

CAMPLAN VOLGA II

15APR2024

I. Introduction: The Iowa National Guard Strategy 2030 provides purpose, priorities, and our vision for the future state of the Iowa National Guard. Our strategic approach identified the priorities as our four lines of effort. While STRATPLAN 2030 is a long-term organizational future end state, it must be broken down into actions and activities that are achievable in the near term. We operationalize these activities and consolidate efforts through a campaign plan (CAMPLAN) with key objectives that will be achieved incrementally over time. With an acknowledgement to the successes from our previous campaign plan, our 2030 strategy's campaign is named "VOLGA II".

A. References:

- 1) AR 5-1 Management of Army Business Operations, NOV 15
- 2) Iowa National Guard Strategy 2030, MAR 24.
- 3) Strategic Planning Guidebook, State of Iowa, revised FEB 24.
- 4) IA ARNG General Officer Terms of Reference, SEP 23

B. Strategic Approach:

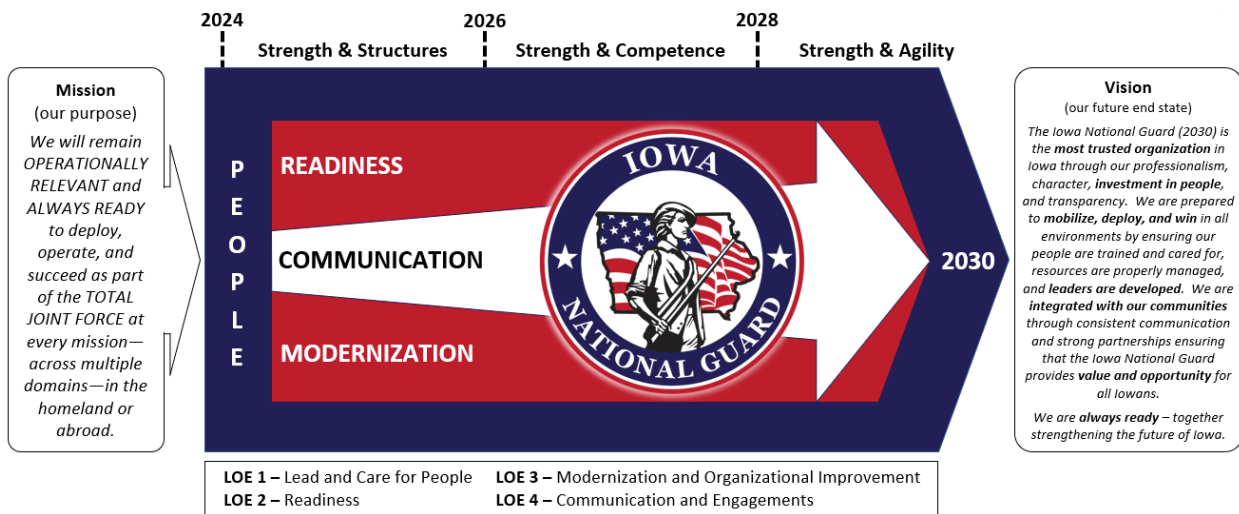


Figure 1: Iowa National Guard Strategic Approach

C. Operational Approach: The Iowa National Guard Strategy 2030 is implemented through CAMPLAN VOLGA II and is comprised of three separate operational efforts. One operation for the Iowa Army Guard and one for each Air wing: 132^d Wing (WG) and 185th Air Refueling Wing (ARW). Key leaders from each organization crafted near to mid-term objectives specific to their CAMPLAN operation. These operations work simultaneously to drive towards our strategic goals and vision as outlined within STRATPLAN 2030. While some efforts have overlapping joint objectives, breaking VOLGA II into separate operations provides flexibility to overcome cultural and mission differences. CAMPLAN VOLGA II delivers the actions and activities we will take as an organization to meet our strategic vision as a desired future state and be "Always Ready".

