

THE NORTH CAROLINA NATIONAL GUARD

CAMPAIGN

PLAN

2012-2017



Right for North Carolina

VISION

The North Carolina National Guard is the most effective, efficient, innovative, and indispensable partner in securing our homeland by providing the best military value for our state and nation.

End State: Soldiers, Airmen & Units see the NCNG as:

- Fair and non-discriminating
- Open and transparent
- Loyal to their commitment
- Deserving of their service
- Stewards of the environment

NORTH CAROLINA NATIONAL GUARD CAMPAIGN PLAN 2012-2017

MISSION

The **North Carolina National Guard** provides a **READY TEAM** of Citizen Soldiers and Airmen who are **ALWAYS READY** and **ALWAYS THERE** to **PROTECT** and **PRESERVE** the lives and property of North Carolina citizens, **DEFEND** our Nation, and **SECURE** our American way of life.



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Purpose: This Campaign Plan is developed in order to communicate a clear command vision that will guide the North Carolina National Guard's (NCNG) future operations. By doing so, we will achieve a key fundamental essential to leading and guiding our Organization through the dynamic times we will surely experience in the future – Unity of Effort. The understanding and permeating of this vision throughout our Force, as well as, to all of our supporters will allow all of us to shape an environment that enables our successful accomplishment in any and all assigned missions to any part of the world – we are an expeditionary force.

This fiscal year (FY11) has been dedicated to accomplishing this important, Unity of Effort, objective. Initial commander's guidance has been issued to the Force and an appropriate amount of time has been allotted to deliberate, analyze and socialize the methods we will employ in order to make the vision a reality. This plan will establish the guidance by which the North Carolina National Guard will provide Ready Forces through organizing, manning, equipping, training, and deploying capabilities in support of Civil Authorities and our National Security Strategy. It focuses our unified efforts on a six year period (October 2011 through September 2017) and will be annually refined due to the ever changing environment. It is applicable to all service members, employees and units assigned to, funded by, or controlled through the North Carolina National Guard. It is designed as a vehicle to ensure unity of effort across our Force.

This document is the result of many hours of dedicated work on behalf of many dedicated professionals. To all of you involved in this process I express my sincere gratitude for a job well done.

The Campaign Plan framework comprises four Lines of Operations (LOOs): 1) Ready the Force; 2) Support the Force; 3) Enable the Force; and 4) Employ the Force.



The Adjutant General
MG (NC) Gregory A. Lusk

“Ready the Force” is the Decisive Operation requiring us to prioritize our finite resources in preparing our Soldiers, Airmen, and units for State Active Duty missions, Overseas Contingency Operations, and Domestic Support Operations. “Support the Force” is a Shaping Operation creating an environment conducive to honoring, supporting, and enabling our Soldiers and Airmen to continue voluntary service to our state and nation as a member of the total operational force. “Enable the Force” is a Sustaining Operation providing our Soldiers, Airmen, and units with the facilities, resources, administrative and logistical support functions and systems required to enable mission accomplishment. “Employ the Force” is a Sustaining Operation providing the military command, control, and coordination capability crucial to the effective delivery of response capabilities in support of our commanders in chiefs – namely the Governor of the state of North Carolina and the President of the United States.

Our Organization: The NCNG is a military force comprised of citizen Soldiers and Airmen sworn to support and defend the Constitutions of the United States and the state of North Caro-



EFFECTIVE

lina. We trace our heritage back to the 1663 Carolina Charter granting authority to “levy, muster and train men.” In recent years, the NCNG has reshaped itself in accordance with guidance from the Chief, National Guard Bureau and the Departments of the Army and Air Force. This process, known as “Transformation,” has changed the NCNG’s focus and structure from that of a strategic reserve to a modern, operational force. As requirements evolve, the NCNG continues to posture itself for success in meeting future mission requirements, while accomplishing current missions, by remaining relevant and ready. It consists of a diverse workforce with varied backgrounds, education, and perspectives.

The Strategic Environment: We face a volatile, uncertain, complex and ambiguous future operating environment made even more challenging by the fiscal constraints we will likely face over the next decade. Due to the transition from combat to stability operations in Iraq, and the planned withdrawal of US Forces from Afghanistan by 2014, the overseas deployments of large National Guard formations will likely subside over the next decade. This will provide the opportunity to achieve a higher sense of stability and predictability. The decreasing “need” for combat forces, in combination with limited fiscal and political capacity, will likely limit the commitment of National Guard deployments to only those that pose the most serious security threat to our nation and our security interests abroad. This, however, does not negate our responsibility to prepare our units for overseas contingency operations. On the contrary, the United States continues to be threatened by maligned interest groups utilizing asymmetrical methods to attack our Homeland. Many believe that attacks on our soil are a question of “when?” and not “if?” We must and will be postured to work with our partnered agencies, when the time arises, in order to deliver a coordinated response capability in support of our civil authorities and fellow citizens.

Looming national and state budget constraints will result in a heightened, fiscally conscious environment as we go forward into the future. We will need to acquire and maintain efficiencies in order to exhibit responsible stewardship of our tax payers’ dollars as an enduring commitment - regardless of the economic environment or whether it improves and fiscal pressures lessen. Within this environment it is incumbent upon us to evaluate and improve upon our operational practices as we prepare for future missions.

