

Illinois National Guard Association

Strategic Plan

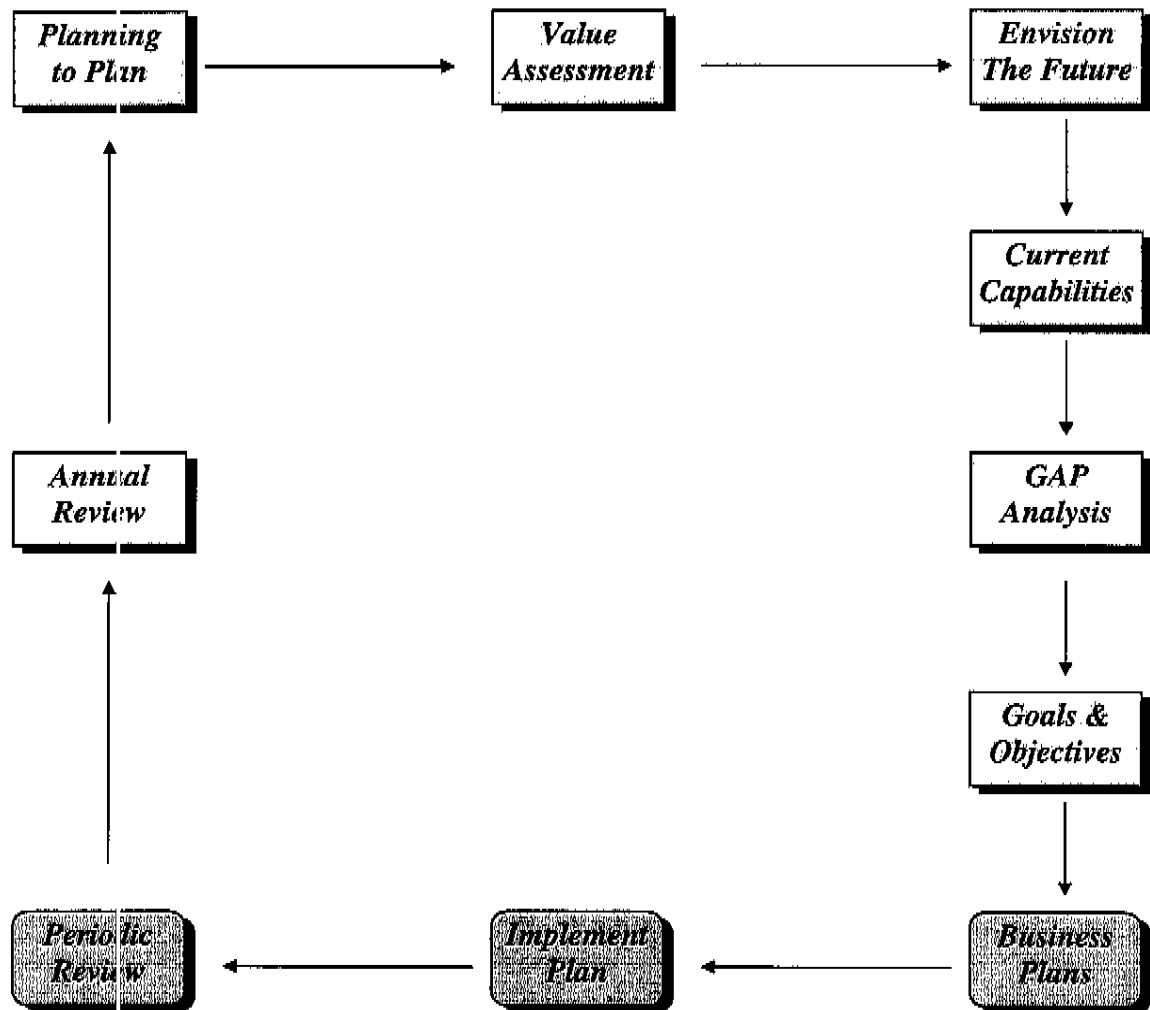
2000/2001



p 2000

PLANNING METHODOLOGY

A plausible view of the future is fundamental to the Illinois National Guard's long range planning. As such, the National Guard Association of Illinois Leadership recognizes the need for development of a Long-Range Plan that will focus the direction of the association in the 21st century. Senior Leadership of the Association has made a strong commitment to prepare a quality plan. We, the leadership have allocated resources to ensure that a comprehensive, all-inclusive plan was developed.



