plan updates should occur annually between January-February and take effect the following October. Lead OPR is J5/7.

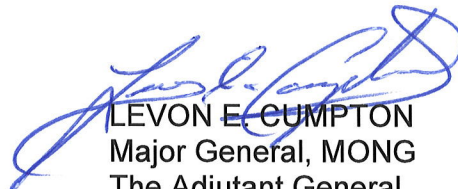
c. JCRG updates should occur annually between April-May and take effective the following October. Lead OPR is J3.

d. Base OPORD updates should occur annually between May and August and take effect the following October. Lead OPR is J3.

10. Conclusion. Our organization represents the best of our state and country. The people of our country rely on us for their continual defense and protection. Our structures and techniques should always be evolving and improving. While we improve our approach to new problems, we must also continuously improve ourselves. Here in Missouri, we train, fight, and win while taking care of each other. Thank you for your selfless commitment. One team!

Encls

1. References
2. FY24-27 STRATPLAN Graphic
3. The MONG STRATPLAN Cycle
4. JOINT STRATPLAN OUTLINE
5. MONG Campaign Plan FY24-27



LEVON E. CUMPTON
Major General, MONG
The Adjutant General