While satisfying the needs and requirements of our parent services (Army and Air Force), we will posture and prepare for future conflicts and crisis by maintaining a relevant force structure. The force structure must be resourced for and capable of accomplishing the dual state and federal mission that is unique to the National Guard. We will explore force structure that expands our capacity to accomplish our dual-mission without unnecessarily sacrificing current force structure as a “bill payer” or sacrificing our current manning threshold.

In addition to the need for addressing relevant force structure, we must also address how we organize and base our units. The demographics of North Carolina have changed and are continuing to change the landscape upon which our readiness centers were built in the previous decades. The result is that our facilities are not located where its members live and the cost of maintaining our constantly aging facilities is not sustainable. We will analyze demographic and other pertinent trending data to select our future sites in order to validate and position our future facilities in the right locations to insure their long term, mission viability. We need to achieve this in order to maintain accessibility to our communities, gain efficiencies (achieve operational and maintenance cost savings), and enhance our abilities to rapidly respond to affected areas in the aftermath of disasters (natural or man-made).





Commander's Intent

Our Mission: Our mission is to provide a Ready Team of citizen Soldiers and Airmen who are Always Ready and Always There to protect and preserve the lives and property of North Carolina citizens, defend our Nation, and secure our American way of life.

To satisfy this mission statement, it is imperative we:

Expand our Operational Capacity: In order to ensure the North Carolina National Guard is agile and proficient in the military processes vital to Employing the Force across the full spectrum of operations, we will enhance our Command and Staff functions through realignment and restructuring initiatives. All current operations, future operations, and strategic communications capability will be either emplaced or enhanced within the NCGA. It is our obligation to function as a military organization during times of operational necessity and we must build that capacity before nature or adversaries dictate the timeline.

Posture the Force for the Future Environment: In order to solidify and retain the community-based heritage of the National Guard, we will realign our force structure and develop plans for modernizing and moving our future facilities closer to the homes of our current and future members.

By doing this we will protect the Force through reduced commutes to and from drill, achieve (through increased efficiencies) reductions in the overhead costs associated with maintaining our aging facilities, and enhance our responsiveness through more rapid deployment of capabilities to disaster areas in the aftermath of short or no-notice events.

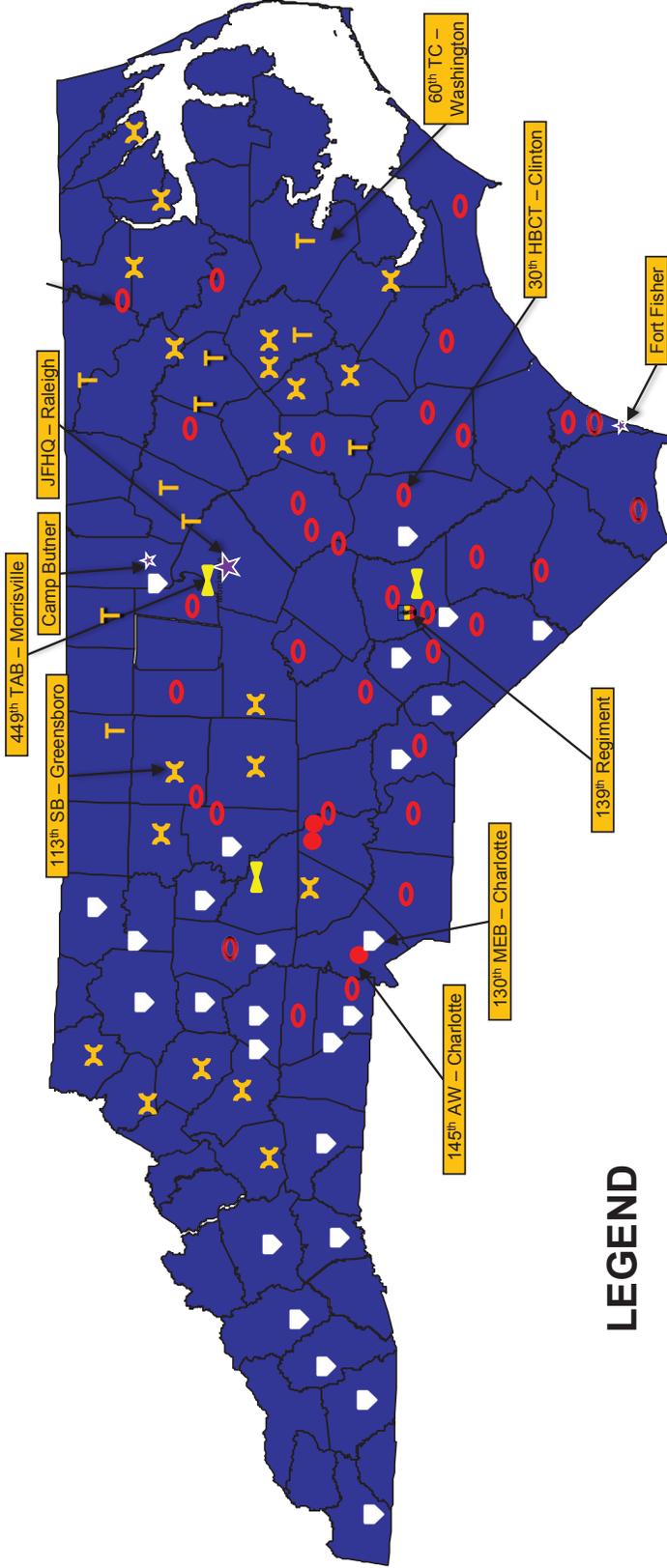
Enhance our Information Systems and Processes: In order to gain and maintain enhanced situational awareness and understanding amongst our service-members, we will leverage technology and social media platforms. The combined use of these platforms will enable us to inform and garner the continued vital support of our families, employers, and supporters.

