



MISSOURI NATIONAL GUARD
JOINT FORCE HEADQUARTERS
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NGMO-TAG

4 December 2025

MEMORANDUM FOR Missouri National Guard (MONG) Commanders and Staff

SUBJECT: The MONG Fiscal Years 2027-2031 Joint Strategic Plan (FY27-31 Joint STRATPLAN)

1. References. See Enclosure 1.

2. Purpose. This STRATPLAN establishes my strategic guidance for the next five years. It articulates our approach to achieving our mission, realizing our vision, and improving our organization. The plan provides every Soldier, Airman, and Civilian employee with a shared purpose and clear priorities to guide decisions and actions across all echelons. This document also communicates our goals to partners, stakeholders, and the citizens of Missouri.

3. Mission. The Missouri National Guard organizes, trains, and equips Citizen Soldiers and Airmen to serve the Nation and our State with strength, readiness, and resilience.

4. Vision. The Missouri National Guard is a national leader in readiness. We are a cohesive, disciplined, responsive, and combat-ready team committed to serving our communities, State, and Nation.

5. In these times of ever-changing demands and forward momentum, our strength lies in the four strategic priorities that define us: **People, Readiness, Partnerships, and Transformation**. Together, they form the foundation that will carry us forward collectively as *One Team!* Our *People* are the heart of this organization; your dedication and resilience inspire us all. Our *Readiness* ensures we can answer the call without hesitation. Our *Partnerships* bind us to our communities and allies, expanding our reach and impact. And our commitment to *Transformation* drives us to adapt, innovate, and lead. No matter what challenges arise, when we stand united on these pillars, we stay mission ready and resilient.

6. Strategic Priorities and Organizational Goals

a. People: Our *People* are the #1 priority, and there is no other number one. Our Soldiers, Airmen, Civilian Workforce, and Families are our greatest asset and the heart of our mission.

(1) Organizational Goal: Cultivate a resilient, empowered force, focused on growing strength through recruitment, development, and retention.

(2) Objectives:

a. Expand the force by enhancing recruitment pipelines, increasing retention through targeted mentorship, and sustaining a culture grounded in respect, trust, and empowerment.

b. Advance tailored talent management strategies that align with our unique force structure, ensuring every Soldier and Airman has clear opportunities to grow and lead.

c. Leverage comradery and esprit de corps to foster trust, connection, and accountability across the force.

d. Strengthen leader engagement to proactively recognize and address wellness challenges within units.

e. Enhance family readiness and support systems.

(3) Desired State: Soldiers and Airmen have a strong sense of purpose, who are supported and inspired to serve to their fullest potential.

b. Readiness: Maintaining trained, disciplined, and equipped forces ready to respond at home and abroad.

(1) Organizational Goal: Ready Today, Prepared for Tomorrow.

(2) Objectives:

a. Attain and sustain the highest levels of personnel readiness.

b. Plan and execute realistic training synchronized with resourcing levels.

c. Maximize equipment readiness utilizing available resources.

d. Ensure response capabilities to domestic and global emergencies.

(3) Desired State: A trained, disciplined, and mission-capable force ready to deploy and win.

c. Partnerships: Building and sustaining relationships that strengthen our capabilities and resilience.

(1) Organizational Goal: Strengthen bonds at home and abroad.

(2) Objectives:

a. Foster local partnerships with civil authorities, first responders, and community organizations.

b. Advance interservice coordination and collaboration for domestic operations.

c. Strengthen community engagements to educate on Missouri Guard resources and missions.

d. Grow the State Partnership Program to expand international relationships.

(3) Desired State: Effective collaboration with civil authorities, communities, and global partners.

d. Transformation: Embracing innovation to modernize and remain relevant.

(1) Organizational Goal: Modernize the MONG for 2035 and beyond.

