



Michigan Department of Military and Veteran Affairs

2023 Strategic Plan

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FOREWORD: DMVA DIRECTOR'S MESSAGE

I want to thank the dedicated members of the DMVA for their steadfast efforts in support of the department. Because of you, we meet and exceed the challenges associated with our unique and essential mission. As we move forward, it is critical that we not only see ourselves honestly but also understand and shape how others see us. This Strategic Plan is our collective starting point for making Michigan a “Top 1/3” state, the go-to state for the most challenging and innovative missions, and the ideal state where veterans and their families want to live and work.

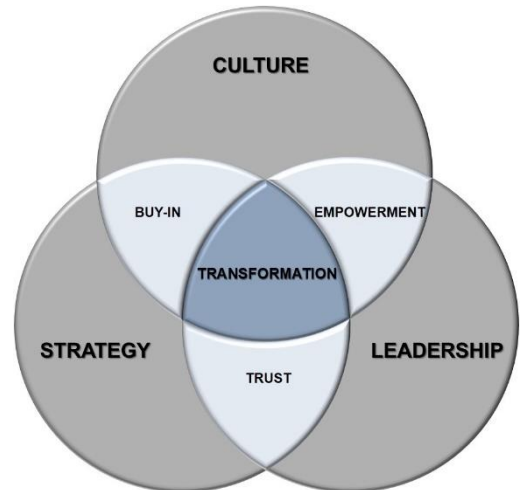
Transformation is central for the DMVA, and it involves three elements working in concert to move us forward: **Culture**, **Leadership**, and **Strategy**.

Major General Paul Rogers
Director, DMVA
The Adjutant General

The DMVA **Culture** reflects our behavior based on what we value most – our people, readiness, integrity, initiative, innovation, diversity, and ethical behavior. The foundation of these values is the dignified and respectful treatment of all members. Collectively, these behaviors foster buy-in, trust, and empower members who freely choose to give their best to the organization.

All DMVA members Lead! Members who influence, engage, and encourage excellent performance to promote the enduring success of the organization characterize **Leadership** within the DMVA. At all levels, our members eliminate corrosive behavior and toxic leadership to strengthen department cohesion.

The DMVA **Strategy** provides clarity and purpose by connecting broad strategic goals with individual branch efforts. At all levels, DMVA members must think strategically, develop innovative solutions in anticipation of the future, and understand how their actions affect strategic objectives. This strategy adapts as it progresses amidst an ever-changing environment and moves us forward through the creation of shared understanding and guidance on day-to-day operations.



Overall, we must link our strategy to action with clear implementation plans. It is vital that everyone in the department reads, understands, and identifies where their efforts nest and best meet the intent of this plan.

PAUL D. ROGERS
Major General
Director DMVA

I. PURPOSE

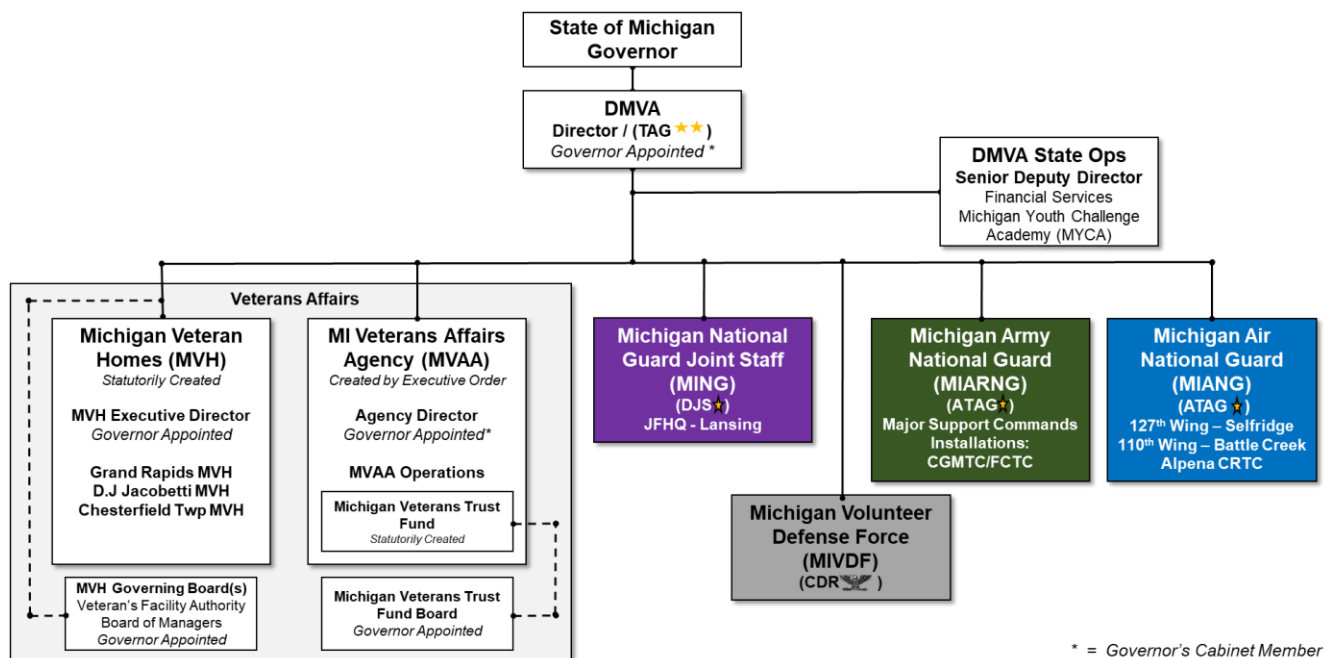
The DMVA Strategic Plan provides the overarching framework within which the Michigan Department of Military and Veteran Affairs (DMVA) operates. This strategy connects the Governor's priorities with departmental core mission sets and aligns branch efforts to achieve strategic goals. The DMVA Strategy serves as the single authoritative source for presenting the department's strategic context and future direction and supplies each branch with the guidance required for campaign plan development. This strategy is directive (top-down) but not prescriptive (bottom-up refined) and succeeds only through the unity of effort across the department.

II. INTRODUCTION

A. DMVA Organizational Structure

DMVA Branches

The Michigan DMVA resides in the State of Michigan's Executive Branch. The Department Director sits on the Governor's Cabinet and serves as The Adjutant General (hereinafter referred to as the DMVA Director). The DMVA consists of State Operations, Michigan Veteran Homes (MVH), The Michigan Veterans Affairs Agency (MVAA), the Michigan Air National Guard (MIANG), the Michigan Army National Guard (MIARNG), and the Michigan Volunteer Defense Force (MI-VDF).



DMVA Locations

The DMVA coordinates day-to-day operations from the Joint Forces Headquarters (JFHQ) in Lansing, MI. Joint Forces Headquarters holds the Director's office, the Departmental Executive Staff (DES), State Operations, Joint Staff, MIARNG and MIANG General Staff, MVH staff, and the MVAA. Throughout the State, MIARNG facilities consist of 41 readiness centers, nine maintenance facilities, four aviation facilities, and training installations at Camp Grayling (includes the Maneuver Area Training Equipment Site (MATES)) and Fort Custer (includes the Unit Training

Equipment Site (UTES)). The MIANG operates from Selfridge and Battle Creek Air Bases as well as Alpena Combat Readiness Training Center (ACRTC). Lastly, Michigan's veteran homes are in Grand Rapids, Marquette, and Chesterfield Township.

Michigan National Guard

The Governor serves as the Commander in Chief of the MING. The MING consists of the Michigan Army National Guard (MIARNG), Michigan Air National Guard (MIANG), and the MING Joint Staff. The MIANG and MIARNG provide trained, combat-capable forces in support of the National Military Strategy while simultaneously providing the capability for Domestic Response and Civil Support. Providing emergency response to the State is a core function of the MING and the department executed by the Joint Staff.

Michigan Veterans Affairs Agency

The MVAA serves as the central coordinating agency that provides support, care, advocacy, and service to veterans and their families as they transition through life. The agency works to identify and remove barriers veterans face in employment, education, health care, and quality of life. This makes Michigan a desirable place for veterans and their families to call home.

Michigan Veteran Homes

The Michigan Veteran Homes (MVH) provides quality long-term care for veterans and their eligible family members through a federal-state partnership with the United States Department of Veterans Affairs (USDVA). High-quality care for this phase of life is central to the "member for life" concept. Currently, the MVH operates homes in Grand Rapids, Marquette, and Chesterfield Township.

State Operations

State Operations team provides resources to the DMVA and equips internal partners with the tools to support strategic goals and initiatives in a fiscally responsible way. The DMVA State Operations team aligns procurement, funding, and complex data structures to provide sustainable and persistent support throughout the enterprise. State Operations is responsible for the execution of the Michigan Youth and Job Challenge Programs.

Michigan Volunteer Defense Force

The Michigan Volunteer Defense Force, upon activation by the Governor and at the direction of The Adjutant General, provides an organized and ready force for emergency assistance to the State of Michigan.

Unifying Operational Concept – "Member for Life"

The DMVA's 5 branches embody the "Member for Life" concept as an institutionalized culture of life-cycle functions. Each branch enables the concept by mutually supporting one another to execute the department's operations. The concept begins with engaging and educating Michigan's youth for future success and continues with opportunities for volunteers to serve their country in the Michigan National Guard while remaining in their community. To fulfill the "Member for Life" concept, the MVAA serves as the critical

conduit for Michigan veterans and their families as they transition through all phases of life. Together, the branches develop a broad network of resources to support every member.

B. DMVA Authorities & Defense Partners:

State of Michigan

The DMVA serves under the authority imparted by Michigan's Governor. Therefore, the strategic objectives within this plan nest within the State of Michigan's values (Opportunity, Security, Responsibility) and the Governor's priorities. Each objective seeks to enable initiatives as they arise by remaining adaptive, transparent, and integrated within the cabinet, legislative, and committee processes. Specifically, this strategy supports improvement in Health Care, Infrastructure, Workforce & Economy Development, Environmental Sustainability, Education, and Public Safety.

Federal

The DMVA also receives guidance, funding, and authorities from federal agencies. These include the Veterans Affairs Administration, National Guard Bureau (NGB), and the Department of Defense (DoD). Priorities associated with each of these agency's nest within this strategy as core functions or critical influences.

Michigan Defense Center/Arsenal of Innovation

The Michigan Defense Center (MDC) is an operation of the Michigan Economic Development Corporation focused on the support, protection, and growth of Michigan's defense and homeland security missions and the Michigan businesses that support our nation's security and our military's safety. The MDC acts as a liaison between the state and defense interests in the federal government, defense agencies, the defense industry, academia, and the defense community and supporting organizations.

III. DMVA MISSION, VISION, & ORGANIZATIONAL IDENTITY

A. Mission:

The DMVA synchronizes strategic, legislative, and fiscal initiatives to build and sustain military readiness, care, and advocate for veterans, and cultivate purposeful partnerships.

B. Vision:

Michigan is the premier state for advancing military readiness and serving veterans and their families along with supporting our communities in a time of need by the "INCREDIBLE" men and women who make up the DMVA.

INNOVATION- DMVA addresses the imperative for systematic, accelerated innovation across the Department through leadership committed to challenging and changing cultural norms, the institutionalization of management practices and processes that support the rapid conversion of new ideas into valued outcomes, and leveraging the diverse talents and capabilities of the Total Force, key partners, suppliers, and other

collaborators. Approaches to this accelerated innovation include programs and tools to generate and elevate new ideas or solutions for consideration; increased tolerance for risk and failure in experimentation; changing the way that the Army is managed, including innovation and entrepreneurship as key considerations in attracting, recruiting, retaining, developing, and promoting both the civilian and uniformed forces; focusing innovation efforts on key strategic outcomes that impart competitive advantage; and finally by persistently pursuing opportunities for cooperation and collaboration in developing solutions to the Department's strategic challenges and removing bureaucratic obstacles to such initiatives.

INITIATIVES- DMVA initiatives provide considerable economic benefits to the state. Collaborating with the Michigan Defense Center (MDC) provides a shared understanding and aligns strategic goals with Michigan's defense industry and elected leadership. Understanding direct and indirect economic relationships between the DMVA and the local/state/national/defense economy sets conditions for powerful partnerships with elected leaders and members of the defense industry. Conversely, the DMVA must understand the products, programs, and goals that are most critical to protect and grow Michigan's defense industry.

CLIMATE ADAPTATION- Climate considerations must continue progress toward becoming an integral element of Michigan's enterprise-wide resource allocation and operational decision-making processes. Michigan must have prepared combat forces capable of operating under the most extreme and adverse weather and terrain conditions with equipment for emerging environmental conditions different from the range of environments existing today. Resilient built and natural Installation infrastructure are both necessary for successful mission preparedness and readiness. Instituting effective and efficient climate adaptation over the range of DMVA missions, operations, and infrastructure requires leveraging all relevant information, methods, technologies, and approaches. This can only be achieved through close collaboration with others.

READINESS- DMVA rises to the "top 1/3" of branch specific national scorecards to position DMVA has a contender within DoD for assignment of force structure and missions in support of the Army Modernization Strategy and Air Force strategic basing criteria and DMVA is a leader in veteran services and as an obvious candidate for grants, awards, pilot programs, and studies that lead to new opportunities.

MEANINGFUL PARTNERSHIPS- DMVA enables initiatives through coordinated and defined community, State, national, and global partnerships. These partnerships may be formal or informal, are mutually beneficial, and include both shared ownership and shared responsibility. These partnerships are internal to the department (linking MING members to benefits from MVAA and MVH) and external (local, state, nationally, and international) to further develop initiatives for the member for life concept and benefit DMVA.

NADWC- Michigan brands the National All-Domain Warfighting Center (NADWC) nationally as a location of choice for building readiness using the future operating environment, complex training, new mission sets and force structure, and all-domain operations capabilities. Michigan's defense and homeland security economy recognizes the DMVA as a critical enabler, and integrates Joint-All Operations, Exercises, Experimentation and Demonstration, and Innovation.

STRENGTHEN INTEROPERABILITY- DMVA branches leverage cross-functional cooperation, knowledge/information sharing, and process improvement in a manner that reduces inefficiencies, redundancies, and barriers to access. These efforts result in coordinated, department-level initiatives that achieve DMVA's strategic goals and the concept of member for life from the day the individual joins the MING.

BENEFIT- Everything we do needs to benefit DMVA (Soldiers, Airmen, and Civilian Employees) and the veterans of Michigan. This benefit includes readiness, equipment experimentation, facilities, training, workplace of place with a positive culture, and veterans. If there is no benefit to DMVA, we need to question why we are doing it.

LEADERSHIP- Recognized nationally and locally; and to be recognized as the nation's first and premier leader in all-domain warfighting, domestic operations, innovation/initiatives, and climate adaption as the best value for America while remaining respectful of our state communities.

EFFECTIVE- Capabilities are built with people, systems, and institutions. To deliver effective capabilities, DMVA develops comprehensive programs that address all three of these elements: we develop people through training and education; we provide effective systems by identifying materiel solutions that fit the partner's need; and we develop premier multi-domain training facilities for effective readiness.

C. Organizational Identity:

The DMVA's cultural identity is that of a values-based organization that sets the standard for expected workplace conduct by all department team members. Our culture builds a sense of community and purpose across the department. Shared values to guide our beliefs and behavior assure the foundation of our team's success.

Who We Are:

Provider of Exceptional Service

A team of devoted public servants committed to its mission, continuous improvement, and solving future challenges.

Leader in Innovative Solutions

A thought leader piloting future capability and providing unrivaled training opportunities that leverage Michigan's unique blend of geography, people, and technology-based industry.

Cornerstone of Michigan Communities

Dedicated Michigan citizens invested as life-long partners in building thriving communities.

Workplace of Choice

A department that values its team members, demonstrates commitment to individual and organizational development, and sustains loyalty and pride across the team.

Center of Performance Excellence

A collaborative organization that provides ever-improving value to its stakeholders and achieves sustained organizational effectiveness.