The National Guard Association of Illinois is organized as a not for profit corporation, to:

MISSION

To promote and support National Security

To foster and improve the National Guard of Illinois and the National Guard as an *integral component* of the Armed Forces of the United States.

To preserve and perpetuate the history and traditions of the National Guard of Illinois.

To promote and undertake activities and programs of benefit to members and their families in order to maintain the well being of the member and their family

To ensure the continuity and long life of Army and Air National Guard Units within the State of Illinois

To promote and support NGAUS/EANGUS in their efforts to improve the National Guard.

VISION

We see ourselves as reaching to Guard members to meet their needs

Expand awareness of National Guard to local, state, and national government leaders

Expand National Guard Association of Illinois's involvement in government relations, local, state, and national X

Provide innovative programs within our communities to increase Guard participation

Be proactive in leading the fight to preserve National Guard benefits and increase mission capability as Active Duty counterparts decline ↓

Work at national level in pursuit and support of State initiatives through creation of liaison positions

ENVIRONMENTAL SCAN – NGAI

Throughout history, circumstances have brought the National Guard to its current *partnership* with its Active Duty counterparts. The result of this partnership is a modern militia, organized and equipped to accomplish both federal and state missions with the part-time citizen soldiers. Today the Illinois National Guard consists of 13,000 citizen soldiers serving in more than 147 units in the State.

External Environment

The health of the National Guard Association of Illinois (NGAI) is intimately related to the health of the military in general and the National Guard in particular. The military is experiencing the most challenging of times – an undefined threat (impacting resources that the public is willing to commit), an economy whose success continues (impacting labor force availability) and military and political leadership seemingly unable to reconcile use and application of military forces with political needs to provide international leadership (impacting active and reserve force structures (manning, training and focus)).

The upcoming Quadrennial Defense Review (QDR) should provide some direction as to the new Administration's expectations of the military. No vision can be complete without serious Guard/Reserve consideration. Continued deployment pressures on the active forces will force even more reliance on Guard/Reserve resources. Increased terrorist concerns domestically will drive missions to the Guard / Reserve. The challenge of the decade will continue to be the refinement/redefinition of forces to meet areas of changing need.

The Presidential elections will demonstrate some differences in philosophy but real changes in substance may be difficult to demonstrate until office is taken. Once again, dealings on the international front and the preference for military, in conjunction with the tools of trade, economic or political pressure will be determining factors in the shaping of the military of the 21st century.

Organizationally, all membership groups are facing serious survival issues – even traditional mainstream organizations such as the American Medical Association must answer value-added questions – “what have you done for me lately” and “what difference do you make”. Members seek direct benefit whether it is perceived social strata (the Symphony) or association (political, religious or ethical values).

Internal Environment

On the national level, the political nature of funding in a democracy means continued competition for fiscal resources. While the size of the “slice” is usually a given, the competing demands for the dollar (active v. reserve, hardware, research, force size, pay and benefits) will continue. Congressional add-ons traditionally expected cannot be taken for granted. Political action on this level is essential and the NGAUS and EANGUS have performed admirably in promoting Guard priorities. The State association must be ready willing and able to respond to NGAUS and EANGUS requests in a visible and substantial fashion, when appropriate.

The real power to address pay, benefits and structure are in fact at the national level and since most decisions flow to the military and to the Reserve forces. As a Reserve force we are unique in that in addition to keeping members and families satisfied, we must focus on keeping employers satisfied as well. The Employer Support of the Guard and Reserve program has been an excellent vehicle to make this point. Tax credit proposals to benefit employers who support reservists in their military role have been the subject of discussion and to date, failed legislative attempts.

At the State level, garnering support among legislators is critical – not only to increase benefits but to retain those in place. The cornerstone of the NGAI has been the tuition support program – a great recruiting and retention tool. Other benefits to enhance recruiting and retention must be identified, developed and legislated. The Army National Guard (ARNG) requires more State involvement than the Air Guard (ANG) and by definition most of the legislative activity will likely be of particular importance to the ARNG.

