



The Adjutant General Colorado National Guard

STRATEGIC GUIDANCE 2030



Vision

We are an inclusive organization that earns and maintains the trust and confidence in those we serve at the local, state and federal levels; we are recognized for excellence in service to our Service Members and Families; and we are the state of choice for future force structure gains, equipment modernization, and infrastructure investment.



Mission

Ensure war fight and civil support readiness, execute civil support operations, care for our veterans, and build partnerships that further the objectives of our State and Nation.



CONG Strategic Guidance 2030

Always Ready, Always There

Mission: Ensure war fight and civil support readiness, care for our veterans, and build partnerships that further the objectives of our State and Nation

People

Recognize, Develop and Retain Talent

Foster an inclusive Culture that leverages and values diversity

Build and Strengthen Resiliency across the Force and within Families

Readiness

Achieve greater than 100% of authorized end strength

Improve readiness through innovation, leveraging Colorado's diverse force structure and the National Guard's Citizen Warriors characteristics

Optimize effective manning; increase the percentage fill in MOS or AFSC

Achieve mandatory Readiness metrics

Modernization

Acquire force structure to align the CONG with national priorities and prepare for the Future War Fight

Modernize our equipment to posture the CONG as a Joint All-Domain Operational Environment

Invest in Facilities and Land to enable the CONG to Recruit, Train and Maintain a force capable of executing all State and National missions.

PARTNERSHIPS

A deliberately developed, inclusive organization comprised of resilient Service Members, Civilians and Families

Units ready to meet the demands of Combatant Commanders and the Governors for simultaneous contingencies

CONG is aligned with National Strategy and postured to support all missions in an emerging operational environment



VISION

We are an inclusive organization that earns and maintains the trust and confidence in those we serve at the local, state and federal levels; we are recognized for excellence in service to our Service Members and Families; and we are the state of choice for future force structure gains, equipment modernization, and infrastructure investment.

UNCLASSIFIED

People - Line of Effort



Recognize, Develop, and Retain Talent

1. Develop leaders by leveraging diverse military and civilian experience, education, and training.
2. Institute a formal Joint Leadership Development Program that incorporates opportunities across Colorado and the Nation.
3. Manage our talent pool with an EDI lens to move ready leaders into the right positions at the right time.
4. Implement a variety of recognition programs for outstanding Service Members, Civilians and Families.
5. Ensure that Sponsorship is a core piece of our onboarding processes.

Foster an Inclusive Culture that Leverages and Values Diversity

1. Service Members, Civilians and Families feel Welcomed, Valued, Respected and Heard.
2. Encourage a culture in which Leaders are empathetic and compassionate while also enforcing standards and discipline.
3. Reward organizations that develop and sustain Trust up and down the chain of command.
4. Adopt and implement EDI best practices from external organizations and between services.
5. Establish a coaching and mentoring culture, creating a network of advocates to enable development and career growth.

Build and Strengthen Resiliency across the Force and within Families

1. Consistently connect with all Service Members, and Families (Command, Family Programs, Chaplain).
2. Establish a **JOINT** Commanders' Ready and Resilient Council (CR2C).
3. Resource Continuous Training at all echelons to build and maintain Resiliency Skills (MRT, Strong Bonds, ASIST, Engage).

People End State

A deliberately developed, inclusive organization comprised of resilient Service Members, Civilians and Families

Readiness - Line of Effort



Achieve greater than 100% of Authorized End Strength

1. Achieve 100% of the approved recruiting mission/goal.
2. Reduce attrition by achieving 100% of assigned retention goal.
3. Protect force structure by implementing strategies to achieve 100% end strength at the unit level.
4. Retain our underrepresented groups.



Improve readiness through innovation leveraging Colorado's diverse Force Structure and the National Guard's unique Civilian Warrior characteristics

1. Leverage the civilian occupations and skill sets within our force to improve both readiness and retention.
2. Create partnerships with federal and civilian organizations and communities.
3. Identify and take advantage of training and integration opportunities between the services and within our force structure.



Optimize effective manning; increase the percentage fill in MOS or AFSC

1. Reduce excess over 12 Months from 12% to 5%.
2. Increase critical MOS/AFSC fill over 12 months from 78% to 90% with DMOSQ from 66% to 80%.



Achieve mandatory Readiness metrics

1. Achieve service specific directed unit training readiness metrics.
2. Achieve service specific directed unit equipping metrics.
3. Develop a comprehensive 5 year SPP strategy that directly contributes to personnel and training readiness.

Readiness End State

Units ready to meet the demands of Combatant Commanders and the Governor for simultaneous contingencies

Modernization - Line of Effort



Acquire force structure to align the CONG with national priorities and prepare for the Future War Fight

1. CONG develops long term Service plans that are Deliberate, Sustainable, and Holistic leveraging the force structure we currently have.
2. Invest and divest in force structure that prepares CONG to be more relevant for *multi/joint all-domain* operations by 2035.
3. Become more competitive for desired Force Structure by leveraging *the whole of Colorado approach* to meet or exceed NGB growth criteria/metrics.



Modernize our equipment to posture the CONG for a Joint All Domain Operational Environment

1. Services provide long term plans to modernize and maintain parity with Active Component that fully integrates with the joint force and enables joint interoperability.
2. Prioritize innovations and investments that increase productivity of traditional Airmen and Soldiers.
3. Modernize Weapons Systems (i.e. Airframe, Cyber, Space) that support next generation capabilities and future force structure/objectives.



Invest in Facilities and Land to enable the CONG to Recruit, Train, and Maintain a force capable of executing all State and National missions

1. Institutionalize the Joint Stationing committee which maintains the 50-year plan that supports other strategic objectives and priorities.
2. Modernize our existing facilities to optimize their lifecycle, relevancy, resiliency and energy efficiency.
3. Acquire new sites and build to standards that meet security accreditation and other requirements supporting current and future needs.
4. Dispose of facilities that are poorly located, do not meet unit mission requirements, and cannot be modernized effectively.

MODERNIZATION End State

CONG is aligned with National Level Strategy and postured to support all missions in an emerging operational environment.

Change Log

- c1 – March 2021 – fixed formatting and a few typos. Re-worded supporting objective 1-1.1
- c2 – September 2021 – re-worded supporting objective 2-2.1