J ust a little over a year ago, the final version of The NGAUS Strategic Plan, NGAUS 2000 AD was approved and received widespread attention at the General Conference in San Antonio. Later in 1988, I published in the January 1989 issue of National Guard Magazine, Plan 2000 AD gives the Association direction in which it could plot a course toward the year 2000.

Now eight months later, we can report to you that the Plan 2000 AD continues to shape the way in which our Association. It was not sheled as "nice to have" information, but has become a living document being implemented by the NGAUS staff.

Before explaining the implementation of the plan, let me review the purpose of the plan. The National Guard Association of the United States took the initiative several years ago that very few associations of our kind have ever taken. We made a concerted effort to look inside our structure. Associations generally have all they can do to deal with the day-to-day activities that it takes to accomplish. We have taken it one step further and look at the whole range of how we do business and since the annual process of congressional action is not our sole preoccupation.

The NGAUS leadership has recognized that the world is changing rapidly. How we do business in the nation's capital is changing just as rapidly. Each state finds its National Guard changing with ever-increasing Total Force military. In order to face the new age with all of its ramifications, the Association's leadership under Maj Gen Raymond A. Maters, then the NGAUS president, decided to look at all its internal operations.

We determined that the NGAUS must look at how it could continue to be a viable entity, the National Guard and our membership in the year 2000. Within this vision, we added the broad-stroke organizations that come under the NGAUS umbrella—the Historical Society of the Militia and National Guard and the NGAUS Insurance Trust— to the self-assessment.

General Maters asked MG Robert F. Essmilt, Jr. of Florida to establish a Strategic Planning Task Force, which would study the variables of the changing world, the nation's political environment and how the National Guard and the National Guard Association fit within those parameters. General Essmilt satisfied that charter by producing The NGAUS Strategic Plan - NGAUS 2000 AD.

At the time that I was elected as your president, it was realized that the Plan 2000 AD told the National Guard community and the Association's leadership what "had to be done." However, it did not tell us how. Now we are in the process of implementing the means to implement the plan.

My priority was near-term direction and then, once that was in place, to address mid- and long-term requirements. In turn, the NGAUS staff organized the specific near-term tasks into manageable groups, developed a cost analysis and made recommendations to the officers and Executive Council members on how the Plan 2000 could be carried out.

Although limited to near-term (1989-1993) implementation, the plan reviewed all the tasks to ensure what was done for near-term had good probability of execution and would not impair the mid- and long-term requirements. During the implementation process, the staff reviewed the appropriateness of each task up to 1993. They included those things that we already are accomplishing on a day-to-day basis, as well as additional tasks that originally were not included in the near-term agenda.

It should be noted that no where in the plan did they say to look at planning budgets to meet the task requirements. That was an implied task, individual responsibilities for each of the tasks, major participants and major supporting elements were identified. Manpower projections were outline under these parameters. Then the staff based the fiscal analysis on manpower requirements.

Taking the staff's lead, the Committee on Long Range Planning recommended that the Historical Society and the NGAUS Insurance Trust project their budgets in concert with the parent organization.

The committee members also noted that the Association needed to seek professional guidance to conduct an automation survey to ensure needed automation will be incrementally projected and budgeted over the next five years. They made an identical recommendation for furnishings and space planning costs for the new building. The Executive Council immediately approved these recommendations.

Both plans—the base plan and the implementation plan—are living documents that are amenable to change as situations and circumstances change. There are many tasks that are ongoing and evolving to meet our changing needs. Of course, there are milestones; most notably the breaking and republishing of the base plan in December 1990 by the Committee on Long Range Planning. This review and rewrite will take into consideration the staff implementation and update near-, mid- and long-term goals.

Now in the midst of reviewing the progress will be monitored semi-annually by the officers and the Executive Council members as we approach December 1990. By then, as in the past, many of the tasks identified will have begun. The majority of the new building, will have clearer definition.

The membership can take pride not only of the exceptional work the NGAUS task force members performed, but also of the work the NGAUS staff has put into the implementation.

The Drug War Continues

N umerous initiatives from across the country and National Guard members have been DOD approved to conduct similar drug war programs. As a result, the drug war is not over and the war on drugs should be fought better.

MG Charles M. Kiefer, President, NGAUS

October 1989

Volume XLIII, Number 10

FEATURES

Low Intensity Conflict Reviewed

McCharles M. Kiefer, president of the National Guard Association, says nationwide the National Guard and Army Reserves are ready for an inspection. Nearly 300 Air Guard members responded to the emergency.

D-Day Revisited for 45th Anniversary

Kiefer said National Guard officers may find the gap between the present and the past. Two very different battles in U.S. history were recently the objects of this prime scrutiny. D-Day and Custer's Last Stand.

Two D-Day Revisited for 45th Anniversary

The 26th of May marked the 45th anniversary of D-Day. The National Guard was there. National Guard Association officers, past and present, and guests attended ceremonies in France commemorating the anniversary of the landing on Omaha Beach. Many attending took part in that historic battle.

Staff Rides—Learning from the Past

The staff ride is one of those National Guard officers may find the gap between the present and the past. Two very different battles in U.S. history were recently the objects of this prime scrutiny. D-Day and Custer's Last Stand.

Cover Story: An American Hero in Africa

McCharles M. Kiefer, president of the National Guard Association, says nationwide the National Guard and Army Reserves are ready for an inspection. Nearly 300 Air Guard members responded to the emergency.

DEPARTMENTS

President's Message

Washington Tie-Line

Capital Focus

Newsbreaks

Leading Edge

Posting the Guard

Publisher's Notebook

PUBLICATION STAFF

MG Bruce Jacobson (ret.) Publisher

LTC Reid K. Beveridge Editor (on leave)

CPT Pamela A. Kane Interim Editor

Capt Jean Marie Beall Assistant Editor/Features

Belinda Reilly Assistant Editor/Production

Sonja Isom Editorial Assistant

COL John C. Philbrick Jr. (ret.) Assistant Director

Col David A. McLaughlin (ret.) Controller

Dave Pearsons Circulation Manager

National Guard Magazine is published monthly by the National Guard Association of the United States, 1401 Constitution Ave., N.W., Washington, D.C. 20005, Telephone: (202) 393-1541, cable: NationalGuard Washington, D.C., recorded telephonic filing, Copyright 1989 by the National Guard Association of the United States, all rights reserved, National Guard members, by the National Guard Association of the United States, all other commercial rights reserved. National Guard Association, all rights reserved, National Guard Association, all other commercial rights reserved. The Editor welcomes original articles bearing on military and national security subjects, especially articles which have implications for the National Guard. Postmaster: Send Form 3579 to National Guard Magazine, One Massachusetts Ave., N.W., Washington, D.C. 20001.