(2) Objectives:

a. Complete the transition to a joint headquarters structure.

b. Modernize force structure, equipment, systems, processes, and policy for speed and relevance.

c. Invest in advanced training and leader development initiatives.

d. Foster a culture of intellectual curiosity and innovation that accelerates positive change.

(3) Desired State: An adaptable organization driven by innovation, modernization, and agility.

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SUBJECT: The MONG Fiscal Years 2027-2031 Joint Strategic Plan (FY27-31 Joint STRATPLAN)

7. Success relies on unity of effort across all echelons. Our priorities are interdependent; without caring for our *People*, *Readiness* suffers; without *Readiness*, *Partnerships* weaken; without *Partnerships* and *Transformation*, we risk irrelevance. By aligning objectives under this STRATPLAN, we will build a cohesive, disciplined, and resilient Missouri National Guard.

8. Planning Cycle:

- STRATPLAN: Updated every even numbered fiscal year (effective October).
- Campaign Plan: Updated annually, January-February (effective October).
- JCRG: Updated annually, April-May (effective October).
- Base OPORD: Updated annually, May-August (effective October).

9. Conclusion. The MONG represents the best of Missouri and the Nation. While the missions will evolve, one constant remains: *People* are the #1 priority and there is no other number one. With strength, readiness, and resilience, members are ***built to lead, trained to win, ready to serve***. Thank you for your commitment and service!

Encls

1. References
2. FY27-31 STRATPLAN Graphic
3. The MONG STRATPLAN Cycle
4. JOINT STRATPLAN Outline
5. MONG Campaign Plan FY27-31 (TBP)


CHARLES D. HAUSMAN
Major General, MONG
The Adjutant General

Enclosure 1 (References) to the MONG FY27-31 Joint STRATPLAN

1. References.

- a. [National Security Strategy, October 2022.](#)
- b. [National Defense Strategy, March 2022.](#)
 - (1) [NDS Fact Sheet \(defense.gov\)](#)
- c. [National Military Strategy 2022.](#)
- d. MONG OPERATION ORDER 26-01, Show Me 2026, [OPORD 26-01.pdf](#)
- e. [Memorandum, MONG, NGMO-TAG, 14 April 2023, subject: Fiscal Year 2022/2023 MONG Joint Command Readiness Guidance \(FY24/25 MONG Joint JCRG\).](#)
- f. [FY25 MONG Strength Maintenance Plan.pdf](#)
- g. [MONG Strategic Communications Plan](#)
- h. [ADP 6-22 Army Leadership and the Profession \(with change 1\), July 2019.](#)
- i. [DARNG Paper-01 The Army National Guard Beyond 2030- Asking the Right Questions. FEB 2023](#)
- j. [DARNG Paper-02 The Army National Guard Beyond 2030- Challenges to the ARNG Enterprise. AUG 2023](#)
- k. [DARNG Paper-03 The Army National Guard Enterprise Today and Tomorrow. JUN 2024](#)



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MONG Joint STRATPLAN FY27-31 (Enclosure #2)

