

North Carolina National Guard

CAMPAIGN PLAN

2015-2019



North Carolina National Guard **CAMPAIGN PLAN**

2015-2019

VISION

The North Carolina National Guard is the most Ready, Reliable, Responsive, and Relevant military force for our State and Nation.

MISSION

On order, the North Carolina National Guard's Always Ready-Ready Team deploys military capabilities, in support of State and/or National authorities, in order to protect the lives and properties of fellow Citizens, defend the State and Nation, and secure our American way of life.

END STATE

The NCNG is postured to provide ready individuals, units, and force packages to both State and Federal authorities while garnering support of employers and communities for continued service.



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Purpose: This Campaign Plan is developed in order to describe and communicate a clear organizational vision that will guide the North Carolina National Guard's future operations. This will facilitate our continued efforts towards becoming the national leader in personnel and unit readiness and Domestic Operations (DOMOPS). Understanding and permeating this vision will posture the NCNG for taking our communication to the next level – ensuring an understanding of this vision throughout our Force, as well as, amongst all of our valued supporters. Ultimately, this will facilitate the shaping and creating of an environment that enables our successful accomplishment of any and all assigned missions to any part of the world – we are an expeditionary force!

The theme for FY15 and forward is “The Future of the North Carolina National Guard: A Ready, Reliable, Responsive and Relevant Force at Home and Abroad.” The establishment and implementation of this plan from detailed Staff and Leadership analysis will establish the framework by which the North Carolina National Guard will provide Ready Forces through the organizing, manning, equipping, training, and deploying capabilities in support of our civil authorities and our National Security Strategy. It focuses our unified efforts on a five-year period (October 2014 through September 2019) and will be routinely refined due to the ever changing environment. It is applicable to all service members, employees and units assigned to, funded by, or controlled through the North Carolina National Guard. It is designed as a vehicle to ensure unity of effort across our Ready Team.

This document is the result of many hours of dedicated work on behalf of many dedicated pro-



The Adjutant General
MG Gregory A. Lusk

fessionals. To all of you involved in this process, I express my sincere gratitude for a job well done.

The Campaign Plan framework comprises three Lines of Operations (LOOs): 1) Employ the Force; 2) Ready the Force; and 3) Enable the Force with a common strategic communications and resource alignment strategy tying the LOOs together.

“Employ the Force” is the decisive operation providing the military command, control, and coordination capability crucial to the effective delivery of response capabilities in support of our commanders in chiefs – namely the Governor of the State of North Carolina and the President of the United States.

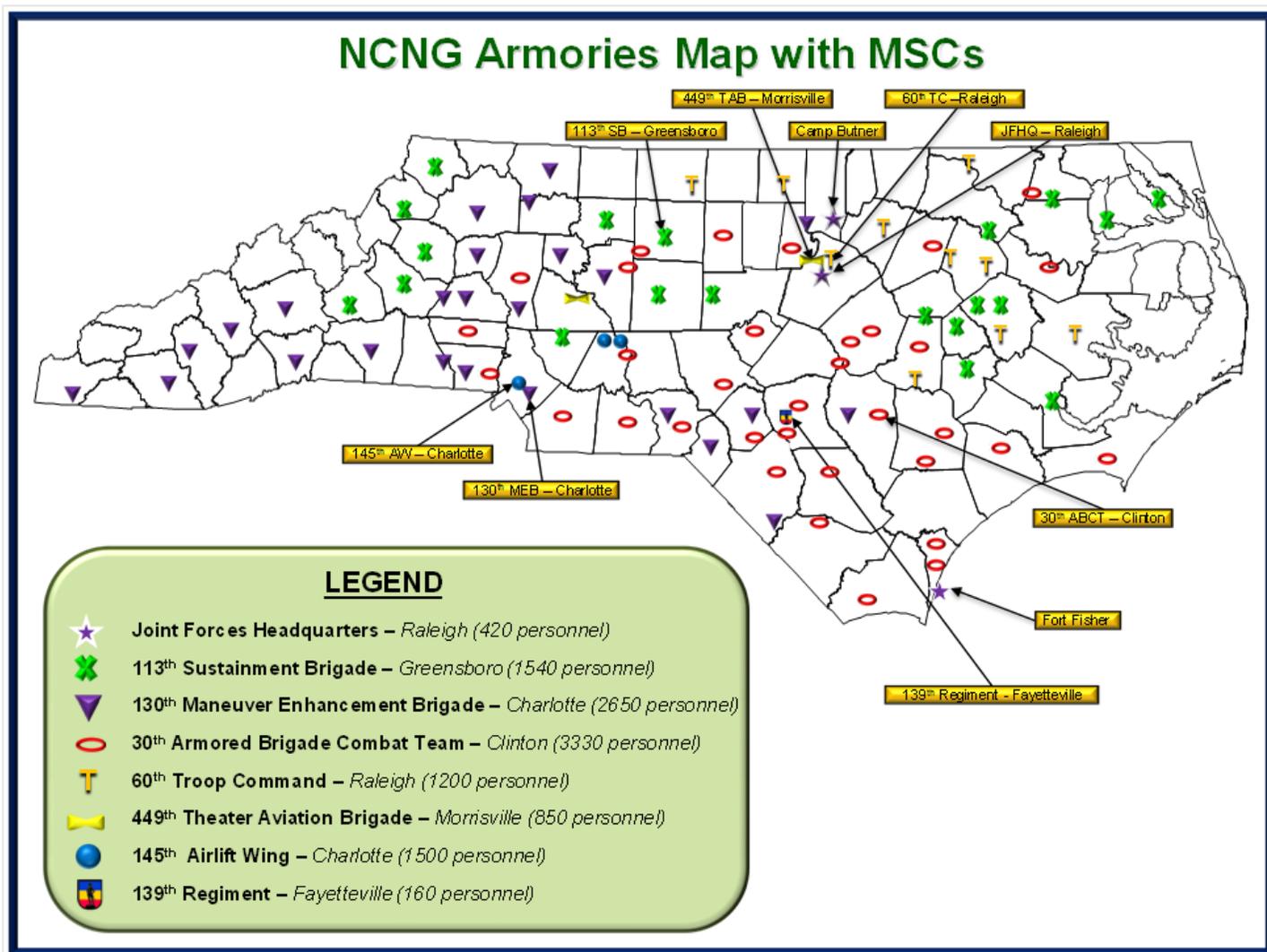
“Ready the Force” is a sustaining operation requiring us to prioritize our finite resources in pre-

paring our Soldiers, Airmen, and units for operations in support of overseas contingency and joint domestic operations.

“Enable the Force” is a shaping operation creating an environment conducive to honoring, supporting, and enabling our Soldiers and Airmen to continue voluntary service to our State and Nation as a member of the total operational force.