MICHIGAN DMVA STRATEGY MAP

SG1: Achieve Performance Excellence

Strengthen Readiness

Increase Utilization of DMVA Veteran Programs

High Quality & Financially Stable Veterans Homes

Modernize & Expand DMVA Facilities

Position MI as Top State for Veterans

SG2: Cultivate a Workplace of Choice

Ensure Positive Workplace Culture

Develop Culture of Exceptional Service

Attract & Retain Talent

Communicate Goals and Measure Progress

Listen to and Empower Employees

Employer of Choice

SG3: Develop Meaningful Advocates & Partners

Improve Recruiting Through Advocacy in Schools

Align Veteran Support Across the State

Expand Education and Employment

Partnerships Enhance DOMOPS Capability

Shared Message With Defense & HSL Economy

Whole State Approach to MI Partnerships

Partner wMDC to market DMVA

SG4: Gain Recognition as National All Domain Warfighting Center (NADWC)

Modernize Michigan Training Facilities for JADO

Grow DMVA's Influence in MI's MIL Enterprise

Program Northern Strike as MDO CTE

Michigan Exercises Achieve Joint Certification

NADW C Strategic, Operational, and Tactical Testing

Develop & Market CEMA TNG Facility

Gain Recognition as NADW C

SG5: Strengthen Interoperability

Create DMVA Level Collaboration

Create Coordinated Fiscal Strategy

Create DMVA Strategy & COM Plan

SG6: Pursue Strategic Initiatives

Establish DMVA as Key Influencer in MI's MIL Enterprise

Obtain Future DoD Related Mission Sets

Innovation Initiatives

SG7: Climate Adaptation

Protect Michigan's Environment

Train Safely in Extreme Conditions

Resilient Built And Natural Installation Infrastructure

Enhance Adaptation And Resilience Through Collaboration

MEMBER FOR LIFE

IV. STRATEGIC GOALS

STRATEGIC GOAL 1 (SG1):

ACHIEVE PERFORMANCE EXCELLENCE

Desired Conditions

DMVA performance excellence results in Michigan's enduring recognition as "best in the nation" in military readiness and veteran's support. The department resources and trains Army and Air National Guard forces in support of domestic and warfighting operations while supporting veterans and their families – each with minimal response time.

This is the most important goal in our strategy. Performance excellence in core mission sets establishes the foundation needed to unify efforts in a way that leads to the realization of our strategic vision. We must master the fundamentals and execute our core tasks better than those we are measured against. This groundwork places the department in a position of advantage as the strategic context changes and provides the flexibility required to capitalize on opportunities as they arise.

OBJ 1.1: Strengthen readiness of the Michigan National Guard to top 1/3 in the nation, resulting in the growth of modern force structure and mission sets. (OPR: ATAGs)

Description:

The Michigan National Guard force structure must be commensurate with the Michigan population and census ranking. Current Michigan population supports a MING force structure of 10,563. The 2022 National Defense Strategy (NDS) identifies the need for defense modernization in preparation for future threats connected to adaptations in the current operating environment. Within the National Guard, readiness levels determine the force structure/mission sets assigned to each state and selection for growth/reduction is predicated upon demonstrated ability to sustain readiness over time within those forces (Commander's Unit Status Report).

The MING rises to the "top 1/3" of national scorecards by 2024 because of focused attention on individual and unit readiness. This positions the MING as a contender during the Department of Defense (DoD) assignment of force structure and missions in support of the Army Modernization Strategy and Air Force strategic basing criteria (2023-2028). Specifically, MIANG priorities include future space capabilities, the next generation tanker/airlift, remotely piloted aircraft, and an enduring fighter aircraft presence. MIARNG priorities include long-range precision fires, Future Vertical Lift Aircraft (attack and UAS), and brigade level force structure (MDTF, IBCT or FAB).

End State:

By 2028, rapid and sustained readiness improvements lead to Michigan's selection for growth associated with national modernization priorities. In the MIARNG, this results in the assignment of suitable Multi-Domain Operations (MDO) force structure. In the MIANG, this leads to the assignment of mission sets and accompanying assets that capitalize on capabilities within the state.

Key Outcomes:

- 1.1.1. (MIANG) By 2024, improve and sustain readiness as measured by total manning and readiness ratings (104% total manning and all units sustaining C2 leading to complementing or selection for future mission sets.
- Performance Metrics: By the end of 2023, achieve 104% total manning and all units achieve C2. NLT the end of 2024, MIANG sustains 104% total manning, and all units sustain C2.
 - End State: MIANG selected for future mission sets (space, next-generation tanker/airlift, remotely piloted aircraft, or additional fighter capability).
- 1.1.2. (MIARNG) By 2024, improve and sustain “top 1/3” readiness as measured by total number of units in “top 1/3” of like SRCs and paid end strength (90% of units in top 1/3 and 105% PES) leading to selection for new force structure growth.
- Performance Metrics: By the end of 2023, achieve 70% of units in “top 1/3” and 104% PES. At the end of 2024, the MIARNG achieved 90% of units in “top 1/3” and 105% PES.
 - End State: MIARNG selection for an O6 level, MDO force structure (Long Range Precision Fires/Future Vertical Lift/IBCT HQ).

OBJ 1.2: Strengthen Michigan DMVA programs to increase availability and utilization by veterans and their families. (OPR: Director MVAA)**Description:**

The DMVA provides comprehensive services to veterans regardless of their life stage and in a manner most suitable for the individual. Specifically, the DMVA seeks to enhance customer service, increase awareness, outreach, utilization of existing programs, and optimize state capabilities to support veterans and their families. This includes underserved populations such as women, tribal, homeless, and incarcerated veterans.

Overall, the DMVA must identify strategic opportunities that enhance the lives of Michigan’s veterans and their families. As a critical piece of the “Member for Life” concept, the organization garners recognition for its programs through preparation and the ability to utilize opportunities and maximize their effectiveness. Accomplishing the outcomes in this objective establishes a foundation upon which ALL veterans in Michigan connect to available services and benefits. As these efforts progress, DMVA continues to build programs already in place and meet the top 1/3 of key economic, quality of life, and health care indicators as identified within the MVAA plan, Appendix D. This positions DMVA as a leader in veteran services and as an obvious candidate for grants, awards, pilot programs, and studies that lead to new opportunities.

End State: By 2028, Michigan becomes a top 1/3 state for connecting all veterans to their federal benefits and health care through an integrated support network. This

success leads to national recognition and selection for grants, pilot programs, and special studies.

Key Outcomes:

1.2.1. (MVAA) By 2026 Michigan connects veterans and their dependents to the benefits they have earned and considered a highly desired state for veterans.

- Performance Metrics: MVAA maintains an 85% or higher excellent customer satisfaction rating across all program areas, builds and maintains a robust statewide networks and coordination through inclusion of veteran perspective outreach initiatives reaching greater than 75% of the Michigan Veteran population.
- End State: Michigan is striving to be recognized as a leader and highly desired state in economic, quality of life, and health care indicators by 2026

1.2.2. (MVAA) MVAA continues to implement processes to best utilize, evaluate, and disseminate federal, state, and local veteran and community resources to support and assist veterans, service members, and the families.

- Performance Metrics: MVAA determines yearly the top five most requested services by region and identifies gaps for priority inclusion in programs and policy development while building key partnerships with organizations that allow easy access to search for veteran and community resources. Implements process improvements to meet veteran needs within 24 hours and create an awareness of available resources.
- End State: MVAA becomes a model state for veteran services, processes, and community involvement.

OBJ 1.3: Implement a master plan for the Michigan Veterans Home system that enables the provision of nation-leading quality of care and expansion of services to meet the capacity and service needs of Michigan’s veterans and their families. (OPR: Director MVH)

Description:

Michigan’s Veteran Homes (MVH) provide quality long-term care for veterans and their eligible family members through a federal-state partnership with the USDVA. High-quality care for this phase of life is central to the “member for life” concept. Currently, the MVH operates homes in Grand Rapids, Marquette, and Chesterfield.

Internally, MVH provides the highest quality care through advanced training of its workforce; technology, equipment and facilities that reflect industry best practices; and services tailored to meet the unique needs of residents. Externally, MVH pursues opportunities to increase access, capacity, and availability of service options across the long-term continuum of care through the expansion of operations and development of strategic partnerships. Enabling this requires consistent awareness of health care industry shifts that affect funding streams associated with MVH. Proactive adjustments allow for the maintenance of a sustainable revenue model and facilitate fiscal stability.

This ensures MVH consistently makes appropriate investments in staff, equipment, and facilities that maintain a high-performing organization all without increased reliance on state general fund appropriations.

End State: By 2028, Michigan’s veteran homes become the location of choice for quality veteran care through a scalable and fiscally sustainable master plan.

Key Outcomes:

- 1.3.1. (MVH) By 2028, establish and leverage pathways that maximize community and other non-governmental support, including the expansion of the MVH geographic footprint and the menu of services offered by MVH or partners.
 - Performance Metrics: MVH initiates appropriate fundraising events, the construction of new facilities, complete a capital campaign update.
 - End State: MVH expands their geographic footprint and have added additional services offered through a scalable plan.

- 1.3.2. (MVH) By 2025, maximize federal funding regarding ongoing operations and capital investments for all MVH skilled nursing facilities.
 - Performance Metrics: MVH increases Federal funding each year for ongoing operations and investments in skilled nursing program. Additionally, MVH works to achieve and maintain VA and CMS certification in all skilled nursing facilities.
 - End State: MVH achieves VA and CMS certification for all new skilled nursing facilities.

- 1.3.3. (MVH) By December 2022, complete a system-wide scalable master plan related to MVH services and partner organizations capable of adapting by location to meet the needs of the community.
 - Performance Metrics: MVH completes a plan for repurposing or decommissioning old buildings upon opening new facilities and submits associated budget requests for consideration by the Executive Office and Legislature. Completion of a MHH system master plan that prioritizes any non-skilled service provision by geographic region (e.g., centralized support, behavioral health programming, adult day health care and other continuum of care services, cemetery locations, and departmental shared campus locations).
 - End State: MVH has a complete master plan related to MVH services and partner organizations that is reviewed annually.

- 1.3.4. (MVH) By 2024, establish all MVH facilities as a premier long-term care location for veterans and their family members.
 - Performance Metrics: MVH achieves and maintains 90% resident/family satisfaction, MVH transition from a traditional “institutional” long-term care model to an operational model that fully incorporates person-centered care practices, Chesterfield Earns the American Health Care Association’s National Quality Award Program Commitment to Quality (within one year of opening a new facility) and Achievement in Quality recognition (within three years of opening a

new facility).

- End State: MVH facilities are a premier long-term care location for veterans and their family members and becomes a model state veteran.

OBJ 1.4: Modernize and expand DMVA's facilities through coordinated resourcing priorities, multi-use efficiencies, and increased state, federal, and private support. (OPR: DMVA Facilities Functional Group)

Description:

This objective combines DMVA facility and infrastructure efforts within an adaptive fifty-year strategic effort. Two priorities characterize this plan: securing consistent funding for maintenance and modernization and establishing facilities in locations that enable strategic objectives. Comprehensive analysis of DMVA infrastructure locations indicates misalignment with Michigan demographics and identifies Detroit, Flint, and Grand Rapids as critical strategic locations in both the near and long term.

Unified focus enables the DMVA to offset structural deficits and capitalize on new opportunities. DMVA Branches resource construction and modernization in different ways and most projects require state and federal financial support and advocacy. Navigating the complexity of the state/federal nexus requires innovative solutions, public-private partnerships, and shared use of DMVA facilities to maximize efficiency and synergy. Requests for military construction (MILCON), funding for veteran homes, and Michigan's Capital Outlay Budget must integrate to support critical outcomes in each objective and the priorities described below.

End State: DMVA places modernized facilities in strategic locations through increased resourcing for infrastructure, departmental efficiencies, innovative funding solutions, and disciplined long-term planning.

Key Outcomes:

- 1.4.1. (MIARNG, State Ops) MIARNG increases strength by building/modernizing readiness centers in locations based on strong recruiting demographics.
 - Performance Metrics: DMVA occupies new readiness centers near Oakland County (2024), Livingston (2025), Macomb County (2030), Wayne County (2031) Kent County (2035), Genesee County (2036), and adds additions to Olympia Armory (2030). Whenever possible, DMVA co-locates with other DMVA facilities or State of Michigan facilities. DMVA updates existing facilities to meet current and future needs.
 - End State: DMVA has occupied five new readiness centers and completed one existing expansion along update all current facilities.
- 1.4.2. (MVH, State Ops) By 2033, DMVA creates a financially sustainable and community based MVH system by expanding the MVH footprint so that 95% of Michigan residents live within 75 miles of a home.

- Performance Metrics: MVH occupies new facilities in Wayne County (2033), Flint/Saginaw (2027), I-94 corridor in Southern Michigan (2029), near Marquette (2031), and Northern Lower Peninsula (2033). Whenever possible, MVH co-locates with other DMVA facilities or State of Michigan facilities.
 - End State: MVH has occupied five new facilities and continues upgrades on current facilities at achieve community based MVH system.
- 1.4.3. (MIARNG, MIANG, State Ops) DMVA resources maintenance of facilities and physical security improvements at installations.
- Performance Metrics: MIANG updates maintenance facilities at Alpena CRTC, and Selfridge, along with support facilities at all bases and main gate security measures at Battle Creek and Selfridge from 2023 till 2037. Alpena CRTC achieves Live Mission Operation Capability by 2023. MIARNG updates or moves Field Maintenance shops to support new vehicles and technology between 2022 and 2038.
 - End State: MING maintenance and support facilities are modernized to meet the current and future needs to the Army and Air Force.
- 1.4.4. (MIARNG, MIANG, State Ops) DMVA capitalizes on dual-use infrastructure to increase efficiency and reduce redundant resource requirements.
- Performance Metrics: Lansing SCIF received accreditation and becomes operational, MOU established with MIANG for use of BCANG SCIF, and MYCP and Job Challenge program moves to FCTC by 2024.
 - End State: DMVA maximizes dual-use infrastructure resulting in increased efficiency and reduced resource requirements.

OBJ 1.5: Position Michigan as the ideal location for veterans and their families to choose to live, work, raise a family, and retire. (OPR: Director MVAA)

Description:

The DMVA pursues opportunities to attract more veterans and their families to Michigan because of the substantial value they provide to our communities. There are many reasons why a veteran and their family choose a particular state to live, work, raise a family and retire. These vary from quality of schools, jobs, retirement taxes, support structure and access to benefits and health care.

End State: By 2026, Michigan achieves recognition as a top 1/3 state for veterans as measured by the economic, quality of life, and health indicators and has increased the number of veterans and transitioning service-members relocating to Michigan by 16%.

Key Outcomes:

1.5.1.(MVAA) By 2026, Michigan establishes a program to attract veterans and transitioning service-members to Michigan.

- Performance Metrics: Continued development of Why Michigan App, Assigned Volunteer Mentors from MVAA's Veteran Mentorship Initiative to support

transitioning service members and their families to Michigan or to stay in Michigan, continue a targeted advertising campaign focused encouraging and their families to relocate to Michigan, and establish partnerships for veteran health programs.

- End State: Michigan is attracting veterans and transitioning service-members to Michigan due to veteran service programs and opportunities.

STRATEGIC GOAL 2 (SG2):

CULTIVATE A WORKPLACE OF CHOICE

Desired Conditions

DMVA attracts and retains the most talented members through a culture of safety, respect, inclusion, service, and performance.

Each branch is unique in its recruiting/hiring regulations, promotion policies, and overall culture. Branch leaders must create a positive culture at all levels. The DMVA culture values safety, sees diversity as a strength, acknowledges the importance of work/life balance, and builds trust in leaders. The resulting workplace environment attracts and maintains the most talented members that drive the organization to success.

OBJ 2.1: Create branch-specific hiring and management policies to cultivate a positive workplace culture of respect, inclusion, and diversity across all branches. (OPR: DMVA Equity and Inclusion Officer)

Description:

Inclusive recruiting/hiring programs today set conditions for diverse leadership at all levels in the future. Michigan's population diversity is a strength and serves as a guide for diversity goals within the department. Leaders foster a welcoming environment where talented people thrive, and acceptance and appreciation of everyone is the norm. The resulting DMVA culture is characterized by dignity and respect that empowers every member to serve and contribute to our success. While this objective relies on leaders to build plans and a positive culture, its success requires DMVA team-members to embody our organizational values through behavior. A foundation of individuals making positive choices about the way they view and treat others every day builds a healthy workplace culture, and is a culture that repels discrimination, harassment, and assault.

End State: By 2025, DMVA achieves a positive workplace culture that results in increased diversity in all branches. Team-members describe the workplace culture as respectful and inclusive on employee surveys.

Key Outcomes:

- 2.1.1. (All DMVA Branches) By 2025, DMVA increases diversity at all levels within branches to closely match local communities and Michigan demographics.
 - Performance Metrics: All DMVA branches publish branch specific plans on diversity and measure all increases to their diversity programs while achieving or exceeding national gender and culture averages.
 - End State: DMVA meets or exceeds the national gender and culture averages by 2025 and maintains this diversity.
- 2.1.2. (All DMVA Branches) By 2023, DMVA team-members define the workplace environment as safe, respectful, and inclusive as measured by employee surveys.
 - Performance Metrics: Branches continue monitoring substantiated non-compliance complaints (discrimination, harassment, assault) as a measure of

effective leadership/disciplinary policies, measure respect and inclusion as part of branch-specific command climate/employee engagement surveys at least every 24 months, and 80% of all DMVA employees report DMVA is a safe, respectful, and inclusive environment on employee surveys.

- End State: DMVA is a safe, respectful, and inclusive environment.