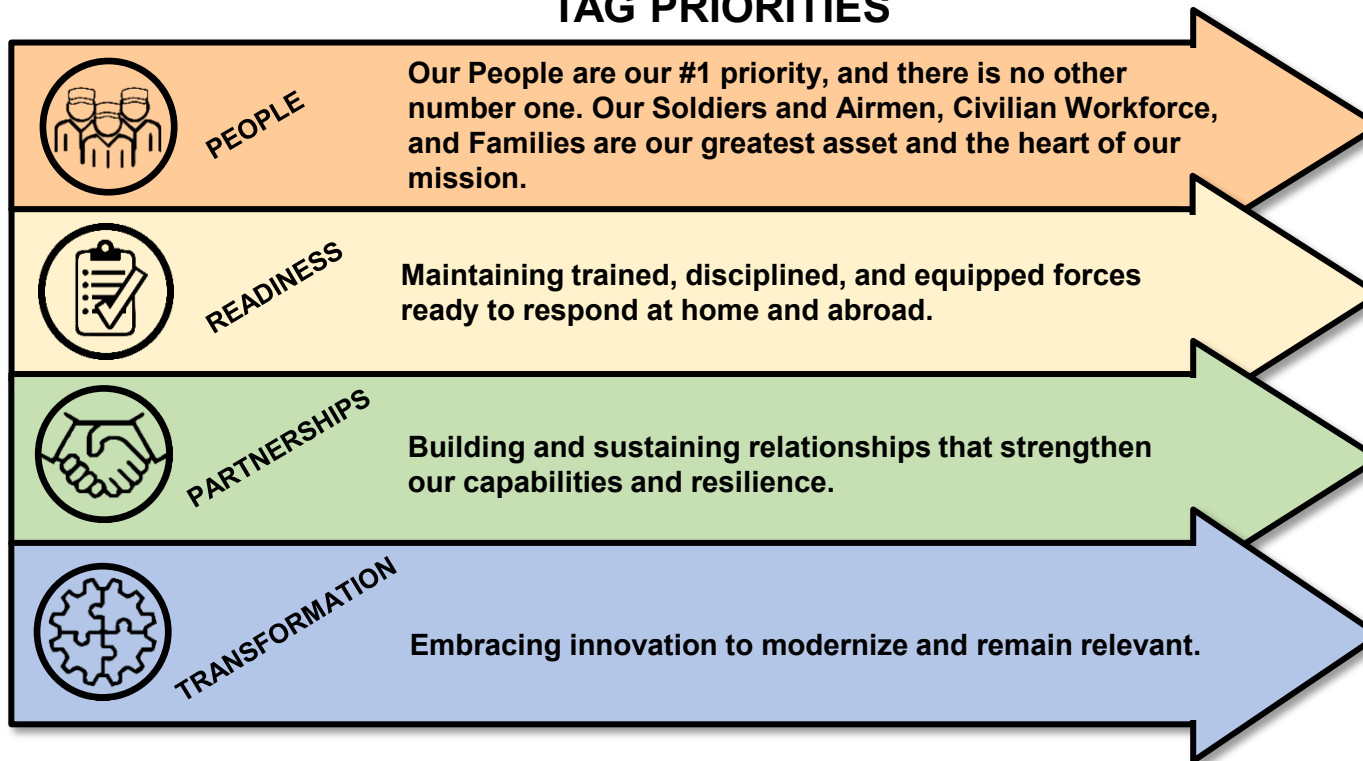
MISSION

The Missouri National Guard organizes, trains, and equips Citizen Soldiers and Airmen to serve the Nation and our State with strength, readiness, and resilience.

VISION

The Missouri National Guard is a national leader in readiness. A cohesive, disciplined, responsive, and combat-ready team committed to serving our communities, State, and Nation.

TAG PRIORITIES



DESIRED STATE

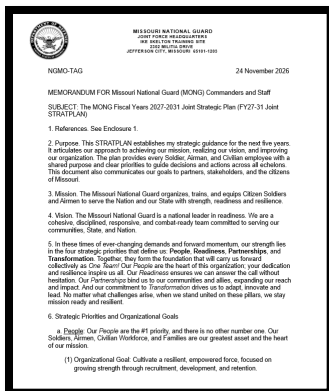
- Soldiers and Airmen have a strong sense of purpose, who are supported and inspired to serve to their fullest potential.
- A trained, disciplined, and mission-capable force ready to deploy and win.
- Effective collaboration with civil authorities, communities, and global partners.
- An adaptable organization driven by innovation, modernization, and agility.