Our Organization: The NCNG is a military force comprised of citizen Soldiers and Airmen sworn to support and defend the Constitutions of the United States and the State of North Carolina. We trace our heritage back to the 1663 Carolina

Charter granting authority to levy, muster, and train men. In recent years, the NCNG reshaped itself in accordance with guidance from the Chief, National Guard Bureau and the Departments of the Army and Air Force. This transformation changed the NCNG’s focus and structure from that of a strategic reserve to a modern, operational force. The NCNG postures itself in an evolving environment for success in meeting both current and future mission requirements, while maintaining a Ready, Reliable, Responsive and Relevant force (R4). It consists of a diverse workforce with varied backgrounds, education, and perspectives.



The Strategic Environment: We face a volatile, uncertain, complex, and ambiguous future operating environment made even more challenging by the fiscal constraints we face over the next decade. Due to the withdrawal of US Forces from Afghanistan, the overseas deployments of large National Guard formations will subside over the next two years especially as competition for missions will favor the full-time component of the army. This coupled with the decreasing need for combat forces and a fiscally constrained environment will likely limit the commitment of National Guard deployments to only those that pose the most serious security threat to our nation and our security interests abroad. However; this does not negate our responsibility to continuously prepare our units for overseas contingency operations. On the contrary, the United States is threatened by maligned interest groups utilizing asymmetrical methods to attack our homeland. Many believe that attacks on our soil are a question of when and not if. We must, and will, be postured to work with our partnered agencies in order to deliver a coordinated response

capability in support of our civil authorities and fellow citizens.

National and State budget constraints will result in a heightened, fiscally conscious environment as we go forward into the future. To counter these challenges, the NC National Guard must be postured to recognize, create, and seize opportunities that will ensure our future **relevancy** for the State of North Carolina, the United States of America, and to our fellow citizens comprising both. We need to acquire and maintain efficiencies in order to exhibit responsible stewardship of our tax payers' dollars as an enduring commitment - regardless of the economic environment or whether it improves and fiscal pressures lessen. Within this environment it is incumbent upon us to evaluate and improve upon our operational practices as we prepare for future missions.

While satisfying the needs and requirements of our parent services (Army and Air Force), we will posture and prepare for future conflicts and crisis by maintaining a relevant force structure. The force





ganize and base our units. The demographics of North Carolina have changed and are continuing to change the landscape upon which our readiness centers were built in the previous decades. The result is that our facilities are not located where its members are and the cost of maintaining our constantly aging facilities is not sustainable. We will analyze demographic and other pertinent trending

structure must be resourced for and capable of accomplishing domestic and international missions that are unique to the National Guard. We will explore force structure that expands our capacity to accomplish our dual-mission without unnecessarily sacrificing current force structure as a “bill payer” or sacrificing our current manning threshold.

In addition to the need to address relevant force structure, we must also address how we or-

data to select our future sites in order to validate and position our future facilities in the best locations to ensure their long term, mission viability. We need to achieve this in order to maintain accessibility to our communities, gain efficiencies (achieve operational and maintenance cost savings), and enhance our abilities to rapidly respond to affected areas in the aftermath of disasters (natural or man-made).





COMMANDER'S INTENT

Mission

On order, the North Carolina National Guard's Always Ready-Ready Team deploys military capabilities, in support of State and/or National authorities, in order to protect the lives and properties of fellow Citizens, defend the State and Nation, and secure our American way of life.

To satisfy this mission statement, we must:

Identify Efficiencies: We must perform self-examinations at every level to ensure we are efficiently generating Ready Forces for the State and Nation. These efficiencies will allow the NCNG to compete for finite resources and opportunities throughout the State, Nation, and Globe. Simultaneously, we must examine how to most efficiently utilize the resources at our disposal. We must develop and present plans and processes essential to acquisition of modern infrastructure that improves efficiencies, lowers overhead costs, addresses the evolved(ing) demographics, provides for unit readi-

ness, honors our grassroots heritage of a community-based force, and positions the NCNG to support domestic and international missions.

Enhanced Relevancy: We will enhance and maintain our relevancy by continuously demonstrating our intrinsic value to our fellow citizens, communities, State, and Nation. To do this we must establish and maintain beneficial relationships and partnerships in order to create opportunities for enhancing the readiness, agility, and expeditionary mindset of the NCNG to solidify and leverage the investment and experience gained over the last 13 years of persistent conflict.



Inform our Airmen/Soldiers: We will keep our service members informed and educated in order to maintain their loyalty and garner their continued, voluntary service to our organization and mission.

Inform Communities and Families: We will continue our marketing and branding campaign that underscores the NCNG as the most Ready, Reliable, Responsive, and Relevant (R4) military force in NC in order to garner and maintain the vital community support required from our fellow citizens and the unwavering support of service members' families.

Inform and Support Employers: We will continue to plan, coordinate, synchronize, and execute employment activities that will increase the employment rate and competitiveness of our Soldiers

and Airmen while simultaneously recognizing and supporting current employers.