Accomplishment of the aforementioned critical tasks, in combination with satisfying the objectives of this Campaign Plan, we will be the Force of Choice for our State and Nation which allows achievement of our ultimate **Vision...**

The North Carolina National Guard is the most effective, efficient, innovative, and indispensable partner in securing our Homeland by providing the best military value for our State and Nation.



NCNG Facilities Map



LEGEND

- ☆ Joint Forces Headquarters
- ✕ 113th Sustainment Brigade
- ▾ 130th Maneuver Enhancement Brigade
- 30th Heavy Brigade Combat Team
- T 60th Troop Command
- ⚡ 449th Theater Aviation Brigade
- NC Air National Guard
- 🇺🇸 139th Regiment

Major Subordinate Command Strength

Joint Forces Headquarters – Raleigh	700
145th Airlift Wing – Charlotte	1,500
30th Heavy Brigade Combat Team – Clinton	3,200
130th Maneuver Enhancement Brigade – Charlotte	2,400
60th Troop Command – Washington	1,200
449th Theater Aviation Brigade – Morrisville	800
113th Sustainment Brigade – Greensboro	2,100
139th Regiment – Fayetteville	150

VISION

The North Carolina National Guard is the m
securing our homeland by providi

Core Competency

Provide Ready Forces by organizing, manning, equipping, training, and deploying capabilities in support of Civil Authorities and Federal Missions.



Values [VIP²]

- ◆ **Visionary:** Forward-Looking
- ◆ **Valuing the Force, Families and Partners:** Committed to People, Mutual Respect, Diversity
- ◆ **Integrity:** Accountable, Trustworthy, Credible
- ◆ **Innovative and Empowered Force:** Creative and Adaptive
- ◆ **Public Responsibility and Citizenship:** Citizen Soldiers and Airmen, Add Value to our Communities, Preserve the Environment and Conserve Resources
- ◆ **Pursuit of Excellence:** Professionalism, Continuous Improvement

Inform, Educate, Communicate

Decisive Ready the

Shaping Support the

Supporting Enable the

Supporting Employ the



The North Carolina National Guard provides a *Ready Team*
Always Ready and *Always There* to Protect and Preserve the
citizens, Defend our Nation, and Secure our



most effective, efficient, innovative, and indispensable partner in
ing the best military value for our State and Nation.



Force

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Soldiers, Airmen and Units are:

- Resilient, Trained and Mission Ready
- Examples of our Service Values
- Trained as they Fight
- Led by the Best
- Dual-Mission Capable
- Best Equipped
- Expeditionary
- Resourced
- Agile

See the NCNG as:

- Fair and Non-Discriminating
 - Open and Transparent
 - Loyal to their Commitment
 - Deserving of their Service
 - Stewards of the Environment
- Families and Employers are:**
- Supported
 - Included and Informed
 - Recognized and Respected
 - Supportive of our Soldiers and Airmen

Civilian Leaders are:

- Informed and Supportive of our Mission, Soldiers, Airmen, Families and Employers
 - Informed and Supportive of our Strategic Plans and Vision
- Communities are:**
- Informed and Supportive of our Mission, Soldiers, Airmen, Families and Employers
 - Valued Partners

END STATE

of Citizen Soldiers and Airmen who are
e lives and property of North Carolina
r American way of life.

MISSION



READY THE FORCE

Prepare Soldiers, Airmen, and units for operations in support of State Active Duty, Overseas Contingency, and Domestic Support Operations.

Purpose: The North Carolina National Guard is a Ready Team. Our Soldiers, Airmen, and units will be prepared for operations in support of State Active Duty, Overseas Contingency, and Domestic Support Operations. A ready force must be manned, equipped, trained, led, and stationed in the most efficient way possible. We will not accomplish our end state if this efficiency is not achieved.

The supply based Army Force Generation (ARFORGEN) Model and the Air and Space Expeditionary Force (AEF) Schedule will be the vehicles to ensure cyclic progressive readiness to provide a sustained flow of manned, equipped,

and trained forces to hedge against unexpected contingencies - at a tempo that is predictable and sustainable for our all-volunteer force. The NCNG will seek and retain force structure that provides the most capability and capacity to accomplish the dual state-federal mission. This strategy, forged in war, is focused on fielding modular, adaptive, general purpose forces with a smaller logistical footprint that can be employed in the full range of military operations.

The NCNG will maintain and report readiness of military response capabilities required to support civil authorities per established Contingency Plans (CONPLANS). This includes personnel, equipment and training status. These Force Package requirements are generated from coordination with supported civilian authorities. It is a commander's responsibility to report status on each of these Force Packages and be able to respond when called within the expected timelines and with the expected packages.



