



Michigan Department of Military and Veteran Affairs

Strategic Plan

10 March 2021

CONTENTS

FOREWORD: DMVA Director's Message

I. Purpose

II. Introduction

- A. DMVA Organizational Structure**
- B. DMVA Authorities & Defense Partners**

III. DMVA Mission, Vision, & Organizational Identity

- A. Mission**
- B. Vision**
- C. Organizational Identity**

IV. Strategic Plan Framework

- A. Design**
- B. Approach**

V. Strategic Goals

- Strategic Goal 1 (SG1): Achieve Performance Excellence**
- Strategic Goal 2 (SG2): Market Michigan's Unique Capabilities**
- Strategic Goal 3 (SG3): Develop Meaningful Advocates and Partnerships**
- Strategic Goal 4 (SG4): Cultivate a Workplace of Choice**
- Strategic Goal 5 (SG5): Strengthen Interoperability**
- Strategic Goal 6 (SG6): Pursue Strategic Initiatives**

VI. The Way Ahead

VII. Appendices

- A. MIARNG Campaign Plan**
- B. MI ANG Campaign Plan**
- C. MVAA Campaign Plan**
- D. MVH Campaign Plan**
- E. DMVA State Operations Campaign Plan**

Acronyms, Glossary, References

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.



Major General Paul Rogers
Director, DMVA
The Adjutant General

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

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.

A handwritten signature in black ink that reads 'Paul D. Rogers'.

PAUL D. ROGERS
Major General
Director DMVA

I. PURPOSE

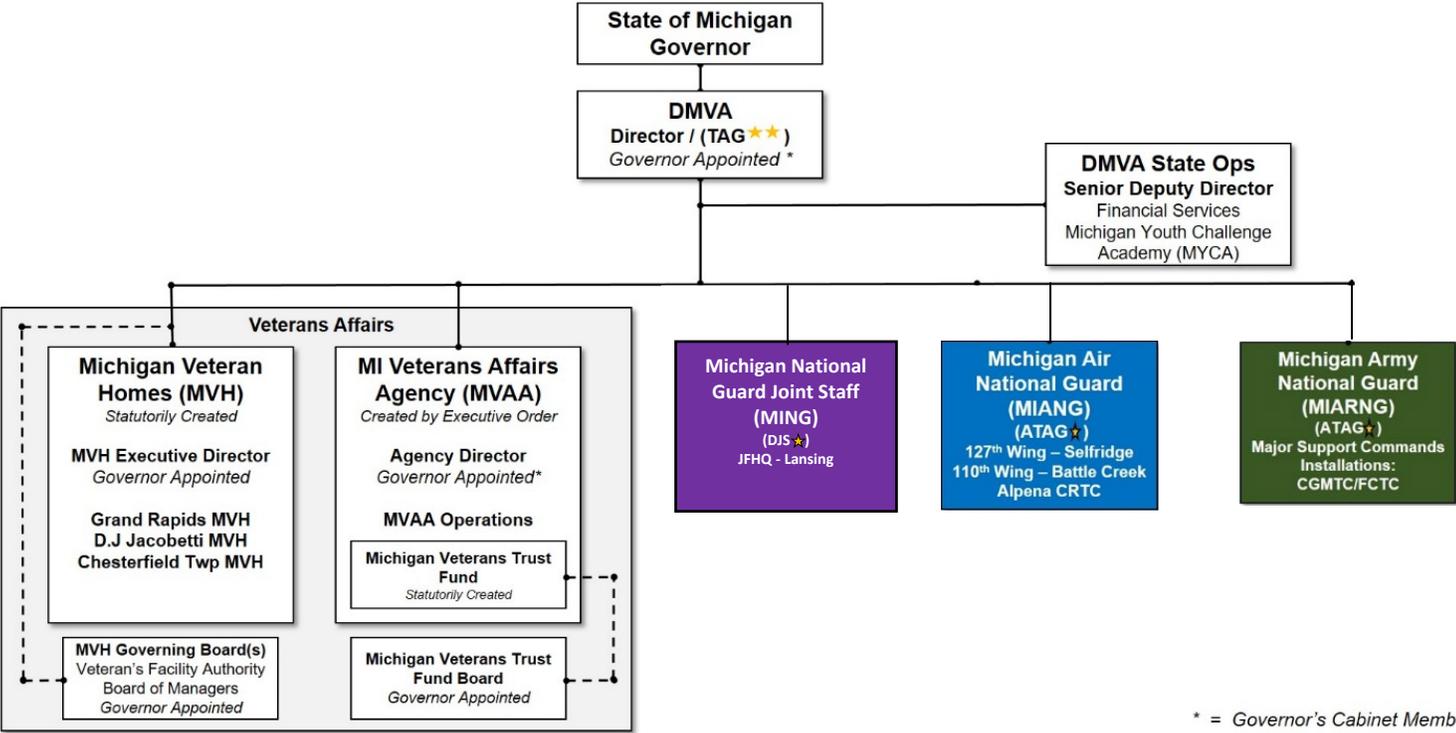
The DMVA Strategic Plan provides the overarching framework within which the Michigan Department of Military and Veteran Affairs (DMVA) operates. This strategy connects the Governor’s priorities with departmental core mission sets and aligns branch efforts to achieve strategic goals. The DMVA Strategy 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 (MI ANG) and the Michigan Army National Guard (MIARNG).



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, and MIARNG and MIANG

General Staff, MVH staff, and the MVAA staff completes their move to the campus no later than 1 May 2021. 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 located in Grand Rapids, Marquette, and Macomb County.

Michigan National Guard

The Governor serves as the Commander in Chief of the MING. The MING consists of the Michigan Army National Guard (MIARNG) and Michigan Air National Guard (MIANG). The MI ANG and MIARNG provide trained, combat-capable forces in support of the National Military Strategy while simultaneously providing Defense Support of Civil Authorities. Providing emergency response to the State is a core function of the MING and the department as a whole.

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 and Marquette, with a third home opening in Chesterfield Township in 2021.

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. .

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, Jobs & Economy, Water & Environment, Education, and Safety, Security & Justice initiatives.

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 agencies 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.

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 capabilities 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.

IV. STRATEGIC PLAN FRAMEWORK

A. Design:

The DMVA Strategic Plan is unique in that it combines strategy with implementation guidance in a single document. This design sets conditions for capitalization on the department's broad range of capabilities, network of relationships, and collective strength when unified in effort. Further, it eliminates single-point solutions and enables the development of innovative ways that connect strategic ends with available means. As the plan moves forward, the design remains adaptive to emergent trends within internal and external environments through re-framing, modification, and general course correction as conditions change.

B. Approach:

The strategic plan's framework organizes major efforts and aligns supporting actions through Strategic Goals (SGs), Objectives (OBJs), and measurable Key Outcomes (KOs). Branch campaign plans (appendices) nest within the strategy by connecting efforts directly with KOs or indirectly to broader OBJs and SGs. Due to the interdependent complexity of DMVA branches, understanding the interaction between SGs, KOs, and OBJs is critical to our success.

Strategic Goals contain specific OBJs. Offices of Primary Responsibility (OPRs) assigned to each OBJ enact programs, set conditions for leaders at the lowest levels to achieve specified outcomes, and measure progress within defined timelines. Each OBJ nests with subordinate plans to facilitate centralized coordination and decentralized execution.

Measurable KOs for each OBJ then describe critical waypoints along the path to achieve each objective's desired outcome. In general, "Near" outcomes progress through 2022, "Mid" outcomes capture efforts between 2023-2025, and "Far" outcomes reach beyond 2025. Unless otherwise specified, each outcome describes an enduring end-state/condition and requires sustainment. OPRs provide updates when requested to ensure accountability and facilitate tracking of KO progress.

MICHIGAN DMVA STRATEGY MAP

Achieve Performance Excellence

Strengthen Readiness to Grow Force Structure

Increase Utilization of DMVA Veteran Programs

High Quality & Financially Stable Veterans Homes

Modernize & Expand DMVA Facilities



Market Michigan's Unique Capabilities

Brand MI's Training Areas for JADO

Position MI as Top State for Veterans

Partner with MDC to Market DMVA and Gain Resources

Program Northern Strike as JADO CTE



Develop Meaningful Advocates & Partners

Improve Recruiting Through Advocacy in Schools

Align Veteran Support Across the State

Expand Education and Employment

Enhance DOMOPS Capability

Expand Whole State Approach to MI Partnerships

Cultivate a Workplace of Choice

Ensure Positive Workplace Culture

Develop Culture of Exceptional Service

Attract & Retain Talent

DMVA Vision:

Michigan is the premier location for advancing military readiness and serving veterans and their families.

Strengthen Interoperability

Create DMVA Level Collaboration

Create Coordinated Fiscal Strategy

Create DMVA Strategy & COM Plan

DMVA Identity:

- *Provider of Exceptional Service*
- *Leader in Innovative Solutions*
- *Cornerstone of Michigan Communities*
- *Workplace of Choice*
- *Center of Performance Excellence*

Pursue Strategic Initiatives

Protect Michigan's Environment

Grow DMVA's Influence in MI's MIL Enterprise

Obtain Future DoD Related Mission Sets

MEMBER FOR LIFE

V. 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)

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 MI ANG, this leads to the assignment of mission sets and accompanying assets that capitalize on capabilities within the state.

Key Outcomes:

1.1.1. (MI ANG) By 2028, improve and sustain readiness as measured by total manning and readiness ratings leading to selection for future mission sets.

- Near:
 - (30 September 2021) MI ANG achieves 102% total manning and 90% of units achieve C2.
 - (30 September 2022) MI ANG achieves 104% total manning and all units achieve C2.
- Mid (30 September 2024) MI ANG sustains 104% total manning and all units sustain C2.
- Far (2028) MI ANG selection for future mission sets (space, next-generation tanker/airlift, remotely piloted aircraft, or additional fighter capability).

1.1.2. (MIARNG) By 2028, improve and sustain "top 1/3" readiness leading to selection for new force structure growth.

- Near: Present – 2022, MIARNG focuses on improving the metrics measured in the Unit Analysis Tool (UAT).
 - (30 September 2022) 50% of MIARNG units are "top 1/3" on the UAT,

- MIARNG Paid End Strength (PES) is 103%.
- Mid: From 2023-2025, sustain readiness gains based on the UAT's 5-year rolling average.
 - (30 September 2023) 70% of MIARNG units are "top 1/3" on the UAT, MIARNG Paid End Strength (PES) is 104%.
 - (30 September 2024) 90% of MIARNG units are "top 1/3" on the UAT, MIARNG Paid End Strength (PES) is 105%.
- Far (2028) MIARNG selection for an O6 level, MDO force structure (Long Range Precision Fires/Future Vertical Lift/IBCT HQ).