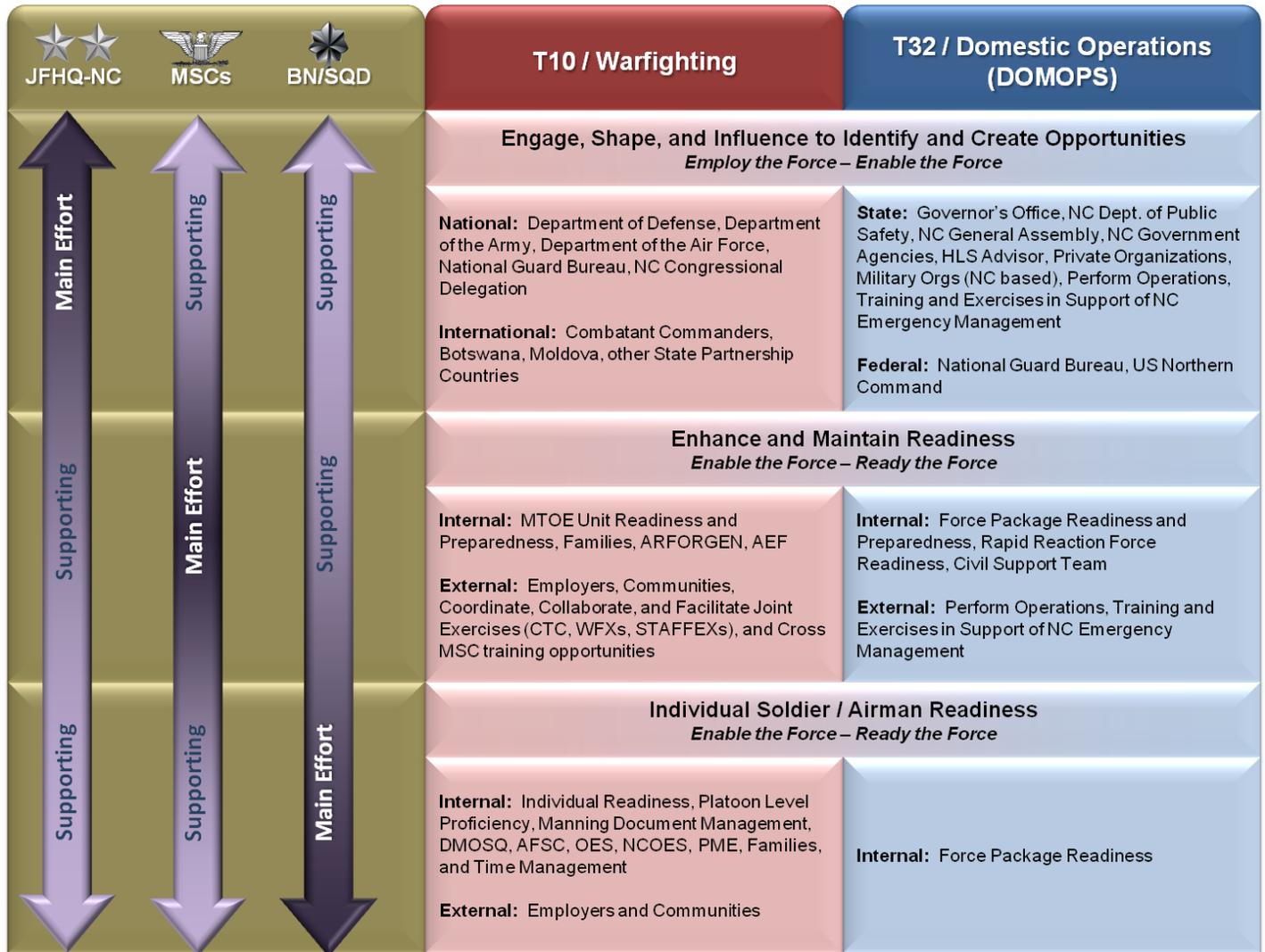
In the end, two customers define our existence, the governments of the United States of America and the State of North Carolina. We will provide combat ready formations to the Nation in support of National Security Objectives and employ ready forces for the State of North Carolina in support of Domestic Operations (DOMOPS) responding to natural or manmade events. We will organize, an, train, and provide Ready Forces in support of both.

Over the next five years, we will focus our efforts and attention on accomplishing several key objectives that will enable us to attain our ...

Vision

The North Carolina National Guard is the most Ready, Reliable, Responsive, and Relevant military force for our State and Nation.

Leadership Focus:



The General Officers and Joint Staff of JFHQ-NC. The Main Effort (ME) will focus on Engaging, Shaping, and Influencing National, International, Federal, and State agencies/audiences/customers to identify, create, and exploit opportunities that enhance our relevancy and expand our operational capacity to successfully accomplish our domestic and international missions. The main effort supports the Campaign Plan LOOs of Employ the Force and Enable the Force. Supporting Efforts (SEs) will include Enhance and Maintain Unit/Flight, Force Package, and Airmen/Soldier readiness, which support the Campaign LOO of Ready the Force.



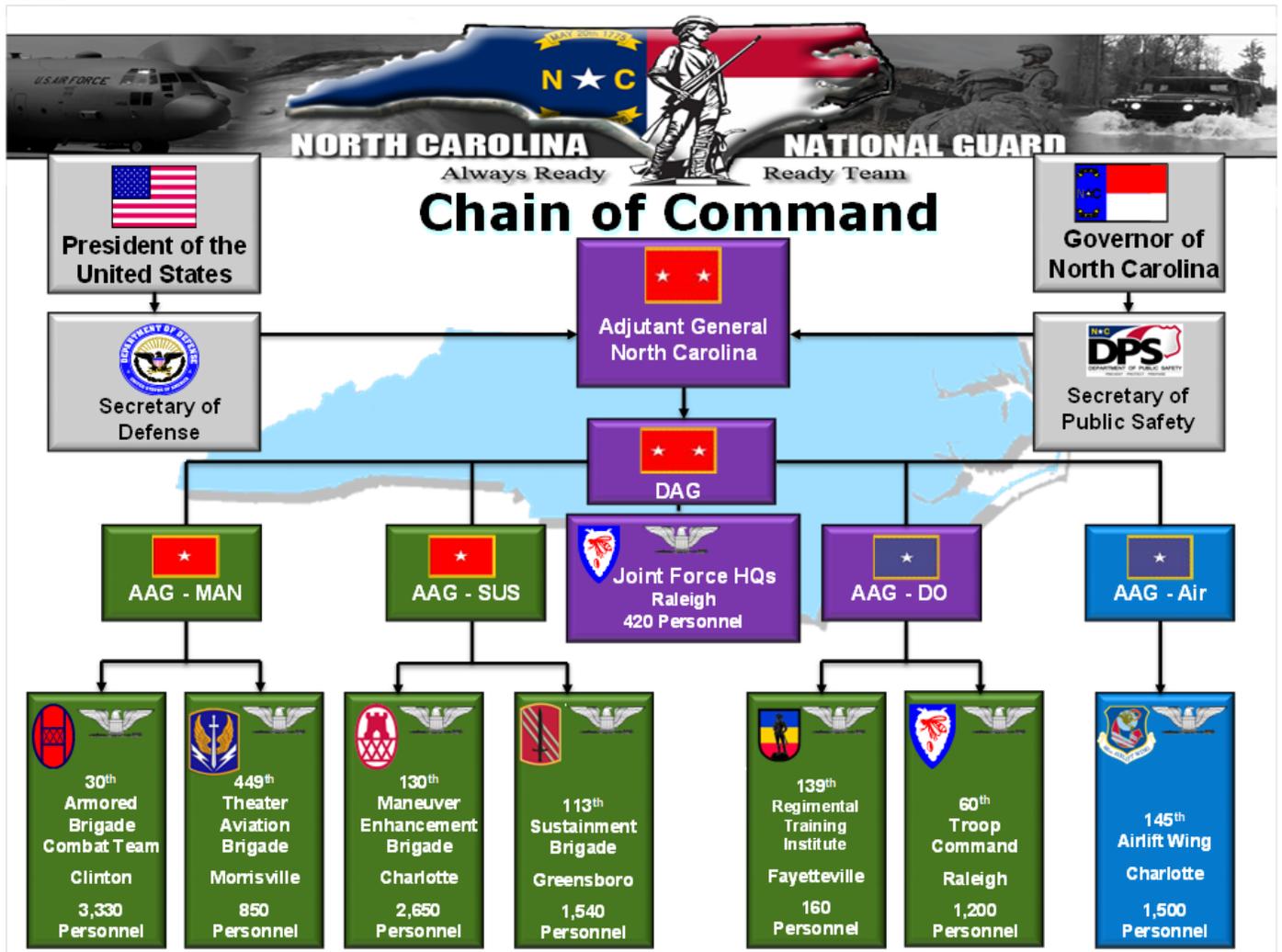
MSCs

The MSC Commanders and Staff. The ME will internally focus on Enhancing and Maintaining company/flight readiness while externally focusing on coordination with fellow major subordinate commands (MSCs), employers, communities, and customers of the NCNG in order to garner vital support and leverage joint training opportunities and resources required to maintain readiness and foster relevancy for our subordinate units. The main effort supports the Campaign Plan LOOs of Enable the Force and Ready the Force. Supporting Efforts will include Engaging, Shaping, and Influencing to Identify and Create Opportunities and Individual Airmen/Soldier Readiness, which support the Campaign Plan LOOs of Employ the Force and Ready the Force.