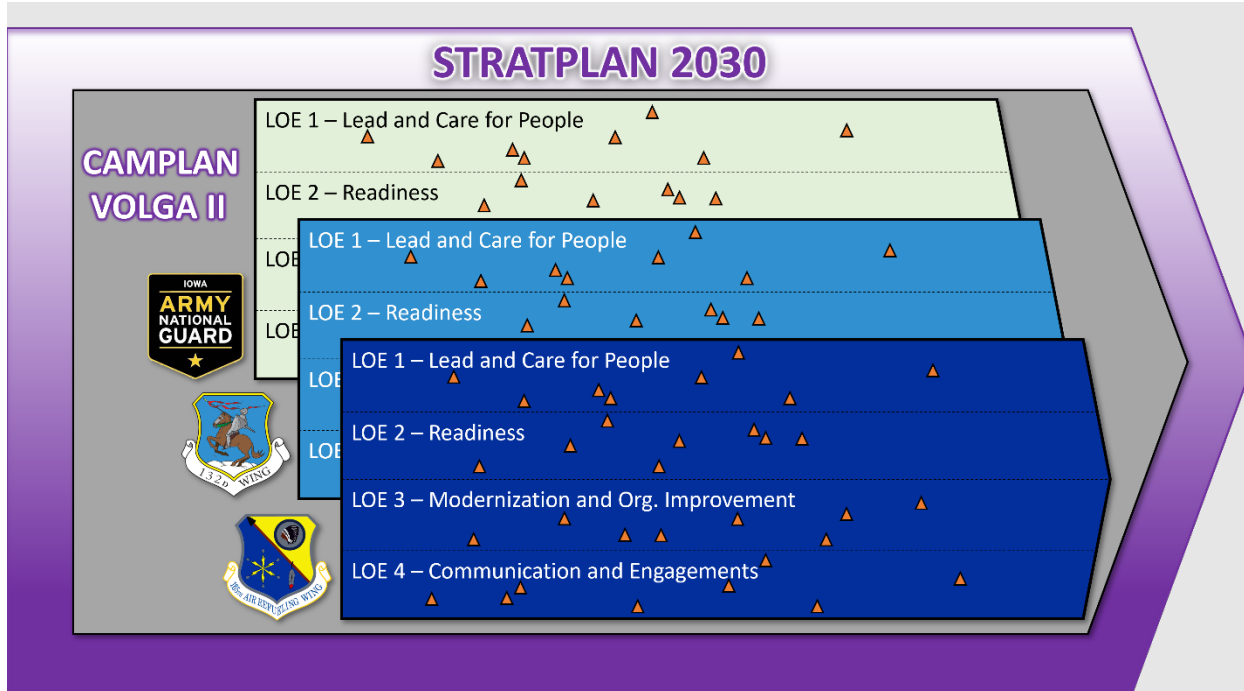


Figure 2: STRATPLAN 2030 – Operational Approach – CAMPLAN VOLGA II

II. Development, Implementation, Assessment, and Reframing.

A. Development: Each operation was developed with inputs from senior leaders across the organization. Utilizing lessons learned from the previous CAMPLAN VOLGA and guidance from The Adjutant General, each Line of Effort (LOE) and subordinate Line of Action (LOA) was crafted to be joint in nature. We enabled the Army and the two Air Wings to set objectives within these LOEs/LOAs to account for their cultural and organizational differences. This allowed for greater flexibility of the operations in VOLGA II to identify objectives that may apply specific to the Army or Wings but still nest within our priorities and strategic vision. The approved objectives are key to organizational growth, aligned to strategic success, and inform decision makers on future resource allocation.

B. Implementation: The three operations within VOLGA II are driven by offices of primary responsibility (OPRs) for each LOE. LOE OPRs designate ownership of each LOA and subordinate objective to ensure progress and accountability of the plan. The LOA and objective owners will complete action plans. Action plans provide the details as to why an objective was chosen, what we are trying to achieve, when we are trying to achieve it, how it nests with our strategic goals, how we will measure it, who is responsible, and what are the risks associated. Action plans will be approved by the General Officer who has Oversight (GOO) on that specific LOE. The Action Plan template and completed action plans will be kept on the [J5 Microsoft Teams page](#).

C. Assessment: CAMPLAN VOLGA II assessment system is outlined below:

1) CAMPLAN Data Calls / Strategic Management System. Each operation within CAMPLAN VOLGA II has a consolidated data call worksheet (excel document). This worksheet allows objective owners to input their data quarterly to track progress of their objectives. Objectives should be non-binary (avoiding Yes/No) if possible and measured on

a red/amber/green threshold outlined within the Action Plan. The quarterly data call will be sent to the J5 who enters the data into the Strategic Management System (SMS). SMS will be the system of record for all operations within VOLGA II and for historical data tracking.

2) CAMPLAN Assessment Working Groups (CAWGs). All three nested operations will conduct a quarterly CAMPLAN assessment working group. Each quarter will focus on a different LOE. The J5 will coordinate with each LOE OPR to package information from the data calls and SMS to inform the assessment and formulate dialogue during the CAWG. The CAWG charter (Enclosure 4) outlines the purpose and expectations of the working group. Successful CAWGs provide a balanced assessment and the feedback needed to inform the GOO on the progress of objectives, changes in the environment that may impact achievement, decisions to be made on resources, or any need for a reframe of the VOLGA II operation, LOEs, or LOAs. The CAWG prepares the OPR for the Quarterly Readiness Review (QRR) where they will inform the TAG on LOE progress.