EFFICIENT

Man the Force: At the pinnacle of our Ready the Force LOO is the individual Soldier and Airman. The force will be manned with the best Citizen-Soldiers and Airmen, who are committed to exemplifying the values of their respective service, believe in selfless service to their community, state, and nation, and are morally, physically, and intellectually qualified for the mission. We will recruit for the force of the future that reflects the diversity of the community it serves and retain the best of the current experienced Soldiers and Airmen. Just as our Service members commit to the nation when they volunteer to serve, we incur an equally binding pledge to return them to society as better citizens. As leaders vow to safeguard and support our force, each individual Soldier and Airman has pledged to maintain their individual readiness. This is even more critical with Airmen since the majority of deployments are on an individual basis. Commanders must clearly understand their authority,



manage individual readiness and non-deployable Soldiers and ineligible Airmen to maintain readiness. Personnel metrics have been the most difficult Aim Point to achieve in the demand based

readiness cycle since the Reserve Component has been operationalized. Aim Points are benchmarks used by decision makers at strategic levels to synchronize and align the Army's efforts that enable it to support global operations with ready land power. Aim Points optimize the execution of ARFORGEN by synchronizing manning and equipment capabilities with training at specific points across the ARFORGEN Force Pools. We will implement manning policies, strategies, and resources that achieve personnel readiness both in Aim Points supporting unit deployability and in AEF supporting individual Airman deployability.

Equip the Force: The force must be properly equipped with modern equipment based on ARFORGEN and AEF priorities and maintain operational readiness. Due to constraints across the National Guard, critical and low-density items must be intensively managed according to the appropriate readiness cycle in order to meet the needs of mobilizing and deploying units while retaining dual-use capabilities to meet our missions at home. We will continue to modernize and update the force through maximum use of new equipment fielding and reset/rebuild programs. A priority will be to pursue additional Command, Control, Computer, Communications, Intelligence, Surveillance, and Reconnaissance (C4ISR) capabilities for both Army and Air components. Soldiers and Airmen will be outfitted with the latest and best organizational clothing and individual equipment possible. Commanders and leaders at all levels will ensure the care and accountability of all individual clothing and equipment. Finally, we will maintain equipment readiness so that it is available for Soldiers and Airmen to execute missions. Priorities for maintenance and support are driven by the readiness cycle, known missions, and dual-use requirements. All organizations will implement maintenance programs that integrate operators, supporting maintenance shops, and leaders to achieve maintenance goals.



Ready the Force

Train the Force: Effective training is the cornerstone of operational success. Regardless of Military Occupational Specialty (MOS) or Air Force Specialty Code (AFSC), rank, staff or line duty - everyone is considered an expeditionary Airman or Soldier and must be trained and ready. For Army units, Individual Training will focus on Army Warrior Training (AWT) and the appropriate training drilled down from the Mission Essential Task List (METL) cross-walk. The focus of Collective Training will shift from irregular warfare to Full Spectrum Operations (FSO) to provide a foundation to learn, analyze, evaluate and refine the concepts behind wide area operations and combined arms maneuver as part of joint, in-

teragency, intergovernmental and multinational efforts. For the Airlift Wing, Expeditionary Skills Training Tiers will be utilized with training focused on the individual versus collective. Leaders must possess a strong foundation in training management and incorporate the required training into the Long and Short Term Training Plans and ensuring the major Collective Training events (inclusive of “super drills”) are requested and scheduled early. Our Trainers must efficiently leverage home station, regional, and national training sites while being resourceful in this fiscally constrained environment. Training must be challenging, realistic, and battle-focused using the “crawl-walk-run” methodology.

INNOVATIVE



Lead the Force: The center of a Ready Force is leadership and we need to ensure our Soldiers and Airmen are being led by the best. To meet the challenges of the contemporary operating environment, Leaders must be critical thinkers, comfortable with ambiguity, able and willing to operate in a decentralized environment, willing to accept prudent risk, and adapt based on a continuous assessment of the situation. We must grow leaders who can out-think and out-innovate adversaries while gaining trust, understanding, and cooperation from our partners in this more complex and dynamic environment.

Our leaders must have a solid platform of institutional development, organizational/operational development, and self development. Within the institutional development, Professional Military Education (PME) must be planned, completed early, and aligned with Career Management Plans. This development must be managed by the individual, unit, and the organization.

Station the Force: Our Force must be stationed at locations that provide operational relevancy and that are based on current environment and demographics. We need to be able to “project power” to certain locations throughout the state in order to effectively and efficiently respond in support of civil authorities. Align stationing of units to capitalize on growing population centers.



End State: The NCNG will be a Ready Force with Soldiers, Airmen, and Units prepared to deploy and be employed in support of State Active Duty, Overseas Contingency, and Domestic Support Operations. Our policies, strategies, and resources will be aligned to restore and maintain readiness and provide a sustained flow of manned, equipped, and trained forces to hedge against unexpected contingencies - at a tempo that is predictable and sustainable.



SUPPORT THE FORCE

Shape an environment that honors, supports, and enables Soldiers and Airmen to serve their state and nation in an Operational Force environment.