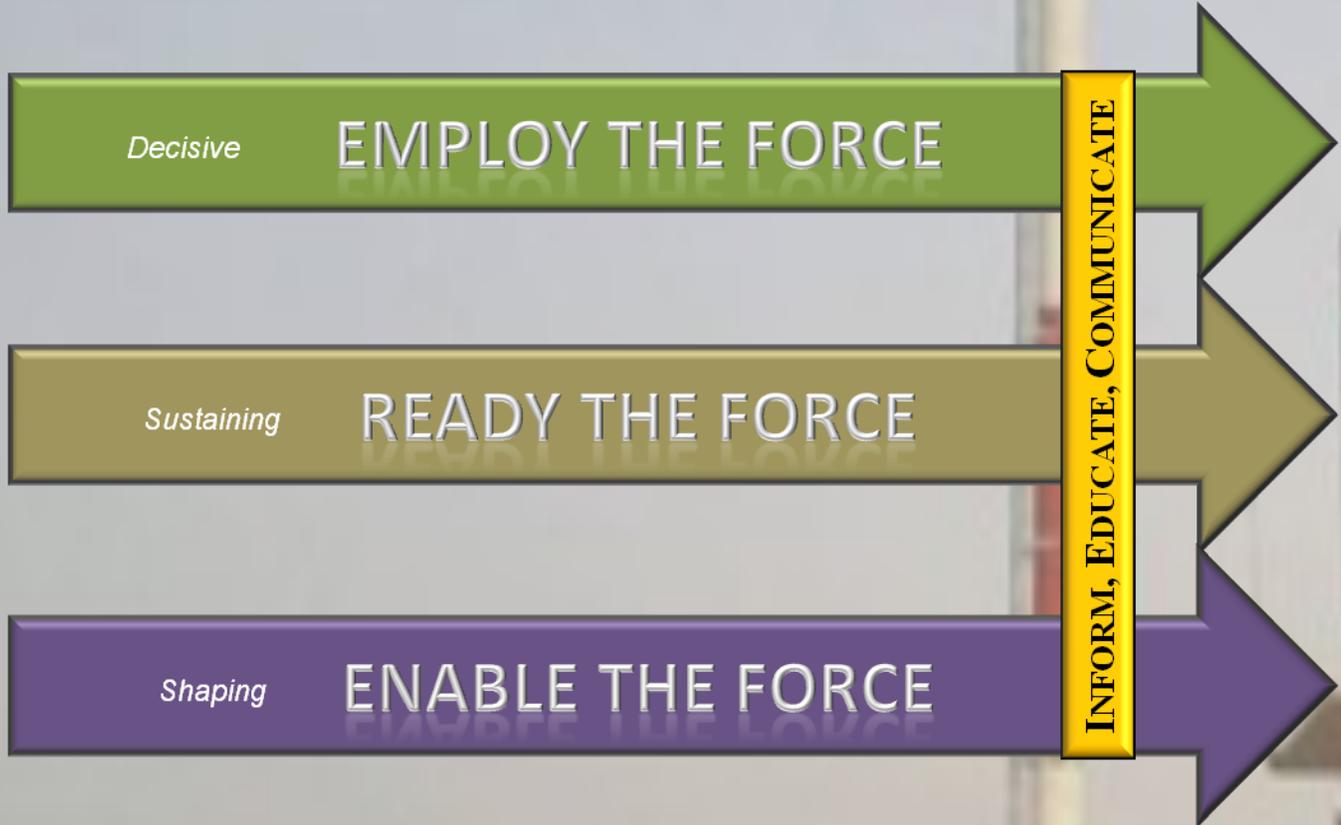
BN/SQD

Battalion/Squadron Commanders and Staff. The ME will internally focus on the readiness of individual Soldiers/Airmen and platoon proficiency with an external focus on employers and communities. Individual Soldiers/Airmen readiness and platoon proficiency is vital to enabling unit /flight/ force package response to domestic or international missions. The main effort supports the Campaign Plan LOOs of Ready the Force and Enable the Force. Supporting Efforts include Enhance and Maintain Readiness and Engage, Shape, and Influence to Identify and Create Opportunities which support the Campaign Plan LOOs of Enable the Force and Employ the Force.



LINES OF OPERATION (LOOs)

Lines of Operation: Lines which define the directional orientation of the force in time and space in relation to the current environment. They connect the force with its base of operations and its objectives or goals.



CORE COMPETENCY

Provide Ready Forces by organizing, manning, equipping, training and deploying capabilities in support of Civil Authorities and Federal Missions.

IMPERATIVES



GOALS

1.

Meet or Exceed Readiness Requirements

2.

Reliable and Resilient Soldiers, Airmen and Families

3.

Strategically Align Facilities

4.

Acquire Future Relevant Units and Capabilities

5.

Leader in Domestic Operations (DOMOPS)

6.

Develop and Strengthen Relationships

ENDSTATE

The NCNG is postured to provide ready individuals, units, and force packages to both State and Federal authorities while garnering support of employers and communities for continued service.

Arm &
Support
Providers

EMPLOY THE FORCE

Provide Soldiers, Airmen, and units for operations in support of Overseas Contingency and Joint Domestic Operations.

Purpose: The Adjutant General (TAG) is responsible to the Governor for all military operations within North Carolina's borders (excluding those on active duty military installations). As such, TAG is not simply a force provider, but a force employer. In addition to all North Carolina National Guard (NCNG) forces, this responsibility encompasses all National Guard forces sent in mutual support from other states under Emergency Management Assistance Compact (EMAC) and potentially federal (T10) military forces.

The NCNG is uniquely qualified to lead all military forces during response operations in North Carolina due to its dual mission authorities established in law. The goal of becoming a leader in Domestic Operations (DOMOPS) will continue to place the NCNG in the forefront of support for all hazards that are encountered in North Carolina. The further refinement and review of our Force Packages

ensure that the NCNG continues to utilize its available resources in support of the Governor while maintaining its capability to meet all domestic and international mission requirements.