Description:

The Michigan National Guard force structure must be commensurate with the Michigan population and census ranking. Current Michigan population supports an Army force structure of 10,084. The 2018 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 (Unit Assessment Tool/or equivalent). Trend analysis of Michigan force structure changes and competition for mission sets indicates a steady decline/competing poorly in each following 9/11.

To stop this trend, MING leadership must generate a rapid readiness increase. This readiness improvement presents an opportunity for each MING Soldier/Airmen to move the organization toward our strategic goals – individual readiness is the foundation of each unit. Leaders at all levels play a significant role in retaining deployable Soldiers/Airmen and making their organization a unit of choice (primary retention Issues – pay, family, and employer concerns).

The MING rises to the "top 1/3" of national scorecards by 2022 as a result of focused attention on individual and unit readiness. An additional increase to the top of national scorecards by 2024 becomes achievable as a result. 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 (2022-2028). Coupled with Michigan's unique airspace, ranges, and growing connection to the defense industry (see SG 6), this strategy positions the state for the most beneficial long-term gains. Specifically, MI ANG 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 (IBCT or FAB).

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

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 2028 Michigan connects veterans and their dependents to the benefits they have earned at a rate equal to or higher than the top 1/3 of all states as reported by the US Department of Veterans Affairs.
- **COMPLETE:** Near (01 October 2021) MVAA achieves and maintains an 85% excellent customer satisfaction rating across all program areas.
 - Near (01 October 2021) MVAA reorganizes efforts to update our veteran service officer provision model that ensures ease of access and availability based on the population (e.g. assisting veterans in long-term care facilities, access to a service officer within 48 hours and/or 50 miles).
 - Mid (01 October 2025) MVAA maintains robust statewide networks and coordination through inclusion of veteran perspective with outreach initiatives including, but not limited to:
 - Development of a women veterans program;
 - Development of a tribal veterans initiative;
 - Development of a veterans health outreach plan;
 - Continuation and enhancement of the incarcerated veteran program;
 - Continuation and improvement of the Veteran Benefit Enhancement program;
 - Continued support of veteran-treatment courts;
 - Continued support of veterans homelessness programs;
 - Development of a tele-benefits and mobile service provisioning process and system;
 - Development of an upstream model to reach transitioning service-members (including the MING) and connect them to their benefits.
 - Far (01 October 2026) MVAA provides a comprehensive outreach campaign to create awareness of veteran's benefits, dispel myths associated with accessing those benefits, establish a long-term connection, and reach 75% of the veteran population. This includes specialized outreach to the populations identified above.
- 1.2.2. (MVAA) By 2022, MVAA implements 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.
- **COMPLETE:** Near (01 October 2020) MVAA determines the top five most requested services by region and identifies gaps for priority inclusion in programs and policy development in Objective 3.2.
 - Near (01 October 2021) MVAA develops key partnerships with organizations that allow easy access to search for veteran and community resources.
 - Near (01 December 2021) MVAA conducts an inventory of veteran-related programs available to Michigan's veterans including services provided, eligibility, resourcing, hours, after-hours services, points of contact, etc.
 - Mid (01 October 2022) MVAA implements improvements in the process to meet

veteran needs within 24 hours and create an awareness of available resources.

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, and 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.

Each veteran differs in need and preference, and Michigan provides a variety of programs such as the Military Family Relief Fund (MFRF), the Michigan Veterans Trust Fund (MVTF), the Michigan Veteran Resource Service Center (MVRSC), and Veteran Service Officers (VSOs). In conjunction with these programs, the DMVA remains adaptable and innovative by leveraging technology to meet needs while simultaneously maintaining the ability for face-to-face interaction within local communities.

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.

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)

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.
- Near (01 May 2021) Establish MVH charitable foundation and the means and processes necessary for MVH to accept charitable donations to support its initiatives.
 - Mid (31 September 2022) Identify additional initiatives appropriate for MVH foundation and initiate fundraising efforts to support them (e.g. resident special activities and initiatives, employee recruitment and retention program).
 - Mid (01 February 2023) Execute a minimum of one capital campaign for construction of new facilities with goals informed by the capital campaign and fundraising feasibility study.
 - Mid (01 May 2025) Complete a 5-year update to the capital campaign and fundraising feasibility study informed by FY22 capital campaign outcomes and any changes in the fundraising environment.
 - Far (01 February 2028) Execute a minimum of one new capital campaign for the construction of new facilities, informed by the updated capital campaign and fundraising feasibility study.
- 1.3.2. (MVH) By 2025, maximize federal funding regarding ongoing operations and capital investments for all MVH skilled nursing facilities.
- **COMPLETE:** Near (01 February 2020) Advocate (coordinated departmental legislative efforts, National State Veteran Home Association efforts) to ensure the United States Department of Veteran Affairs (USDVA) MVH program per diem funding adjustments properly align with the growth in observed cost of care growth.
 - Near (31 December 2021) Achieve VA and CMS certification for all skilled nursing facilities (currently operating or under construction).
 - Mid (2022-2025) Achieve VA and CMS certification for all new skilled nursing facilities.
- 1.3.3. (MVH) By 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.
- Near (30 September 2021) Complete development of plan for decommissioning of the Mann and McLeish Buildings on the Grand Rapids campus, including the scaling down of any non-skilled nursing services provided on that campus

following FY21 opening of the new skilled nursing building. Submit associated budget requests for consideration by the Executive Office and Legislature.

- Near (30 September 2021) Complete MVH staff realignment for centralized and facility-level operations.
- Near (31 December 2022) Develop a master plan for the MVH system 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).

1.3.4. (MVH) By 2024, establish all MVH facilities as a premier long-term care location for veterans and their family members.

- Near (31 December 2021) MVH resident/family surveys indicate that 90% of those receiving care recommend the facilities to others.
- Near (01 December 2021) All MVH facilities transition from a traditional “institutional” long-term care model to an operational model that fully incorporates person-centered care practices (industry best practice).
- Near (30 September 2023) Earn the American Health Care Association’s National Quality Award Program “Commitment to Quality” recognition for all existing MVH facilities. All new facilities earn this recognition within one year.
- Mid (30 September 2025) Earn the American Health Care Association’s National Quality Award Program “Achievement in Quality” recognition for all existing MVH facilities. All new facilities earn this recognition within three years of opening.

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 and Marquette, with a third home opening in Chesterfield Township in 2021.

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.

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)

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.

- **COMPLETE:** Near (01 October 2020) MIARNG analyzes, requests, and secures consistent annual funding (Capital Outlay Strategies) in Michigan’s state budget for maintenance and modernization of MIARNG facilities (~\$4M) for FY22.
- Mid (31 July 2023) MIARNG occupies a new readiness center in Oakland County (Waterford) through the DoD property acquisition exchange and the Sustainment, Restoration and Modernization (SRM) process.
 - **COMPLETE:** Near (01 October 2020) MIARNG FSAC identifies UIC(s) to occupy readiness center at Oakland County NLT 1st QTR FY21.
 - Near (30 September 2021) Secure State-Match Funding for readiness center construction/renovations. (\$3.0M)
 - Near (01 October 2021) Oakland County (Waterford) added to the FISP and construction documents created to meet UIC(s) requirements.
 - Near (01 April 2022) Construction process starts.
 - Mid (01 July 2023) MIARNG occupies new Waterford Readiness Center in Oakland County.
- Far (01 June 2029) MIARNG develops a new readiness center on MVH property near Chesterfield Township (Macomb County) through MILCON Critical Unfinanced Requirements (CUFR) process. (Opportunity for a dual-use campus with MVH).
 - Near (30 September 2022) Establish an agreement with MVH to develop 40 acres on their site for new readiness center and supporting assets.
 - Near (01 October 2022) Chesterfield Township added to FISP.
 - Mid (01 January 2023) FSAC identifies UIC(s) to occupy Chesterfield Readiness Center NLT 1st QTR FY24.
 - Near (15 February 2023) Submit MILCON application for FYDP (\$40.0M).
 - Mid (15 October 2024) Secure State-share funding for the addition to the existing readiness center construction. (\$10.0M).
 - Far (01 January 2026) Design and Construction documents created for new construction of the Chesterfield Readiness Center.
 - Far (01 April 2027) Construct process readiness center.
 - Far (01 June 2029) MIARNG occupies a new Chesterfield Readiness Center through partnership and CUFR process.
- Far (01 January 2030) MIARNG occupies a new addition to the existing Olympia

Readiness Center through the MILCON process.

- **COMPLETE:** Submit MILCON Application for FYDP (\$36.0M).
 - Near (01 October 2021) FSAC reviews UIC(s) identified at Olympia Readiness Center outlined in submitted MILCON.
 - Near (01 October 2022) Acquire additional land to support Unit mission equipment storage and parking requirements. (\$3.0 M).
 - Mid (15 October 2024) Secure State-share funding for the addition to the existing readiness center construction. (\$9.0M).
 - Far (01 October 2028) Start construction and renovation to meet requirements.
 - Far (01 January 2030) MIARNG occupies a newly renovated Olympia Readiness Center in Wayne County, through a construction addition and renovation to existing facility.
- Far (01 July 2030) MIARNG occupies a new readiness center Wayne County through the MILCON Critical Unfinanced Requirements (CUFR) process.
 - **COMPLETE:** Submit MILCON (CUFR) application for FYDP (\$36.0M).
 - Near (01 October 2022) FSAC reviews and identifies UIC(s) to backfill Olympia Armory.
 - Near (01 October 2023) Purchase property (\$5.0M).
 - Mid (01 October 2024) Design and construction documents created for a new readiness center.
 - Mid (15 October 2025) Secure State-share funding for the readiness center construction (\$9.0M).
 - Far (01 April 2028) Construct new readiness center.
 - Far (01 July 2030) MIARNG occupies a new Wayne County Readiness Center, through State land purchased CUFR process.
 - Far (01 January 2034) MIARNG occupies a new readiness center near Kent County (Grand Rapids) through the local acquisition and Sustain, Restoration and Modernization (SRM) process.
 - Far (01 October 2028) Purchase property through State Purchasing (\$5.0M).
 - Far (01 October 2029) Grand Rapids added to the FISP.
 - Far (01 October 2030) FSAC identifies UIC(s) to occupy Grand Rapids Readiness Center NLT 1st QTR FY31.
 - Far (01 November 2030) Design and construction documents created to meet UIC(s) requirements.
 - Far (30 September 2031) Secure State-Match Funding for Grand Rapids Readiness Center construction/renovations (\$3.0M).
 - Far (01 April 2032) Construction process starts.
 - Far (01 January 2034) MIARNG occupies new Grand Rapids Readiness Center in Kent County.
 - Far (01 January ~~2026~~ 2035) MIARNG occupies a new readiness center near Genesee County through the MILCON Critical Unfinanced Requirements (CUFR) process.
 - Mid (01 October 2024) Purchase Property through State purchase (\$4.0M).