OBJ 2.2: Create talent management programs that invest in DMVA's talent through staff and leadership development, performance accountability and recognition, and a culture of exceptional customer service. (OPR: ATAG-Director's Initiatives)

Description:

Servant leadership is a core principle of exceptional customer service and a key component of talent management. Talent management requires each member to see where he or she fits into the organization and understand strategic priorities. The organization benefits from a culture that advocates professional education and employee advancement.

DMVA leaders must develop employees/subordinates through candid dialogue on performance and effectiveness. Achieving organizational excellence relies on leaders using performance evaluations to describe their duties, how they nest with strategic goals and the critical mission of the department. Timely evaluations recognize success, inform award recommendations, and determine promotion potential. Performance evaluations guide employee improvement plans to achieve accountability. Branch directors/ATAGs ensure completion of timely, accurate, and standardized evaluations.

Talent management also includes professional development. The DMVA values its civil servants and establishes academic training programs to build DMVA talent and support departmental goals. These training programs are opportunities for select civilian employees to pursue a degree/credentialing program that significantly contributes to meeting the DMVA's objectives and addresses staffing needs.

End State: By 2025, DMVA branches cultivate a culture of servant leadership at all levels through accurate assessment and deliberate talent management.

Key Outcomes:

2.2.1. (All DMVA Branches) By 2025, DMVA branches initiate and execute talent management plans that foster career management and recognition as a function of performance.

- Performance Metrics: All branches maintain a talent management program, update branch specific talent management programs yearly achieving 90% on-time yearly evaluations, 80% of employees indicate they have an effective career management plan and DMVA formalizes a degree/credentialing program in conjunction with the State of Michigan to fill hard to fill positions within the department and the State of Michigan.

- End State: DMVA and the State of Michigan has established a talent management program leading to a culture of servant leadership for our team members.

OBJ 2.3: Empower leaders to set policy that values employee wellness and healthy work/life balance, attracting and retaining DMVA team members. (OPR: DMVA Personnel Functional Group, OCR DMVA Safety Manager)

Description:

DMVA builds a culture that attracts and retains team members through a genuine emphasis on employee health and wellness. The DMVA work environment proactively manages safety programs and achieves a healthy work/life balance. Safety programs in the DMVA vary between branches but share the same purpose: maintaining safe and healthy working conditions. Branch leaders achieve this goal by fostering a culture focused on awareness, open communication, safety education and supervision, and safe working methods.

Based on the nature of the DMVA mission, achieving a work environment that provides a healthy work/life balance can be challenging. Whenever possible, DMVA team members must have flexible options that achieve a successful balance in their individual lives. Branch leadership sets policy that maximizes flexibility, celebrates family, and aids team members in need, resulting in improved employee wellness and work/life balance.

End State: By 2025, DMVA builds a culture of employee health and wellness that sets conditions for attracting and retaining team members.

Key Outcomes:

- 2.3.1. (All DMVA Branches) By 2025, DMVA achieves a safety-conscious culture that provides a safe and healthy work environment across the department.
 - Performance Metrics: All branches maintain a safety reporting mechanism (such as a safety survey), achieve compliance on all safety-related inspections, and experiences no serious work-related injuries.
 - End State: DMVA has established a safety-conscious culture providing a safe and healthy work environment.

- 2.3.2. (All DMVA Branches) By 2023, DMVA achieves a culture that provides a healthy work/life balance for team members, as defined by employee surveys.
 - Performance Metrics: DMVA Executive Committee establishes policies that result in improved employee wellness and work/life balance that are implemented across all departments with 80% or greater employees reporting they are satisfied on reported surveys at least every 24 months.
 - End State: DMVA has established a culture that provides a healthy work/life balance for team members.

OBJ 2.4: Improve communication across the DMVA to ensure consistent messaging and employee engagement to improve overall performance. (OPR: STRAT Engagement)

End State: By 2025, DMVA builds a culture of employee health and wellness that sets conditions for attracting and retaining team members.

Key Outcomes:

- 2.4.1. (All DMVA Branches) By 2024, Create a sustainable communication plan for DMVA to celebrate successes, announce upcoming changes and align information/expectations.
- Performance Measures: Strategic story telling by DMVA conveying the value of the department to demonstrate principles, methods, actions, and results.
 - End State: Built out the DMVA and all its departments' identities with meaning, vision, and consistent message on the department and its employees.

OBJ 2.5: Listen to Employees. (OPR: MING SEA)

End State: By 2025, DMVA builds a culture of listening to members that sets conditions to decrease bad practices, failed delivery on the department's member value and disconnect from the departments culture leading to increased member performance.

Key Outcomes:

- 2.5.1. (All DMVA Branches) By 2024, Create overall plan with initiatives to increase engagement, support, and trust across the organization.
- Performance Metrics: Branch plans with initiatives to increase engagement, support and trust across the department developed. Conduct surveys (not to exceed 24 months)/ focus group(s) to gather feedback from department members on well-being, safety, inclusion, and security within DMVA
 - End State: DMVA branches increased engagement, support, and trust within the department.
- 2.5.2. (All DMVA Branches) By 2025, DMVA increases the employee life cycle that employees experience including how the department views the employees and how the employees view the department.
- Performance Metrics: All branches conduct sensing sessions focusing on key elements from the employee lifecycle to advise commanders on ways to improve DMVA employee health annually. Conduct a survey / focus group(s) to gather feedback from department members on well-being, safety, and security within DMVA.
 - End State: DMVA has increased the employee life cycle that employees want to experience increasing the retention rate in all departments.

OBJ 2.6: Employer of Choice. (OPR: DMVA CoS)

End State: By 2025, DMVA builds a culture of employee health and wellness that sets

conditions for attracting and retaining team members.

Key Outcomes:

2.6.1. (All DMVA Branches) By 2024, DMVA increases our marketing and engagement by leveraging member experience and success.

- Performance Metrics: DMVA branch teams created to create avenues to support marketing efforts and help increase overall engagement. DMVA increases community awareness and promotion of DMVA programs through multiple communication channels.
- End State: DMVA has increased its marketing efforts and engagements to increase community awareness and promotion of DMVA programs.

2.6.2. (All DMVA Branches) Create talent-focused individual career paths for every member of the DMVA team. Select DMVA employees for new or specialized work based upon their demonstrated and assessed talents, regardless of pay grade or time in service.

- Performance Metrics: Individual career paths developed for each DMVA member, transparent boards established for promotions and published standards for the boards.
- End State: DMVA has established an environment where its members feel they are encouraged to develop their skills and careers within the department

2.6.3. (All DMVA Branches) Provide targeted Holistic Health and Fitness (H2F) support to ensure the wellness of our department workforces. Focus on both work risks (i.e., occupational hazards) and individual risk factors (e.g., tobacco use, diet) to improve overall physical and mental resiliency.

- Performance Metrics: Reinforce an environment that prioritizes physical health, mental health, and overall wellness as a foundation for lifelong success and happiness. Develop physical spaces for mindfulness, spirituality, reflective practices, and meaningful social engagement, as well as fitness, recreation, and athletics. Developed a destination space for department members where wellness is promoted through expert delivery of services, including health services, counseling and psychological services, and other university programs committed to holistic well-being. Reduce unnecessary stress in the department environment and to promote an appropriate work-life balance.
- End State: Improve employee & unit readiness by addressing the 5 domains of Physical and Non-Physical Readiness (sleep, nutrition, mental and spiritual readiness)

2.6.4. Build upon the positive and powerful aspects of current Army culture, creating a people-focused Army culture that destroys harmful behaviors and builds trust across our formations. Amplify the positive behaviors that align with our vision of cohesive teams: civility and positive relationships; diversity, equity, and inclusion; honor and respect; empathy; and care for Soldier and Civilian well-being. Incorporate new cultural elements to meet the challenges of the Information Age. These include (but are not limited to) inquiry and innovation; intellectual flexibility;

knowledge sharing; systems thinking; and continuous learning.

- Performance Metrics: Leaders drive change in culture by clearly defining it, communicating it openly and effectively, inspiring others, and modeling it conspicuously and authentically. Constantly check and recheck DMVA culture for alignment with the DMVA Strategy. Strategy-culture misalignment results in mission failure. Conduct periodic organizational cultural assessments and integrate all people data to dynamically assess, realign, and redefine Army culture as our strategy and mission demand.
- End State: DMVA has built a positive and powerful culture throughout the department.

STRATEGIC GOAL 3 (SG3):

DEVELOP MEANINGFUL ADVOCATES & PARTNERS

Desired Conditions

The DMVA enables initiatives through coordinated and defined community, State, national, and global partnerships.

Strategic Goal three determines DMVA initiatives best facilitated through advocacy, identifies key partners, and defines which branch is lead in cultivating those partnerships. These partnerships may be formal or informal, are mutually beneficial, and include both shared ownership and shared responsibility.

OBJ 3.1: Improve recruiting for DMVA programs by increasing partnerships and advocacy in Michigan schools. (OPR: Director of State Operations)

Description:

The “member for life” concept begins with military outreach in communities and schools. The DMVA grows support in Michigan’s schools, colleges, and universities by increasing access to share the DMVA message. Across the State, DMVA branches are encouraged to participate in local military outreach with activities such as adopting schools for coaching/mentoring and conducting activities such as “career day” and other patriotic events.

Partnerships with elementary and middle schools focus on mentorship, building interest in the military, and growing trust in the community. STARBASE and partnerships with youth athletic organizations such as the Detroit Police Athletic League (PAL) continue to play a critical role in local communities. At the high school level, DMVA’s primary relationships come from recruiting presence in schools, Junior ROTC events, and partnerships with youth organizations (PAL, Civil Air Patrol, etc.). DMVA outreach priorities in high schools are:

- Increasing access for military recruiters in schools. Through coordination with the Michigan Department of Education, the DMVA increases the number of schools to which MING recruiters have access.
- Building advocacy among parents, teachers, administrators, and counselors. Targeted training events, strategic communications, and media campaigns to build advocacy for DMVA programs.
- Connecting students with DMVA programs that best match their needs and interests. DMVA programs exist to benefit many types of students.

Within colleges and universities, the DMVA builds an understanding of job training, internship, leadership opportunities, and benefits that exist across the department. The DMVA develops internship programs, on-the-job (OJT) training programs, and experiential learning opportunities to increase recruiting from colleges and universities. Increasing DMVA awareness and recruitment in ROTC programs and increasing health care staff hired into veteran homes are central to this objective.

DMVA prioritizes partnerships and community events (coaching/mentoring, static

displays, parades, special events funding) based on needs. Working across the state, DMVA focuses on the Greater Detroit Area, Flint/Saginaw and Grand Rapids high schools and Universities with Aviation, Engineer, CEMA, and medical programs.

End State: By 2025, an effective outreach program in schools' results in increased recruiting for DMVA programs.

Key Outcomes:

3.1.1. (All DMVA Branches) By 2025, DMVA establishes outreach programs in schools to expand advocacy and achieve 110% personnel strength and 100% entry-level recruiting.

- Performance Metrics: DMVA leadership publishes guidance out community outreach in communities and schools. DMVA expands access to all public schools and colleges, expands MYCP applicants, STARBASE program and increase accessions to meet required staffing levels.
- End State: DMVA shifts back to community-based outreach programs and establishes community involvement.

OBJ 3.2 Improve service and expand support to veterans and their families by aligning efforts across the State to improve Michigan's "no wrong door" culture through inter-organizational partnerships. (OPR: Director MVAA)

Description:

The MVAA's core function is to serve as the central coordinating point for veterans' programs, initiatives, and services in Michigan. The agency is the clearinghouse for veteran-related information and works as a key partner in all veteran initiatives. There is a continued need to increase collaboration to optimize service delivery and ensure efficient administration. Additionally, there is an ongoing need for dedicated strategic outreach and cooperation between departments and partners at the federal, State, and local levels. MVAA can provide high-quality services as the single entity coordinating Michigan's efforts to serve its veteran population.

MVAA evaluates programs and policies to determine gaps in service and identifies opportunities to close those gaps, including clearly identifying Michigan specific benefits and services available to Michigan's veterans.

The MVAA strengthens existing partnerships at the federal/national level to improve coordination of services statewide. To achieve this, MVAA includes the USDVA as a regular part of its planning, initiatives and programs and seeks to have the USDVA in all components within the state to do the same. MVAA advocates on behalf of Michigan veterans at the federal level and is a key partner in the delivery of veteran services.

Michigan defines veteran to mean an individual who served in the United States Armed Forces, including the reserve component, and was discharged or released under conditions other than dishonorable. (Uniformity of Service Dates, Act 190 of 1965, 35.61) Michigan's DMVA works to serve all of those who have served, including

Michigan National Guard members. As a key component of the “member for life model,” the MVAA is a valuable partner for MING leadership to help resolve specific veteran-related Soldier issues. To capture required support for Michigan’s service-members before they leave service, MVAA coordinates a benefits check-up of all MING members and Reservists before leaving service.

End State: By 2027, all veterans in Michigan have one coordinated touch point for accessing available benefits and receiving wrap-around services (i.e., housing, employment assistance, emergency grants, and more).

Key Outcome:

3.2.1. (MVAA) By 2027, a veteran that reaches out to MVAA has access to all veteran benefits/services (for which he/she qualifies) available within the state.

- Performance Metrics: State agencies coordinate veteran’s services/programs through MVAA, establish data-sharing agreements with applicable federal, state, and county departments to improve the sharing of veteran-specific benefit and resource-related information, and implement programs, policies, and legislation that establishes Michigan a highly desirable state.
- End State: Michigan becomes a model state for veteran services, processes, and community involvement by 2027.

OBJ 3.3: Expand postsecondary education, employment, and entrepreneurial opportunities for MING members and veterans. (OPR: Director of State Operations & Director MVAA)

Description:

The DMVA implements postsecondary education, credentialing, employment, and entrepreneurship programs as a powerful recruiting tool both for the MING and to bring veterans to Michigan. These efforts are an essential part of the Governors education, employment, and economic development priorities. This objective has five components: synchronizing MING’s tuition assistance program (MINGSTAP) with Michigan’s statewide college initiatives, expanding veteran-friendly schools, expanding the veteran-friendly employer program, growing veterans’ credentialing /reciprocity programs, and implementing a comprehensive State-wide veteran entrepreneurship program. The MVAA expands the scope of “Veteran-Friendly Schools” to include professional trade and credentialing programs, increases efficient, standard processes for military credit-equivalency, and implements career mapping processes linking veterans, postsecondary institutions, and employers. The MVAA expands the “Veteran-Friendly Employer program” to result in increased veteran talent attraction, hiring of veterans, and full MING member employment. Through the Veteran-Friendly Employer program, MVAA trains employers on the value of hiring veterans and their spouses, and recruitment and retention strategies.

End State: By 2030, Michigan develops comprehensive postsecondary education, employment, and entrepreneurship opportunities for currently serving Guard and Reservists, veterans, and their spouses.

Key Outcomes:

- 3.3.1. (State OPS, MVAA, MIARNG, MIANG) By 2025, Veterans, MING members, Reservists, and their spouses and dependents have access to comprehensive educational opportunities in Michigan.
- Performance Metrics: Expanded MING Tuition Assistance Program (MINGSTAP) to cover “full tuition” and transferability of benefits to spouses and dependents, Veteran-Friendly Schools program grown to over 85 schools with at least 75% Gold-level schools and at least two has established military-credit equivalencies for direct credits for each of the top 15 high-demand career areas.
 - End State: Veterans, MING members, Reservists, their spouses, and dependents have access to comprehensive educational opportunities in Michigan.
- 3.3.2. (MVAA) By 2030, Michigan has clear pathways to employment for transitioning service members to include veterans, MING members, Reservists, and their spouses.
- Performance Metrics: Published career maps and plans provided to veterans with personalized skills assessments, integrating military experience, educational opportunities, and career readiness guidelines. Established military/veteran/spouse employment program within the Veteran-Friendly Employer program and established a comprehensive network of trained employees actively working to recruit, hire, and retain veterans, MING members, and Reservists through the Veteran-Friendly Employer program.
 - End State: Michigan is recognized as a veteran friendly employment state with easy employment opportunities for Veterans, MING members, Reservists, and their spouses.
- 3.3.3. (MVAA) By 2030, Michigan has a robust military and veteran entrepreneurship program.
- Performance Metrics: Established program that facilitate entrepreneurship training programs for veterans. Established legislation on a capital access program to stimulate Michigan veteran entrepreneurship. Established policies, partnerships and grants for entrepreneurial growth and development including training on the understanding of the federal and state bidding processes.
 - End State: Michigan is recognized as a veteran friendly entrepreneur state with opportunities for Veterans, MING members, Reservists, and their spouses.