Speed equals success for response operations in North Carolina and our response time is the key measure of Employ the Force. The NCNG provides military response capability in support of civil authorities in North Carolina in order to save lives, preserve property, and restore government services and public confidence. Our ways and means leading to these ends must be built for speed. The All Hazards Standard Operating Procedure is the "how to" manual for NCNG military response operations. It pre-defines and coordinates response capabilities with civil authorities and subordinate NCNG units in order to reduce response time. It also provides the method to extract maximum response capability from our forces that are not deployed or conducting final preparations in order to deploy overseas in defense of the Nation. Our dual mission is thereby synchronized. More NCNG forces responding equals less EMAC required. Our forces inherently have shorter response times than EMAC forces. We incorporate continuous improvement and lessons learned into the way we do business. The JFHQ is the key operational capability supporting Employ the Force. The All Haz-



ards Joint Operational Planning Process (JOPP) provides the plans development and update cycle that ensures the North Carolina National Guard is integrated with agency partners and can provide a coordinated response in support of civil authorities.

The NCNG also employs mutual support from other states. Those states provide forces or capabilities to support North Carolina civil authorities through

EMPLOY THE FORCE

an agreement between Governors. This fills capability gaps that arise due to limited or deployed force structure. The readiness of a military asset to conduct response operations in support of civil authorities is measured by its preparedness. Preparedness enables response operations with speed and efficiency. The source and preparedness levels of these forces are determined through periodic coordination between JFHQs. Among the 54 states, territories and District of Columbia, there is a very limited common operating picture for preparedness that supports each JFHQ with visibility of all National Guard response assets and their potential for mutual support. The North Carolina National Guard maintains equipment and personnel readiness to the highest levels in order to best support domestic operations.



Key Tasks:

Mission Command: The exercise of authority and direction by a joint force commander over assigned and attached forces in the accomplishment of the mission. The North Carolina National Guard has the ability to stand up one or more joint task forces, maintain a tiered Joint Operations Center (JOC) with a Common Operating Picture (COP) for Joint Operational Area North Carolina (JOA-NC) as well as report status of operations and forces.

Maintain Contingency Plans (CONPLANS): Prepare, review, and exercise CONPLANS, and Operation Plans (OPLANS) as necessary in a complex and changing environment. Plans address anticipated threats and identify correct type and number

of military response capabilities and resources. Each plan is synchronized with the appropriate civil authorities.

Synchronize with other Governmental Agencies (OGAs): Develop and grow relationships with OGAs throughout planning and execution of missions in order to become the force of choice in all planning and execution for the Governor and as the State's primary liaison for all domestic operations requirements.

Provide Support to State and Federal Agencies: Provide specified support to Department of Defense and other federal or state agencies operating in North Carolina. Provide response capabilities, services, supplies, assistance, or expertise. Provide, coordinate, and report chemical, biological, radioactive, nuclear, and explosive (CBRNE) response capabilities. Advise and support Counter Drug Operations.

End State: The Governor and President of the United States are supported with military command, control, and coordination capability crucial to the effective delivery of response capabilities for both domestic and international requirements.

READY THE FORCE

Prepare Soldiers, Airmen, and units for operations in support of Overseas Contingency and Joint Domestic Operations.

Purpose: The North Carolina National Guard is a Ready Team. Our Soldiers, Airmen, and units are prepared for operations in support of Overseas Contingencies and Joint Domestic Operations. A Ready Force must be manned, equipped, trained, led, and stationed in the most efficient way possible.

The supply-based Army Force Generation (ARFORGEN) Model and the Air and Space Expeditionary Force (AEF) Schedule are the tools used to ensure cyclical, predictable and progressive readiness focused on manning, equipping, and training

our forces. The NCNG will seek and retain force structure that provides the most capability and capacity to accomplish the dual domestic-international mission. This strategy, forged in war, is focused on fielding modular, adaptive, general purpose forces with a smaller logistical footprint that can be employed in the full range of military operations.

The NCNG will maintain and report readiness of military response capabilities required supporting civil authorities per established concept plans (CONPLANS). This includes personnel, equipment and training status. These force package requirements are generated from coordination with supported civilian authorities. It is a commander's responsibility to report status on each of these force packages and be able to respond when called within the expected timelines and with the expected capabilities.



READY THE FORCE

Key Tasks:

Man the Force: At the pinnacle of our Ready Force are the individual Soldiers and Airmen. The force will be manned with the best Citizen-Soldiers and Airmen, who are committed to exemplifying the values of their respective service, believe in selfless service to their community, State, and Nation, and are physically and intellectually qualified for the mission. We will recruit for the force of the future that reflects the diversity of the community it serves and retain the best of the current experienced Soldiers and Airmen. Just as our Service members commit to the Nation when they volunteer to serve, we incur an equally binding pledge to return them to society as better citizens. As leaders vow to safeguard and support our force, each individual Soldier and Airman pledges to maintain their individual readiness. Commanders must clearly understand their authority and responsibility to ensure Individual Readiness and manage non-deployable Soldiers and ineligible Airmen. Manning was the most difficult aim point to achieve in the demand-based readiness cycle since the National Guard was designated as an operational reserve force. We will implement manning policies, strategies, and resources that achieve personnel readiness both in aim points supporting Soldier and Unit deployability and in AEF supporting individual Airman deployability.



Equip the Force: The force must be properly equipped with modern equipment based on ARFORGEN and AEF priorities and maintain operational readiness in order to be ready when called. Due to constraints across the National Guard, critical and low-density items must be intensively managed according to the appropriate readiness cycle in order to meet the needs of mobilizing and deploying units while retaining dual-use capabilities to meet our missions at home. We will continue to modernize and update the force through maximum use of new equipment fielding and reset / rebuild programs. A priority is to pursue additional Command, Control, Computer, Communications, Intelligence, Surveillance, and Reconnaissance (C4ISR) capabilities for both Army and Air components. NCNG will outfit Soldiers and Airmen with the latest and best organizational clothing and individual equipment possible. Commanders and leaders at all levels will ensure the care and accountability of all individual clothing and equipment. Finally, we will maintain equipment readiness so that it is avail-



READY THE FORCE

able for Soldiers and Airmen to execute missions. Priorities for maintenance and support are driven by the readiness cycle, known missions, and dual-use requirements. All organizations will implement maintenance programs that integrate operators, supporting maintenance shops, and leaders to achieve maintenance goals.