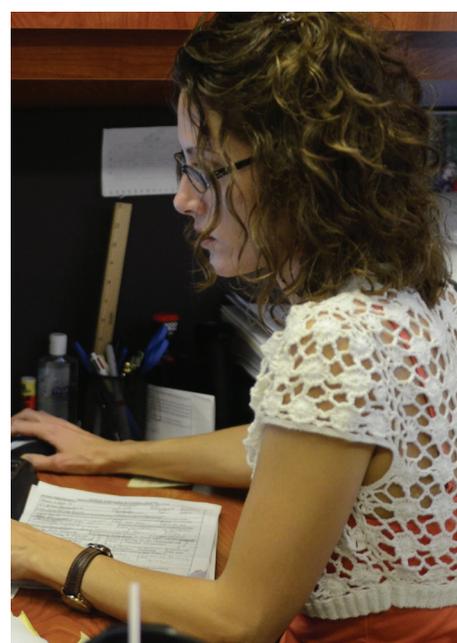
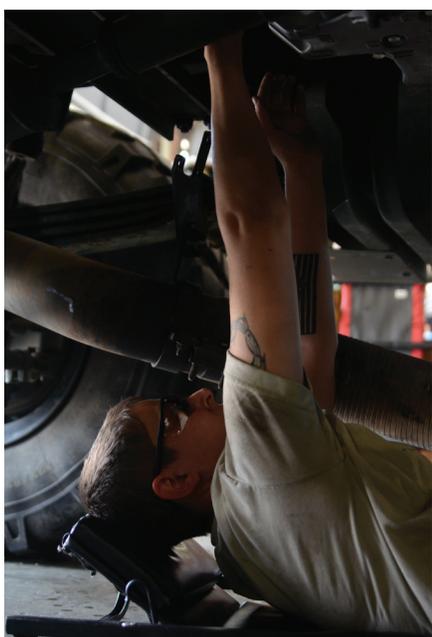
Purpose: In order to prepare for and execute our diverse range of missions we must create an environment that supports our Soldiers and Airmen, civilians, families, and employers. Additionally, we must recognize the community’s role in all of our operations and encourage their continued participation in our mission. This positive environment will attract the most qualified citizens and encourage continued support for our team as we protect the state and national interests. We seek to have employers value and prefer our members as employees. We recognize that the bond between the success of the community and the success of the service member is linked. Likewise, we must distinguish that the supply-based ARFORGEN cycle has changed the dynamics of our force and has altered our traditional conceptions of what we do and

how we do it. We must ensure that our new roles are understood, anticipated and supported.

Strategic Communication: We must educate, inform and advise our stakeholders about the vast programs and opportunities within the NCNG. They must understand that we are an exceptional value to our citizens and that our capabilities cannot be matched by any other agency including our ability to perform as an Operational Reserve.

Employer Support: As we partner with our civilian employers, we seek to support them as they support us. We must recognize them for their contributions as they support the vast array of missions our Soldiers and Airmen perform. We must integrate them into our team. Where possible, we will seek ways to make it beneficial and preferable to employ members of the National Guard either through legislation and/or skill sets that are useful to the business within our state.

Family Readiness: We will improve on our commitments to ensure that our team has equal access to support services. Empowering National



INDISPENSIBLE

Guard Families to remain resilient and viable in the absence of their loved ones remains among our top priorities. We will do this by ensuring that our families have mutual and assured access to support programs and services. Given our fiscal constraints, we must be efficient in our support programs. We must identify our best support practices and transform into a more agile and adaptive network. Efficient use of precious resources is an essential element for continued viability of these programs. We seek to partner with existing state and federal programs at select facilities to enhance support services with the lessons learned.

Community Support: Where possible we should seek, identify, recognize, and provide mutual support to community organizations. These organizations provide everything from moral support to handicapped access homes for our wounded warriors. They inject a level of morale and welfare that is unmatched. We must honor them as they honor us if we are to anticipate their continued support. In addition, we must seek and develop new relationships within our community that will provide long term mutual support.

Legislative and Congressional Support: Educating our state and national leaders about our role as an operational reserve must encompass and reinforce all of our efforts. We recognize our moral obligation to guard the state and national wealth and ensure we are efficient in our expenditures. We will communicate this message through a variety of venues that illustrate what we do and why we are the best value.

End State: An educated and informed network of support that values and honors the service of our members and enables our mission in the persistent conflict era and appreciates our dual role as the guardians of North Carolina and the national operational reserve.



ENABLE THE FORCE

Provide Soldiers, Airmen, and units with the facilities, resources, administrative and logistical support systems that enable mission accomplishment.

Purpose: In order to assist our Soldiers and Airmen in their perception of their organization as fair, well led, informed and resourced, we must communicate effectively with stakeholders and the Force equally well. Stakeholders will not support the organization with resources or moral support if they do not understand the mission and its importance. Soldiers and Airmen who add value to the organization will not stay if they do not view the organization as transparent and able to translate information on policies and missions in a way that is easy to comprehend and access. Finally, the Force must be efficient and plan for the use of resources in order to get the maximum effect in a fiscally constrained environment.

Communicate with Stakeholders: We will provide information to our stakeholders through a variety of methods. Soldiers and Airmen, Families, Employers, and our Elected Leadership will have information available to them through useable means across the communications spectrum. Online media will be expanded to ensure it is deliverable and useable by all of our stakeholders. The use of approved social networking will enhance our abilities to communicate to certain segments of our force and the public at large. We will leverage the latest technologies that enable collaboration and information sharing. We must maximize the use of online collaboration systems and tools to preserve our limited funding.

Resource the Force: Air forces will continue to train along AEF priorities. For Army forces, we seek to align our resources within the Operational Reserve cycle. Priorities for full time manning, recruiting, equipping, training, and funding will be allocated based upon projected strategic missions nested within ARFORGEN.