- Mid (01 October 2024) FSAC identifies UIC(s) to occupy Genesee County readiness center NLT 1st QTR FY25.
- Mid (01 October 2025) Genesee County added to the FISP.
- Far (01 January 2026) Secure State-share Funding for readiness center construction (\$9.0M).
- Far (15 February 2026) Submit MILCON application for FYDP (\$36.0M).
- Far (01 October 2028) Design and Construction documents created for new construction of the Genesee County Readiness Center.
- Far (01 April 2033) Construct process readiness center.
- Far (01 January 2035) MIARNG occupies a new Genesee County Readiness Center.

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.

- Near (01 January 2022) Complete construction and occupy completed MVHs in Macomb County and Grand Rapids (under construction).
- Mid (01 January 2025) Occupy MVH in Wayne County.
 - Purchase property NLT 2021 (possible dual-use campus with MIARNG).
 - Secure state match funding in 2021.
- Far (01 January 2027) Occupy MVH in Flint / Saginaw.
 - Purchase property NLT 2023 (possible dual-use campus with MIARNG).
 - Secure state match funding in 2023.
- Far (01 January 2029) Occupy MVH along the I-94 corridor in Southern Michigan.
 - Purchase property NLT 2025.
 - Secure state match funding in 2025.
- Far (01 January 2031) Occupy MVH vicinity Marquette.
 - Purchase property NLT 2028.
 - Secure state match funding in 2028.
- Far (01 January 2033) Occupy SVG in the Northern Lower Peninsula.
 - Purchase property NLT 2029.
 - Secure state match funding in 2029.

1.4.3. (MIARNG, MI ANG, State Ops) DMVA achieves rapid modernization at Michigan's training installations through innovative resourcing, advocacy, and Public-Private-Partnerships (P3).

- Near (01 October 2023)
 - Coordinate DMVA and legislative advocacy to add Camp Grayling to 'NGB Director's Picks' for national MILCON projects.
 - Establish 5G capability at NADWC.
 - Create Industry Incubation Beta Program. Establish a center at Camp Grayling in order to give companies the ability to collaborate, research and develop emerging technologies with military applications.
 - Provide data processing in a modular construction system that houses servers for SCIF/SIPR/NIPR/UNCLAS. Funding will be sourced through

multiple means.

- (01 Oct 2022) Fund and construct a Tactical Space Ground Station to allow Camp Grayling to pull sensory data from space, high-orbit UAC, and ground forces.
 - (01 Oct 2022) Achieve designation of Major Range and Testing Facility Base (MRTFB) to allow seamless research and developmental testing for DOD ensuring the ability to execute research and development monies and integrating technology
- Mid (01 October 2025)
 - MIARNG repairs and modernizes GAAF through the MILCON Critical Unfinanced Requirements (CUFR) process or P3 resourcing.
 - Mid (01 October 2025) MIARNG constructs a Forward Landing Strip on Camp Grayling to support JADO training.
 - Far (01 October 2026) MIARNG constructs a Simulations Center on Camp Grayling to support exercise control.
 - Far (2030 and beyond) DMVA modernizes training installations:
 - Multipurpose Machine Gun Ranges at Camp Grayling and Fort Custer NLT 2032.
 - Scout/Recce Range at Camp Grayling NLT 2033.
 - Munitions Building at Alpena CRTC NLT 2040.
 - Additional Troop Quarters at Alpena CRTC NLT 2044.

1.4.4. (MIARNG, MI ANG, State Ops) DMVA resources maintenance of facilities and physical security improvements at installations.

- Near (01 October 2021)
 - MI ANG replaces aircraft maintenance hangar at Alpena CRTC (in FYDP, MI ANG's #1 priority for major MILCON).
 - MI ANG renovates front gate/physical security check-point at Battle Creek ANG Base (in FYDP).
- Near (01 October 2022) MI ANG secures Range Target Storage Facility.
- Mid (01 October 2023)
 - MI ANG secures Alpena CRTC's Live Mission Operation Capability (MI ANG's #1 priority for P341 MILCON).
 - MI ANG adds/alters Hangar 3 at Selfridge for aviation support equipment.
- Far (01 October 2030)
 - MI ANG occupies new maintenance/storage hangar at Selfridge ANG Base.
 - MI ANG occupies new munitions storage area at Alpena CRTC NLT 2030.
 - MI ANG repairs communications hub at Battle Creek ANG Base.
 - MI ANG occupies new ATC tower at Alpena CRTC NLT 2030.
- Far (01 October 2037) MI ANG renovates main and south gates/physical security check-points at Selfridge ANG Base.
- Far (01 October 2038) MIARNG occupies new Field Maintenance Shop (FMS) near Kent County.
 - Purchase property NLT 2029.

- Submit MILCON Application for FYDP with focused advocacy NLT 2030
- Far (01 October 2040) MIARNG occupies a new Field Maintenance Shop (FMS) near Wayne County.
 - Purchase property NLT 2031.
 - Submit MILCON Application for FYDP with focused advocacy NLT 2032.

1.4.5. (MIARNG, MI ANG, State Ops) DMVA capitalizes on dual-use infrastructure to increase efficiency and reduce redundant resource requirements.

- Near (01 October 2021) MIARNG develops an accreditation and manning plan for the Lansing SCIF in conjunction with adjacent state equities (MSP/DHS).
- Near (01 October 2022) MIARNG accredits and operationalizes Lansing SCIF.
- Near (01 October 2022) MIARNG initiates Real Estate Action Plan to get SCIF populated on FISP.
- Near (01 October 2020) MIARNG establishes an MOU with the MI ANG for Battle Creek SCIF co-use.
- Mid (01 October 2024) State Operations co-locates the Youth Challenge and Job Challenge program at existing facilities at Fort Custer or in Grand Rapids' veterans home campus.

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.

MIARNG & MVH Opportunities

Potential efficiency resides in the co-location of MIARNG readiness centers with MVH veteran's campuses. Three key opportunities exist where strategic objectives for the MIARNG and MVH align.

- Macomb County. In 2018, the MVH purchased a 100-acre parcel of land for construction of a new veteran's home in Chesterfield township. Forty acres of suitable land remains available for development upon completion of the project. A detailed facility analysis conducted by the MIARNG in 2018 identified Macomb County as a critical location for an additional readiness center. This presents an opportunity to capitalize on property owned by the state to meet MIARNG

readiness center needs and co-locate with the MVH.

- Wayne County. The Metropolitan Detroit area presents a significant opportunity for MIARNG recruiting, readiness, and demographic alignment. The MVH also requires an additional veterans home in the Detroit area due to increased veteran needs. Current initiatives within the DMVA seek to align these two efforts and nest within the City of Detroit's revitalization strategy.
- Oakland/Genesee County. Facilities analysis also identified Oakland/Genesee counties as a priority location to build a readiness center for MIARNG force structure realignment. The MVH anticipates the construction of a new facility within this area in 2028, presenting another opportunity to combine DMVA strategic efforts.

MI ANG

Michigan Air National Guard's long-term construction plans focus on setting conditions to make MI ANG facilities more competitive for future mission sets. Modernizing and replacing select hangers allows for next generation aircraft at Alpena CRTC and allows larger aircraft at Selfridge Air National Guard Base. Additionally, constructing force-protection compliant gates at Selfridge and Battle Creek facilities increases the MI ANG's competitive edge as the DoD modernizes and strategically positions capabilities.

Training Installations

Modernizing Camp Grayling, Fort Custer, and Alpena Combat Readiness Training Center enables DMVA efforts in marketing the unique capabilities within the state. Additionally, installation priorities must anticipate future training requirements to ensure relevance within broader modernization efforts. Priorities focus on additional hangar/maintenance space in Alpena to increase capacity for rotational training units and developing standardized ranges in Camp Grayling and Fort Custer capable of facilitating new technology and armament. Critical to these modernization actions is Camp Grayling achieving the classification of an ARNG "Director's Pick" training location. This title recognizes the installation as a key ARNG readiness building location, increasing the potential for MILCON projects needed to achieve key outcomes within this goal and the strategy overall.

Multi-Use Facilities

Multi-use facilities increase DMVA interoperability and enable community integration between branches. This expands access to resources and aligns capabilities with requirements across the state.

- MVAA requires increased access to veterans, including current MING members. Space-sharing opportunities exist within MING facilities that enable a broader utilization of veterans support programs and improve MVAA access.
- The Michigan Youth Challenge Academy relies on Fort Custer as a centrally located training facility. Both the Youth Challenge and Job Challenge programs benefit from the efficiencies of co-location. Long term stationing plans must consider these programs when repositioning force structure or programs on Fort Custer or at other existing facilities.
- Sensitive Compartmentalized Information Facility (SCIF). A SCIF is required to

build readiness in Military Intelligence (MI) and Cyber organizations (up to Top Secret). The MING operates accredited facilities located in Battle Creek and a non-accredited facility in Lansing. This facility requires a deliberate accreditation plan to ensure proper utilization per original construction strategies.

STRATEGIC GOAL 2 (SG2):

MARKET MICHIGAN'S UNIQUE CAPABILITIES

Desired Conditions

Michigan capitalizes on the National All-Domain Warfare Center's ~~is nationally branded as~~ a location of choice for complex training, new mission sets and force structure, in conjunction with the Kelly Johnson All-Domain Innovation Center, Michigan's defense and homeland security economy recognizes the DMVA as a critical enabler, and Veterans select Michigan over other states as the best place to live and work.

This goal sets conditions for Michigan to be a "first choice" by capitalizing on resources within the state. These resources interact to provide distinct capabilities and offer the DMVA an opportunity to market exclusive outcomes. The national recognition of Michigan's unique capabilities enables strategic efforts overall and provides a distinct advantage when pursuing initiatives.

OBJ 2.1: Modernize and brand Michigan's training areas as the National All-Domain Warfighting Center (NADWC), a premier destination for innovation and training. (OPR: MING Director of the Joint Staff)

End State: By 2026, the Department of Defense, and the Defense Industry recognizes the National All-Domain Warfighting Center as a premier location for Joint All-Domain Operations (JADO) training and industry innovation.