Ongoing education of legislators at national and state level is no longer an option but a necessity. Bi-annual turnover in the lower houses and the decline in military experience of members warrant a program of diligence in this most important effort.

GOALS & OBJECTIVES

GOAL: General expressions of intent identifying desired conditions toward which to work. They are broad statements describing a future condition or achievement, without being specific on how much or when. They usually stand apart from one another in context, but when combined with all other organizational goals, they should lead to the accomplishment of the organization's mission. They establish where we desire to be in the future.

OBJECTIVE: Objectives are precise statements of the specific activity necessary to support the selected goal. The objectives need be Specific, Measurable, Attainable, Result-oriented, and Time-limited (**S.M.A.R.T.**) They provide further detail on how to move from the present to future vision.

The following *Goals & Objectives* represent our ideal state for which we will strive to achieve and where we desire to be in 3-5 years. Since this plan is attempting to be all encompassing, the 3-5 year *Goals & Objectives* are identified by being underlined.

GOALS AND OBJECTIVES: 5 Year Plan

- 1 **LEADERSHIP KEY RESULT AREA:** ENHANCE AND EXPAND LEADERSHIP ROLE IN MEETING CHALLENGES, GUIDING THE ASSOCIATION INTO THE 21ST CENTURY, WHILE INCREASING EFFECTIVENESS OF ASSOCIATION AS A WHOLE.
 - 1.1 **Goal:** *Improve effectiveness of Association Leadership in order to facilitate and propagate the goals and objectives of the Association*
 - 1.1.1 *Develop Master Plan to improve image of NGAI*
 - 1.1.2 *Solicit corporate involvement/support of NGAI initiatives*
 - 1.2 **Goal:** *Increase state conference attendance*
 - 1.2.1 *Develop Master Plan to bring together all related conferences within the state*
 - 1.2.2 *Develop new breakout/training sessions*
 - 1.3 **Goal:** *Expand Leadership's role within the State and Nationally*
 - 1.3.1 *Foster closer ties to national organizations through increased leadership positions by NGAI within those organizations.*
 - 1.3.2 *Seek out military and veteran organizations within the State to develop joint response to National issues.*

- 2 **PEOPLE KEY RESULT AREA:** CULTIVATE A POSITIVE, PROACTIVE ENVIRONMENT TO MAXIMIZE THE PRODUCTIVITY AND WELL-BEING OF OUR MOST VALUABLE RESOURCE, OUR PEOPLE AND THEIR FAMILIES.
 - 2.1 **Goal:** *Foster an environment that ensures positive progression of members' military and civilian careers, as well as family life*
 - 2.1.1 *Communicate the charter of the Association to the individual soldier and family.*
 - 2.1.2 *Promote recognition of outstanding performers in their interaction within their communities and the Association.*

GOALS AND OBJECTIVES: 5 Year Plan (cont.)

-
- 2.2 **Goal: *Increase overall membership***
 - 2.2.1 *Expand NGAI membership by 5% per year*
 - 2.2.2 *Review/evaluate redundancy for various membership renewals (NGAI, NGAUS, EANGUS)*
 - 2.2.3 *Develop innovative method(s) to streamline dues payment and renewals*
 - 2.3 **Goal: *Enhance support programs (e.g. ESGR) within the state to improve support of Guard by Civilian Community***
 - 2.3.1 *Seek to increase joint TAG/NGAUS/EANGUS programs designed to increase public/community/employer support of the National Guard*
 - 3 **MEMBERSHIP KEY RESULT AREA: IMPROVE EFFICIENCY, PRODUCTIVITY, AND LEVEL OF RESOURCES THROUGH EFFECTIVE MANAGEMENT OF RESOURCES.**
 - 3.1 **Goal: *Improve efficiency and productivity through effective management of resources***
 - 3.1.1 *Expand NGAI's Administrative Office*
 - 3.2 **Goal: *Improve Command input/guidance***
 - 3.2.1 *Seek input/comment from TAG/Senior Leaders.*
 - 4 **COMMITTEES KEY RESULT AREA: ENHANCE INTERNAL AND EXTERNAL INFORMATION FLOW.**
 - 4.1 **Goal: *Enhance internal information flow***
 - 4.1.1 *Develop new communication channels*
 - 4.1.2 *Evaluate Committee effectiveness and applicability*
 - 4.2 **Goal: *Enhance external information flow***
 - 4.2.1 *Develop new communication channels*
 - 5 **LEGISLATIVE RELATIONS KEY RESULT AREA: ENHANCE AND IMPROVE ABILITY OF ASSOCIATION TO MEET THE CHALLENGES TO COUNTER LEGISLATIVE INITIATIVES WHICH ARE COUNTERPRODUCTIVE TO THE NATIONAL GUARD AND THEIR FAMILIES.**
 - 5.1 **Goal: *Improve NGAI's involvement in government relations***
 - 5.1.1 *Expand the awareness of the National Guard Association of Illinois to local, state, and federal government leaders and the news media.*
 - 5.1.2 *Continue to assess the political environment and its impact on the National Guard.*
 - 5.2 **Goal: *Develop process by which NGAI can respond to favorable/unfavorable legislation***
 - 5.2.1 *Continue to expand Legislative Response Team to rapidly and effectively respond to legislative actions.*
 - 5.2.2 *Develop process to effectively respond to federal legislation/initiatives*