OBJ 3.4: Expand partnerships that enhance DMVA’s ability to provide ready and responsive domestic operations (DOMOPS) capabilities to Michigan and partner states. (OPR: Director of the Joint Staff)**Description:**

This objective focuses on the DMVA's capability to provide Michigan National Guard units capable of conducting Domestic Operations to protect and defend the citizens of our communities, state, and nation. Within Michigan, the DMVA partners with the

Michigan State Police, and serves as a critical member of the State of Michigan Emergency Management planning team.

DMVA exercises partnerships with MSP, law enforcement, and first responders across the State to enhance our ability for a timely and coordinated response (Northern Exposure).

End State: By 2023, DMVA defines, expands, and rehearses DOMOPS response with MSP and other key partners to expand timely and coordinated emergency response.

Key Outcomes:

3.4.1. (MING JS, State Ops) By 2023, DMVA partners with MSP to increase emergency preparedness in Michigan.

- Performance Metrics: DMVA executes an annual DOMOPS exercise in coordination with Michigan’s State-wide exercise to rehearse and validate timely DOMOPS response. DMVA refines the MING All Hazard Plan, and fully integrates the Michigan Volunteer Defense Force into emergency response plans and DOMOPS partnership activities.
- End State: DMVA is prepared to respond to requests from MSP in a timely manner to the citizens of Michigan.

3.4.2. (MING JS) By 2023, DMVA increases DOMOPS resource visibility among partners within the department, state, and nation.

- Performance Metrics: DMVA maintains updated MRPs and increases capacity for regional DOMOPS response through coordinated EMAC/MEMAC planning with MSP and FEMA emergency planners.
- End State: DMVA is prepared to respond to requests from the State, Region, or Nation in a timely manner.

OBJ 3.5: Build mutual readiness through a whole-of-state approach to MING’s partnership with Latvia, Liberia, Taiwan, and the US Virgin Islands. (OPR: Director of the Joint Staff)

Description:

This objective describes Michigan’s activities in support of our partner’s goals (Latvia, Liberia, and the US Virgin Islands National Guard). MING partnership activities are limited to those that build mutual warfighting or domestic operations readiness. Activities focus on increasing capability, interoperability, and emphasize quality over quantity. When partner needs fall outside of capabilities within the MING, DMVA connects expertise and resources that reside in Michigan’s academia, industry, governmental and non-governmental organizations to garner a whole-of-state approach.

Latvia

Latvia’s priorities directly support EUCOM’s LOE’s that focus on deterring Russian aggression and transnational threats through NATO, US, and other strategic partnerships. Latvia has identified the following priorities to support its strategic plan:

- Grow Enduring Relationships.
- Promote Military Professionalism.
- Assist in Building Tactical Air and Land Capabilities.
- Champion Inter-Agency and Inter-Governmental Capabilities.

Liberia

Liberia's priorities support AFRICOM's Lines of Effort (LOE) that focus on defense institutions, peacekeeping, foreign humanitarian assistance, and infectious disease control. Liberia has identified the following priorities to support its strategic objectives:

- Infectious Disease Control.
- Engineering.
- Peacekeeping.

US Virgin Islands

The MING and VING partnership focuses on institutionalizing core readiness programs, key leader development, accountability and compliance procedures, and preparation for future VING domestic operations and support to civil authorities' requirements. MING priorities include the development of an expeditionary JTF capable staff and essential response capabilities, JRSOI procedures, and interagency synchronization of a Dual-Status Command's Unity of Effort with NORTHCOM. USVI priorities include building overall staff capacity with mature programs to sustain VING readiness. Key objectives are:

- Aviation.
- Core Staff Processes.

Taiwan

The MING support US Army Pacific Commands (USARPACs) initiatives by facilitating Joint Fires integration in an all-domain training environment during Exercise Northern Strike. MING Priorities include the establishment of an enduring partnership between Taiwan and Michigan in the form of a formalized State Partnership, stationing of equipment training sets at Camp Grayling Joint Maneuver Training Center for rotational training needs, and facilitation of exercise planning and development needs for reserve force transformation in Taiwan.

- Bilateral Interoperability
- Professional Engagements
- Humanitarian Aid, Disaster Response

End State: By 2024, DMVA increases partnership efficiency in building mutual readiness by aligning priorities with Michigan agencies, organizations, and adjacent branch efforts. Capability and interoperability, quality over quantity, and mutual benefit to readiness characterize partnership activities.

Key Outcomes:

3.5.1. (MING JS, MIARNG, MIANG,) By 2024, DMVA refines partnership priorities, identifies partner requirements outside of MING core functions, and develops

opportunities to increase state participation in each program.

- Performance Metrics: Conduct a joint Bilateral Affairs Officer and State Partnership Program (SPP) / Security Cooperation Division (SCD) review. Publish a partnership COP that links training events to partner priorities, DMVA readiness initiatives, COCOM Lines of Effort (LOE), and identifies requirements outside of MING capabilities. Identify and develop partnership opportunities within the state that assist in filling capability/requirement gaps.
- End State: DMVA has increased partner capabilities and build readiness within and outside of the department and our partners.

3.5.2. (MING JS, MIARNG, MIANG) By 2023, DMVA establishes habitual unit alignments and develops multinational broadening opportunities that foster relationships and enhance mutual readiness building events.

- Performance Metrics: Units aligned to partners based on partner needs and readiness cycles updated annually. Identify opportunities for co-deployment opportunities and integration annually. Maintain a military personnel exchange program.
- End State: DMVA has increased partner capabilities and build readiness within the department and our partners.

3.5.3. (MING JS, MIARNG, MIANG) By 2023, refine MING support to Liberia's development of capabilities associated with responding to infectious disease control, engineering, peacekeeping (to include women in defense), and internal professional development.

- Performance Metrics: Identify and Develop partnership activities focused on advancing Liberian engineering capabilities, Increased MING NCO integration within Liberian NCO Academy, and develop partnership activities focused on advancing peacekeeping capabilities and assist in the development of a Liberian Peacekeeping Center.
- End State: MING has developed Liberia's capabilities in engineering, NCO development, and advanced peacekeeping capability.

3.5.4. (MING JS, MIARNG, MIANG) By 2023, refine support to Latvia's development of capabilities associated with branch-specific training, designated marksman, airfield certification, cyber, JTAC/JFO sustainment, and Critical Combat Skills Development (CCSD).

- Performance Metrics: Developed ongoing training activities to advance the current military decision-making process, designated marksmanship program, and expand Northern Strike participation including remote integration capability. Developed ongoing CCSD activities focused on increasing DSCA capabilities and OC/T development.
- End State: MING has increased partner capabilities with Latvia and continues to build the partnership to new levels.

3.5.5. (MING JS, MIARNG, MIANG) By 2024, the Virgin Islands National Guard (VING) sustains an institutionalized DOMOPS capability and proficient rotary-wing aviation program.

- Performance Metrics: MIARNG-VIARNG aviation mentorship complete for VIARNG to maintain aviation program. VING integrated into Northern Exposure or other event to validate capability and identify shortfalls in both MING and VING.
- End State: MING has increased VING capabilities and VING no longer needs MING assistance.

3.5.6. (MING JS) By 2025, the Taiwan Armed Forces builds and trains a Combined Arms Battalion to participate in Northern Strike. Pursue a formal State Partnership Program between Taiwan and the Michigan National Guard.

- Performance Metrics: Increase organic and deep fires capabilities along with joint integration between Taiwan Army and Taiwan Air Force culminating with a company participation during Northern Strike (2023). Established a Taiwan staff/bilateral affairs officer exchange and developed reserve component exercise planning and execution capability culminating in a battalion level participation during Northern Strike (2025).
- End State: Establishment of a formal State Partnership between MING and Taiwan to further increase readiness for MING and Taiwan.

OBJ 3.6: Partner with MDC to market DMVA assets, obtain new missions, and obtain additional resources. (OPR: DMVA Chief of Staff)

Description: Michigan's capabilities position the state to become a top contributor to military modernization within the next ten years. The DMVA's partnership with MDC creates opportunities to influence both the DoD and DHS domains for more missions and contracts. The DMVA best impacts DHSE by communicating anticipated technology and training needs, providing premier locations for military innovation and experimentation, contributing unique capabilities to protect Michigan's northern border, and by leveraging professional military organizations. The MDC best impacts progress by connecting Michigan industry, academia, stakeholders to the assets and objectives identified in this strategic plan and the MDC Protect and Grow plan.

Direct reporting/coordination channels and mature relationships with the DoD, NGB, Departments of the Army and Air Force, FORSCOM, and First Army allow DMVA to understand and anticipate technological and training needs. DMVA and MDC synchronize these priorities through the Protect and Grow Initiative. Additionally, the DMVA initiates relationships with Army Futures Command and the Defense Industry to use Michigan's training installations and exercises to conduct operational tests that support the military modernization process. To increase synergy, DMVA grows force structure and training areas relevant to the FOE and complimentary to Michigan's DHSE. This synchronization builds advocacy and sets conditions for Michigan's selection for development projects and programs.

End State: By 2025, DMVA attracts and obtains additional defense missions, contracts, and resources through MDC and state legislature/congressional partnerships.

Key Outcomes:

3.6.1.(MING JS) By 2023, DMVA sets conditions to increase defense spending during the DoD modernization process. DMVA nests military capabilities within the Department of Homeland Security Enterprise (DHSE) and expands complimentary defense industry missions to set conditions for increased defense spending with MING.

- Performance Metrics: DMVA attracts DHS Air Domain Awareness experimentation /demonstration for Urban and Maritime conditions, expand MING operations to include a partnership with Customs & Border Patrol (CBP) to assist in protecting the Northern Border, and establish legal co-use/joint-use of MING facilities and security forces as requested for future space launches.
- End State: DMVA has an established relationship with DHS and CBP along with an established co-use/joint-use agreement for future space launches.

3.6.2. **COMPLETE:**

3.6.3. (Dep Dir Strat Engagement) By 2023, maximize Michigan's state legislature and congressional delegation's influence and support for the DMVA.

- Performance Metrics: Congressional delegations and the state legislature enter items into the budgetary process, find additional funding for Michigan facilities and advocate for additional defense missions in Michigan.
- End State: DMVA receives additional funding from Congressional delegations and the state legislature for additional defense missions in Michigan.

3.6.4. (State Operations, MIARNG, MIANG) By 2025, DMVA invests State resources to enhance DMVA facilities and Defense missions.

- Performance Metrics: Innovate P3 to enhance DMVA facilities, increase facility energy resilience and Base Realignment and Closure (BRAC) proof Michigan's DMVA installations.
- End State: DMVA facilities positioned for next-generation systems and missions.

STRATEGIC GOAL 4 (SG4):

GAIN RECOGNITION AS NATIONAL ALL DOMAIN WARFIGHTING CENTER (NADWC)

Desired Conditions

Michigan brands the National All-Domain Warfighting Center (NADWC) nationally as a location of choice for building readiness using the future operating environment, complex training, new mission sets and force structure, and all-domain operations capabilities. Michigan's defense and homeland security economy recognizes the DMVA as a critical enabler, and integrates Joint-All Operations, Exercises, Experimentation and Demonstration, and Innovation.

Michigan's All-Domain environments are uniquely capable to build the Joint Force's readiness through home station training and joint integrated exercises while providing the opportunity for industry and academia to innovate, experiment and demonstrate growing capabilities with the joint force.

Michigan's DoD interests currently have individual pathways to pursue one or more of the four NADWC foundations. To build a cohesive and collaborative NADWC, initiatives are synchronized under one operational approach.

End State: Joint All-Domain and Fully Contestable: NADWC provides the premiere training area in all five domains to DoD, industry, and academia.

Sustained: Becomes fully resourced (Man/Equip/Infrastructure) by using multiple funding avenues.

Relevance: Make NADWC the destination of choice for training, experimentation, and innovation in a joint all-domain environment.

Value Added to State and Federal Interest: Provide accessible and cost-effective solutions for readiness build, joint training, and innovation.

OBJ 4.1: Modernize Michigan training areas to allow Joint All-Domain Operations with the manning and equipment to support increased usage, enhanced infrastructure, short and long-term funding that align with the STRATCOM and Legislative focus.

End State: By 2027, Michigan modernizes training areas to replicate the Future Operating Environment (FOE) and fully resourced with the staffing and equipment to support Joint All-Domain Operations and training to build readiness.

Key Outcomes:

4.1.1 (MING JS, NADWC Exec Board) By 2025, establish the National All-Domain Warfighting Center (NADWC) and the Kelly Johnson Joint All-Domain Innovation Center (KJADIC) as the premiere and innovative training centers for Joint All Domain training and research.

- Performance Metrics: Publish NADWC Campaign Plan, Connect Alpena WarRoom to JADO simulation, established roadmap for CEMA exercises, Connect NADWC training nodes to Live Mission Operations Center (LMOC) / WarRoom at Alpena enabling future data flow to Project Convergence and Advanced Battle Management System (ABMS). NADWC participates in Project Convergence 2023 and beyond with 5th GEN aircraft at Northern Strike.
- End State: NADWC and KJADIC are the premiere and innovative training centers for Joint All Domain training and research.

4.1.2 (MIANG) By 2026, MING airspace becomes the most capable in the nation and includes capabilities to train manned and unmanned aircraft in a contested environment with electronic warfare and satellite operations.

- Performance Metrics: Airspace changes identified and changed to accommodate open-air jamming, micro-UAS operations, low orbit satellite launch, and FAA experimentation. Redefine MING special use airspace with the FAA.
- End State: MING airspace becomes the most capable in the nation and includes capabilities to train manned and unmanned aircraft in a contested environment with electronic warfare and satellite operations.

4.1.3. (MIARNG) By 2030, modernize GAAF to support training up to an eCAB(-) and strategic airlift/power projection.

- Performance Metrics: Secure necessary federal or state funding for required Airfield Construction and expand GAAF capability to include life support for up to an eCAB(-) along with improved runway and airfield infrastructure to accommodate strategic airlift/railhead power projection.
- End State: GAAF modernized to support training up to an eCAB(-) and strategic airlift/power projection.

4.1.4 (MIARNG) By 2024, Camp Grayling becomes a preferred training location for armor, field artillery, and engineers due to pooled equipment at MATES, reducing transportation costs for training units.

- Performance Measures: MATES pooled equipment and maintenance support staff expanded.
- End State: Camp Grayling is a preferred training location for armor, field artillery, and engineers.

4.1.5 (MIARNG, MIANG) By 2027, MIANG Alpena Combat Readiness Training Center (ACRTC) and Camp Grayling Joint Maneuver Training Center (CGJMTC) are staffed to preform and conduct JADO training 365 days a year.

- Performance Measures: CGJMTC and ACRTC staffed to support 365 FOC.
- End State: CGJMTC and ACRTC staffed to support 365 FOC.

4.1.6 (MING JS, MIARNG, MIANG) By 2027, modernize NADWC equipment to support JADO training and readiness build up to a Division Headquarters echelon.

- Performance Measures: LMOC established between ACRTC and CGJMTC,

Provide Electronic Warfare offensive and defensive training sets, to include space-based jamming capabilities, Division Tactical MTOE equipment set to facilitate joint training at EAB established at MATES, and the Michigan CEMA Range to include offensive and defensive training capabilities for DoD and Industry partners established.

- End State: NADWC supports JADO training and readiness up to a Division Headquarters echelon.

4.1.7 (MING JS, MIARNG, MIANG) By 2025, DMVA invests in infrastructure that promotes JADO training.

- Performance Measures: Local bandwidth to support data flow by connecting the Air to Ground Range with Cantonment CGJMTC with fiber networking and increasing 5G capability. Joint Land Based Maritime Strike range established. SCIF and a Battle Simulations Center established on CGJMTC.
- End State: DMVA has premier infrastructure that promotes JADO training

4.1.8 (MING JS, MIARNG, MIANG) By 2023, DMVA develops a short- and long-term funding strategy to resource the NADWC JADO initiatives.

- Performance Measures: Congressional supports funding through the national Defense Authorization Act. Long term infrastructure plan established and initiated the Military Construction process.
- End State: Funding strategy to resource the NADWC JADO initiatives is executed.

4.1.9 (MING JS, MIARNG, MIANG) By 2024, DMVA brands MING's network of training areas establishing Michigan as the first choice for JADO training and innovation.

- Performance Measures: NADWC named the AFC Regional Hub for training, demonstration, and innovation. MING integrates Project Convergence like exercises with NADWC capabilities. Capitalize on Motor City NGAUS 2024 national professional development conference to promote NADWC initiatives. Michigan becomes a FORSCOM directed training location for JADO validation.
- End State: NADWC named the AFC Regional Hub and FORSCOM directed training location for JADO.

OBJ 4.2: Michigan exercises continually achieve joint certification while focusing on integration into a fully contestable environment that is tailorable at echelon.

End State: By 2024, Michigan exercises fully resourced to execute JADO training at echelon in all-weather climates.