Key Outcomes:

- 2.1.1. (MI ANG) 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.
- Near (01 January 2022) Define all necessary airspace changes; gain support from effected communities.
 - Mid (01 January 2024) Establish a MING training area with airspace that accommodates open-air jamming, micro-UAS operations, low orbit satellite launch, and FAA testing.
 - Far (30 September 2026) Redefine MING special use airspace with the FAA to include:
 - Create low-level visual route vicinity Alpena.
 - New low-medium altitude MOAs around R4201 and up the western border of Pike West MOA.
 - New low altitude MOA underneath current Steelhead MOA.
 - Change Ceiling of R4201B from 9000 to 23000 feet MSL.
 - Internal borders of contiguous MOAs realign to allow seamless training above/below 18000 feet MSL.
- 2.1.2. (MIARNG) By 2028, modernize GAAF to support training up to an eCAB(-) and strategic airlift/power projection.
- Near (01 June 2021) Complete an Airfield Development Plan (ADP) for GAAF that diagrams and de-conflicts future modernization requirements.
 - Mid (01 January 2026) Achieve necessary federal or state funding for required

Airfield Construction.

- Far (01 January 2028) Expand GAAF capability to include life support for up to an eCAB(-). Improve runway and airfield infrastructure to accommodate strategic airlift/railhead power projection.

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

- Near (01 June 2021) MIARNG enters agreement to combine tracked, armor, and new weapons systems at MATES, and grows supporting full-time manning and equipment expertise.
- Mid (01 January 2026) MATES reaches capacity with pooled equipment, providing an adequately resourced and experienced maintenance support staff.

2.1.4. (DMVA) By 2026, DMVA brands MING's network of training areas establishing Michigan as the first choice for JADO training and innovation.

- **COMPLETE:** Near (01 March 2021) Establish a proper, ethical process for the defense industry to use the National All-Domain Warfighting Center for testing, resulting in additional funding that resources further training installation modernization.
- **COMPLETE:** Mid (01 January 2023) Market MING's unique training capability (micro-UAS, low-orbit satellite, directed energy) to military and industry partners.
- Far (2026) Michigan becomes a FORSCOM directed training location for JADO validation.

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

The National All-Domain Warfare Center's (NADWC) training airspace in Michigan provides one of the most capable air/ground integration sites in the nation. However, the configuration requires lateral and vertical expansion of restricted areas to support flight training in a contested, degraded, and operationally limited environment. Through state and federal collaboration, Michigan establishes airspace and training areas that meet growing DoD demand for training locations capable of open-air jamming (communications, radar, and GPS), UAS operations (such as swarming/micro-UAS operations), and low-orbit satellite launch/recovery.

Grayling Army Airfield Capabilities

Grayling Army Airfield (GAAF) is critical both as an enabler for JADO training at Camp Grayling and as a power projection platform. As the Army analyzes airfields for retention and divestiture, the DMVA maintains GAAF and expands its capability to accommodate JADO training. Priorities include adding safety measures such as automated range information, radar, a precision approach, and firefighting capability. The runway and ramp must accommodate strategic airlift/railhead and UAS operations, and ramp/tie-down ramp space for an eCAB(-). Infrastructure improvements, such as a maintenance hangar, UAS facility, flight operations building, and life-support are required to support surge capacity of up to an eCAB(-).

Range Capability

Michigan expands and modernizes its training installations to integrate long-range fires, live-AAR targets, electronic warfare (EW), offensive and defensive cyber operations, and directed energy systems. As MING develops and engineers new training ranges, they must meet the expected exponential modernization that will accompany JADO. This includes range capacity/size as well as setting conditions for future weapons systems by providing a mobile or grid power system of supporting directed energy weapons.

Synthetic Training Capacity

Synthetic training allows Commanders to increase repetitions and virtually integrate all domains in a realistic FOE. Installations must set conditions that enable synthetic training capabilities by expanding dedicated simulations infrastructure and the supporting data/network capacity. In addition to the augmented reality environment critical for JADO training, a closed cyber training system that accommodates cyber defense and cyberwar is equally significant. Expanding physical and network capability at “Griffinville,” the Michigan Cyber “merit” Range in Camp Grayling, provides an unclassified, network-accessible cyber training platform.

Maintenance Support

Setting conditions that make Michigan an obvious choice for training and innovation include providing pooled equipment and diverse maintenance support. The Maneuver Area Training Equipment Site (MATES) at Camp Grayling is an under-utilized asset that sets Michigan apart. Michigan must seek a diverse array of pooled equipment at MATES, which decreases transportation costs and increases full-time manning and resourcing. Stationing a variety of equipment types (tracked, armor, weapons systems) increases the technical expertise of the MATES full-time staff, and sets conditions to support various training audiences and industry testing.

OBJ 2.2: Position Michigan as the ideal location for veterans and their families to choose to live, work, raise a family, and retire. (OPR: Director MVAA)

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:

- 2.2.1. (MVAA) By 2026, Michigan establishes a program to attract veterans and transitioning service-members to Michigan.
- Near (ongoing) Establish relationships with targeted transition points through trainings, hiring events, and social media presence, including maintaining the Why Michigan? Talent Attract Team.
 - Near (Ongoing, commencing Oct 1, 2020) Develop and implement a process to assign a Volunteer Mentor through MVAA’s Veteran Mentorship Initiative to support transitioning service members and their families to Michigan.
 - (Annually, commencing in Oct 2020) Create a targeted advertising campaign focused on the key areas identified above that develops awareness of Michigan’s achievements, opportunities, and services that encourage veterans, transitioning service members, and their spouses to relocate to Michigan.
 - Mid (Oct 1, 2024) Develop partnerships with organizations to implement a women veteran health transition training program.

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.

Developing programs and policies that support current Michigan veterans create an environment by which veterans from other states and those transitioning from the military choose Michigan. Improving partnerships to develop a coordinated approach supports transitioning service members and increases the number of veterans relocating to Michigan. This strategy creates a thriving environment, demonstrating that Michigan is a top 1/3 state in economic (taxes, jobs, entrepreneurship), quality of life (homelessness, veteran support), and health care indicators (veteran treatment courts, veteran suicide rate) as identified in the MVAA plan, Appendix D. The MVAA recognizes veteran-friendly communities and works to achieve these key indicators through its Veteran-Friendly Community program. Additionally, the DMVA builds awareness across the country about its programs and highlights how veterans can thrive in Michigan. By fostering relationships with military transition points nationwide, DMVA can showcase Michigan as a top state for education, employment, health and welfare, and quality of life to transitioning service members and their families.

OBJ 2.3: Partner with MDC to market DMVA assets, obtain new missions, and obtain additional resources. (OPR: DMVA Chief of Staff)

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

Key Outcomes:

2.3.1. (DMVA) 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.

- **COMPLETE:** Near (01 September 2020) MIARNG, MI ANG, and MDC identify and capture modern force structure/mission complementary to Michigan for consideration on the Force Structure Strategic Plan/AF Strategic Basing Plan.
- Near (01 July 2021) Attract DHS Air Domain Awareness testing/demonstration for Urban and Maritime conditions in Michigan and leverage MDC to capitalize on opportunities.
- Mid (01 January 2023) Expand MING operations to include a partnership with Customs & Border Patrol (CBP) to assist in protecting the Northern Border.
- Mid (01 December 2023) Establish legal co-use/joint-use of MING facilities and security forces as requested for future space launches to set conditions for space initiatives or force structure.

2.3.2. **COMPLETE:** (State Ops) By 2021, DMVA in partnership with MDC, connects

Michigan's elected officials, advocates, and professional military organizations to achieve shared understanding and collaboration.

- 2.3.3. (State Operations) By 2023, maximize Michigan's state legislature and congressional delegation's influence and support for the DMVA.
- Near (1 March 2021) Establish state legislature and congressional delegation (CODEL) program. Develop a consolidated list of state and congressional priorities before each budget cycle.
 - Mid (2020-2023) Congressional delegations and the state legislature seek DMVA input to budgetary processes.
 - Mid (2020 and beyond) Delegations find additional resources for DMVA facilities and operations in the budgetary process. Congressional delegations advocate for additional defense missions for the State of Michigan.
- 2.3.4. (State Operations, MIARNG, MI ANG) By 2025, DMVA invests State resources to enhance DMVA facilities and Defense missions.
- Near (31 December 2021) Secure additional State resources to improve MING facilities.
 - Mid (2022-2025) Leverage innovative P3 to enhance DMVA facilities and to heighten facility energy resilience.
 - Far (2025+) Base Realignment and Closure (BRAC) proof Michigan's DMVA installations.
 - Far (2025+) Position MING facilities for next-generation systems and missions.

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 testing, 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.

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. To synchronize efforts, nested strategic objectives are written into both updates to this plan and the MDC's future "Protect and Grow" Strategic Plan. This partnership increases resourcing for the DVMA and supports the Governor's priority of economic development in Michigan.

OBJ 2.4: Obtain enduring resourcing for Northern Strike as the exercise arm of the National All –Domain Warfare Center (NADWC) building collective training event for the Department of Defense. (OPR: Director of the Joint Staff)

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:

- 2.4.1. (MIARNG) By 2027, move Northern Strike through the HQDA requirement validation process leading to funding provided in the Army POM (FY22-26).
- Near (01 September 2019) Obtain ARNG G3 sponsorship leading to the introduction and TT-PEG approval of Northern Strike as an emerging ARNG readiness requirement.
 - Mid (01 January 2020-2022) Balance the program - execute and adjust requirement programming to achieve training enterprise balance - interim phase funded outside of POM.
 - Far (01 January 2022-2027) Execute training event within POM cycle; adjust and balance program as required; Achieve POM 2023-2027 inclusion.
- 2.4.2. (MIARNG, MI ANG) By 2022, receive Air Force JNTC Exercise Certification, CGMTC Joint Certification (COMPLETE), and ANG Exercise re-Certification.
- Near (01 October 2021) Obtain ANG A3 sponsorship and present Northern Strike to the J-7 JNTC corporate board resulting in Army accreditation.
 - Near (01 October 2021) 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.
 - **COMPLETE:** Mid (01 October 2021) Certify Camp Grayling as a Joint Maneuver Training Center (JMTC).
 - Far (01 October 2022) Achieve Air re-certification and increased JNTC funding associated with training event modernization for the FOE.

- 2.4.3. (DMVA, MIARNG, MI ANG) By 2022, Develop a Joint manning, equipping, and training solution for an enduring Operations Control Group.
- Near (01 October 2021) Develop 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.
 - Mid (01 October 2022) Achieve full operating capability within established Operations Control Group force structure.
- 2.4.4. (MIARNG, MI ANG) By 2023, complete execution of Northern Strike within synchronized ARNG and ANG training strategies.
- Near (01 June 2021) Through the 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.
 - Near (01 June 2021) Through the 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.
 - Mid (01 August 2021-2023) Execute Northern Strike with predictable and recurring task organization (by capability).
- 2.4.5. (DMVA, MIARNG, MI ANG) 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.
- Near (01 June 2021) 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. Include (not limited to) the following:
 - US Army Futures Command's "Quarterback" initiative.
 - Low-earth orbit satellite incorporation.
 - Cross-domain fires within Lake Huron live fire area.
 - Offensive and defensive cyber teams.
 - Replication of varied electronic warfare signatures.
 - Mid (01 August 2022) Execute Northern Strike with a constructive environment connected to an adjacent training event.
 - Mid (01 August 2022) Market and execute the first All-Domain rotation of Northern Strike.

