Utah National Guard State Operations Strategic Plan

Fiscal Year 2027 (July 1, 2026 – June 30, 2027)

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 FY27, 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 directly supports the Governor's priorities—Strengthening Families, A Robust Economy, Improving Health, Educational Excellence, Protecting Rural Utah, and Solving and Serving—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

Utah National Guard has clear communication strategies across various channels to promote internal, state, federal, and foreign engagement, thereby optimizing resource allocation and utilization across all Utah National Guard units to maximize readiness and operational effectiveness.

Objective 1.1: Strengthen Outreach and Engagement

Strengthen community and legislative outreach efforts to effectively communicate the vital role of the National Guard, cultivate support, and advocate for increased resources and funding allocations, enhancing our capacity to fulfill both state and federal missions with excellence and resilience.

- **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.

Objective 1.2: Ensure Fiscal Stewardship

Ensure fiscal responsibility and efficiency in budget management through rigorous oversight, strategic resource allocation, and continuous evaluation, maximizing the value of every dollar invested in National Guard operations while maintaining the highest standards of readiness and capability.

- **Strategy 1.2.1:** Maximize the new Point-of-Sale system and the Strategic Plan 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.

Objective 1.3: Digital Accessibility and Compliance

- **Strategy 1.3.1**: Align all digital platforms with the State of Utah's accessibility requirements and WCAG 2.1 (Level AA) standards to ensure all citizens, including those with disabilities, can access Guard resources.
- **Strategy 1.3.2**: Implement a recurring audit and remediation schedule for the Utah National Guard website to maintain compliance with evolving state and federal digital inclusion mandates.
- **Strategy 1.3.3:** Train public affairs and IT staff on accessible content creation, ensuring documents, videos, and interface elements meet "Utah for All" digital standards.

Goal 2: People-Centered Innovation and Engagement

Empower National Guard personnel by fostering a culture of acceptance, innovation, and professional development, encouraging creative problem-solving and adaptive thinking to address evolving challenges, thereby enhancing operational effectiveness and resilience.

Objective 2.1: Foster Belonging and Professional Growth

Implement comprehensive member engagement initiatives aimed at fostering a culture of belonging, professional growth, and fulfillment within the National Guard workforce, thereby enhancing morale, loyalty, and recruitment/retention rates, ensuring a highly skilled and motivated end-strength ready to meet current and future mission requirements

- **Strategy 2.1.1:** Use Qualtrics data to inform recruitment and retention improvements. Compare results year over year.

- **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

Enhance recruitment and retention strategies through monetary incentives and other creative initiatives within the National Guard to sustain a highly skilled and motivated force and bolster overall readiness capabilities. This objective aims to attract and retain qualified personnel through targeted recruitment initiatives, comprehensive retention programs, and cultivating a supportive and inclusive organizational culture.

- **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.

Goal 3: Infrastructure, Modernization, and Readiness

Enhance readiness through collaborative state and community partnerships, facility modernization, equipment optimization, protection of training space, and resource leveraging with stakeholders, ensuring the National Guard maintains a state of constant preparedness to swiftly respond to any emergency or mission requirement, safeguarding our communities and nation.

Objective 3.1: Build Strategic Partnerships

Forge collaborative partnerships with city, state, federal agencies, and community organizations to enhance readiness capabilities and response effectiveness within the National Guard. By fostering a culture of collaboration and interagency cooperation, the National Guard will enhance its readiness posture, improve interoperability, and expand its capacity to address complex and evolving threats and challenges, ultimately enhancing mission success and overall readiness.

- **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.

- **Strategy 3.1.3:** Support state-wide public safety and veteran welfare by providing access to armory resources, driving tracks, and facilities for law enforcement agencies, the Department of Veterans Affairs (VA), and other state partner organizations to conduct essential training and mission-critical services.

Objective 3.2: Modernize Facilities and Infrastructure

Pursue Modernization of the National Guard facilities to enhance operational efficiency, safety, and readiness capabilities, aligning infrastructure with evolving mission requirements and technological advancements. This objective aims to prioritize investments in facility upgrades, renovations, and modernization initiatives to ensure that National Guard units have access to state-of-the-art facilities that meet current operational needs and support future readiness objectives.

- **Strategy 3.2.1:** Develop and execute a capital improvement plan to prioritize safety, energy efficiency, and mission-readiness. While also recognizing the need to make sure that our utility costs are maintained at the current pace of inflation and market demands.
- **Strategy 3.2.2:** Use land value and leasing opportunities to generate revenue, collaborating with MIDA and other partners.
- **Strategy 3.2.3:** Proactively engineer and initiate an alternative facility plan for the Draper Headquarters to mitigate the impending loss of operational footprint caused by the I-15 expansion project and increased security risk ensuring continuity of command and uninterrupted State Operations.

Objective 3.3: Safeguard Training Lands and Growth

Develop and implement comprehensive strategies to protect land designated for training purposes, future growth, or to mitigate noise impacts, ensuring the sustainability of training activities while addressing community concerns and preserving environmental integrity. By safeguarding lands and implementing noise mitigation measures, the National Guard will sustain critical training capabilities, minimize disruptions to surrounding communities, provide future growth opportunities, and foster positive relationships with stakeholders, ultimately enhancing readiness and mission effectiveness.

- **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.

Objective 3.4: Validate Joint Readiness through Domestic Exercises

- **Strategy 3.4.1**: Lead and execute large-scale joint training events, such as the 2026 Exercise Wolverine, to validate the Utah National Guard's ability to respond to diverse, state-wide threats, including natural disasters, cyberattacks, and infrastructure failures.
- **Strategy 3.4.2**: Provide funds for partner agencies to participate in joint exercises, ensuring a coordinated and scalable response to complex domestic crises.

- **Strategy 3.4.3**: Utilize multi-domain exercises to test the synchronization of Army and Air National Guard assets with civilian authorities, focusing on rapid mobilization and interoperability during "All-Hazards" scenarios.
- **Strategy 3.4.4**: Demonstrate the value of state investment by using exercise outcomes to refine emergency response protocols and strengthen the Guard's role as a responsive partner to the people of Utah.

Objective 3.5: Expand Unmanned Aerial Systems (UAS) and Drone Capabilities

Accelerate the development, integration, and scaling of advanced drone capabilities across the Utah National Guard to enhance domestic emergency response, search and rescue, and situational awareness, directly reinforcing the Governor's strategic priorities.

- **Strategy 3.5.1:** Support a dedicated state-level framework for drone resource procurement, operator certification, and interagency training to ensure rapid deployment during "All-Hazards" domestic crises and natural disasters.

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.