READY

Recruiting will be prioritized early in the planning cycle to maximize boots on ground for the training years before mobilization or deployment. Where practical, we will resource Major Subordinate Commands (MSC) with full time support within their mission cycle and to plan for and execute funding at their level. Training allocation will be focused on applying the right schools at the right time to ensure individual and unit mission readiness. Military Education will be planned as early as possible to ensure a ready supply of well rounded, best educated and capable leaders are available at all times. We will establish long term plans for facility maintenance and utilization and refurbishment. We will review our basing policies to ensure they meet the needs of the changing population of our state.

Develop and Implement Transparent, Equitable and Consistent Policies: All current and future personnel policies must be clear, concise and easily understood by all of our Soldiers,

Airmen and civilians. They must provide clear paths to career development and advancement and provide open lines of communication for redress of real or perceived grievances. Our Retention Boards must retain those best able to lead and contribute measurably to the Force. All of our processes must be defined and evaluated for value and applicability to meet the demands of the persistent conflict. Soldiers and Airmen must understand that our policies will reflect upon their service in a consistent and equitable manner. Finally, our continuous improvement process must be nested with our campaign plan to include our annual command climate survey to ensure we are progressing in all of our goals.

End State: Effectively provide the processes, facilities, resources, and administrative support that enables our Soldiers, Airmen and Stakeholders to support the decisive line of operation, Ready the Force.



EMPLOY THE FORCE

Provide military command, control and coordination capability that integrates federal and state military resources through enhanced unity of effort in response to all-hazards or other incidents as determined by the Governor.

Purpose: The Adjutant General (TAG) is responsible to the Governor for all military operations within North Carolina's borders (excluding those on active-duty military installations). As such, TAG is not simply a force provider, but a force employer. In addition to all NCNG forces, this responsibility encompasses all National Guard forces sent in mutual support from other states under Emergency Management Assistance Compact (EMAC) and potentially federal (active-duty) military forces.

The NCNG is uniquely qualified to lead all military forces during response operations in North Carolina due to its dual-mission. The National Guard's dual mission is to support the Governor and the defense of the nation. Historically, the State Area Command (STARC) in each

state utilized an administrative headquarters to provide forces for each of these missions. The attack on 9-11 and the Nation's response to Hurricane Katrina spurred the transformation of the STARC. The resulting Joint Force Headquarters (JFHQ) in each state includes an Operational capability that supports the Governor with more robust military command, control, and coordination during response operations. The JFHQ is also more interoperable with the Department of Defense (DoD), which conducts Defense Support to Civil Authorities Operations jointly. The JFHQ-NC provides the NCNG the capability to lead military forces during response operations in North Carolina.

Speed equals success for response operations in North Carolina and our response time is the key measure of Employ the Force. The NCNG provides military response capability in support of Civil Authorities in North Carolina in order to save lives, preserve property, and restore government services and public confidence. Our "ways" and "means" leading to these "ends" must be built for speed. The JFHQ-NC Joint Standard Operating Procedure 500-60, Support to Civil Authorities, is the "how to" manual for NCNG military



RELIABLE

response operations. It pre-defines and coordinates response capabilities with civil authorities and subordinate NCNG units in order to reduce response time. It also provides the method to extract maximum response capability from our forces that are not deployed or conducting final preparations in order to deploy overseas in defense of the Nation. Our dual-mission is thereby synchronized. More NCNG forces responding equals less EMAC required. Our forces inherently have shorter response times than EMAC forces. Incorporate continuous improvement and lessons learned into the way we do business. The JFHQ is the key operational capability supporting Employ the Force. Examine our Joint Mission Essential Tasks, conditions, standards, and metrics reported in the Defense Readiness Reporting System (DRRS) to ensure the best measure of our readiness. JFHQ actions must stringently ensure that we are prepared for the catastrophic event with rigorous planning and exercises that yield an inter-agency, coordinated response capability prior to the event.

The NCNG also employs mutual support from other states. Those states provide forces or capabilities to support North Carolina Civil Authorities through an agreement between Governors. This fills capability gaps that arise due to limited force structure or deployed force structure. The readiness of a military asset to conduct response operations in support of civil authorities is linked to preparedness. Preparedness enables response operations with speed and efficiency. The source and preparedness levels of these forces are determined through periodic manual coordination between JFHQs. Currently among the 54 states/territories/district, there is a very limited common operating picture for preparedness that supports each JFHQ with visibility of all National Guard response assets and their potential for mutual support. This task is further complicated by 54 independent JFHQs with 54 unique procedures for supporting civil authorities.

Operational Command Control: The exercise of authority and direction by a joint force commander over assigned and attached forces (to include forces provided by EMAC) in the accomplishment of the mission. Included is the ability to stand up one or more joint task forces. Maintain a tiered Joint Operations Center (JOC). Maintain a Common Operating Picture (COP) for Joint Operational Area North Carolina (JOA-NC). Report status of operations and forces.

Maintain Contingency Plans (CON-PLANS): Prepare, review and exercise CON-PLANS, CONPLANS with Time Phased Force Deployment Data (TPFDD), and Operations Plans (OPLANS) as necessary in a complex and changing environment. Plans address anticipated threats and identify correct type and number of military response capabilities and resources. Each plan is synchronized with the appropriate civil authorities.

Synchronize with Other Governmental Agencies (OGA's): Develop and grow relationships with OGA's throughout planning and execution of missions in order to become the agency of choice in all planning and execution for the Governor and as the state's primary liaison for federal missions.

