



**OHIO NATIONAL GUARD  
2016-2021 STRATEGIC PLAN**

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# OHIO NATIONAL GUARD



## 2016-2021 STRATEGIC PLAN

# OHIO NATIONAL GUARD STRATEGY MAP

## MISSION

Always ready. Always there.

## 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

## STRATEGIC THEMES

Protecting the Homeland | Fighting America's Wars | Building Strategic Partnerships

## ORGANIZATIONAL PRIORITIES



## STRATEGIC OBJECTIVES



## KEY PROCESS INDICATORS



## CONCLUSION

The Ohio National Guard 2016-2021 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 civilian workforce. Through this plan and subsequent editions of it, the Ohio National Guard will remain well postured for the future.

## OUR STRATEGIC OBJECTIVES

Each Strategic Objective on the Ohio National Guard Strategy Map represents a critical aspect of the organization's plan for what 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.

## 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.

**The Ohio National Guard's Key Process Indicators (KPIs) are:**

- Strength
- Training
- Ready & Available People
- Equipment Availability
- Supply Management
- Fund Execution
- Being Audit Ready
- Facility & Equipment Utilization
- 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.



The Ohio National Guard has 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

## 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

Our 2016-2021 Strategic Planning Process started in July 2015. Soldiers and Airmen utilized scenario-based strategic planning to identify a core of robust strategic imperatives that will be important to our organization, regardless of what the future holds. The team looked strategically at the challenges of tomorrow and identified the new Mission, Vision, Strategic Themes, Priorities, and revalidated the Organizational Values for the Ohio National Guard. Subsequent groups met in January-March 2016 to explore those Organizational Priorities further. They identified the Strategic Objectives that must be met to achieve the Organizational Priorities, along with the Key Process Indicators that define our success in accomplishing our primary missions.

In April-May 2016, members of the ONG identified and prioritized initiatives to ensure the success of our five-year Organizational Objectives along with the measures and targets that provide visibility to our successes and shortcomings.

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## OUR STRATEGIC THEMES

- Protecting the Homeland
- Fighting America's Wars
- 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.