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. For example, Army National Guard Infantry Brigade Combat Teams (IBCTs), with their organic Direct Support (DS) Field Artillery Battalions, merge with aligned Air National Guard Air Support Operations Squadrons (ASOS) and utilize Close air Support (CAS) to practice fires integration at echelons from the tactical to the operational levels. 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. Together, this backbone provides a construct in which several forms of convergence require commanders to develop solutions in multiple domains. Within this exists the essential and unalterable core of Northern Strike: A maneuver commander, JFO, and JTAC working in unison to deliver effects in a decisive action environment. Critical to accomplishing this is capitalizing on Camp Grayling (maneuver and air space) and Alpena CRTC to create live, virtual, and constructive integration environments. Northern Strike connects these layers by synchronizing command and control assets to enable the prerequisites for effective joint fire support, 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. Together, this backbone provides a construct in which several forms of convergence require commanders to develop solutions in multiple domains.

STRATEGIC GOAL 3 (SG3):

DEVELOP MEANINGFUL ADVOCATES AND 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)

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.

- Near (01 June 2021) MING leadership publishes guidance that encourages local outreach in communities and schools and sets a priority for the location and type of activities that best achieve DMVA goals.
- Near (01 June 2021) DMVA expands legal access to recruit in all Michigan K-12 Public Schools.
- Near (01 June 2021) MVAA manages the Veteran Speakers Bureau to share veteran experiences in schools.
- Mid (01 January 2023) State Operations grows the number of completed Youth Challenge applications to (217) per cycle for optimal screening and selection of 156 candidates.
- Mid (01 January 2023) Students who participate in Michigan's STARBASE program achieve increased positive opinions of military career options, as measured by the student survey.
- Mid (01 January 2025) All branches increase accessions to meet department staffing requirements.

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. MVAA manages the Veteran Speakers Bureau to share veteran experiences in schools. Together, this advocacy increases Youth Challenge and STARBASE participation, improves MING recruiting, and results in military-friendly communities.

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.
 - Advocates in schools connect "At-Risk" youth with DMVA's Youth Challenge program to allow them the opportunity to earn their diploma, and the Job Challenge program to gain marketable job training.
 - DMVA's Applicant Training Improvement Program (ATIP) connects students with test-taking barriers to improve Armed Services Vocational Aptitude Battery (ASVAB) scores to help qualify for military service.
 - DMVA connects high-achieving students with aviation, medical, cyber, or leadership opportunities.

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, Cyber, and Medical programs.

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)

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.

- Near (01 October 2021) All state agencies coordinate veteran’s services/programs through the MVAA via strengthened partnerships.
- Near (01 October 2021) Provide a federal and state benefits check-up to all transitioning MING and reserve members in Michigan.
- Mid (01 October 2024 and ongoing) Establish data-sharing agreements with applicable federal, state, and county departments to improve the sharing of veteran-specific benefit and resource-related information with the veteran population.
- Far (1 October 2028) Implement programs, policies, and legislation that establishes Michigan a top 1/3 state.

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. By establishing seamless partnerships, Michigan DMVA enables a clearly defined network of support ready to assist veterans and their families in an integrated manner invisible to the end-user. This requires a collaborative effort of all of its partners at the local, State, and federal levels, including but not limited to Veteran Community Action Teams (VCATs), county government, other State agencies, federal agencies, and non-profits.

The MVAA strengthens existing partnerships at the federal/national level to improve coordination of services statewide. These include agencies such as the US Department of Veterans Affairs (USDVA), US Department of Labor, other states, and national level organizations. The USDVA provides health care, homelessness services, and more to Michigan’s veterans. MVAA must maintain strong relationships and coordinate activities

within the state for the greatest level of effectiveness. 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. This approach connects with other federal agencies and national partners that support veteran programs in Michigan. MVAA advocates on behalf of Michigan veterans at the federal level and is a key partner in the delivery of veteran services.

At the state level, there are multiple agencies providing services to veterans. These agencies must work with MVAA to coordinate services and ensure there is “no wrong door.” MVAA is an aggregator of resources and maps out how these resources interact and can best achieve the goals of Michigan’s veterans. Veteran activities between state agencies must be coordinated with the MVAA, connecting all components to ensure the seamless delivery of services. The MVAA website (www.michiganveterans.com) and Michigan Veteran Resource Service Center (MVRSC), 800-MICH-VET, are the single point of contact and central “web” that assists veterans with connecting with all state resources, regardless of the agency. MVAA provides the coordination and connection in all pillars throughout state government in education, employment, health and welfare, and quality of life.

At the local level, MVAA works with counties to connect with veterans and provide them services in the communities in which they live. This extends to work with non-profits, employers, educational institutions, veteran service organizations, Veteran Community Action Teams (VCATs) and more. By working at the community, local, state, and federal level, MVAA coordinates a full wrap-around of 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.

Through this objective, the MVAA develops a comprehensive network of support and addresses gaps in service. This requires identifying opportunities for process improvement and developing interagency data-sharing agreements, policies, procedures, and standards to improve services to Michigan’s veterans. DMVA identifies areas where additional programming and support is needed and seeks opportunities to fill those gaps. This objective puts the building blocks in place to develop Michigan as a top 1/3 state for key economic, quality of life, and health care indicators as identified within the MVAA plan, Appendix D.

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

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. (MVAA, MIARNG, MI ANG) By 2029, Veterans, MING members, Reservists, and their spouses and dependents have access to comprehensive educational opportunities in Michigan.
- Near (01 October 2021) Expand MING Tuition Assistance Program (MINGSTAP) to cover “full tuition” and transferability of benefits to spouses and dependents.
 - Mid (01 October 2023) Grow the Veteran-Friendly Schools program to over 85 actively participating schools with at least 75% Gold-level schools.
 - Mid (01 October 2025) The MVAA state database for military-credit equivalencies has direct credits established at a minimum of two schools for each of the top 15 high-demand career area.
- 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.
- Mid (01 October 2023) MVAA develops career maps and plans that will provide veterans with personalized skills assessments, integrating military experience, educational opportunities, and career readiness guidelines.
 - Mid (01 November 2025) MVAA establishes a military/veteran spouse employment program within the Veteran-Friendly Employer program.
 - Far (01 October 2030) MVAA has a comprehensive network of 1000 trained employers actively working together to recruit, hire, and retain veterans, MING members, and Reservists through the Veteran-Friendly Employer program.
- 3.3.3. (MVAA) By 2030, Michigan has a robust military and veteran entrepreneurship program.
- Mid (01 October 2023) MVAA establishes or partners with organizations that facilitate entrepreneurship training programs for veterans.
 - Mid (01 October 2025) MVAA drafts legislation on a capital access program to stimulate Michigan veteran entrepreneurship.
 - Far (01 October 2030) MVAA develops policies, partnerships and grants for entrepreneurial growth and development, to include training on the understanding of the federal and state bidding processes.

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. This objective is another building block in developing Michigan as a top 1/3 state for key economic, quality of life, and health care indicators, as identified in the MVAA plan, Appendix D.

The DMVA synchronizes MING's tuition assistance programs with Michigan's initiatives for state-wide college and technical certifications. This effort includes expansion of MINGSTAP benefits to "full tuition" and brands Michigan as the best in the Nation, to maintain a competitive recruiting advantage. 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.

A robust Veteran-Friendly Employer program, the National Veteran Workforce Development Conference, and focused licensing and credentialing efforts demonstrate Michigan as a leader in the veteran workforce space. 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. This includes the creation of opportunities for MING members and veterans through supplemental programs like the Guard Reserve Interview Promise (GRIP) and the Michigan Military Medic and Corpsman program. DMVA partners with state associations, inter-governmental agencies and professional organizations to expand Michigan's licensing, credentialing and reciprocity agreements for service members, veterans and their spouses to facilitate a rapid transition to civilian employment within the state of Michigan.

Michigan implements veteran entrepreneurship programs that make Michigan a "Top 1/3" state to start and grow a business for MING, veterans and Military Spouses. DMVA implements enhanced training in each economic development region and integrates leading veteran entrepreneurship program into existing entrepreneurship ecosystem. Meanwhile, DMVA works with the executive office and policymakers to enhance tax incentives for Michigan veteran businesses, promotes and celebrates veteran small businesses, enhances access to the state government and corporate contracting opportunities, and develops creative capital options for veteran-owned businesses.

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)

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. (MIARNG, MI ANG, State Ops) By 2022, DMVA partners with MSP to increase emergency preparedness in Michigan.

- Near (Annually) DMVA resources and executes annual DOMOPS exercise (Northern Exposure) in coordination with Michigan's State-Wide Exercise to rehearse and validate timely DOMOPS response.
- Near (01 January 2022) DMVA refines and exercises an effective COOP, develops risk assessments for specific scenarios, and integrates with the MSP emergency management plan to rehearse departmental capabilities when an alternate headquarters location is necessary.
- Mid (01 January 2023) Fully integrate the Michigan Volunteer Defense Force (MVDF) into emergency response plans and DOMOPS partnership activities.

3.4.2. (MIARNG, MI ANG) By 2022, DMVA increases DOMOPS resource visibility among partners within the department, state, and nation.

- Near (01 June 2021) DMVA establishes mobilization efficiencies by developing and publishing pre-coordinated Mission Ready Packages (MRPs).
- Near (01 January 2022) DMVA increases capacity for regional DOMOPS response through coordinated EMAC/MEMAC planning with MSP and FEMA emergency planners.

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).

Michigan, our FEMA Region V Partners, and other States facing emergencies rely on DMVA to respond to a broad range of circumstances including all-hazard emergencies, natural, man-made, and technological threats, and national security emergencies. Through coordinated planning, MING increases regional response capacity through reciprocal Emergency Management Assistance Compacts (EMAC) and Michigan Emergency Management Assistance Compacts (MEMACs). This coordination assures timely and adequate emergency response for Michigan and our regional partners.