Provide Support to State and Federal Agencies: Provide specified support to DoD and other federal or state agencies operating in North Carolina. Provide response capabilities, services, supplies, assistance or expertise. Provide, coordinate, and report Chemical, Biological, Radiological, Nuclear and Environment (CBRNE) response capabilities. Advise and support Counter Drug Operations.

End State: The Governor of North Carolina is supported with a robust military command, control and coordination capability that integrates federal and state military resources through enhanced unity of effort in response to all-hazards or other incidents as determined by the Governor.



Crossing the Line of Departure: As we commence our journey by crossing the line of departure, we must accept the fact that the NCNG will face an ever-changing environment under fiscal constraint and scrutiny. I challenge our organization to take a proactive approach in changing our organization in ways that best fit the emerging needs required by our future operating environment. Our organization will need to develop innovative recommendations in order to continue to be the “force of choice” both for domestic and federal missions.

In the next five years, our organization will review Future Force Structure; operationalize the force; develop and execute a demographically-informed stationing plan; implement an accessible and organized communications platform; and develop mature partnerships with local government, state and federal agencies, and neighboring military organizations.

Future Force Structure reviews supports the decisive LOO, Ready the Force. Our focus will be to seek and retain a force structure that provides the capabilities vital to accomplishing our dual state-federal missions. In order to anticipate the future needs of the Army and the Air Force, we will understand the current environment and analyze the future environment in order to anticipate and recommend the future force structure in FY12.

We will operationalize the force in support of the Enable the Force and Employ the Force LOOs. To facilitate this, our organization will undergo a comprehensive review and modification of not only the JFHQ-NC organization, but also full time manning support across the state. In Training Year 2012 (TY12), the organization will begin operations as a doctrinal organization that communicates all taskings, missions, and requirements via the orders process. These actions will be completed in TY12 with continuous revisions as appropriate in support of this Campaign Plan.

Developing and executing a demographically-informed stationing plan supports the decisive LOO, Ready the Force. Our organization will recommend the future footprint of the NCNG which attracts the best human capital across the state. It must allow us to project forces and capabilities where needed. A thorough analysis and recommended execution plan will be completed in mid TY12 with target execution completion in TY20.



RESPONSIVE



Developing and executing a communications platform supports the Enable the Force LOO. The establishment of this platform will allow the dissemination of information to Soldiers, Airmen, Families, Employers, and Supporters. This portal will be fielded no later than the middle of TY12 with continued refinement based on feedback and recommendations in support of this Campaign Plan.

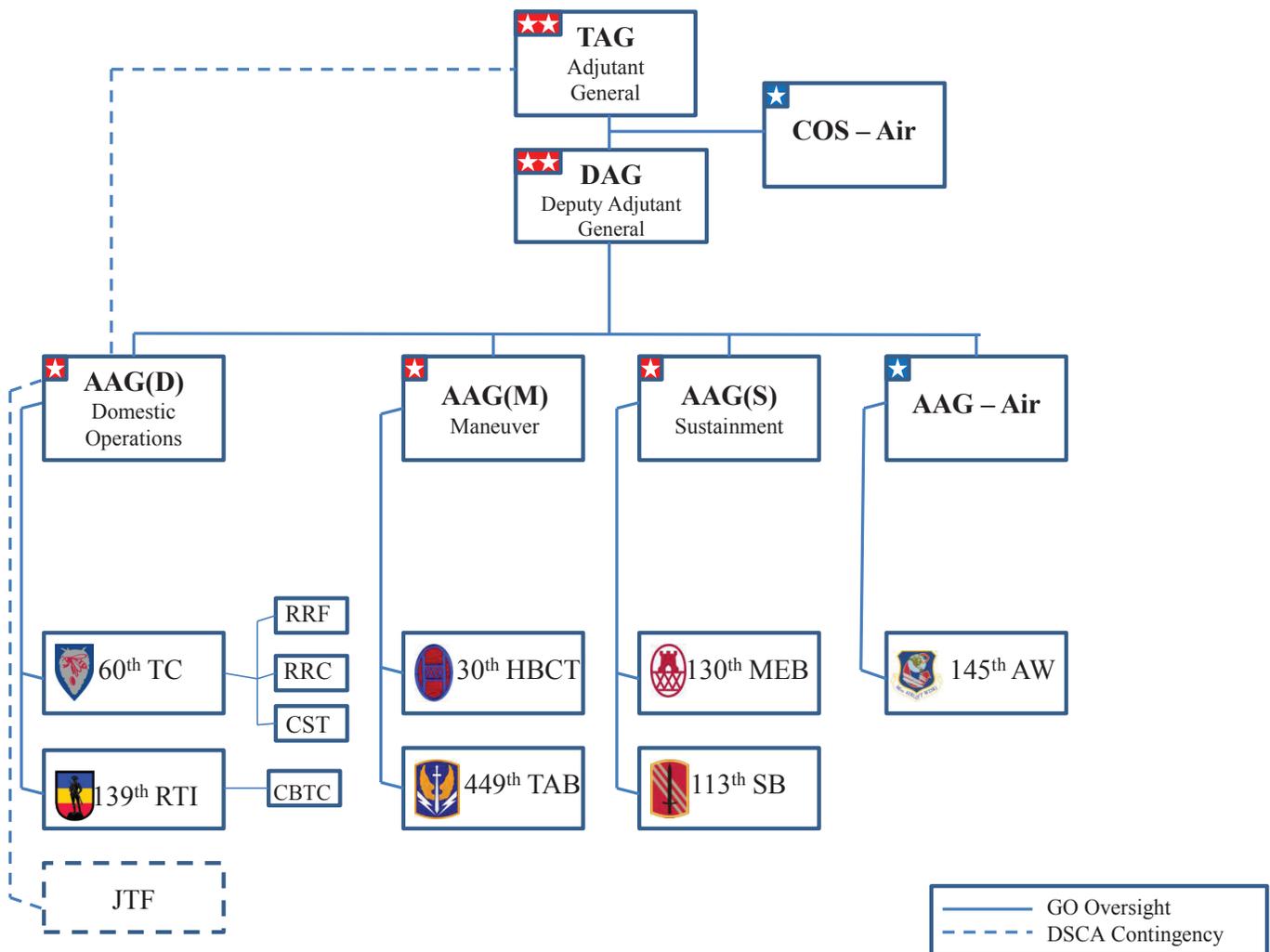
Developing and maturing partnerships with local government, state and federal agencies, and military organization supports the Employ the Force and Support the Force LOOs. Our organization will need to continue to grow and mature these partnerships in order to become the “force of choice” in support of both domestic and federal missions. I challenge our organization to creatively engage both our civilian and military counterparts in order to expand our current relationships. This will begin with an analysis of how to become a more cost effective option for Defense Support of Civil Authori-