Train the Force: Effective training is the cornerstone of operational success. Regardless of Military Occupational Specialty (MOS) or Air Force Spe-

cialty Code (AFSC), rank, staff or line duty, everyone is considered an expeditionary Soldier or Airman and must be trained and ready. For Army units, individual training will focus on Army Warrior Training (AWT) and the appropriate training drilled down from the Mission Essential Task List (METL) cross-walk. The focus of collective training is Full Spectrum Operations (FSO) to provide a foundation to learn, analyze, evaluate and refine the concepts behind wide area operations and combined arms maneuver as part of joint, interagency, intergovern-

READY THE FORCE



ronment. Training must be challenging, realistic, and battle-focused using the crawl-walk-run methodology.

Lead the Force: The center of a Ready Force is leadership and we need to ensure our Soldiers and Airmen are led by the best. To meet the challenges of the contemporary operating environment, leaders must be critical thinkers, comfortable with ambiguity, able and willing to operate in a decentralized environment, willing to accept prudent risk, and adapt based on a continuous assessment of the situation. We must grow leaders who can out-think and out-innovate adversaries while gaining trust, understanding, and cooperation from our partners in this more complex and dynamic environment. Our leaders must have a solid platform of institutional development, organizational and operational development, and self development. Within the institutional development, Professional Military Education (PME) must be planned, completed early, and aligned with career management plans. This development must be managed by the individual, unit, and the organization.

Station the Force: Our Force must be stationed at locations that provide operational relevancy and that are based on current environment and demographics. We must project power throughout the state in order to effectively and efficiently respond in support of civil authorities. We must align stationing of units to capitalize on growing population centers.

End State: The North Carolina National Guard is a Ready Force with Soldiers, Airmen, and units prepared for operations in support of Overseas Contingencies and Joint Domestic Operations. Our policies, strategies, and resources are aligned to restore our readiness and provide a sustained flow of manned, equipped, and trained forces to hedge against unexpected contingencies at a tempo that is predictable and sustainable.

mental and multinational efforts (JIIM). The Airlift Wing will use Expeditionary Skills Training Tiers with training focused on the individual versus collective. Leaders must possess a strong foundation in training management and incorporate the required training into the long and short term training plans and ensuring the major collective training events are requested and scheduled well in advance. Our trainers must efficiently leverage home station, regional, and national training sites while being resourceful in this fiscally constrained envi-

ENABLE THE FORCE

Shape the environment that honors, supports, and enables Soldiers, Airmen, and units to accomplish their domestic and international mission.

Purpose: In order to fully enable the force to accomplish its mission we must focus on critical areas of support. Demonstrating this idealistic notion is best achieved by developing a strong mutually supported network of relationships that extend beyond the normal internal requirements of day to day operations. This web needs to permeate into all aspects of the NCNG sub-culture. This includes the community's role in all of our operations and encourages their continued participation in our mission. We seek to have employers value and prefer our members as employees. We recognize that the bond between the success of the community and the success of the service member is linked. Just as we must display relevance to the external stakeholder, so must we also demonstrate relevance to our members by continually striving to improve organizational efficiency and transparency. These two qualities combine to ensure smart resourcing during difficult fiscal conditions.

Key Tasks:

Inform and Influence: Stakeholders will not support the organization with resources or moral support if they do not understand the mission and its importance. We must educate and inform our stakeholders about the vast programs and opportunities within the North Carolina National Guard.



They must understand that we are an exceptional value to our citizens and that our capabilities cannot be matched by any other agency including our ability to perform as an Operational Reserve. Soldiers, Airmen, Families, Employers, and our elected leadership will have information easily accessible to them. Online media is expanded to ensure it is deliverable and useable by all of our stakeholders. The use of approved social networking will enhance our abilities to communicate to certain segments of our force and the public at large. We will leverage the latest technologies that enable collaboration and information sharing. We must maximize the use of online collaboration systems and tools to preserve our limited funding. We create synergy through synchronized strategic messaging and communications, in support of operational objectives,

to the five following most critical audiences:

Employers: As we partner with our civilian employers, we seek to support them as they support us. We must recognize them for their contributions as they support the vast array of missions our Soldiers and Airmen perform. We must integrate them into our team. Where possible, we will seek ways to make it beneficial and preferable to employ members of the National Guard either through legislation and or skill sets that are useful to

the business within our state.

Families: We will improve on our commitments to ensure that our total team has equal access to support services. Empowering National Guard families to remain resilient and viable in the absence of their loved ones remains among our top

priorities. We will do this by ensuring that our families have mutual and assured access to support programs and services. Given our fiscal constraints, we must be efficient in our support programs. We must identify our best support practices and transform into a more agile and adaptive network. Efficient use of precious resources is an essential element for continued viability of these programs. We seek to partner with existing state and federal programs at select facilities to enhance support services with the lessons learned.

Communities: Where possible, we should seek, identify, recognize, and provide support to community organizations. These organizations provide everything from moral support to handicapped access homes for our wounded warriors. They inject a level of morale and welfare that is unmatched. We must honor them as they honor us if we are to anticipate their continued support. In addition, we must seek and develop new relationships within our community that will provide long term mutual support.

Lawmakers: Educating our State and National leaders about our role as an operational reserve and critical emergency domestic response resource must encompass and reinforce all of our efforts. We recognize our moral obligation to guard the state and national wealth and ensure we are efficient in our expenditures. We will communicate this message through a variety of venues that illustrate what we do and why we are the force of choice.

Soldiers and Airmen: Most importantly, Soldiers and Airmen are the most important asset to the National Guard. Therefore, all current and future personnel policies must be clear, concise and easily understood by all. They must provide clear paths to career development and advancement and provide open lines of communication for redress of

real or perceived grievances. Our Retention Boards must retain those best able to lead and contribute measurably to the Force. All of our processes must be defined and evaluated for value and applicability to meet the demands of the persistent conflict. Soldiers and Airmen must understand that our policies will reflect upon their service in a consistent and equitable manner. Finally, our continuous improvement process must be nested with our campaign plan to include our annual command climate survey to ensure we are progressing in all of our goals.

Resource the Force: Air forces will train along AEF priorities. For Army forces, we seek to align our resources within the Operational Reserve cycle. Priorities for full time manning, recruiting, equipping, training, and funding will be allocated based upon projected strategic missions nested within ARFORGEN. Recruiting is prioritized early in the planning cycle to maximize boots on ground for the training years before mobilization or deployment. Where practical, we will resource Major Subordinate Commands (MSCs) with full time support within their mission cycle and to plan for and execute funding at their level. Training allocation is focused on applying the right schools at the right time to ensure individual and unit mission readiness. Military Education is planned as early as possible to ensure a ready supply of well rounded, best educated and capable leaders are available at all times. We will establish long term plans for facility maintenance and utilization and refurbishment. Basing policies are reviewed to ensure they meet the needs of the changing population of our state.