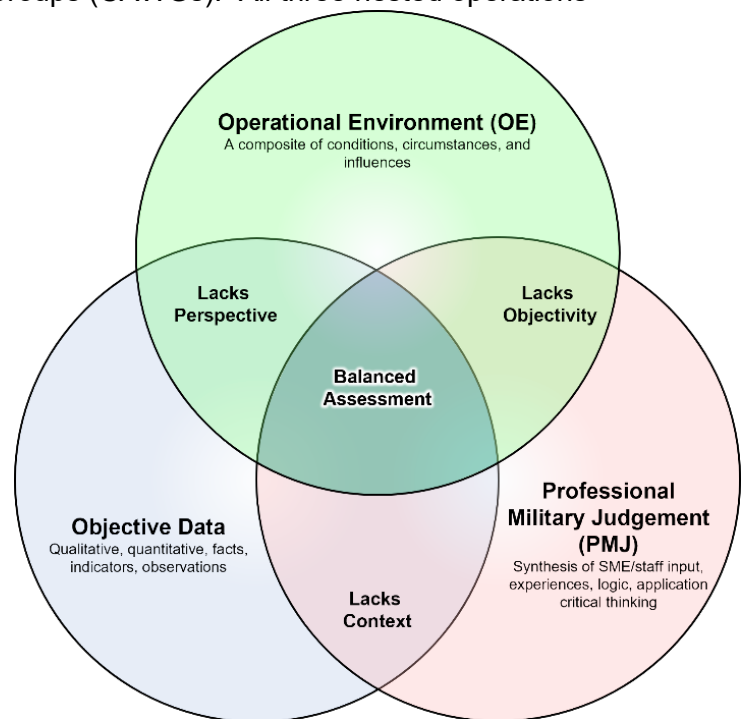


Figure 3: Balanced Assessment Diagram

3) Quarterly Readiness Review (QRR). The QRR is the venue in which OPRs present information to TAG and senior leaders of the Iowa Guard to inform them of the progress of the LOE and its subordinate LOAs/Objectives. The J5 will work with the OPRs to consolidate the feedback from the CAWG into the QRR format.

4) State Assessment Brief to National Guard Bureau. This brief provides State leadership a platform to influence NGB regarding resources that contribute or inhibit our increased readiness levels. Production of the State Assessment Brief to NGB will be the primary output of the third quarter CAWG and sent annually to NGB in fourth quarter.

5) The J5 will coordinate with the Government Relations Office (GRO) and senior leaders to identify three objectives (as key performance indicators) that align with the Governor’s priorities and submit performance reports to the Iowa Department of Management (DOM) annually. See enclosure 6.

D. Reframing: “A reframe is a shift in understanding that leads to a new perspective on the problem or its resolution” (ATP 5-0.1, pg. 6-2, para 6-12). Reframing efforts will happen continuously through the quarterly CAWGs and recommended changes briefed during the QRR. Failure to adjust for changes in the environment will lead to ineffective or inconsequential outcomes. Reframing an entire LOE or LOA requires TAG approval; however, CAMPLAN objectives that need to be reframed will be approved by the GOO.

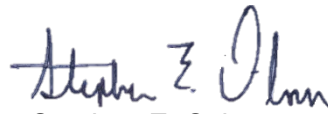
III. Lines of Effort (LOEs) / Lines of Action (LOAs) / Objectives: Each LOE and subordinate LOAs are joint in nature and apply to the Army and Air. The objectives below each LOA are specific to each operation within CAMPLAN VOLGA II. These objectives were identified as key actions by each organization (Army, 132d WG, 185th ARW) from key leaders within their organization. Each objective works within a line of action to improve the organization and drive

towards the LOE end state, ultimately tying it to the strategic vision. Enclosures 1-3 show each operation broken down by LOE, LOA, and subordinate objective. For detailed information regarding the objectives and their associated timelines or activities, review the action plans maintained on the [J5 Microsoft Teams page](#) or contact the respective objective or LOA owner.

IV. Conclusion: CAMPLAN VOLGA II operationalizes STRATPLAN 2030 through three separate, but nested plans for the Army, 132d WG, 185th ARW. It takes the guidance from STRATPLAN 2030 and shapes it into actionable activities that can be measured and reframed over time to show organizational improvement and inform resource decisions. CAMPLAN VOLGA II allows for the flexibility of the two Air Wings and the Army to operate within The Adjutant General's priorities through shared LOEs and LOAs but objectives that are specific to their organization. VOLGA II accounts for environmental changes and will reframe as part of a routine assessment system to build toward a future where the Iowa National Guard continues to be **"Always Ready!"**.

6 Encls

1. Army Operation
2. 132d WG Operation
3. 185th ARW Operation
4. CAWG Charter
5. Iowa Task Org
6. KPIs tied to Iowa Gov Priorities (TBP)



Stephen E. Osborn
Major General, Iowa National Guard
The Adjutant General