ties (DSCA) missions in TY12 and will continue throughout this Campaign Plan as we reach out to our counterparts.

As our environment continues to change, the utilization of our organization in response to both Iraq and Afghanistan will begin to decrease while our incorporation into Theater Engagement Operations will likely increase. This underscores our responsibility to continue the provision of a “Ready Force” for both domestic and federal missions. Our greatest assets, both to our organization and those we support, are our Soldiers and Airmen. I challenge you to take the steps necessary to ensure we will maintain and grow our dual-mission capability. Make recommendations that will take our organization into the future and make us the most effective, efficient, and indispensable partner in securing our Homeland whether that be at home or abroad. With a unified effort, we will be the best military value for North Carolina and the United States of America.



North Carolina National Guard General Officer Command Structure



Over 12,000 Soldiers, Airmen, Departments of the Army and Air Force Civilians, and State Employees



RIGHT FOR AMERICA

Glossary

ARFORGEN/Army Forces Generation: Is the Army's core process of building ready forces using a predictable and synchronized timeline. It enables leaders to prioritize resources and mission requirements for units to conduct a variety of missions that range from full spectrum to contingency operations.

Aim Point(s): Are benchmarks used by Commanders at strategic levels to synchronize and align the Army's efforts that enable it to support global operations with ready land power. Aim Points optimize the execution of ARFORGEN by synchronizing manning and equipment capabilities with training at specific points across the ARFORGEN Force Pools.

Campaign Plan: A plan for a series of synchronized tasks designed to achieve strategic or operational objectives within a designated time and space.

Civil Authorities: Are state and federal organizations, other than military, that have the authority to enforce law.

Employ the Force: Providing National Guard personnel and resources in support of civil authorities or national mobilization authority.

Enable the Force: Provide Soldiers, Airmen, and units with the facilities, resources, administrative and logistical support systems that enable mission accomplishment.

Ends: Are objectives or desired outcomes of a given strategy.

Force Package: A force package is a predefined standardized grouping of manpower and equipment that provides a specific capability in support of domestic emergency operations.

Lines of Operation: Lines which define the direction, sequence, and pace of our forces across time in order to achieve a desired end state.

Means: Are resources required to execute a directed mission.

Operational Reserve: The strategic alignment of the Army Reserve and the National Guard to provide a pre-determined and continuous supply of forces and equipment for domestic and global operations.

Ready the Force: Preparing Soldiers, Airmen, and units for operations in support of state active duty, overseas contingency, and domestic support operations.

Stakeholders: A person, group, or organization that has a direct or indirect stake in an organization because it can affect or be affected by the organization's actions, objectives, and policies.

Support the Force: Shape an environment that honors, supports, and enables Soldiers and Airmen to serve their state and nation in an Operational Reserve environment.

Transformation: Is the reorganization of legacy structured forces that integrates new principles, concepts, and technology to enhance readiness and performance.

Unity of Effort: The synchronization of military units and other governmental agencies toward common objectives.

Ways: Activities that determine how units and agencies will accomplish objectives.





OPERATIONAL CAMPAIGN PLAN

NORTH CAROLINA NATIONAL GUARD 2012-2017

MISSION

The **North Carolina National Guard** provides a **READY TEAM** of Citizen Soldiers and Airmen who are **ALWAYS READY** and **ALWAYS THERE** to **PROTECT** and **PRESERVE** the lives and property of North Carolina citizens, **DEFEND** our Nation, and **SECURE** our American way of life

End State: Soldiers, Airmen & Units see the NCNG as:

- Fair and non-discriminating
- Open and transparent
- Loyal to their commitment
- Deserving of their service
- Stewards of the environment

The North Carolina National Guard is the most effective, efficient, innovative, and indispensable partner in securing our homeland by providing the best military value for our State and Nation

VISION