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MONG Joint STRATPLAN Outline (Enclosure #3)

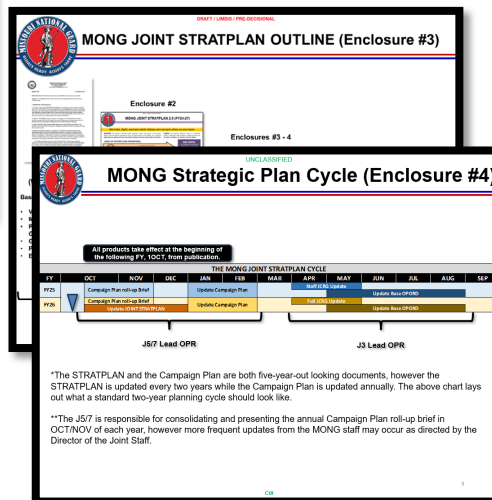


STRATPLAN (Written Document)

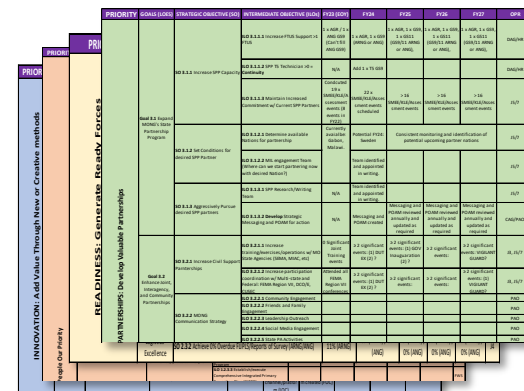
Enclosure #2



Enclosures #3 - 4



Enclosure #5



STRATPLAN Framework

- Enclosure #3 STRATPLAN Outline
- Enclosure #4 MONG Planning Cycle

FY27-31 JOINT STRATPLAN

Designed to synchronize efforts on a broad scale. Should drive decisions and resource allocations.

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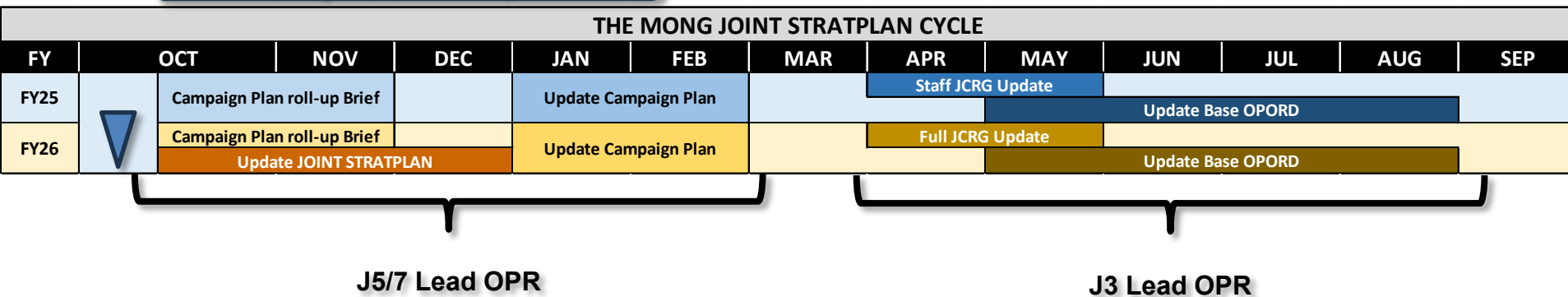
Provides additional level of detail that arranges tactical actions in time and space to achieve Goals and LOEs of STRATPLAN.

- Strategic & Intermediate Level Objectives
- Timeframes for execution
- Measures of Performance/Effectiveness
- Designates OPRs
- Updated annually in support of JCRG



MONG Strategic Plan Cycle (Enclosure #4)

All products take effect at the beginning of the following FY, 1OCT, from publication.



The STRATPLAN and the Campaign Plan are both five-year-out looking documents, however the STRATPLAN is updated every two years while the Campaign Plan is updated annually. The above chart lays out what a standard two-year planning cycle should look like.

The J5/7 is responsible for consolidating and presenting the annual Campaign Plan roll-up brief in OCT/NOV of each year, however more frequent updates from the MONG staff may occur as directed by the Director of the Joint Staff.