Key Outcomes:

4.2.1 (MIARNG) By 2024, MIARNG develops and resources force structure that facilitates joint exercises.

- Performance Measures: Operations Control Group TDA that facilitates JADO Exercises with multiple iterations per year developed and MIARNG resources an

adaptive thinking Red Team (REDFOR) in support of JADO training.

- End State: MIARNG is resourced with force structure that facilitates joint exercises.

4.2.2 (MING JS) By 2024, Michigan exercises are included in Directed Training Strategies and receive Joint Credit.

- Performance Measures: Exercise NORTHERN STRIKE is included in FORSCOM, ARCENT, and SOCOM Commanding Generals directed Exercise Northern Strike in their Training Strategies for COMPO 2/3 units. Joint Credit received for planning and execution of Exercise NORTHERN STRIKE.
- End State: Exercise Northern Strike has become a directed exercise for COMPO 2 & 3 units within FORSCOM and SOCOM.

4.2.3 (MIANG) By 2025, DMVA invests in instrumentation to advance capability of JADO training during exercises.

- Performance Measures: MIANG increases the Joint Threat Emitter capability and the procurement of equipment instrumentation to include 5th Generation aircraft inclusion to joint exercises
- End State: Advance capability of JADO training during exercises.

4.2.4 (MING JS, MIARNG, MIANG) By 2023, DMVA develops a short- and long-term funding strategy to resource the MING Exercises.

- Performance Metrics: DMVA initiates and continues Congressional requests to support funding through the national Defense Authorization Act.
- End State: MING exercises receives funding in the NDAA.

4.2.5 (MING JS, MIARNG, MIANG) By 2024, DMVA brands MING's network of training areas establishing Michigan as the first choice for JADO training and innovation.

- Performance Metrics: Strategy developed for senior leader engagements with DoD and Industry. Strategy updated at least annually.
- End State: MING's network of training areas establishing Michigan as the first choice for JADO training and innovation.

OBJ 4.3: NADWC engages and hosts strategic, operational, and tactical experimentation and demonstration of new equipment, capabilities, and doctrine.

End State: By 2027, Michigan markets JADO capabilities and is recognized as the premiere All-Domain, all-weather experimentation and demonstration location of choice by DoD, industry, and academia.

Key Outcomes:

4.3.1 (MING JS) By 2024, NADWC is included in Future Training Strategies for Experimentation and Demonstration.

- Performance Metrics: Army Futures Command commits to NADWC for

participation in Project Convergence in 2023 and beyond.

- End State: NADWC is included in Future Training Strategies for Experimentation and Demonstration.

4.3.2 (MING JS, MIARNG, MIANG) By 2027, modernize NADWC capability to support JADO experimentation and demonstration for DoD, industry, and academia.

- Performance Metrics: MOA includes airspace for 5th GEN aircraft, increase the land available to Camp Grayling, Offensive and defensive electronic warfare training sets, occupied CGJMTC SCIF, CEMA range established and a division MTOE equipment set pooled at MATES.
- End State: NADWC capable to support JADO experimentation and demonstration for DoD, industry, and academia.

4.3.3 (MING JS, MIARNG, MIANG) By 2025, DMVA invests in enhanced information technology infrastructure that promotes experimentation and demonstration.

- Performance Metrics: DMVA builds a data center to facilitate information download, upload for analyzation, and promote usage of the NADWC.
- End State: DMVA has enhanced information technology infrastructure that promotes experimentation and demonstration.

4.3.4 (MING JS, MIARNG, MIANG) By 2023, DMVA develops a short- and long-term funding strategy to resource the NADWC and experimentation and demonstration.

- Performance Metrics: DMVA facilitates the use of 3rd party funds to support NADWC initiatives.
- End State: NADWC is using 3rd party funds to further initiatives.

4.3.5 (MING JS, MIARNG, MIANG) By 2024, DMVA brands MING's network of training areas establishing Michigan as the first choice for experimentation and demonstration.

- Performance Metrics: Engagements with DoD Senior leaders through STRATCOM marketing and capitalizing on Motor City NGAUS 2024 national professional development conference to promote NADWC initiatives.
- End State: MING's training network is the first choice for experimentation and demonstration.

OBJ 4.4: The NADWC and the Kelly Johnson All Domain Innovation Center (KJADIC) markets and engages DoD, Industry, and Academia to synchronize and maximize joint innovative initiatives.

Description:

The Future Operating Environment (FOE) includes near-peer adversaries (China and Russia) and regional competitors (North Korea, Iran, and Violent Extremist Organizations). To address these threats, the Army is developing new concepts within the Joint All-Domain Operations (JADO) model. This will change how the Army organizes and creates force packages that combine maneuver formations with enablers, sustainment, and protection. In the same JADO spirit, the Chief of Staff of the

Air Force's (CSAF) directive to "Accelerate Change or Lose" charges Airmen in all components to prepare for the challenge that uncontested air dominance is not assured, that good enough today will fail tomorrow, and that success requires collaboration within and throughout. The CSAF's Action Orders are to develop the Airmen of tomorrow, to overhaul organizational principles to meet the needs of the high-end fight, to succeed in mastery of revisionist powers, rogue states, and violet-extremist organizations, and to design now for the force requirements of the next fight.

In addition to unit organization and doctrine, JADO formations require new capabilities provided by emerging technologies that help generate overmatch. Beginning in 2017, the Army developed eight Cross-Functional Teams (CFTs) to accelerate the development and fielding of technologies that achieve this aim (Future Vertical Lift, Long-Range Precision Fires, Next Generation Combat Vehicle, etc). Overmatch requires rapid development in areas such as robotics/autonomous systems with integrated artificial intelligence, advanced hybrid networks, directed energy, and hypervelocity projectiles. Each CFT integrates with the Air Force Air Battle Management System (ABMS). Michigan's training areas provide unique opportunities for innovators in the defense industry to generate and test ideas that solve these complex problems, potentially utilizing the Kelly Johnson All-Domain Innovation Center.

As DoD and partner nations gain proficiency to face a near-peer adversary using new doctrine and modernized equipment, a DoD-wide training challenge emerges as the transformation to JADO progresses through 2035. Through planning, coordination, and strategic investment in training infrastructure, Michigan becomes the premier location for JADO training and industry innovation. Training areas must replicate the FOE and provide live, virtual, synthetic, and constructive training opportunities where adversaries have parity or overmatch capabilities. Going forward, DMVA sets conditions to be the location of choice for JADO training and future operations by prioritizing the following infrastructure, policy, and airspace improvements: **Airspace and Spectrum Management, Grayling Army Airfield Capabilities, Range Capability, Synthetic Training Capacity, and Maintenance Support.**

End State: By 2025, Michigan creates a sustainable ecosystem of innovation centered around the KJADIC and the NADWC, bringing conceptual ideas to proof of concept.

Key Outcomes:

4.4.1. (DMVA, MIARNG, MIANG) By 2023, publish an engagement strategy to market the unique capabilities of the NADWC and KJADIC to recruit and advertise to interested partners.

- Performance Metrics: Development of marketing plan and materials to entice innovators at the strategic, operational, and tactical levels to use the NADWC and KJADIC including annual updates.
- End State: DMVA is effectively marketing the capabilities of NADWC and KJADIC.

4.4.2 (DMVA Executive Staff) By 2023, legislative initiatives are established and

prioritized to CODEL members at the National level and to State Legislation.

- Performance Metrics: Establishment of engagement strategy for legislative priorities and is updated at least annually.
- End State: DMVA has an effective CODEL engagement program concerning NADWC and KDADIC.

4.4.3 (MIARNG, MIANG) By 2023, DMVA develops a short- and long-term funding strategy to resource the NADWC and experimentation and demonstration.

- Performance Measures: DMVA facilitates the use of 3rd party funds to support NADWC initiatives.
- End State: NADWC is using 3rd party funds to support initiatives.

4.4.4 (MING JS, MIARNG, MIANG) By 2024, DMVA brands MING's network of training areas establishing Michigan as the first choice for innovation.

- Performance Metrics: Engagements with DoD Senior leaders through STRATCOM marketing and capitalizing on Motor City NGAUS 2024 national professional development conference to promote NADWC and KJADIC innovation initiatives.
- End State: MING's training network is the first choice for innovation.

OBJ 4.5: The DMVA develops and markets a cyberspace operations and electromagnetic warfare training capability able to integrate joint, interagency, inter-governmental, and multinational cyberspace operations and electromagnetic activities into all five domains of warfare in a live and virtual training environment. Objectives include; Enable cyberspace and EW forces to execute missions in support of a commander's overarching operational design; Integrate cyberspace effects into the physical domains (planned and dynamic); Create a contestable Electromagnetic Spectrum (EMS) Operational Environment (OE); EMS at NADWC is managed by MING; NADWC CEMA Federated with other exercises (Global); Enable Defensive Cyber Operations (DCO) across the conflict continuum ISO the commander (DCO-RA and DCO-IDM); Enable Offensive Cyber Operations (OCO) across the conflict continuum ISA the commander; Enable HS training integration into NADWC; Inclusive of national security / critical infrastructure industry partners; Supports unclassified and classified training; Distributable and scalable to support individual and collective; and Supports space based and air launched effects.

End State: By 2027, cyberspace and electronic warfare forces capabilities are fully and globally integratable into all-domain collective training in Michigan; MING manages EM spectrum used at NADWC. Be consistent with all-domain, joint all-domain, and multi-domain.

Key Outcomes:

4.5.1. (DMVA, JS, MIARNG, MIANG) By 2024, DMVA incorporates cyberspace security and exploitation operations into Michigan hosted exercises.

- Performance Measures: DMVA creates a realistic cyber security training environment consisting of protected cyberspace to prevent unauthorized access to, exploitation of, or damage to computers, electronic communications systems, and other information technology, including platform information technology, as well as the information contained therein, to ensure its availability, integrity, authentication, confidentiality, and nonrepudiation.
- End State: NADWC has established a realistic training environment for cyberspace security and exploitation operations.

4.5.2. By 2025, DMVA incorporates cyberspace defensive operations into Michigan hosted exercises.

- Performance Measures: DMVA creates a realistic cyberspace defensive operation to preserve the ability to utilize blue cyberspace capabilities and protect data, networks, cyberspace-enabled devices, and other designated systems by defeating on-going or imminent malicious cyberspace activity
- End State: NADWC has established a realistic training environment for cyberspace defensive operations.

4.5.3. By 2026, DMVA incorporates cyberspace offensive operations into Michigan hosted exercises.

- Performance Measures: DMVA creates a realistic cyberspace attack training environment that takes actions in cyberspace that create noticeable denial effects (i.e., degradation, disruption, or destruction) in cyberspace or manipulation that leads to denial effects in the physical domains.
- End State: NADWC has established a realistic training environment for cyberspace offensive operations.

4.5.4. By 2024, DMVA incorporates Electronic Protection (EP) into Michigan hosted exercises.

- Performance Measures: DMVA creates a realistic EW training environment consisting of electromagnetic environmental effects deconfliction, electromagnetic compatibility, hardening, masking, and security including emission control and preemptive countermeasures.
- End State: NADWC has established a realistic training environment for electronic protection.

4.5.5. By 2025, DMVA incorporates Electronic Surveillance (ES) into Michigan hosted exercises.

- Performance Measures: DMVA creates a realistic ES training environment consisting of electromagnetic reconnaissance, threat warning, and detection finding.
- End State: NADWC established realistic training environment for EW.

4.5.6. By 2026, DMVA incorporates Electronic Attack (EA) into Michigan hosted exercises.

- Performance Measures: DMVA creates a realistic EA training environment

consisting of electromagnetic intrusion, jamming, probing, reactive countermeasures, deception measures, meaconing, and directed energy.

- End State: NADWC has established a realistic training environment for electronic attack.

OBJ 4.6: Obtain enduring resourcing for Northern Strike as the exercise arm of the National All –Domain Warfighting Center (NADWC) building collective training event for the Department of Defense. (OPR: Director of the Joint Staff)

Description:

This objective focuses on the efforts to program Northern Strike as the primary Joint All-Domain Collective Training Event (CTE). Northern Strike’s unique fusion of capabilities position the DMVA to seek programming solutions that lead to long-term predictability and sustainability. Programming this training event provides opportunities to capitalize on departmental readiness-building solutions, solve DoD innovation initiatives, and establish Michigan as the location of choice to build readiness for the future. Fully developed and predictably sustained, Northern Strike serves as the exercise army of NADWC while simultaneously enabling adjacent DMVA strategic objectives.

At the collective training level Northern Strike maintains, improves, or exceeds directed training levels (Joint & Multi-Compo) by providing a venue for units to minimize variances in achieved training proficiency and reduce/validate post-mobilization training requirements. Critical to accomplishing this is improving the NADWC airspace, ground space, and infrastructure to create live, virtual, and constructive operational training environments (LVC-OT). Northern Strike connects these layers by synchronizing command and control assets to enable the prerequisites for effective joint all-domain mission training, such as interoperable systems, broad understanding and application of the differing strengths and limitations of each Service’s capabilities, and clear agreement about how those capabilities integrate in any given operational setting.

End State: By 2026, program Northern Strike as an enduring requirement that provides an alternative option or a compliment to Collective Training Center rotations. By filling all-domain training and task iteration gaps, the event sustains and enhances Reserve Component Decisive Action proficiency.

Key Outcomes:

4.6.1. (MING JS) By 2027, move Northern Strike through the HQDA requirement validation process leading to funding provided in the Army POM.

- Performance Measures: ARNG G3 sponsorship leading to the introduction and TT-PEG approval of Northern Strike as an ARNG readiness requirement. Execute and adjust requirement programming to achieve training enterprise balance - interim phase funded outside of POM. Execute training event within POM cycle; adjust and balance program as required; Achieve POM inclusion.
- End State: Northern Strike is funded through the HQDA POM process.

4.6.2. (MING JS, MIARNG, MIANG) By 2023, receive Air Force JNTC Exercise Certification, Maintain CGMTC Joint Certification, and ANG Exercise Re-Certification.

- Performance Measures: ANG A3 sponsorship and present Northern Strike to the J-7 JNTC corporate board resulting in Army accreditation. Re-brand and re-market Northern Strike as the exercise arm of the NADWC providing tailorable, scalable Joint All-Domain Operations (JADO) training for 4th and 5th generation capabilities with complex problem sets and joint/multi-national integration. Receive Air re-certification and increased JNTC funding associated with training event modernization for the FOE.
- End State: Exercise Northern Strike is a JNTC Exercise.

4.6.3. (MING JS) By 2023, Develop a Joint manning, equipping, and training solution for an enduring Operations Control Group.

- Performance Measures: Developed manning document, associated equipment list, required internal training, and the implementation plan in conjunction with NGB FM Division and the ARNG/ANG G/A3 and G/A4. Achieved full operating capability within established Operations Control Group force structure.
- End State: Establishment of Joint manning, equipping, and training solution for an enduring Operations Control Group.

4.6.4. (MING JS, MIARNG, MIANG) By 2023, complete execution of Northern Strike within synchronized ARNG and ANG training strategies.

- Performance Measures: ARNG G3 and associated functional area Readiness Advisory Councils, realign the ARNG Northern Strike patch chart to service post-CTC rotation BCTs or BCTs without a CTC in their SRM Cycle. ANG A3, align Fighter/Attack and Tanker Wings requiring air-ground integration validation and JTACs from the ASOS aligned with ARNG IBCTs within the AEF/GFM model.
- End State: Execute Northern Strike with predictable and recurring task organization (by capability).

4.6.5. (MING JS, MIARNG, MIANG) By 2024, expand Northern Strike's capacity as the exercise arm of NADWC to replicate Joint All-Domain Operations by addressing emergent requirements connected to DoD modernization efforts.

- Performance Measures: Identify all-domain initiatives for inclusion within Northern Strike, scope the ideas into priority tasks, and synchronize efforts within facilities, range modernization, marketing, and strategic initiatives objectives. Execute Northern Strike with a constructive environment connected to an adjacent training event. Market and execute the first All-Domain rotation of Northern Strike.
- End State: Northern Strike is recognized as a premier JADO exercise.

STRATEGIC GOAL 5 (SG5):

STRENGTHEN INTEROPERABILITY

Desired Conditions

DMVA branches leverage cross-functional cooperation, knowledge/information sharing, and process improvement in a manner that reduces inefficiencies, redundancies, and barriers to access. These efforts result in coordinated, department-level initiatives that achieve DMVA's strategic goals.

Strategic Goal five increases connections between the collective strengths of each branch and ensures the department operates within a shared understanding of the vision and priorities. Optimizing organizational structure enables synchronized efforts that maximize support from critical stakeholders.