Endstate: The North Carolina National Guard is part of an educated and informed support network both within and outside the NCNG that continually strives to improve organizational efficiency while leveraging mutually supported interests to achieve proper resourcing.

STRATEGIC GOALS

As we continue our journey initially outlined and commenced in the Campaign Plan 2012, the North Carolina National Guard will continue to face an ever-changing environment under fiscal constraint and scrutiny. I challenge our organization to continue taking a proactive and innovative approach in evolving our organization in ways that best fit the emerging needs demanded by our future operating environment; thereby sustaining our reputation as the force of choice both for domestic and international missions.

In the next five years, our organization will meet or exceed readiness requirements; have reliable and resilient Soldiers, Airmen, and Families; strategically align facilities; acquire future relevant units and capabilities; become a leader in DOMOPS; and develop and strengthen relationships.

Meet or Exceed Army and Air Force Readiness Requirements is a goal in the Ready the Force LOO. Achieving this strategic goal provides the NCNG with the leverage required to maintain and

properly train our current force structure, acquire additional relevant force structure, and be a top contender for fielding new equipment. Its overarching tenets are to achieve **unit** readiness as recorded by the USR (Army) and SORTS/ART (Air), and to achieve overall **Individual** Soldier and Airmen Readiness.

Reliable and Resilient Soldiers, Airmen and Families is a goal in the ready the force LOO. The overarching objective of this goal is to establish a NCNG "Gateway" that provides premium support services for our Soldiers, Airmen and families. This achieves a continuous process to eliminate redundancies and capitalizes our resources that are focused on the current and always changing needs of our customers. It will begin with a virtual gateway, expand to a regional gateways and then spread to satellite gateways across the state in coordination with the Readiness Center Transformation Plan. The final objective is to develop an application that connects the Soldier, Airman or family member to gateway information and services at any time, from anywhere.

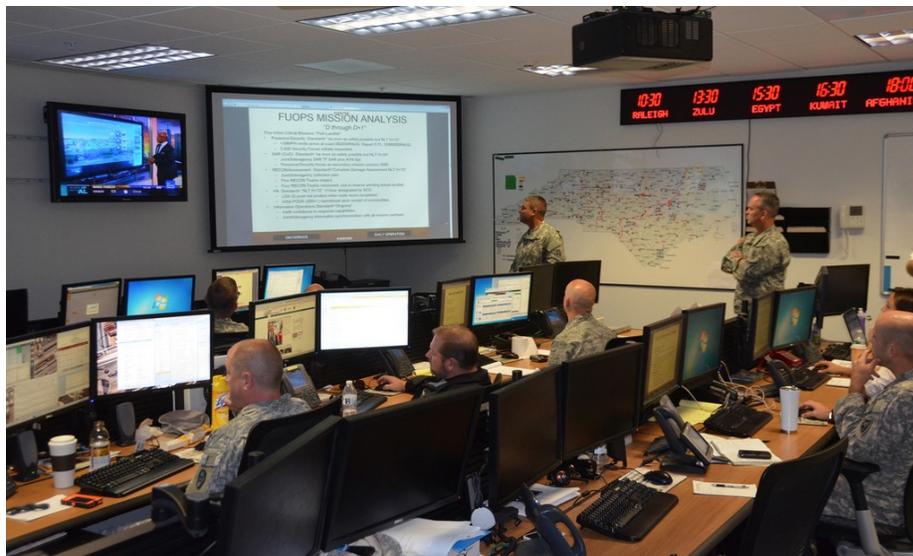
Strategically align facilities is a goal in the decisive LOO, Employ the Force as well as better position Soldiers and Airmen supporting Ready the Force and providing new facilities nested with Enable the Force. Our organization will recommend the future footprint for our organization which attracts the best human capital across the state supporting both the long term objective of establishing regional facilities and reduction of our overall infrastructure through Readiness Center reductions. The NCNG must also develop strategies to implement alternative funding methods to facilitate construction of new facilities, and communicate the Transformation Plan to Federal and State legislators. The new NCNG footprint must allow us to project



forces and capabilities to rapidly respond to disaster described on our JFHQ-NC concept plans. We must include potential state partners as we further develop the Regional Readiness Center concept to increase operational responsiveness and effectiveness.

Acquire future relevant units and capabilities is a goal in the decisive LOO of Employ the Force. The NCNG must determine if its current force structure meets domestic and international needs in a fiscally constrained environment. Local first responders and state agencies have made sizable gains in their abilities meet the needs of the North Carolina citizens over the last decade perhaps changing the requirements for NCNG forces. Four long term objectives support this goal which include establish a NCNG formal Army & Air Cyber Unit Designation NLT 20 Sep 2017; acquire a Special Forces battalion headquarters NLT FY 2019; acquire a third Combined Arms Battalion (CAB) within the NCARNG for the 30 ABCT NLT FY 2019; and acquire C17 and/or C130J for Air Guard NLT FY18. In order to shape the environment to achieve this ANG long-term goal, the 145 AW will or has developed mission bed down options which clearly demonstrate our ability to acquire these missions at minimum economic impact. In addition, the 145 AW will continue to evaluate and pursue system upgrades in order to maintain relevance and viability of the current C-130H mission. Although these objectives focus on the next 2-5 years, the NCNG is postured for earlier opportunities.

Become a leader in Domestic Operations (DOMOPS) is a goal in the decisive LOO, Employ the Force. Our focus is to lead the Nation in DOMOPS. Four long term objectives support this goal which include becoming the National leader for force