BUSINESS PLAN

A Business Plan is the next step from the Long-range Plan. The Business Plan is used by the President to address problem areas while defining the process and measurements that will allow for effective evaluation of the goals and objectives. The Business Plan will be developed by the President Elect for submission to the Board during their first Board Meeting as President. They will use, not only the Long Range Plan, but will use the out-going President's Business Plan and the previous year's evaluation to develop theirs. The out-going President will submit at the Annual Conference Board Meeting their evaluation/gap analysis of their Business Plan relative to how effective their plan was. It is the intent of NGAI's Business Plan to be used by the Board of Directors and guide the Association during the year. The format of the Business Plan will mirror the Long Range Plan and follow the following format:

1.0 Key Result Area

1.1 Goal

1.1.1 Objective

- **OPR**
- **Suspense**

GOALS AND OBJECTIVES: Business Plan

- 1 **LEADERSHIP KEY RESULT AREA:** ENHANCE AND EXPAND LEADERSHIP ROLE IN MEETING CHALLENGES, GUIDING THE ASSOCIATION INTO THE 21ST CENTURY, WHILE INCREASING EFFECTIVENESS OF ASSOCIATION AS A WHOLE.
 - 1.1 **Goal:** *Improve effectiveness of Association Leadership in order to facilitate the propagate the goals and objectives of the Association*
 - 1.1.1 *Develop Master Plan to improve image of NGAI.*
 - 1.1.1.1 *Convene an Ad Hoc Committee to develop a strategy to tell the 'NGAI Story' and increase NGAI's visibility*
OPR: *President Elect*
SUSPENSE: *31 Dec 00*
 - 1.1.1.2 *Develop/update NGAI pamphlet*
OPR: *Legislative Committee*
SUSPENSE: *31 Dec 00*
 - 1.1.2 *Solicit corporate involvement/support of NGAI initiatives*
 - 1.1.2.1 *Increase corporate participation at Annual Conference*
OPR: *Conference Committee*
SUSPENSE: *28 Apr 01*
 - 1.2 **Goal:** *Increase state conference attendance*
 - 1.2.1 *Develop Master Plan to bring together all related conferences within the state*
 - 1.2.1.1 *Convene Ad Hoc Committee to develop proposal for combining state conferences*
OPR: *Conference Committee*
SUSPENSE: *26 Jan 01*
 - 1.2.2 *Develop new breakout/training sessions*
 - 1.2.2.1
OPR: *Conference Committee*
SUSPENSE: *26 Jan 00*
 - 1.3 **Goal:** *Expand Leadership's role within the Sate and Nationally*
 - 1.3.1 *Foster closer ties to national organizations through increased leadership position by NGAI within those organizations*
 - 1.3.1.1
OPR: *VPs NGAUS/EANGUS*
SUSPENSE: *31 Dec 00*
 - 1.3.2 *Seek out other Military and Veteran Organizations within the State*
 - 1.3.2.1 *Establish coalition of Military and Veterans organizations*
OPR: *President/President Elect*
SUSPENSE: *31 Dec 00*
 - 1.3.2.2 *Develop process for Joint Responses to national Issues affecting organizations.*
OPR: *Legislative Committee/VPs NGAUS/EANGUS*
SUSPENSE: *31 Dec 00*

GOALS AND OBJECTIVES: Business Plan (cont.)