OBJ 5.1: Create DMVA-wide departmental understanding, collaboration, and synchronization between all branches. (OPR: DMVA Chief of Staff)

Description:

Branch directors/ATAGs are responsible for execution of the DMVA Strategic Plan. Each branch needs department-wide understanding and collaboration to move strategic goals forward and ensure that campaign plans nest within strategic objectives. Facilitating these efforts requires a Departmental Executive Staff (DES) with defined authorities, permissions, and responsibilities of principle DMVA officials and functional area working groups. The DES consists of permanent assignments or additional assigned duties and includes the following:

- Senior Executive Team:
 - DMVA, MVAA, MVH, and State Operations Directors
 - ARNG and ANG ATAGs
 - Director of the Joint Staff
 - Command Chief Warrant Officer (CCWO) and Senior Enlisted Leader (CSEL)
 - DMVA Chief of Staff
- Functional Groups: Comprised of subject matter experts across the department to prioritize and synchronize efforts and provide the Senior Executive Team with a Common Operating Picture in each area.
- MING Joint Staff: Operational military entity within the DES focused on Joint exercise planning and execution, Domestic Operations planning and execution, Theater Security Cooperation Programs, and the US Virgin Islands partnership.
- Special & Personal Staff: DMVA Special and Personal staff members work under the immediate control of, and have direct access to, the DMVA Director. Personal staff members fulfill duties as required by law and/or regulation, while special staff members provide functional capabilities as desired by the Director.

The DMVA defines the authorities, responsibilities, and major functions of the principle DMVA officials/positions above within the DES Terms of Reference (ToR). The ToR document is authoritative and codifies the structure to support decision-making and

promote efficiency. A critical output of the DES structure is a Common Operating Picture (COP) consisting of a departmental real-time snapshot by functional area. The details provided in the COP develop shared understanding among branches on executive-level priorities, events, initiatives, and progress associated with strategic plan execution. The ToR and COP combine within a departmental operating rhythm that aligns DES staff interaction with senior leaders to enhance unity of effort and reduce confusion.

End State: By the end of 2023, department-wide shared understanding and collaboration enables synchronized execution of the DMVA Strategic Plan.

Key Outcomes:

5.1.1. **COMPLETE**

5.1.2. **COMPLETE**

5.1.3. (DMVA Executive Staff) By end of 2023, DMVA has a collective understanding of department-wide information technology, privacy, and security requirements as well as established procedures for increased external transparency with DMVA partners and the public.

- Performance Metrics: DMVA Remove communication technology barriers between all branches of DMVA, including email/phone/required website access.
- End State: Common communication platform established for DMVA.

OBJ 5.2: Transparently and efficiently resource DMVA initiatives through department-wide collaboration and innovative funding solutions. (OPR: DMVA Budget Functional Group)

Description: A variety of budget processes at the state and federal level resource the DMVA branches. Funding for operating costs, construction, procurement, modernization, and other core processes vary significantly but require proactive planning, application, and budget requests. Branch fiscal managers must work together to garner additional resources, execute all allocated funding, and proactively plan projects that take advantage of available end-of-year opportunities (funding, grants).

The DMVA must execute allocated resourcing in each branch to achieve maximum progress and fiscal credibility. Through a department-wide, disciplined, and transparent budget monitoring process, DMVA achieves 100% budget execution annually to include federal reimbursements. Fiscal managers at all levels execute their spend plans to achieve maximum predictability. Branches must prioritize resourcing a trained budget-execution staff and work together to maximize financial execution across the department. Additionally, DMVA increases funding by applying for grants and other special opportunities that support strategic objectives. Finally, DMVA takes advantage of available “end of year” funding by having fully planned projects ready to execute.

End State: By 2025, DMVA grows resourcing for departmental objectives through complete execution of allocated funding and increasing additional resourcing through partnerships and grants.

Key Outcomes:

5.2.1. **COMPLETE**

5.2.2. (State Operations) By 2025, DMVA achieves and sustains additional annual resourcing through P3 or grants to fund strategic goals.

- Performance Metrics: DMVA achieves and sustains > \$3 million of additional resourcing through P3, grants, or other non-governmental and community support by 2023 and \geq \$5 million by 2025.
- End State: DMVA achieves and sustains additional annual resourcing through P3 or grants to fund strategic goals.

OBJ 5.3: Establish DMVA themes, messages, images, and engagements in support of departmental Strategic Objectives. (OPR: DMVA Strategic Engagement Team)

Description: DMVA strategic messaging synchronizes efforts to build support among key local, State, national leaders and influencers, and Michigan communities. Through a strategic communications plan that is coordinated across all branches, the DMVA aligns efforts to achieve shared messaging in support of the strategic objectives. The strategic engagement team creates themes and determines key audiences/influencers in concert with national level priorities and the Governor’s messaging. Strategic Communications plans must be transparent and actionable by team members to ensure the department speaks with one voice.

End State: By spring of 2023, DMVA strategic messaging results in increased visibility and support for the department from members, key stakeholders, and influencers.

Key Outcomes:

5.3.1. (All DMVA Branches) By the end of 2023, DMVA strategic communication capacity built.

- Performance Metrics: DMVA strategic communication built through entire department workgroup branch public affairs, communications, recruiting and retention, and marketing/branding teams (as applicable) and operationalize the 126 Press Camp to execute Communication’s Plan.
- End State: DMVA has increased strategic communication capacity throughout the department.

5.3.2. (All DMVA Branches) By April 2023 branches synchronize and execute department-wide Strategic Messaging.

- Performance Metrics: DMVA published Strategic Communication Plan and updates it annually. Communicate departmental messages in the strategic communication plan.

- End State: DMVA synchronized the department-wide Strategic Messaging telling the departments story.

STRATEGIC GOAL 6 (SG6):

STRATEGIC INITIATIVES

OBJ 6.1: Grow DMVA's influence in Michigan's Defense and Homeland Security Enterprise. (OPR: DMVA Chief of Staff)

End State: By 2028, Michigan attracts additional military missions and defense contracts, with DMVA nationally recognized as the key agency shaping Michigan's proposed public-private-partnerships in the defense community.

Key Outcomes:

- 6.1.1. (MING JS, MIARNG, MIANG) By 2023, DMVA sets conditions in Michigan to increase defense spending during the DoD modernization process. DMVA nests current military capabilities with DHSE and expands complementary defense mission sets to set conditions for increased defense spending.
- **Performance Metrics:** Modern force structure/mission sets identified that are complimentary to Michigan's DHSE for consideration on the Force Structure Strategic Plan/AF Strategic Basing. DHS Air Domain Awareness demonstration and experimentation in Michigan using a joint team consisting of MIANG personnel and RQ-7B Shadow along with growing RQ-7B capability to add and operate sensors required for DHS supported missions. Legislation passed granting T32 authority for National Guard assets to execute operational homeland defense activities at the Northern Border.
 - **End State:** MING's training network identified as first choice for DHS Air Domain Awareness urban and maritime demonstrations, experimentation, training, and operations.

OBJ 6.2: Obtain future DoD and defense-related mission sets. (OPR: DMVA Facilities Functional Group)

Description:

The DMVA looks at future warfare, emerging doctrine, and evolving technologies to ensure Michigan remains relevant and positioned to leverage its defense industry to support the National Defense Strategy.

As military modernization expands, DMVA identifies emerging opportunities that advance both the department and Michigan's DHSE. One current example is the Michigan Launch Initiative (MLI), a collaboration between academia, industry, and governmental agencies to provide Low Earth Orbit (LEO) and hypersonic launch technology for commercial and defense applications in Michigan. DMVA sets conditions for selection for future space missions by supporting this initiative through co-use or joint use with MING facilities.

The President of the United States (POTUS), the Department of Defense, and the United States Air Force are taking deliberate actions in realigning Space force structure and posture to grow in capabilities to meet the emerging demands of space warfighting. The current legislative proposal does not include the Guard or Reserves in the United States Space Forces (USSF) and defers official Reserve Components force structure until the Secretary of Defense makes a formal decision. Initial Work Plan outlines non-concurrent transfer of space forces (Active vs Reserve Components), but the Legislation does not preclude Guard “detailed” support to the new USSF HQ staff. DMVA is well postured and competitive for any future Space opportunity.

The DMVA has the technology and skilled manpower to assist the DHS and CBP to support the border security mission. MING assistance would allow CBP to assign more of their personnel to the southern border to process and patrol between points of entry. This directly benefits the state, as Michigan accounts for 18% of the total border between the United States and Canada. MING’s major installations (Alpena CRTC, Selfridge ANGB) are located on major bodies of water close to the U.S – Canada border. By leveraging MING’s geographic locations, unmanned aviation assets (MQ-9 and/or Shadow) and intelligence capabilities, MING can add significant capacity to protect the northern border with the CBP.

To protect the northern border, the DHS is evaluating technologies that provide Air Domain Awareness (ADA), the capability to detect, track, and identify manned and unmanned systems (MUMS). DHS requires austere conditions for their experimentation /demonstrations, and Michigan can provide that environment in two of the required experimentation areas: Urban and Maritime. As the primary special-use airspace coordinator in Michigan, DMVA is best suited to secure Michigan as a designated experimentation /demonstration location.

End State: By 2027, Michigan and the DMVA gain new mission capabilities in space, National intelligence, and future missions. DMVA leverages emerging technologies and evolving doctrine to grow the defense presence in Michigan.

Key Outcomes:

6.2.1 (MIARNG, MIANG) By 2023 Create an enduring process to evaluate and gain new mission sets in MING.

- Performance Metrics: DMVA Executive Future Mission Working Group established (2023), Present annually emerging strategic initiatives to the DMVA Executive Team for guidance and prioritization.
- End State: Achieve 90% or greater success in securing future capabilities.

6.2.2 (MIANG) By 2027, compete for Space force mission sets.

- Performance Metrics: Align state resources politically and militarily to obtain general space mission (2023). Align state resources to posture for a Space Intel Squadron (2023). Align state resources to posture for a Space Group (incorporating CEMA, DSC, and elements of Command and Control). (2027)
- End State: MIANG receives Space Force Mission set.

6.2.3 (DMVA) By 2024, integrate within the Michigan Launch Initiative.

- Performance Metrics: Co-use low earth orbit launch center established and partnered with industry for future satellite launch.
- End State: DMVA postured to support low earth orbit launches. This may be overcome by events and the Michigan Launch Initiative's lack of progress.

6.2.4 By 2022, add a Total Force Integration (TFI) association to the MIANG.

- Performance Metrics: Resources established a TFI and TFI added to Michigan.
- End State: TFI association added to Michigan.

6.2.5 (MING JS) By 2023, DMVA establishes partnerships with INDO-PACOM Combatant Command and their supporting organizations.

- Performance Metrics: Long term plan developed for Foreign Military Sales in Michigan, partnership with INDO-PACOM established, and INDO-PACOM integrated into Northern Strike.
- End State: DMVA established enduring partnership with INDO-PACOM and full integration in exercises.

6.2.6. (MIARNG) By 2023, establish the Gray Eagle-Extended Range (GE-ER) Stationing

- Performance Metrics: Long term plan developed for GE-ER including stationing plan.
- End State: MIARNG has received the GE-ER force structure.

6.2.7. (MIANG) By 2023, establish Selfridge Air National Guard Base as the premiere training location for partner national 5th Generation Aircraft.

- Performance Metrics: Encroachment concerns addressed at Selfridge, long term strategy developed to bring partner nation 5th GEN aircraft to Selfridge, Construction completed on M-59 and at Selfridge.
- End State: Selfridge has received partner nation 5th GEN aircraft.

OBJ 6.3: State Partnership Program Innovation Network (SPPIN). (OPR: Joint Staff)

End State: By 2024, Michigan and the DMVA gain new mission capabilities in space, National intelligence, and complex future mission. DMVA leverages emerging technologies and evolving doctrine to grow the defense presence in Michigan.

Key Outcomes:

6.3.1 (Joint Staff) Provide an executive level introduction, in a bi-lateral or multilateral setting, to innovation and its role in sustaining overmatch against competition; Provide an overview of SPPIN, AIM-HI, and Rapid Innovation Teaming and inform senior organizational leaders of the benefits and the role senior leaders play in successful innovation programs.

- Performance Metrics: Increase collective senior leader understanding of innovation and the strategic value it brings in global competition through discussion with internationally renowned innovation experts. Understanding of rapid innovation, a method to building effective multinational rapid innovation teams, and how SPPIN can expand existing problem-solving capabilities and modernization efforts.
- End State: Understand the strategic value of innovation, AIM-HI innovation methods, and senior leader roles in sustaining a successful innovation program.

6.3.2 (Joint Staff) Introduce, in a bi-lateral or multilateral setting, AIM-HI rapid innovation and rapid innovation teaming (RIT) concepts; apply AIM-HI RIT methods to define and scope an organizational challenge and provide conceptual solutions.

- Performance Metrics: Increased collective understanding of the value of rapid innovation, learn a method to building effective multinational rapid innovation teams, learned how to expand capabilities and modernization efficiencies through innovation networks, and apply to these lessons in KJJADIC facilitated groups to develop solutions to an organizational challenge.
- End State: Understand the value of rapid innovation, exposed to a successful method of innovation team building, informed of the benefits of participating of innovation networking, Increased understanding of an organizational challenge with potential solutions for further investment.

6.3.3 (Joint Staff) Learn and apply AIM-HI rapid innovation teaming (RIT) concepts, in a bi-lateral or multilateral setting, to define, scope, and provide informed solutions to a contemporary organizational challenge, learn, meet, and exercise innovation enablers as part of the SPP innovation network.

- Performance Metrics: Learned and then apply rapid innovation in a KJJADIC facilitated hands-on construct that pairs partner states and nations in rapid innovation teams. Informs and exercises the SPP innovation network to generate new ideas, repurpose the old, and improve efficiency while providing solutions to complex problems.
- End State: Understand and apply the principles and terminology of AIM-HI RIT and leveraged the SPP Innovation Network to provide informed solutions to an organization problem; developed enduring relationships and enhanced existed partner innovation capabilities.

6.3.4 (Joint Staff) Learn and apply AIM-HI rapid innovation teaming (RIT) concepts using the University of Michigan (UofM) Certified Professional Innovator (CPI) curriculum, in a bi-lateral or multilateral setting, to develop a core innovation capability and cadre; conduct comprehensive problem scoping, research, and provide multiple implementable solutions; learn, meet, and exercise innovation enablers as part of the SPP innovation network.

- Performance Metrics: Learned and applied rapid innovation in a KJJADIC/ UofM facilitated hands-on construct that pairs partner states and nations in rapid innovation teams. Participants learn both techniques to innovate but also skills to administrate an innovation program. Participants earn CPI certification upon

successful course completion.

- End State: Understand and apply the principles and terminology of AIM-HI RIT and leveraged the SPP Innovation Network to provide implementable solutions to an organization problem; creation or enhancement of core innovation capability and CPI Cadre

OBJ 6.4: DMVA Innovation Initiatives. (OPR: Joint Staff)

End State: DMVA executes and continuous innovation program that challenges DoD, partner nations, academia, and industry partners building on existing and future innovation strategies for emerging technologies and evolving doctrine to grow the defense presence in Michigan.

Key Outcomes:

6.4.1 (Joint Staff, NADWC) By 2025, DMVA establishes a long-range precision fires range to enable multi-domain forces to penetrate and neutralize enemy A2/AD capabilities while ensuring military overmatch at every echelon.

- Performance Metrics: Work group assessed gaps and capabilities for developing a Michigan Land-Based Maritime Strike Range within the R4207 maritime range box. Developed partners and firing points for the Land-Based Maritime Strike Range in accordance with FAA approval.
- End State: Establishment of a long-range precision fires range.

6.4.2 (Joint Staff, DIG, NADWC) Additional initiatives will be developed, staffed, and presented to the TAG for approval. Upon receiving approval, these initiatives will be placed into a strategic goal to further develop the department and assigned an OPR or department of responsibility.

- End State: The establishment of a continuous initiative process.

STRATEGIC GOAL 7 (SG7):
CLIMATE ADAPTATION

Desired Conditions

DMVA sets the conditions for Michigan's future both in environmental quality and in linking and expanding the department's role in Michigan's defense industry. Branches work independently and then cooperatively to leverage service-specific strategies to obtain future mission sets for DMVA and Michigan. DMVA works with state, federal, and industry partners to identify and potentially obtain future capabilities based on emerging technologies and defense industry gaps.

OBJ 7.1: Protect Michigan's environment through responsible conservation of natural resources, energy resilient facilities, and commitment to clean water. (OPR: DMVA Facilities Functional Group)

End State: By 2030, Michigan's DMVA leads the nation in military conservation and environmental protection with a focus on protecting Michigan's water.