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

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. (DMVA, MIARNG, MI ANG, J5) By 2022, DMVA refines partnership priorities, identifies partner requirements outside of MING core functions, and develops opportunities to increase state participation in each program.
- Near (Annually) Conduct a joint Bilateral Affairs Officer and State Partnership Program (SPP) / Security Cooperation Division (SCD) review to ensure strategic alignment of DMVA, Combatant Command (COCOM), and partner state readiness priorities.
 - Near (Annually) 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.
 - Near (01 May 2021) Identify and develop partnership opportunities within the state that assist in filling capability/requirement gaps to include the following (not limited to):
 - The University of Michigan's Society of Women Engineers (U-M-SWE) and the Excellence in Higher Education for Liberian Development (EHELD) programs to facilitate current and develop additional women in defense initiatives in Liberia.
 - A Michigan hospital or academic institution to focus on prevention and screening for infectious diseases within Liberia's hospital initiative.
 - A Michigan academic institution to focus on Liberian English-language training.
 - MAAA to expand post-service/post-deployment support programs for Latvia and Liberia.
 - MSP to assist the Liberian National Police in the development of emergency management expertise within Liberia's peacekeeping initiatives.
- 3.5.2. (DMVA, MIARNG, MI ANG) By 2022, DMVA establishes habitual unit alignments and develops multinational broadening opportunities that foster relationships and enhance mutual readiness building events.
- Near (Annually) Identify and align units and staff to Latvia, Liberia, and USVI based on partnership needs and unit readiness cycles.
 - Near (Annually) Identify opportunities for co-deployments, define the process required for execution, and develop a plan for integration within known sourcing (where applicable).
 - Mid (01 June 2021) Develop and obtain Military Personnel Exchange Program (MPEP) approval for bilateral exchanges of military personnel (Officer/NCO) with Latvia and Liberia.
 - Mid (01 October 2021) Execute initial exchanges: 12-24 Months (goal).

- 3.5.3. (DMVA, MIARNG, MI ANG) By 2022, 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.
- Near (01 June 2021) Identify and develop partnership activities focused on advancing Liberian engineering capabilities (Vertical/Horizontal/Sapper).
 - Near (01 June 2021) Increase MING NCO integration within Liberian NCO Academy.
 - Mid (01 June 2021) Identify and develop partnership activities focused on advancing peacekeeping capabilities and assist in the development of a Liberian Peacekeeping Center.
- 3.5.4. (DMVA, MIARNG, MI ANG) By 2022, 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).
- Near (Annually) Develop branch-specific training activities to advance the current military decision-making process (MDMP) events.
 - Near (Annually) Develop partnership events that enable Latvia's establishment of an internal designated marksmanship program.
 - **COMPLETE:** Near (01 October 2020) Focus MI ANG events to facilitate airfield certification and increase cyber capabilities.
 - Mid (01 June 2021) Broaden participation within Northern Strike to include enabling/specialized units and staff integration at echelon.
 - Mid (01 June 2021) Develop remote integration capability to connect Latvia to Northern Strike virtually during execution phases .
 - Mid (01 June 2021) Increase the scope of JTAC/JFO sustainment program to include multinational elements residing in Latvia as a part of NATO's Multinational Division-North.
 - Mid (01 October 2021) Develop CCSD activities focused on increasing DSCA capabilities and OC/T development.
- 3.5.5. (DMVA, MIARNG, MI ANG) By 2024, the Virgin Islands National Guard (VING) sustains an institutionalized DOMOPS capability and proficient rotary-wing aviation program.
- **COMPLETE:** Near (01 January 2020) Develop and begin execution of VING partnership activities focused on broadening foundational DOMOPS capabilities within "essential 10" requirements.
 - Near (01 June 2021) MIARNG resourcing requirements for the USVI rotary-wing mentorship program are projected through completion and approved for ARNG funding.
 - Mid (01 October 2022) Integrate VING within DOMOPS collective training event (Northern Exposure or other) to validate capability and identify shortfalls in both the MING and VING.
 - Mid (01 January 2024) MIARNG – VIARNG aviation mentorship program

complete; aircraft re-stationed in USVI.

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.
 - Identify new ways to integrate (school attendance, staff participation in Northern Strike, OC/T integration) our forces and develop mutual/shared deployment options.
 - Address capability gaps associated with Indirect Fires, Engineers, and increase integration in Northern Strike (live & virtual).
 - Assist Latvia in achieving the designation as host/focus nation for Saber Strike '20 and Defender '22.
- Promote Military Professionalism.
 - Develop additional relationships that increase cyber protection capabilities, to include a cyber defense unit and cyber working group.
 - Develop designated marksman program and train the trainer programs through Critical Combat Skills Development (CCSD).
- Assist in Building Tactical Air and Land Capabilities.
 - Increase airspace management and airbase operations training integration.
 - Increase focus on range management, air-ground integration, JTAC and JFO capacity, and sustainment programs.
- Champion Inter-Agency and Inter-Governmental Capabilities.
 - Increase CBRNE and HAZMAT emergency management integration.

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.
 - Garner support from Michigan's medical enterprise to enable the construction, staffing, and operations of new AFL Hospital NLT 2024.
 - Expand capabilities to prevent disease through medical TCTs focused on medical screening starting in 2021.

- Engineering.
 - Grow staff/exercise planning capability so the AFL is capable of hosting Upward Minuteman state partner exercise in Liberia NLT 2025.
 - Create survivability proficiency (counter-IED/shelters/bunkers) to expand AFL's participation in the MINUSMA to include engineering NLT 2024.
 - Expand project/facilities management capabilities so that the AFL can independently manage construction and maintenance projects by 2023.
 - Support staffing, recruitment, and training for an additional AFL Engineering BN NLT 2025.
- Peacekeeping.
 - Expand AFL proficiency and capacity to internally train on military police missions of patrol, traffic control, and cordon & search NLT 2024.
 - Build proficiency in base defense and quick-reaction force NLT 2024, to set conditions for expanding AFL support to MINUSMA.
 - Expand Liberian Armed Forces Training Center, including a regional Peace Keeping Center.
 - Partner with Michigan State Police to expand Liberia's capacity to manage civil disturbance independently by 2026.

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.
 - Rebuilding VING aviation program in Michigan pending the construction of a new AASF.
 - Re-establish a safe, successful, and sustainable aviation program.
- Core Staff Processes.
 - Establish capacity to build and maintain VING facilities.
 - Grow capability to manage financial programs and conduct contracting.
 - Establish logistics, personnel, facility and training process development that result in VING achieving improved readiness for domestic and deployment operations.
 - Establish core processes to improve VING readiness as measured by Army and Air Force systems of record (USR/UAT) to achieve improved readiness.

STRATEGIC GOAL 4 (SG4):

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 4.1: 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)

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:

- 4.1.1. (All DMVA Branches) By 2025, DMVA increases diversity at all levels within branches to closely match local communities and Michigan demographics.
- Near (01 August 2021) Publish branch-specific, actionable plans to address diversity disparities with increased diversity as a measure of annual progress.
 - Mid (30 September 2023) Branches achieve or exceed national gender and cultural diversity averages, based on specific service type (ARNG, ANG, State Employee).
- 4.1.2. (All DMVA Branches) By 2023, DMVA team-members define the workplace environment as safe, respectful, and inclusive as measured by employee surveys.
- **COMPLETE:** Near (01 January 2021) Branches track substantiated non-compliance complaints (discrimination, harassment, assault) as a measure of effective leadership/disciplinary policies, with branch-specific policies that effectively eliminate substantiated complaints.
 - Near (01 October 2021) All Branches measure respect and inclusion as part of branch-specific command climate/employee engagement surveys to set a baseline and repeat not less than every 24 months.
 - Mid (01 October 2023) 80% of all employees report the DMVA workplace environment as safe, respectful, and inclusive on employee surveys.

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.

OBJ 4.2: 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: DMVA Personnel Functional Group)

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

Key Outcomes:

- 4.2.1. (All DMVA Branches) By 2025, DMVA branches initiate and execute talent management plans that foster career management and recognition as a function of performance.
- Near (01 August 2021) Implement enduring branch-specific talent management plans that provide a clear career path, encourage broadening and education, and reward both teamwork and individual effectiveness. Employee surveys include career management evaluations.
 - Near (01 October 2021) Enforce timely and accurate completion of performance evaluations across the department, to include a focus on servant leadership. Performance informs career management and recognition. Branches achieve and sustain 90% on-time performance evaluations.
 - Mid (01 October 2023) DMVA formalizes a degree/credentialing program for the civilian workforce that provides a certification path for highly technical or hard-to-fill positions across the department.
 - Mid (30 September 2025) 80% of employee surveys indicate that they have an effective career management plan that includes professional development and performance recognition.

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.

Talent management in the DMVA creates career paths that develop employees for internal growth and enables the pursuit of opportunities outside of the department, leading to advocacy for the DMVA as a workplace of choice.

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.

Recognition is an integral component of talent management and directly contributes to the retention of high performing team members. Across the department, there are numerous ways to recognize performance excellence. Managers will identify and appropriately reward branch and individual excellence within established standards.

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.

OBJ 4.3: 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)

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

Key Outcomes:

- 4.3.1. (All DMVA Branches) By 2025, DMVA achieves a safety-conscious culture that provides a safe and healthy work environment across the department.
- Near (01 May 2021) All branches establish a reporting mechanism (such as a safety survey) that provides employees an opportunity to provide safety-related input. Branches measure employee participation and analyze results to focus safety training and policy.
 - Mid (01 January 2022) DMVA branches achieve compliance on all safety-related external inspections.
 - Mid (01 January 2025) DMVA experiences no serious work-related injuries, as defined by branch-specific safety regulations.
- 4.3.2. (All DMVA Branches) By 2023, DMVA achieves a culture that provides a healthy work/life balance for team members, as defined by employee surveys.
- Near (01 October 2021) Branch leadership sets or adopts a policy that results in improved employee wellness and work/life balance. All Branches measure employee wellness and work/life balance as part of branch-specific command climate/employee engagement surveys to set baseline and repeat not less than every 24 months.

- Mid (01 October 2023) 80% of employees report that they are satisfied with employee wellness and work/life balance results as reported in surveys.

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 provides assistance to team members in need, resulting in improved employee wellness and work/life balance.

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)

End State: By 2021, department-wide shared understanding and collaboration enables synchronized execution of the DMVA Strategic Plan.

Key Outcomes:

- 5.1.1. (DMVA Executive Staff) By April 2021, DMVA establishes a Department Executive Staff to synchronize and coordinate branch and functional area initiatives.
 - Near (01 April 2021) Publish Terms of Reference (ToR) outlining permissions and authorities of the DES.
 - Near (01 April 2021) Establish departmental working groups/committees for all current strategic initiatives. Publish charters and business rules for each functional working group.
- 5.1.2. (DMVA Executive Staff) By the end of 2021, DMVA establishes a standardized reporting structure and process to facilitate timely information sharing throughout the department.
 - **COMPLETE:** Near (01 September 2019) Publish DMVA Director-approved, branch-specific immediate/critical reporting requirements and processes.
 - Near (01 May 2021) Respond to all Congressional Inquiries within ten days with an accurate and complete reply.
- 5.1.3. (DMVA Executive Staff) By end of 2021, 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.
 - Near (31 December 2021) Remove communication technology barriers between all branches of DMVA, including email/phone/required website access.