-
- 2 **PEOPLE KEY RESULT AREA: CULTIVATE A POSITIVE, PROACTIVE ENVIRONMENT TO MAXIMIZE THE PRODUCTIVITY AND WELL-BEING OF OUR MOST VALUABLE RESOURCE, OUR PEOPLE AND THEIR FAMILIES.**
- 2.1 **Goal:** *Foster an environment that ensures positive progression of members' military and civilian careers, as well as family life*
- 2.1.1 *Communicate the charter of the Association to the individual soldier and family.*
- 2.1.1.1 *Solicit the needs/expectations of the individual soldier and what their perception of the Association.*
OPR: *Executive VP*
SUSPENSE: *31 Dec 00*
- 2.1.1.2 *Improve the image of the Association through use of web site, magazine, newsletter, etc*
OPR: *Executive Board*
SUSPENSE: *23 Mar 01*
- 2.1.2 *Promote recognition of outstanding performers in their interaction within their communities and the Association.*
- 2.1.2.1 *Recognize minimum one (1) individual/unit at each electing body of the Association*
OPR: *Directors*
SUSPENSE: *31 Dec 00*
- 2.2 **Goal:** **Increase overall membership**
- 2.2.1 *Expand NGAI membership by 5% per year*
- 2.2.1.1 *Develop innovative method to solicit membership*
OPR: *Membership Committee*
SUSPENSE: *31 Dec 00*
- 2.2.1.2 *Coordinate /visit each unit in the State to provide update for NGAI and increase membership.*
OPR: *Executive Vice President*
SUSPENSE: *23 Mar 01*
- 2.2.2 *Review/evaluate redundancy for various membership renewals (NGAI, NGAUS, EANGUS)*
- 2.2.2.1 *Evaluate potential to combine membership drives*
OPR: *Membership Committee*
SUSPENSE: *31 Dec 00*
- 2.2.3 *Develop payment schedule and credit card acceptance for dues*
OPR: *Membership Committee*
SUSPENSE: *17 Nov 00*
- 2.3 **Goal:** **Enhance ESGR program within the state to improve support of Guard by Civilian Community**
- 2.3.1 *Seek to increase joint TAG/NGAUS/EANGUS programs designed to increase public/community/employer support of the National Guard*
- 2.3.1.1
OPR: *President Elect/VPs NGAUS/EANGUS*
SUSPENSE: *26 Apr 01*

GOALS AND OBJECTIVES: Business Plan (cont.)

3 **MEMBERSHIP KEY RESULT AREA: IMPROVE EFFICIENCY, PRODUCTIVITY, AND LEVEL OF RESOURCES THROUGH EFFECTIVE MANAGEMENT OF RESOURCES.**

3.1 **Goal:** *Improve efficiency and productivity through effective management of resources*

3.1.1 *Expand NGAI's Administrative Office*

3.1.1.1 *Hire new Executive Vice President*

OPR: President/President Elect/Executive Vice President

SUSPENSE: 31 Mar 01

3.1.1.2 *Develop PD/Responsibilities for new employee*

OPR: Executive Vice President

SUSPENSE: 31 Mar 01

3.2 **Goal:** *Improve Command input/guidance*

3.2.1 *Seek input/comment from TAG/Senior Leaders*

3.2.1.1 *Submit Long Range/Business Plan to Senior Leaders*

OPR: President/President Elect

SUSPENSE: Conference

3.2.1.2 *Survey TAG/Senior Leaders for opinion on NGAI*

OPR: President

SUSPENSE: 31 Dec 00

4 **COMMITTEES KEY RESULT AREA: ENHANCE INTERNAL AND EXTERNAL INFORMATION FLOW.**

4.1 **Goal:** *Enhance internal information flow*

4.1.1 *Develop new Communications channels*

4.1.1.1 *Develop information booklet and mail to Units*

OPR: Executive Vice President

SUSPENSE: 1 Mar 01

4.1.1.2 *Develop video tape on what NGAI is all about*

OPR: Executive Vice President

SUSPENSE: 1 Mar 01

4.1.2 *Evaluate Committee effectiveness and applicability*

4.1.2.1 *Review and make recommendations for applicability/effectiveness of Committees*