Key Outcomes:

- 7.1.1. (MIARNG, MIANG) By 2030, achieve utility resilience of all MING training installations to reduce operating costs while increasing emergency response capability and protecting the environment based on the Army "Net Zero Strategy" and Air Force "Energy Flight Plan" along with building partnerships with industry and local communities to increase the use of energy resiliency technologies for critical infrastructure to improve energy security and optimize utility demand on MING Training Installations.
- **Performance Metrics:** Reduce greenhouse gas (GHG) emissions by 50% by 2030 and attain a zero GHG emission by 2045.
 - **End State:** DMVA Army will have a net-zero emissions installations portfolio, and these will enable DMVA to maintain its effectiveness while keeping overall resource consumption and costs as low as is practical.
- 7.1.2. (MIARNG, MIANG) By 2029, build and sustain a nationally recognized MING environmental protection program, with emphasis on protecting Michigan's water and conserving natural resources through partnerships with federal, state, and local stakeholders to reduce energy usage, endangered species restoration, migratory birds, invasive species, contaminants cleanup, and wetland restoration on MING training installations.
- **Performance Metrics:** Reduce energy intensity by 25% (2025), Reduce reliance on consumption of petroleum fuels for ground fleet by 30% (2025).
 - **End State:** DMVA documents compliance on Integrated Natural Resources Management Plan, receives the Military Conservation Partner Award for exceptional conservation of natural resources (2027), and receives DoD Environmental Quality Award for protecting Michigan's water (2029).

OBJ 7.2: Train and Equip a climate-ready force by anticipating, training, and equipment for evolving operational environment with the need to operate in new, more extreme environments that change the way how we train for future conflict. (OPR: J3)

End State: By 2030, Michigan's an agile force, trained and equipped to operate effectively in all anticipated climate conditions.

Key Outcomes:

- 7.2.1. (MIARNG, MIANG) By 2030, Train Safely in Extreme Conditions Review and modify existing training programs to safely develop the ability of service members to operate in extreme conditions. Adjust skills and training for extreme heat/cold and assess applicability of alternative training methods to improve safety. Identify equipment solutions needed to protect service members. Effective climate adaptation requires developing innovative measures and methods that support continual training and operations in climate-changed conditions including alternative training methods such as wargaming, enhanced AI-based simulations, and state-of-the-art tabletop exercises may also assist in reducing the risks of actual ground-based maneuvers in extreme conditions.
- **Performance Metrics:** Performance metrics for training, experimentation, and equipping will be reviewed and updated to reflect evolving understanding of observed and reasonably foreseeable climate changes and the cascading effects that could pose challenges to the mission.
 - **End State:** An agile force, trained to a T3 and equipped to operate effectively in all anticipated climatic conditions.
- 7.2.2. (MIARNG, MIANG) By 2030, MING partners with industry to test equipment for climate effects ensuring all equipment experimentation realistically incorporates expected environmental Conditions with industry. In some cases, single-use, purpose-built equipment with associated redundant costs may be an effective adaptation measure. This requires flexible thinking regarding multipurpose, joint-service equipment where redundancies and commonality have reduced equipping, maintenance, and sustainment costs.
- **Performance Metrics:** Performance metrics for experimentation with industry partners will be reviewed and updated to reflect evolving understanding of observed and reasonably foreseeable climate changes and the cascading effects that could pose challenges to the mission.
 - **End State:** MING and NADWC established partnerships with industry to leverage NADWC facilities for equipment experimentation for climate effects.

OBJ 7.3: Resilient built and natural installation infrastructure are both necessary for mission preparedness and readiness. Infrastructure serves as the staging platform for the Department's national defense and humanitarian missions. supports military combat readiness by providing realistic operational experimentation and combat environments and conditions. Changing climate

provides an opportunity to reevaluate use of regional approaches that allow for flexibility to adjust to changing conditions while providing an appropriate level of standardization for resilience, efficiency, and costs. (OPR: CFMO, Joint Staff)

End State: By 2030, Michigan's built and natural infrastructure in place that is necessary for successful mission preparedness, military readiness, and operational success in changing conditions.

Key Outcomes:

7.3.1. (MIARNG, MIANG) By 2030, Installation Resilience Engage all DMVA facilities in a comprehensive facility assessment and resilience planning activity incorporating outcomes into facility resilience plans. Progress and performance will be tracked, and facility "readiness" tested during exercises. Building standards will be updated to ensure continuity of operations under altered climate conditions.

- Performance Metrics: Performance metrics will be reviewed and updated to reflect evolving knowledge of observed and reasonably foreseeable climate impacts to built and natural infrastructure. Initial metrics implemented include presence or absence of climate hazards
- End State: Built and natural infrastructure in place that is necessary for successful mission preparedness, military readiness, and operational success in changing conditions.

7.3.2. (MIARNG, MIANG) By 2030, DMVA preserve experimentation and training space climate-informed natural resource plans to better protect test and training. Work with surrounding communities to protect land near installations and proactively engage with the private sector to address impacts of off-base development.

- Performance Metrics: Measure whether installation climate exposure assessments have been performed and incorporated in planning, including installation energy resilience plans.
- End State: DVMV expanded use of programs such as the Sentinel Landscape Program and the Readiness and Environmental Protection Integration (REPI) program can preserve or enhance natural infrastructure mission capabilities.

OBJ 7.4: Enhance Adaptation and Resilience Through Collaboration instituting effective and efficient climate adaptation over the range of DOD missions, operations, and infrastructure requires leveraging all relevant information, methods, technologies, and approaches. This can only be achieved through close collaboration with others. The Department will build unity of effort and mission across the DMVA and the Departments of the State of Michigan to help secure our common interests and promote our shared values. (OPR: STRAT Engagement)

End State: By 2030, Michigan has reduced adaptation costs and build unity of purpose through meaningful engagement with DoD, partner nations, and State of Michigan stakeholders.

Key Outcomes:

7.4.1. (MIARNG, MIANG) By 2030, DMVA engages and works with communities in a wide array of interagency and intergovernmental forums with specific attention given to research and collaboration on new technologies, and regional-based land-use planning to adapt shared resilient ecosystems to climate impacts.

- Performance Metrics: Performance metrics will be reviewed and updated to reflect evolving understanding of observed and reasonably foreseeable climate impacts to collaboration.
- End State: DMVA has reduce adaptation costs and built unity of purpose with DOD, State, and local stakeholders.

7.4.2. (MIARNG, MIANG) By 2030, Build partner nation capacity to respond to climate change related hazards. Actively participate in technical, academic, and scientific exchanges to accelerate climate change related knowledge to and from DOD. In concert with partner nations, ensure overseas infrastructure is adapted and resilient to local conditions.

- Performance Metrics: Performance metrics will be reviewed and updated to reflect evolving understanding of observed and reasonably foreseeable climate impacts to collaboration.
- End State: Reduce adaptation costs and built unity of purpose through meaningful engagement with partner nations.

VI. WAY AHEAD

With the publication of this DMVA Strategic Plan, each branch must build a common operating picture, so we see ourselves horizontally across the enterprise. This will harmonize our strategic and operational efforts resulting in improved readiness, added force structure, and increased support for our veterans and their families. This is only possible if everyone in the department, regardless of service or agency, works together to achieve our shared vision for Michigan.

Each branch will update their campaign plans to operationalize DMVA strategic objectives. The DMVA Strategic Plan will update periodically to ensure we remain postured to realize all opportunities to increase our performance and achieve our mission. These updates will be built in Strategic Management System (SMS) for evaluation and a DMVA common operating picture. This will present a near real time status to the DMVA Director, Branch Directors and Assistant Adjutant Generals including a score card for each.

The J5 establishes an effectiveness work group made up with a representative from each DMVA Branch to develop Measures of Effectiveness and Indicators NLT 1 March 2023 for each Strategic Goal and Objectives to provide feedback to the TAG on the STRAT Plan effectiveness and the next Fiscal Year STRAT Plan published NLT 1 June. Each branch must submit their Campaign Plans in electronic format signed in PDF annually to the J5 by September 1 or first working day of the month.

The 2022 DMVA Strategic Plan contains Strategic Goals and Objectives designed to guide the Department's actions over the next five years and beyond. These goals and objectives help keep the department moving in the correct direction by avoiding several heuristics which historically derail progress and create confusion. Through the identification of performance measures, leaders, and members of the DMVA can determine cause and effect when metrics do not align with goals and objectives.

The responsibility for reporting the results of each branch to the DMVA Director resides exclusively with the branch Director or ATAG. When consolidating the Agency assessment, the directors will evaluate the data available with the following objective analysis.

1. Clearly define how the objective relates to the Department and how the assessment relates to the effectiveness of operations.
2. Develop a theory of cause and effect – what are the linkages within the objective or task that relate to other objectives and tasks, which are impacting the assessment. What can the Department do to strengthen linkages or remove obstacles?

3. Evaluate the statistics – what are the numbers saying and does the picture they portray represent the situation. If the statistics are not representative of the current state, what changes are required?

The DMVA operates in a fluid and shifting environment, and all branches must remain flexible and adaptable with how we measure and defines success. SMS is a baseline for initial measurements, and it is the responsibility of subordinate Agencies and leaders to identify weaknesses and shortfalls with the assessment methodology and provide recommendations to the DMVA Director. Planned ongoing refinement of the strategic direction over the next five years will ensure that we are well positioned for the future.

All branches must submit their Performance Measurement Reports via SMS NLT 28th of the last month of the quarter or in the electronic format published by the J5 for those branches without access to SMS.

VII. APPENDICES

Appendices:

- A. MIARNG Campaign Plan**
- B. MIANG Campaign Plan**
- C. MVAA/MVTF Campaign Plan**
- D. MVH Campaign Plan**
- E. DMVA State Operations Campaign Plan**
- F. MING Joint Staff Campaign Plan**
- G. NADWC Campaign Plan**
- H. Measurement**
- I. Functional Groups**
- J. References**
- K. Acronyms**
- L. Glossary**

APPENDIX I: FUNCTIONAL GROUPS

DMVA has established the functional groups listed below to assist the executive staff achieving specific goals within the strategic plan.

The specific responsibilities of the functional group include:

- Making recommendations to the executive staff related to the organization's mission, vision, strategic initiatives, major programs, and services.
 - Helping executive staff identify critical strategic issues facing the organization.
- Assisting in analysis of alternative strategic options.
- Ensuring executive staff has established an effective strategic planning process, including development of a three-to-five-year strategic plan with measurable goals and time targets.
 - Understanding the organization's industry, market/community, and core competencies. Keeping up to date on industry and local market trends, community health care needs, advances in technology and other opportunities to improve the scope, cost effectiveness and quality of services provided by the organization.
 - Periodically reviewing the mission, vision, and strategic plan, and recommending changes to the executive staff.
 - Annually reviewing the strategic plan and recommending updates as needed based on changes in the market, community needs, and other factors.
 - Reviewing and forwarding to the board strategic plans of subsidiary organizations to assure they are aligned with the department's strategic direction and goals.
 - Reviewing major new programs and services.
 - Developing criteria for management to use in evaluating potential strategic investments.
 - Assisting in development of a strategic dashboard of key indicators.
 - Monitoring the organization's performance against measurable targets (e.g., market share, increase in volumes) or progress points (e.g., open the ambulatory surgery center by June; break ground for new sports medicine clinic by October).

Budget Working Group	
Chaired by State Ops Financial Officer	
Working Group Members	
State Operations Financial Officer (Chair)	
USPFO (Co-Chair)	
Deputy USPFO	
ANG Wing Comptrollers	
State Ops Budget	
MVAA Budget Officer	
MSVH Budget Officer	

Facilities Working Group	
Chaired by CFMO	
Working Group Members	
CFMO (Chair)	
State Armory Manager (Co-Chair)	
MSVH Construction Coordinator??	
DIG rep	
FIRO	
Camp Grayling Deputy Commander	
Fort Custer Deputy Commander	
Alpena Deputy Commander	
Selfridge Deputy Commander	
Battle Creek ANGB Deputy Commander	
Deputy USPFO	
CFMO Environmental Officer	
State Legislative Liaison	

Strat ENG WG	
Chaired by: Strategic Engagement Legislative Liaison	
Working Group Members:	
SELL (Chair)	
MING PAO (Co-Chair)	
Protocol	
LEG Liaison	
MVAA / MSVH PAO	
DMVA CoS	
DIG	

NADWC WG	
Chaired by: ATAG Director's Initiatives	
Working Group Members:	
ATAG- AIR/ARMY	
CCWO	
SRAAG	
ACRTC Commander and Command Chief	
CGJMTC Commander and Command Sergeant Major	
Director of the Joint Staff	
J3, J5, J6, J7	
MING/ARNG/ANG/JS SEL's	

Personnel WG	
Chaired by: Director HRO	
Working Group Members	
Director HRO (Chair)	
State CSC (Co-Chair)	
MIARNG G1	
MIANG A1	
MVAA HR rep	
MSVH HR rep	
J1	
E&I Officer	

Knowledge Management WG	
Chaired by: MIARNG G6	
Working Group Members:	
MIARNG G6 (Chair)	
State Ops (Co-Chair)	
J6	
MIANG A6	
MVAA KM	

Future Missions WG	
Chaired by: Director Strat Plan	
Working Group Members:	
DIG Director (Chair)	
Strat Plans (Co-Chair)	
G35	
MIANG Future Ops	
MVAA / MSVH / State Ops (as needed)	
MDC	

Future Missions WG	
Chaired by: J5	
Working Group Members:	
DIG	
J5	
G35	
MIANG Future Ops	
MVAA / MVH / State Ops (as needed)	
MDC	

APPENDIX J: REFERENCES

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http://www.dtic.mil/doctrine/new_pubs/jointpub_operations.htm
7. State of Michigan Executive Order No. 2013-2, *Creation of the Michigan Veterans Affairs Agency* (January 18, 2013)
8. Governor Michigan Priorities, January 2019.
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9. Air Force Doctrine Note 1-20, *USAF Role in Joint All-Domain Operations* (05 March 2020)
10. Army Innovation Strategy (2017-2021)
11. Army Climate Strategy (2 February 2022)
12. Department of Defense Climate Adaption Plan (1 September 2021)
<https://media.defense.gov/2021/Oct/07/2002869699/-1/-1/0/DEPARTMENT-OF-DEFENSE-CLIMATE-ADAPTATION-PLAN.PDF?source=GovDelivery>

