

Utah National Guard State Operations Strategic Plan

Fiscal Year 2026 (July 1, 2025 – June 30, 2026)

Executive Summary

The Utah National Guard's State Operations Strategic Plan is a forward-looking framework designed to strengthen support for personnel, enhance organizational readiness, and align with state and federal priorities. This plan continues to align closely with the Governor's strategic vision for the Utah National Guard, which complements—though differs from—the Guard's federal warfighting mission.

As we look ahead to FY26, the Utah Army National Guard, Utah Air National Guard, and State Operations will operate collaboratively to maximize readiness and reinforce The Adjutant General's core priorities: **Readiness, Innovation, and Culture**.

This plan also directly supports the Governor's second-term focus on **People, Place, and Prosperity**, affirming the Utah National Guard's role as a trusted and responsive partner in serving the people of Utah. It outlines strategic goals, objectives, and action plans that ensure fiscal responsibility, promote innovation, foster community partnerships, and maintain operational excellence.

Vision

To be the cornerstone of national security and community resilience. We strive to be a trusted, inclusive, adaptable, and skilled force that promotes unity, safety, and prosperity for all.

Mission

To serve our state and nation with unwavering commitment, the Utah National Guard protects lives, property, and freedom. We stand ready to respond to emergencies, natural disasters, and threats at home and abroad—with integrity, honor, and resilience.

Core Values

Army

Air Force

Loyalty

Integrity First

Duty

Service Before Self

Respect

Excellence In All We Do

Selfless Service

Honor

Integrity

Personal
Courage

Strategic Goals and Objectives

Goal 1: Communication and Resource Optimization

Enhance internal and external communication to optimize resource allocation and readiness across all Utah National Guard components.

Objective 1.1: Strengthen Outreach and Engagement

- **Strategy 1.1.1:** Engage stakeholders—including service members, legislators, Morocco (our international partner), and community leaders—through formal documents, open dialogue, and event participation.
- **Strategy 1.1.2:** Utilize armories statewide as community hubs for education, events, and outreach, supporting the Governor’s “Protecting Rural Utah” initiative.
- **Strategy 1.1.3:** Participate in local events to increase Guard visibility and foster public trust.

- **Strategy 1.1.4:** Build partnerships through regional and national engagements to better coordinate planning and share resources.
- **Strategy 1.1.5:** Utilize a modern, user-friendly website to:
 - Improve stakeholder engagement
 - Provide 24/7 access to static and dynamic content
 - Streamline recruitment, public awareness, and transparency
 - Reduce administrative costs and improve resource sharing
 - Enable interactive features and consistent messaging

Objective 1.2: Ensure Fiscal Stewardship

- **Strategy 1.2.1:** Redefine FINET categories and implement a compliant Point-of-Sale system within the MWR program to support budget transparency.
 - **Strategy 1.2.2:** Conduct routine financial reviews to realign priorities and ensure compliance.
 - **Strategy 1.2.3:** Optimize State Operations staffing and advocate for enhanced IT, audit, and background check capabilities.
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Goal 2: People-Centered Innovation and Engagement

Cultivate a culture of innovation, inclusivity, and professional development to strengthen morale, retention, and mission success.

Objective 2.1: Foster Belonging and Professional Growth

- **Strategy 2.1.1:** Use Qualtrics data to inform recruitment and retention improvements.
- **Strategy 2.1.2:** Encourage employee-driven innovation through incentive programs and professional development.
- **Strategy 2.1.3:** Enhance MWR programs to foster connection, belonging, and support, reinforcing the Governor's priority to "Strengthen Families."

Objective 2.2: Improve Recruitment and Retention

- **Strategy 2.2.1:** Expand State Tuition Assistance to promote educational access and retention—supporting “Educational Excellence.”
 - **Strategy 2.2.2:** Implement targeted recruitment and career development initiatives aligned with “Solving and Serving.”
 - **Strategy 2.2.3:** Improve communication of benefits across digital platforms and in-person events to support “Improving Health.”
 - **Strategy 2.2.4:** Strengthen retiree engagement through mentorship and recognition.
 - **Strategy 2.2.5:** Broaden recruiting efforts within the Wasatch Front and underserved regions, including outreach to American Samoa.
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Goal 3: Infrastructure, Modernization, and Readiness

Strengthen operational readiness through strategic partnerships, facility modernization, and long-term land stewardship.

Objective 3.1: Build Strategic Partnerships

- **Strategy 3.1.1:** Maximize cooperative federal agreements to expand training and operational capacity.
- **Strategy 3.1.2:** Formalize partnerships with state agencies, private entities, and universities to tap into underutilized resources.

Objective 3.2: Modernize Facilities and Infrastructure

- **Strategy 3.2.1:** Develop and execute a capital improvement plan to prioritize safety, energy efficiency, and mission-readiness.
- **Strategy 3.2.2:** Use land value and leasing opportunities to generate revenue, collaborating with MIDA and other partners.
- **Strategy 3.2.3:** Conduct a mission-wide review to identify readiness gaps and areas for strategic improvement.

Objective 3.3: Safeguard Training Lands and Growth

- **Strategy 3.3.1:** Modernize and protect the West Traverse Sentinel Landscape to support long-term training operations.
 - **Strategy 3.3.2:** Identify and manage land exchanges to preserve and expand mission-critical space.
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Performance and Customer Experience Metrics

Digital Engagement (Website Analytics)

- **Recruiting & Employment:** Monitor form completions, page views, and user navigation.
- **Content Utilization:** Track usage of educational materials, benefits, and retiree resources.
- **Community Involvement:** Measure engagement through event sign-ups and social sharing.
- **User Behavior Analysis:** Use heatmaps, conversion tracking, and journey mapping to refine content.

Operational Readiness Metrics

Measure	Indicator
Personnel Readiness	% Assigned and Available
Training Readiness	% Qualification Completion
Training Completion	% MOS/AFSC Achieved
Deployment Fulfillment	% Mission Accomplished
Installation Readiness	Facilities Operational Score
Facility Cost Efficiency	\$/Sq Ft (Goal: 75% Fed)
Tuition Assistance	Total Applications Fulfilled
Recruiting Bonuses	Number Fulfilled
Utility Cost per Sq Ft	Tracked for Energy Reduction
WTSL Land Projects	% Project Completion

This strategic plan represents our continued commitment to the citizens of Utah and the readiness of our forces. Through strong leadership, transparent resource management, and collaborative partnerships, the Utah National Guard remains dedicated to protecting our communities, fostering resilience, and building a stronger future.