OPR: Constitution/By-Laws Committee

SUSPENSE: 1 Nov 00

4.2 **Goal:** *Enhance external information flow*

4.2.1 *Develop new communication channels*

4.2.1.1

OPR: ALL

SUSPENSE: 1 Oct 00

GOALS AND OBJECTIVES: Business Plan (cont.)

5

LEGISLATIVE RELATIONS KEY RESULT AREA: ENHANCE AND IMPROVE ABILITY OF ASSOCIATION TO MEET THE CHALLENGES TO COUNTER LEGISLATIVE INITIATIVES WHICH ARE COUNTERPRODUCTIVE TO THE NATIONAL GUARD AND THEIR FAMILIES.

5.1 Goal: *Improve NGAI's involvement in government relations*

5.1.1 *Expand the awareness of the National Guard Association of Illinois to local, state, and federal government leaders and the news media.*

5.1.1.1 *Develop method to get the 'NGAI Story' to our legislators*

OPR: Legislation Committee

SUSPENSE: 26 Apr 01

5.1.2 *Continue to assess the political environment and its impact on the National Guard.*

5.1.2.1 *Ensure participation by Association representatives to all conferences which deal directly or indirectly with National Guard issues, both on a state and national levels*

OPR: Legislation Committee

SUSPENSE: 31 Dec 00

5.2 Goal: *Develop process by which NGAI can respond to favorable/unfavorable legislation*

5.2.1 *Continue to develop/expand a Legislation Action Response Team*

5.2.1.1 *Seek and add new members to the Legislation Action Response Team*

OPR: Legislation Committee

SUSPENSE: 26 Apr 01

5.2.1.2 *Seek legislation to increase eligibility at Veterans Home to all retired Illinois National Guard members.*