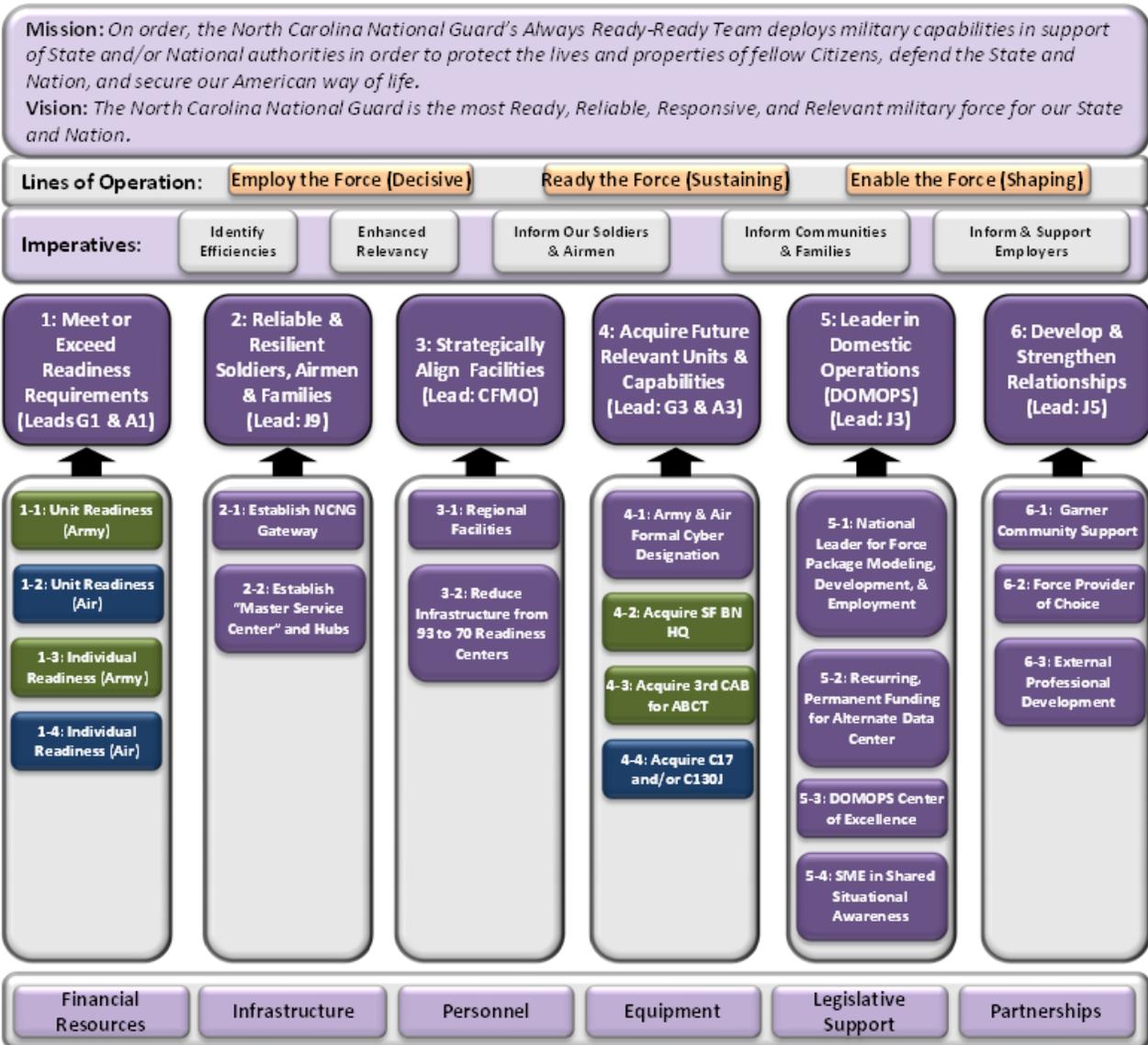


package modeling, development, and employment; securing recurring, permanent funding for alternate data center; developing the DOMOPS center of excellence; and becoming the subject matter expert in shared situational awareness.

Develop and strengthen relationships is a goal in the Employ the Force and Enable the Force LOOs. Developing and maturing partnerships at the local government, state, federal agencies is the strength of our unique community-based organization. Additionally, expanding our State Partnerships Program initiatives within AFRICOM and other combatant command regions allows the NCNG to conduct a variety of operations in support of domestic and federal mission requirements. The goal relies on three objectives: garner community support at the local, state, and federal levels NLT 1 October 2017; become the force provider of choice that provides ready individuals, units and force packages to both State and Federal authorities NLT 1 October 2018; establish a external professional development program to develop and maintain a robust leader pool within the NCNG NLT FY 2016. Our organization must continue to develop and strengthen internal and external relationships in order to enhance efficiencies, expand future opportunities, and create advocates for the NCNG while operating in a fiscally constrained environment.

SUMMARY

NCNG State Strategy Map 2015-2019



We will likely see our Overseas Contingency Operations (OCO) deployments to United States Central Command Area of Responsibility decreasing while our incorporation into domestic and other international, security engagement missions increase. This underscores our responsibility to continue our ready force posture for both domestic and international missions. Our greatest assets, both to our organization and those we support, are our Soldiers and Airmen. I challenge you to take the steps necessary to ensure we will maintain and grow our dual mission capability. We will leverage the success from past events towards becoming the national leader in DOMOPS. We will apply innovative ideas in making recommendations that will take our organization into the future, making us the most effective, efficient, and indispensable partner at home or abroad. With a unified effort, we will demonstrate that we are the best military value for North Carolina and the United States of America.

GLOSSARY

Aim Point: Benchmarks used by decision makers at strategic levels to synchronize and align the Army's efforts that enable it to support global operations with ready land power. Aim Points optimize the execution of ARFORGEN by synchronizing manning and equipment capabilities with training at specific points across the ARFORGEN Force Pools.

Campaign Plan: Plan for a series of related tasks aimed at achieving strategic or operational objectives within a given time and space.

Civil Authorities: Apparatus of the State other than its military units that enforces law and order.

Employ the Force: Provide military command, control and coordination capability that integrates federal and state military resources through enhanced unity of effort in response to all-hazards or other incidents as determined by the Governor.

Enable the Force: Provide Soldiers, Airmen, and units with the facilities, resources, administrative and logistical support systems that enable mission accomplishment.

End State: The North Carolina National Guard will be a Ready Force with Soldiers, Airmen, and Units prepared to deploy and be employed in support of State Active Duty, Overseas Contingency, and Domestic Support Operations. Our policies, strategies, and resources will be aligned to restore our readiness and provide a sustained flow of manned, equipped, and trained forces to hedge against unexpected contingencies - at a tempo that is predictable and sustainable.

Force Package: Predefined standardized grouping of manpower and/ or equipment to provide a specific capability.

Lines of Operation: Lines which define the directional orientation of the force in time and space in relation to the current environment. They connect the force with its base of operations and its objectives.

Means: Resources required to execute the way.

Operational Reserve: Integrated in day-to-day military operations and also participates at a higher level in operational missions.

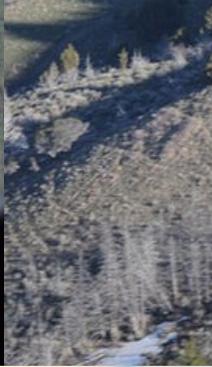
Ready the Force: Prepare Soldiers, Airmen, and units for operations in support of State Active Duty, Overseas Contingency, and Domestic Support Operations.

Stakeholders: A person, group, or organization that has direct or indirect stake in an organization because it can affect or be affected by the organization's actions, objectives, and policies.

Transformation: A thorough or dramatic change in form or appearance.

Unity of Effort: Coordination and cooperation toward common objectives, even when the participants are not part of the same command.

Ways: Actions.





North Carolina National Guard

Citizen-Soldiers and Airmen - A Ready, Reliable, Responsive and Relevant Force at Home and Abroad



ALWAYS READY - READY TEAM



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CAMPAIGN PLAN 2015 - 2019