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.
 - Budget
 - Facilities
 - Personnel
 - Knowledge Management
- 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.
 - Personnel
 - Operations & Exercises
 - Plans
 - Logistics
- 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.
 - Strategic Plans & Initiatives Group
 - Director's Initiatives Group
 - Strategic Engagement Team (Legislative Liaison, PAO, Protocol Officer)
 - Inspector General
 - Legal Advisor
 - Senior Army Advisor
 - Safety
 - Equal Opportunity
 - Sexual Assault Response Coordinator

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.

The DES Senior Executive Team meets weekly and provides the Director a critical conduit to and from units, facilities, and employees throughout the state. Functional area leaders and select personal/special staff also attend at the Director's discretion. Each attendee provides the team with an update specific to their branch, functional area, or capability as defined in the ToR and in accordance with COP development procedures. As required, the Senior Executive Team establishes additional working groups and involves subject matter experts from branches to address initiatives or gaps (Strategic Communications, Knowledge Management, Information/Technology, Recruitment/Retention, Partnerships, Emergency Assistance for MING members/veterans, and Education).

Internal to each branch, directors/ATAGs must align their staff to achieve DMVA strategic goals within established staffing guidelines. Human Resource sections maximize efficiencies, reduce redundancy, and match staffing to the priorities outlined in this strategic plan. Further, setting conditions for increased collaboration and efficiency requires consideration of potential relocation of the MVAA to the DMVA Headquarters campus. Branch directors must also identify reporting requirements (negative press, death of an employee/member, serious accident) for DMVA Director approval, and develop processes that provide departmental leadership timely and accurate information.

Systems-based technology varies between branches and hinders communication. The diverse structure of state and federal staff adds complexity to the technological framework and communication barriers. Per Executive Order (EO) 2016-24, DMVA is part of a statewide enterprise for an Enterprise Information Management Program to streamline technology, improve data management, and provide optimal security resources. Developing innovative ways to remove these communication barriers is critical to achieving the collaboration and understanding sought by this objective.

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

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:** (All DMVA Branches): By 2020, DMVA increases resources in support of the strategic plan and DMVA executes 100% of allocated state/federal funding.

- **COMPLETE:** Near (30 September 2019) Execute 100% of allocated state and federal funding in the current FY and sustain annually.
- **COMPLETE:** Near (01 October 2019) Establish a recurring departmental budget request review process with branch leadership and legislative liaisons to coordinate requests within the department and with state and federal priorities. An additional output of this recurring meeting is a list of budget priorities that requests advocacy and strategic communications.
- **COMPLETE::** Near (01 December 2019) Establish a process to share budget-execution capabilities (such as purchasing / contracting) among branches.
- **COMPLETE::** Near (01 October 2020) Resource branch-level budget-execution staff to set conditions for budget execution and contracting.

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

- **Mid (01 January 2023)** DMVA achieves and sustains \geq \$3 million of additional resourcing through P3, grants, or other non-governmental and community support.
- **Mid (01 October 2025)** DMVA achieves and sustains \geq \$5 million of additional resourcing through P3, grants, or other non-governmental and community support.

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).

Three actions associated with fiscal processes maximize resourcing in support of DMVA objectives: nested long-term planning, efficient and transparent execution of allocated resources, and gaining additional resources through grants and Public-Private Partnerships (P3). The DMVA must conduct fiscal planning in a coordinated, disciplined, and proactive manner across branches. Requests must support DMVA objectives and

remain consistent between federal and state funding, and Michigan's Capital Outlay appropriation. Resourcing requests are analyzed across the department and prioritized based on which requests require advocacy and strategic communication.

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.

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

End State: By spring of 2021, 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 2021, DMVA strategic communication capacity built.

- Near (01 April 2021) Establish standing Strategic Communication Work Group in support of and subordinate to the Committee; the work group is comprised of branch public affairs, communications, recruiting and retention, and marketing/branding teams (as applicable).
- Near (30 September 2021) Operationalize the 126 Press Camp to execute Communication's Plan.

5.3.2. (All DMVA Branches) By April 2021 branches synchronize and execute department-wide Strategic Messaging.

- Near (01 April 2021) Publish DMVA Director-approved Strategic Communication Plan annually. Update semi-annually and include escalation criteria for crisis messaging.
- Near (01 April 2021) Identify key influencers and designate personnel to communicate departmental messages in the strategic communication plan.

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.

The strategic engagement team creates implementation plans that cross traditional and social media outlets, address branch specific marketing/branding efforts, and include key leader engagements and community events. Through varied outlets, the DMVA responds to unplanned opportunities to tell the DMVA story locally, nationally, and globally. Strategic Communications plans must be transparent and actionable by team members to ensure the department speaks with one voice.

STRATEGIC GOAL 6 (SG6):

STRATEGIC INITIATIVES

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 6.1: 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:

- 6.1.1. (MIARNG, MI ANG) By 2030, achieve utility resilience of all MING training installations to reduce operating costs while increasing emergency response capability and protecting the environment.
- Near (01 June 2021) Conduct utility risk assessment identifying the highest risks to critical operations and identify cost-effective measures to reduce risks, based on the Army "Net Zero Strategy" and Air Force "Energy Flight Plan."
 - Far (01 October 2026) Partner with industry and local communities to increase the use of energy resiliency technologies for critical infrastructure to improve energy security on MING Training Installations.
 - Far (01 January 2030) Optimize utility demand, improve utility management, flexibility, and reliability through initiatives in solar battery, cyber secure micro grids, artificial intelligence, and drones.
- 6.1.2. (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.
- Near (01 June 2021) In partnership with the U.S. Fisheries and Wildlife Service, Fisheries and Habitat Conservation, Michigan DNR, and Michigan EGLE, determine focus areas and goals related to endangered species restoration, migratory birds, invasive species, contaminants cleanup, and wetland restoration on MING training installations.
 - Near (30 December 2021) Document compliance on Integrated Natural Resources Management Plan (INRMP).
 - Mid (30 September 2025) Conduct an internal natural resources self-assessment that addresses DoD's Natural Resources Conservation Metrics, with the following benchmarks:
 - Reduce energy intensity (energy consumed per gross square foot) by 25% (30 September 2025)
 - Reduce reliance on consumption of petroleum fuels for ground fleet by 30% (30 September 2025)

- Mid (30 December 2025) Document compliance on Integrated Natural Resources Management Plan for at least five years.
- Far (01 January 2027) Receive the Military Conservation Partner Award for exceptional conservation of natural resources
- Far (01 January 2029) Receive DoD Environmental Quality Award for protecting Michigan's water.

OBJ 6.2: 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:

- 6.2.1. (DMVA, MIARNG, MI ANG) 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.
- Near (Annually) MIARNG and MI ANG identify modern force structure/mission sets that are complimentary to Michigan's DHSE for consideration on the Force Structure Strategic Plan/AF Strategic Basing.
 - Near (01 May 2021) DMVA connects Michigan's DHSE, elected officials, advocates, and professional military organizations to achieve shared understanding and collaboration.
 - Near (01 July 2021) Execute DHS Air Domain Awareness demonstration and testing in Michigan using a joint team consisting of MI ANG personnel and RQ-7B Shadow assigned to the 37th IBCT Military Intelligence Company.
 - Near (01 December 2022) Grow MING and DHS information-sharing partnership to improve data sharing of critical need-to-know information.
 - Mid (2023) Legislation passed granting T32 authority for National Guard assets to execute operational homeland defense activities at the Northern Border.
 - Mid (2023) Grow MIARNG RQ-7B capability to add and operate sensors required for DHS supported missions.
 - Mid (2024) MING airspace capable of supporting and safely and effectively managing UAS traffic within the Unmanned Aircraft Systems Traffic Management system.
 - Far (2027) MING's network of training areas identified as the first choice for DHS Air Domain Awareness urban and maritime demonstrations, testing, training, and operations.

OBJ 6.3: Leverage DMVA's capabilities, emerging technologies, and defense initiatives to obtain future DoD and defense-related mission sets. (OPR: DMVA Facilities Functional Group)

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 (MI ANG) By 2021 Create an enduring process to evaluate and gain new mission sets in MING.

- Near (01 March 2021) Establish a DMVA Executive Future Mission Working Group to assess and determine the viability of emerging mission opportunities.
- Near (01 January 2022) Annually present emerging strategic initiatives and mission opportunities to DMVA Executive Team for prioritization and resourcing guidance.
- Far (01 January 2022) Achieve 90% or greater success in securing future capabilities.

6.3.2 (MI ANG) By 2027, compete for Space force mission sets.

- Mid (01 December 2023) Align state resources politically and militarily to obtain general space mission.
- Mid (01 December 2023) Align state resources to posture for a Space Intel Squadron.
- Far (01 December 2027) Align state resources to posture for a Space Group (incorporating Cyber, EW, DSC, and elements of Command and Control).

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

- Mid (01 December 2022) Establish a co-use low earth orbit launch control center.
- Far (01 December 2025) Partner with industry to support future satellite launches.

6.3.4 By 2022, add a Total Force Integration (TFI) association to the MI ANG.

- Near (01 April 2020) Advocate and align resources to establish a TFI via the GMAP process.
- Mid (01 October 2022) Secure TFI association for a designated mission set.

6.3.5 (DMVA) 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.

- **COMPETE:** Near (15 July 2020) Establish the NADWC consisting of all training areas included in the full suite of training environments of Camp Grayling Joint Maneuver Training Center and the Alpena Combat Readiness Training Center
- **COMPLETE:** Near (15 September 2020) Establish the KJJADIC in order to provide an opportunity and location for all military members, government, and industry professionals to research, problem solve, and collaborate in direct support of state, national, and Michigan leadership objectives.
- Near (01 April 2021): Publish NADWC Master Plan addressing DOTMLPF-P to

align and achieve tailorable, scalable, cost-effect Live, Virtual, Constructive Operational Training (LVC-OT) environment in Joint All Domain Operations with emphasis on contested and degraded operations, anti-access aerial denial, adversary IADS, EW, UAS, directed energy systems, and high-end cyber and space simulation.