OPR: Legislation Committee

SUSPENSE: 23 Mar 01

5.2.1.3 *Seek legislation to eliminate the tax liability on UTA pay.*

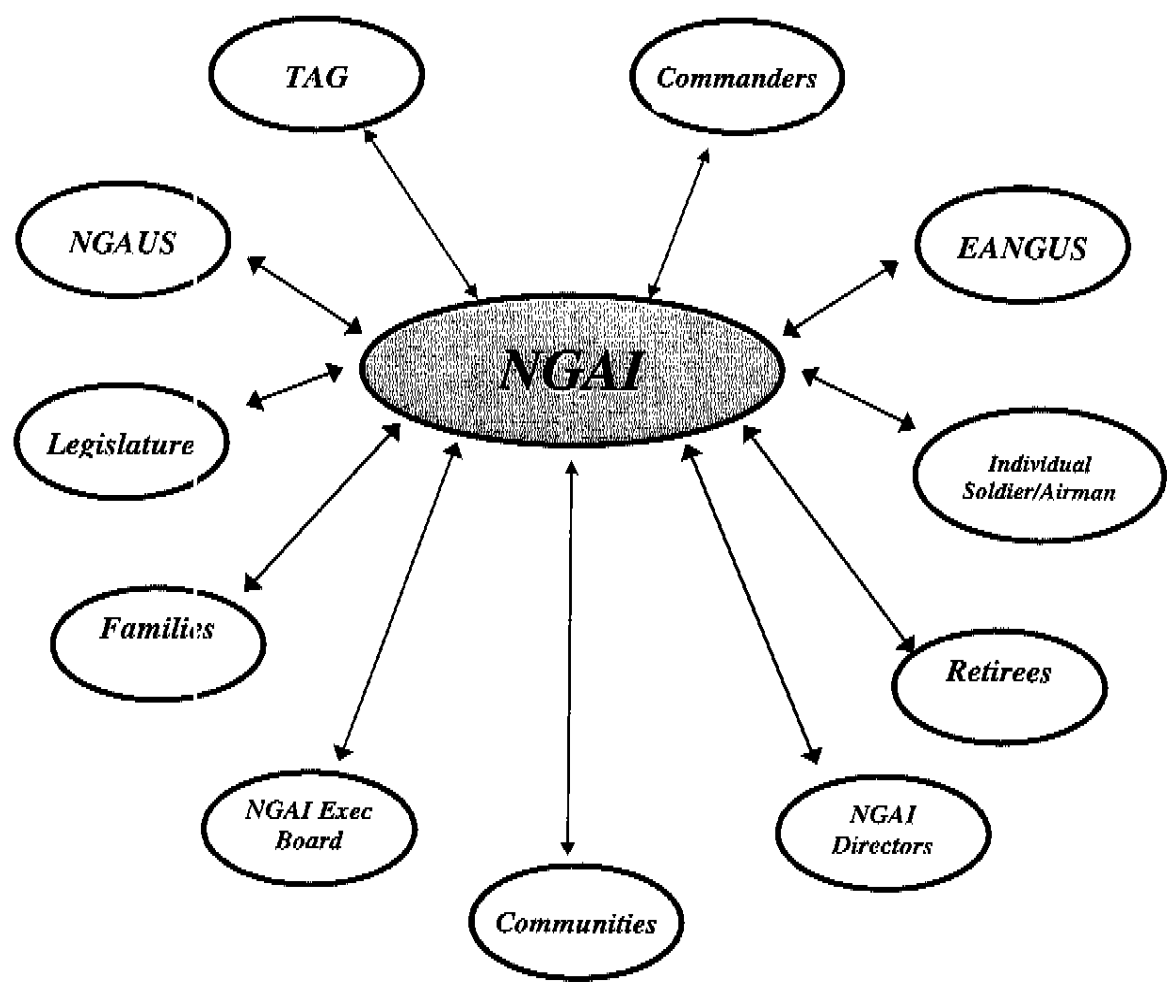
OPR: Legislation Committee

SUSPENSE: 26 Apr 01

IMPLEMENTATION GUIDANCE

Our objective is to provide leadership, organizational structure, cross-functional communication, TEAM Building, and empowerment that will nurture an environment in which the National Guard Association of Illinois will perform at the highest levels of effectiveness and productivity. The Association's Long Range Plan, and subsequent Business Plan, will be disseminated to all Board Members, Commanders, and Senior Leadership for review and comment. Our purpose is to ensure that all identified goals and objectives are enacted upon using sound, systematic approaches, tactics, and activities resulting in measurable trends in key result areas. Our Long Range Plan implementation structure is designed to work within the framework and guidance of the National Guard of Illinois and the National Guard of the United States. It provides guidance and direction to our efforts.

Organizational Framework/Structure:



NATIONAL GUARD ASSOCIATION OF ILLINOIS

The Executive Board and Board of Directors are the decision making body that through an open forum provides leadership and guidance. This Body is committed to providing a quality environment to ensure that the needs and wishes of our members are met to the best of our ability. This Body consists of duly elected officials described below:

Executive Board

President

President (Elect)

Vice President

Executive Vice President

Vice President - NGAUS

Vice President - EANGUS

Treasurer

Secretary

Directors

Director -Peoria ANG

Director -65th Troop Command Brigade

Director -STARC

Director -Retirees

Director -Scott ANG

Director -66th Infantry Brigade

Director -Springfield ANG

Director -404th Chemical Brigade

Director -33rd ASG

Process Action Teams/Committees

The President will charter Ad Hoc Committees or natural working groups on an as required basis to take on and resolve special issues.

PERIODIC REVIEW

This Long Range Plan and the accompanying Business Plan contain the measurements that are to be used by the Board to assure proper performance. The Board will periodically review this plan. The Board can adjust objectives, timelines, and action agencies as needed to sustain an even, steady flow of improvement efforts. The review of results will be communicated throughout the Association for feedback and recommendations.

ANNUAL REVIEW

An annual review (gap analysis) will be conducted by the outgoing and incoming Presidents to review applicability of goals, objectives, and the Business Plan(s) by analyzing data and results of the periodic review. The outgoing President will distribute the results and obtain feedback for the incoming President who will be responsible for updating and publishing a current Strategic/Business Plan. The completion of this step returns the Association back to step one of the planning process.