APPENDIX K: ACRONYMS

<p>3MCP- Michigan Military Medic and Corpsman Program</p> <p>AASF – Army Aviation Support Facility</p> <p>ACFT – Army Combat Fitness Test</p> <p>ACRTC – Alpena Combat Readiness Training Center</p> <p>ACS – Agile Combat Support</p> <p>ADA – American and Disabilities Act</p> <p>ADP – Area Development Plan</p> <p>ADTP – Academic Degree Training Program</p> <p>AEF – Air Expeditionary Force</p> <p>AFL – Armed Forces Liberia</p> <p>AFSC – Air Force Specialty Code</p> <p>AFWIC – Air Force Warfighting Integration Capability</p> <p>AGR – Active Guard Reserve</p> <p>ANG – Air National Guard</p> <p>ANGRC – Air National Guard Readiness Center</p> <p>AOG – Air Operations Group</p> <p>APORA – African Partner Outbreak Response Alliance</p> <p>APRINT – Army Programs for Individual Training</p> <p>ARAP – Army Readiness Assessment Program</p> <p>ARNG – Army National Guard</p> <p>ASOS – Air Support Operations Squadron</p> <p>ATAG – Assistant Adjutant General</p> <p>ATCAA – Air Traffic Control Assigned Airspace</p> <p>ATIP – Applicant Training Improvement Program</p> <p>AUSA – Association of the United States Army</p> <p>BOP – Broadening Opportunity Program</p> <p>C2 – Command and Control</p> <p>C4ISR – Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance</p> <p>CACTF – Combined Army Collective Training Facility</p> <p>CBP – Customs and Border Protection</p> <p>CBRNE – Chemical, Biological, Radiological, Nuclear, and Explosive</p> <p>CoC –Continuums of Care</p> <p>CCSD – Critical Combat Skills Development</p> <p>CEMA- cyberspace electromagnetic activities</p> <p>CFMO – Construction Facilities Management Office</p> <p>CGMTC – Camp Grayling Maneuver Training Center</p> <p>CMVE – Consortium of Michigan Veteran Educators</p> <p>COCOM – Combatant Command</p> <p>COOP – Continuity of Operations Plan</p> <p>CofS – Chief of Staff</p> <p>COS – Cyber Operations Squadron</p> <p>CRTC – Combat Readiness Training Center</p> <p>CTC – Combat Training Center</p>	<p>CTE – Collective Training Even</p> <p>DD-214 – Certificate of Release or Discharge from Active Duty</p> <p>DES – Departmental Executive Staff</p> <p>DHS – Department of Homeland Security</p> <p>DHSE – Defense and Homeland Security Enterprise</p> <p>DiSC– Dominance, Influence, Steadiness, Conscientiousness</p> <p>DJS – Director of Joint Staff</p> <p>DMOS-Q – Duty Military Occupational Specialty - Qualification</p> <p>DMVA – Department of Military and Veteran Affairs</p> <p>DNR – Department of Natural Resources</p> <p>DoD – Department of Defense</p> <p>DOMOPS – Domestic Operations</p> <p>DOSA – Director of Staff, Air</p> <p>DRRS – Defense Readiness Reporting System</p> <p>DSCA – Defense Support to Civil Authorities</p> <p>DS – Direct Support</p> <p>DSG – Drill Status Guardsman</p> <p>DTMB– Department of Technology, Management and Budget</p> <p>eCAB – Expeditionary Combat Aviation Brigade</p> <p>EGL – Environment, Great Lakes, and Energy</p> <p>EMAC – Emergency Management Assistance Compact</p> <p>EO – Equal Opportunity</p> <p>EUCOM – United States European Command</p> <p>EW – Electronic Warfare</p> <p>FAA – Federal Aviation Authority</p> <p>FAB – Field Artillery Brigade</p> <p>FAC –Family Assistance Center</p> <p>FCTC – Fort Custer Training Center</p> <p>FEMA – Federal Emergency Management Agency</p> <p>FIRO – Force Integration Readiness Officer</p> <p>FM – Force Management</p> <p>FMC – Full Mission Capable</p> <p>FOE – Future Operating Environment</p> <p>FORSCOM – United States Forces Command</p> <p>FSA – Force Structure Allowance</p> <p>FSDST – Force Structure Decision Support Tool</p> <p>FSSP – Force Structure Strategic Plan</p> <p>FTSF – Full Time Support Force</p> <p>FY – Fiscal Year (1 Oct – 30 Sept)</p> <p>GAAF – Grayling Army Airfield</p> <p>GCC – Geographic Combatant Command</p> <p>GFM – Global Force Management</p> <p>GMAP – Guard Mission Assessment</p> <p>GRIP – Guard Reserve Interview Promise</p> <p>HAZMAT – Hazardous Materials</p> <p>HoH – Hiring Our Heroes</p> <p>HRO – Human Resource Office</p> <p>HQDA – Headquarters, Department of the Army</p>
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<p> HSL – Homeland Security & Law Enforcement IBCT – Infantry Brigade Combat Team IED – Improvised Explosive Device IM/KM – Information Management/Knowledge Management INRMP – Integrated Natural Resources Management Plan ISIS – Islamic State in Iraq and Syria JADIC – Joint All-Domain Innovation Center JADO – Joint All-Domain Operations JFHQ – Joint Forces Headquarters JFO – Joint Forward Observer JNTC – Joint National Training Capability JRSOI – Joint Reception, Staging, Onward-movement, and Integration JTAC – Joint Terminal Attack Controller JTF – Joint Task Force KIA – Killed in Action LARA – Department of Licensing and Regulatory Affairs LCC – Land Component Commander LEO – Department of Labor and Economic Opportunity LGBTQ – Lesbian, Gay, Bisexual, Transgender, Queer LOE – Line of Effort LOO – Line of Operation MACRAO – Michigan Association of Collegiate Registrars and Admissions Officers MASU – Michigan Association of State Universities MATES – Maneuver Area Training Equipment Site MBTI – Myers-Briggs Type Indicator- A Personality Inventory MCAN – Michigan College Access Network MCCA – Michigan Community College Association MCE – Military Credit Equivalency MDC – Michigan Defense Center MDC2 – Multi Domain Command and Control MDMP – Military Decision-Making Process MDO – Multi-Domain Operations MEMAC – Michigan Emergency Management Assistance Compact MET – Mission Essential Task MIA – Missing in Action MICU – Michigan Independent Colleges & Universities MFRF – Military Family Relief Fund MIANG – Michigan Air National Guard MIARNG – Michigan Army National Guard MILCON – Military Construction </p>	<p> NADWC – National All-Domain Warfighting Center NASPA – National Association of Student Personnel Administrators NATO – North Atlantic Treaty Organization NCD – Non-College Degrees NCOER – Noncommissioned Officer Evaluation Report NDS – National Defense Strategy NGAM – National Guard Association of Michigan NGB – National Guard Bureau NLT – No Later Than NORTHCOM – United States Northern Command NS – Northern Strike OBJ – Objective OCR – Office of Coordinating Responsibility OC/T – Observer Controller/Trainer OER – Officer Evaluation Report OPORD – Operations Order OPR – Office of Primary Responsibility OJT – On-The-Job P3 – Public-Private Partnerships P4 – Public-Public and Public-Private Partnerships PAL – Police Athletic League PAO – Public Affairs Office PES – Paid End Strength PFAS – Per- and Polyfluoroalkyl Substances PME – Professional Military Education POM – Program Objective Memorandum POW- Prisoner of War PSMA – Pre-Scripted Mission Assignment PTSD – Post-Traumatic Stress Disorder QCC – Quarterly Commander’s Call RCCC- Reserve Component Career Counselor ROTC – Reserve Officer Training Corps RRM – Recruiting and Retention Manager RRB- Recruiting and Retention Battalion RTI – Regional Training Institute SAAO – State Army Aviation Officer SCD – Security Cooperation Division SCIF – Sensitive Compartmentalized Information Facility SHARP – Sexual Harassment Assault/Response and Prevention SG – Strategic Goal SI – Strategic Imperatives SIGMA – Statewide Integrated Governmental Management Applications SMDR – Structure and Manning Decision Review SMS- Strategic Management System SOM – State of Michigan SPP – State Partnership Program </p>

<p> MING – Michigan National Guard MINGSTAP – Michigan National Guard State Tuition Assistance Program MINUSMA – United Nations Multidimensional Integrated Stabilization Mission in Mali MiVEC – Michigan Veteran Employment Council MiVETS – Michigan Veterans Employment and Training Services Program MLR – Managed Level of Resource MMTO –Michigan Military Transition Office MOA – Military Operations Area; Memorandum of Agreement MOU – Memorandum of Understanding MPART – Michigan PFAS Action Response Team MPEP – Military Personnel Exchange Programs MRC – Medical Readiness Category MRP – Mission Ready Package MSC – Major Subordinate Command MSHDA – Michigan State Housing Development Authority MSL – Mean Sea Level (local ground level) MSP – Michigan State Police MST – Military Sexual Trauma MTOE – Modified Table of Organization and Equipment MVAA – Michigan Veteran Affairs Agency MVI – Michigan Veteran Initiative MVRSC – Michigan Veteran Resource Service Center MVH – Michigan Veteran Homes MVTF – Michigan Veteran Trust Fund MWVC – Michigan Women Veterans Coalition MYCA – Michigan Youth Challenge Academy </p>	<p> SRM – Sustainment, Restoration, and Modernization STRATCOM – Strategic Communications T32 – Title 32 Federal Employee T5 – Title 5 Federal Employee TAG – The Adjutant General TCT – Training Contact Team TT-PEG – Training Program Evaluation Group UAS – Unmanned Aerial Surveillance UMR – Unit Manning Report URI – Unit Risk Inventory USDVA – United States Department of Veteran Affairs USPFO – United States Property Fiscal Office USR – Unit Status Report USVI – United States Virgin Islands UTC – Unit Type Code VA – Veterans Affairs VCAT – Veteran Community Action Team VFE –Veteran-Friendly Employer VFS –Veteran-Friendly School VING – Virgin Islands National Guard VSO – Veteran Service Officer YTB – Yearly Training Brief </p>
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APPENDIX L: GLOSSARY

<p>Applicant Training Improvement Program (ATIP): a DMVA program that aims to help potential recruits improve their ASVAB scores and enlistment eligibility through a four-week academic training regimen.</p> <p>Armed Services Vocational Aptitude Battery (ASVAB): The U.S. Armed Forces' uses enlistment test scores to determine applicants' qualification to enlist in the military and to assign qualified applicants to the appropriate duty position.</p> <p>C-17: a U.S. Air Force fixed-wing cargo and troop transport aircraft.</p> <p>Capital Outlay Budget: A disbursement of money which results in the acquisition of or addition to fixed assets, i.e., land acquisition, building and construction, addition, renovation.</p> <p>Civil Air Patrol: the civilian auxiliary of the U.S. Air Force and public service organization that conducts emergency service and disaster relief missions, promotes aerospace, aviation, and STEM-related careers, and transform youth into aerospace leaders through cadet programs.</p> <p>Combat Training Center (CTC): the U.S. Army employs four CTCs to build trained and proficient, combat-ready units and leaders to conduct operations as part of the joint force; CTC training rotations -- for both Regular Army and Army Reserve Component units -- include experiences that replicate the complexity of the battlefield and promote increased proficiency with combined arms maneuver.</p> <p>Common Operational Picture (COP): A single identical display of relevant information shared by more than one command (branch/agency) that facilitates collaborative planning and assists all echelons to achieve situational awareness.</p> <p>Defense Support of Civil Authorities (DSCA): Support provided by U.S. Federal military forces, DoD civilians, DoD contract personnel, DoD component assets, and National Guard forces in response to requests for assistance from civil</p>	<p>Field Artillery Brigade (FAB-): a headquarters element that plans, prepares, executes, and assesses close support and precision strikes for ground maneuver elements employing joint and organic fires and capabilities to achieve distribution effects in support of commanders' operational and tactical objectives.</p> <p>Force Structure Decision Support Tool: a report that uses quantitative metrics to assess readiness and designed to inform ARNG senior leaders on potential stationing of new force structure or re-stationing of existing force structure.</p> <p>First Army: a mobilization, readiness, and training command headquartered at Rock Island Arsenal, Illinois; it's primary mission to enable Reserve Component (RC) formations to achieve Army directed readiness goals and deliver trained and ready RC units to support Combatant Commanders (CCDR) requirements.</p> <p>Forces Command (FORSCOM): headquartered at Fort Bragg, North Carolina, FORSCOM trains and prepares a combat ready, globally responsive Total Force to build and sustain readiness to meet Combatant Command requirements.</p> <p>Future Vertical Lift (FVL): a plan to develop a family of five military helicopter variants, to include assault/utility rotorcraft, as replacements for current aircraft, beginning in approximately 2028.</p> <p>Guard Reserve Interview Promise (GRIP): a public-private initiative that aims to reduce unemployment and underemployment among Michigan National Guard and Reserve members by connecting them with career-oriented jobs that fit their specific skillsets and qualifications; military-friendly employers promise to interview Guard/Reserve members whose military occupational qualifications meet appropriate job opening classifications.</p> <p>Joint All-Domain Operations (JADO): comprised of air, land, maritime, cyberspace, and space. Actions by the joint force in all domains that are integrated in planning and synchronized in execution, at the speed and scale needed to gain</p>
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<p>authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events.</p> <p>Detroit Police Athletic League: a non-profit organization that partners the Detroit Police Department with community volunteers to build character in young people through athletic, academic, and leadership development programs.</p> <p>Expeditionary Combat Aviation Brigade (eCAB-): is a multi-functional brigade-sized unit in the U.S. Army that fields a combination of attack/reconnaissance, medium-lift, and heavy-lift helicopters, and has medical evacuation capability. The (-) symbol denotes instances when the brigade is deployed at less than full strength.</p> <p>Military Family Relief Fund (MFRF): provides grants to qualifying families of military members in the Michigan National Guard and Reserve forces stationed in Michigan who are experiencing financial hardships because of an active-duty deployment or a line of duty related injury or illness.</p> <p>Michigan National Guard State Tuition Assistance Program (MINGSTAP): provides tuition assistance to members of the Michigan National Guard who are attending any public or private college, university, vocational school, technical or trade school located in Michigan.</p> <p>Michigan Veteran Trust Fund (MVTF): the MVTF provides emergency grants to Michigan veterans and dependent family members who are experiencing financial hardships.</p> <p>Michigan Youth Challenge Academy (MYCA): educates, trains, and mentors' at-risk youth in a quasi-military environment at no cost to participants, giving young people the skills to become productive and responsible citizens; applying the military model to alternative education, the Academy promotes competency development through academic opportunities, life skills, and vocational preparation.</p> <p>Multi-Domain Operations (MDO): operations conducted across multiple domains and contested spaces to overcome an adversary's (or enemy's) strengths by presenting them with several operational and/or tactical dilemmas through the combined application of calibrated force posture;</p>	<p>advantage and accomplish the mission. (Air Force Doctrine Note 1-20, March 2020)</p> <p>Joint All-Domain Innovation Center (JADIC): located at Selfridge Air National Guard Base whose purpose is to provide opportunities and a location for all military members, government, and industry professionals to research, problem solve, and collaborate in direct support of national, military, and Michigan leadership objectives.</p> <p>Joint Terminal Attack Controller (JTAC): a qualified (certified) USAF service member who, from a forward position, directs the action of combat aircraft engaged in close air support and other offensive air operations.</p> <p>Long-Range Precision Fires (LRPF): a surface-to-surface missile that provides field artillery units with an all-weather, long-range, and deep-strike capability more than 300km.</p> <p>Low-Earth Orbit (LEO): an altitude of between 99 and 1,200 miles above the Earth's surface where most of the communication, navigation, and military satellites reside.</p> <p>MQ-9: an armed, multi-mission, medium-altitude, long-endurance remotely piloted aircraft that is employed primarily against dynamic execution targets and secondarily as an intelligence collection asset.</p> <p>Manned-Unmanned Systems (MUMS): manned and unmanned air and ground vehicles, robotics, and sensors combined to achieve enhanced situational understanding, greater lethality, and improved survivability.</p> <p>Michigan Defense Center (MDC): The MDC is an operation of the Michigan Economic Development Corporation focused on the support, protection, and growth of Michigan's defense and homeland security missions; it provides resources and guidance to businesses, stakeholders, and partners to protect and expand Michigan's defense and homeland security assets, economy, and jobs.</p> <p>Per- and Polyfluoroalkyl Substances (PFAS): a group of man-made chemicals used in a variety of industries in the U.S. since the 1940s; there is evidence that exposure to PFAS can lead to adverse human health effects.</p>
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<p>employment of multi-domain formations; and convergence of capabilities across domains, environments, and functions in time and spaces to achieve operational and tactical objectives. (HQDA proposed definition)</p> <p>National All-Domain Warfighting Center (NADWC): comprises Camp Grayling and Alpena CRTC to maximize DoD combat readiness by creating a joint training environment that allows for the joint force to focus on the employment of capabilities in all-domains to enhance effectiveness and cooperation across the military services.</p> <p>Next Generation Combat Vehicles (NGCV): a development program to provide the Army with a family of multiple-variant combat vehicles that will achieve overmatch in close combat while delivering lethality with manned and unmanned teaming as part of a combined arms team in the future operating environment.</p> <p>Northern Exposure: an annual exercise conducted in partnership with local, state, and federal law enforcement and emergency services to confirm the Michigan National Guard's readiness to provide Defense Support of Civil Authorities.</p> <p>Northern Strike: an annual exercise conducted in northern Michigan that maximizes National Guard and Reserve Component combat readiness by providing realistic, unit-tailored, cost-effective, and highly integrated Joint Fires combat training in an adaptable threat and combined arms live fire environment, emphasizing cooperation between Joint and Coalition forces.</p> <p>Program Objective Memorandum (POM): The final product of the programming process within the DOD, the DOD Component's POM displays the resource allocation decisions of the Military Departments in response to and in accordance with planning and programming guidance.</p>	<p>Protect and Grow (P&G): a Michigan Defense Center-led initiative to protect Michigan's federal and state military facilities and missions while growing assets, missions, and opportunities for Michigan companies in the cutting-edge emerging markets needed by the nation's defense agencies.</p> <p>RQ-7B Shadow: a tactical unmanned aircraft system that provides reconnaissance, surveillance, target acquisition, and force protection for the Brigade Combat Team (BCT) in near-real-time during day/night and limited adverse weather conditions.</p> <p>Starbase: a DOD youth program focused on motivating elementary students, primarily fifth graders, to explore Science, Technology, Engineering and Math (STEM) subjects; the program is particularly aimed at students historically under-represented in STEM, students living in inner cities and rural location, students who are socio-economically disadvantaged, and those with low academic performance.</p> <p>State Partnership Program: a DoD joint security cooperation program that links a state's NG with a partner nation's military, security forces, and disaster response organizations in a cooperative, mutually beneficial relationship.</p> <p>Strategic Management System: is a performance management tool available to all Army organizations and components. Organizations define their objectives, standards, and briefing formats, and SMS provides performance feedback and tracking that allows leaders to maintain immediate situational awareness.</p> <p>Training – Program Evaluation Group (TT-PEG): provides resources for Active Army, ARNG, and Army Reserve unit readiness and unit collective training, mobilization, theater security cooperation activities, and military contingency operations.</p> <p>Veteran Community Action Team (VCAT): federal, state, local and faith-based organizations that support veterans in the communities where they live and work; it focuses on reducing duplication of efforts and simplifying connections with resources.</p>
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