- (2021) Establish Memorandum of Agreement with KJADIC for future innovation projects.
 - (2021) Explore connecting Alpena WarRoom to JADO simulation options such as connecting to ARCNet, Combat Air Forces (CAF) DMON, eXperimental Common Immersive Theater Environment (XCITE), and the Next-Generation Threat System (NGTS).
 - (2021) Explore with NASIC on building synthetic or actual friendly capabilities and OPFOR threats.
 - (2022) Develop roadmap for cyber exercise coordination, creations of a network simulation or test network, and automated attack capabilities for test network.
 - (2022) 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).
 - (2023) Explore assembling deployable remote network kits that provide satellite or cellular connectivity to augment network requirements throughout austere locations within NADWC ranges.
- Near (01 February 2021) Establish working group to assess gaps and capabilities in communication and data infrastructure for NADWC.
 - Near (01 February 2021) Establish working group to assess gaps and capabilities in developing a Michigan Land-Based Maritime Strike Range within the R4207 maritime range box.
 - Near (01 May 2021) Develop roadmap to acquire modern, double-digit targets at the fidelity required to provide positive training to 4th and 5th generation platforms.
 - Near (01 June 2021) Develop partners and firing points for the Land-Based Maritime Strike Range in accordance with FAA approval.
 - Near (01 August 2021) NADWC participates in Project Convergence 2021 and is integrated in ABMS.
 - Near (1 October 2022): Execute Northern Strike using modern, double-digit targets integrated into effective 4th and 5th generation training.
 - Near (1 October 2022): Develop a roadmap to improve NADWC communication and data infrastructure at Alpena CRTC, including:
 - A fully operational all-domain data storage and sharing solution, with access to near-real time and archived data.
 - Expanded LMOC/WarRoom across NADWC critical nodes throughout the MING for mission planning, execution, and debriefing functions, including multi-level security protocols to work with 4th and 5th generation platforms and coalition partners.
 - Required WarRoom improvements to support multi-domain training, such

as Surveillance Intelligence Reconnaissance Information System (SIRIS) and Virtual Multi-Domain Operations Center (vMDOC).

- Near (1 October 2022): Enable connection between CGMTC and Alpena WarRoom to access US Army and USAF simulation networks and to ground forces training instrumentation systems, such as Multiple Integrated Laser Engagement System (MILES) or Home Station Instrumentation System (HITS) at the Combined Arms Collective Training Facility.
- Mid (01 May 2023): Evaluate permanent network requirements and improvements for communication infrastructure at Rogers City.
- Far (01 June 2023) Approval obtained for Land-Based Maritime Strike Range.
- Far (01 August 2024) Land Based Maritime Strike Range reaches full operational capability.

6.3.6 (DMVA) By 2022, DMVA establishes partnerships with INDO-PACOM Combatant Command and their supporting organizations.

- **COMPLETE:** Near (01 November 2020) Establish working group to develop long term strategy to attract INDO-PACOM support to include Multi-Domain Operations, Security Forces Assistance Brigades, and Foreign Military Sales (FMS).
- Near (01 March 2021) Partner with the Multi Domain Task Force and Security Forces Assistance Brigades to bring Project Convergence to Michigan in 2021.
- Near (01 June 2021) Develop long term plan to bring Foreign Military Sales to Michigan and develop long term partnerships within the INDO-PACOM Area of Responsibility.
- Near (01 August 2020) Develop the relationship between INDO-PACOM supporting organizations and ensure the inclusion into Exercise Northern Strike 2021-24.
- Mid (01 June 2023) Bring full suite FMS to Michigan to include M1A2 Abrams Main Battle Tanks, HIMARs, UH60s, and M109A6s.

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

- Near (15 July 2021) Develop the long term strategy for the GE-ER for additional force structure add to the MIARNG.
- Far (01 October 2024) Stationing of the Gray Eagle-Extended Range force structure within the MIARNG.

6.3.8 (MIANG) By 2022, establish Selfridge Air National Guard Base as the premiere training location for partner national 5th Generation Air Craft.

- Near (1 Oct 2021): Coordinate and develop a comprehensive engineering solution to eliminate encroachment concerns on the south end of the runway 19 at Selfridge.
- Near (01 November 2020) Develop the long term strategy to bring partner national 5th generation aircraft to SANGB to include aircraft stationing, maintenance, and training facilities.

- Mid (1 Oct 2023): Gain advocacy and a resource solution to execute construction on M-59 and the airfield environment at Selfridge.
- Far (TBD): Execute construction activity on M-59 and the Selfridge airfield environment to shift taxiways, runway markings, and runway threshold to eliminate encroachment on the south end of Runway 19.
- Mid (01 October 2021) Finalize stationing efforts of partner nation aircraft for future training.
- Far (01 January 2023) Receive first partner nation aircraft at SANGB.

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 in FY21. 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 testing/demonstrations, and Michigan can provide that environment in two of the

required testing areas: Urban and Maritime. As the primary special-use airspace coordinator in Michigan, DMVA is best suited to secure Michigan as a designated testing/demonstration location.

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 draft a detailed plan to operationalize DMVA strategic objectives. The DMVA Strategic Plan will update periodically to ensure we remain postured to realize all

VII. APPENDICES

opportunities to increase our performance and achieve our mission.

Appendices:

- A. DMVA State Operations Campaign Plan**
- B. MIARNG Campaign Plan**
- C. MI ANG Campaign Plan**
- D. MVAA Campaign Plan**
- E. Michigan Veteran Homes Campaign Plan**

ACRONYMS

3MCP– Michigan Military Medic and Corpsman Program
AASF – Army Aviation Support Facility
ACFT – Army Combat Fitness Test
ACRTC – Alpena Combat Readiness Training Center
ACS – Agile Combat Support
ADA – American and Disabilities Act
ADP – Area Development Plan
ADTP – Academic Degree Training Program
AEF – Air Expeditionary Force
AFL – Armed Forces Liberia
AFSC – Air Force Specialty Code
AFWIC – Air Force Warfighting Integration Capability
AGR – Active Guard Reserve
ANG – Air National Guard
ANGRC – Air National Guard Readiness Center
AOG – Air Operations Group
APORA – African Partner Outbreak Response Alliance
APRINT – Army Programs for Individual Training
ARAP – Army Readiness Assessment Program
ARNG – Army National Guard
ASOS – Air Support Operations Squadron
ATAG – Assistant Adjutant General
ATCAA – Air Traffic Control Assigned Airspace
ATIP – Applicant Training Improvement Program
AUSA – Association of the United States Army
BOP – Broadening Opportunity Program
C2 – Command and Control
C4ISR – Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance
CACTF – Combined Army Collective Training Facility
CBP – Customs and Border Protection
CBRNE – Chemical, Biological, Radiological, Nuclear, and Explosive
CoC – Continuums of Care
CCSD – Critical Combat Skills Development
CFMO – Construction Facilities Management Office
CGMTC – Camp Grayling Maneuver Training Center
CMVE – Consortium of Michigan Veteran Educators
COCOM – Combatant Command
COOP – Continuity of Operations Plan
CofS – Chief of Staff
COS – Cyber Operations Squadron
CRTC – Combat Readiness Training Center
CTC – Combat Training Center
CTE – Collective Training Even

DD-214 – Certificate of Release or Discharge from Active Duty
DES – Departmental Executive Staff
DHS – Department of Homeland Security
DHSE – Defense and Homeland Security Enterprise
DiSC – Dominance, Influence, Steadiness, Conscientiousness
DJS – Director of Joint Staff
DMOS-Q – Duty Military Occupational Specialty - Qualification
DMVA – Department of Military and Veteran Affairs
DNR – Department of Natural Resources
DoD – Department of Defense
DOMOPS – Domestic Operations
DOSA – Director of Staff, Air
DRRS – Defense Readiness Reporting System
DSCA – Defense Support to Civil Authorities
DS – Direct Support
DSG – Drill Status Guardsman
DTMB – Department of Technology, Management and Budget
eCAB – Expeditionary Combat Aviation Brigade
EGLE – Environment, Great Lakes, and Energy
EMAC – Emergency Management Assistance Compact
EO – Equal Opportunity
EUCOM – United States European Command
EW – Electronic Warfare
FAA – Federal Aviation Authority
FAB – Field Artillery Brigade
FAC – Family Assistance Center
FCTC – Fort Custer Training Center
FEMA – Federal Emergency Management Agency
FIRO – Force Integration Readiness Officer
FM – Force Management
FMC – Full Mission Capable
FOE – Future Operating Environment
FORSCOM – United States Forces Command
FSA – Force Structure Allowance
FSDST – Force Structure Decision Support Tool
FSSP – Force Structure Strategic Plan
FTSF – Full Time Support Force
FY – Fiscal Year (1 Oct – 30 Sept)
GAAF – Grayling Army Airfield
GCC – Geographic Combatant Command
GFM – Global Force Management
GMAP – Guard Mission Assessment
GRIP – Guard Reserve Interview Promise
HAZMAT – Hazardous Materials

HoH – Hiring Our Heroes
HRO – Human Resource Office
HQDA – Headquarters, Department of the Army
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
MI ANG – Michigan Air National Guard
MIARNG – Michigan Army National Guard
MILCON – Military Construction
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
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
SOM – State of Michigan
SPP – State Partnership Program
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
UAT – Unit Analysis Tool
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

GLOSSARY

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.

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.

C-17: a U.S. Air Force fixed-wing cargo and troop transport aircraft.

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.

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.

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.

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.

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 authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events.

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.

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.

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.

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.

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.

Forces Command (FORSCOM): headquartered at Fort Bragg, North Carolina, FORSCOM trains and prepares a combat ready, globally responsive Total Force in order to build and sustain readiness to meet Combatant Command requirements.

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.

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.

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 advantage and accomplish the mission. (*Air Force Doctrine Note 1-20, March 2020*)

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.

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.

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 in excess of 300km.

Low-Earth Orbit (LEO): an altitude of between 99 and 1,200 miles above the Earth's surface where the majority of communication, navigation, and military satellites reside.

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.

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.

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.

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 as a result of an active duty deployment or a line of duty related injury or illness.

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.

Michigan Veteran Trust Fund (MVTF): the MVTF provides emergency grants to Michigan veterans and dependent family members who are experiencing financial hardships.

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.

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; 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)
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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

Unit Analysis Tool (UAT): a report that uses quantitative metrics to measure readiness, comparing all like-type units in the Army National Guard; it is based on a five-year rolling average and is designed to inform ARNG senior leaders on potential force structure reduction and rebalance decisions.

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

REFERENCES

1. TRADOC Pamphlet 525-3-1, *The U.S. Army in Multi-Domain Operations 2028* (06 December 2018)
2. TARDEC, *TARDEC 30-Year Strategy* (July 2017)
3. HQDA, *U.S. Army Modernization Strategy* (April 30, 2018)
4. Army Publishing Directorate Home Page. Army regulations, Department of the Army (DA) pamphlets, Field Manuals, Army Doctrine Publications, Army Doctrine Reference Publications. <http://www.apd.army.mil/>
5. TRADOC Publications. <http://www.tradoc.army.mil/tpubs>
6. Joint Electronic Library.
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.
<https://www.michigan.gov/whitmer/0,9309,7-387-90500---,00.html>
9. **Air Force Doctrine Note 1-20, *USAF Role in Joint All-Domain Operations* (05 March 2020)**