



CHIEF NATIONAL GUARD BUREAU MANUAL

NGB-J5
DISTRIBUTION: A

CNGBM 5100.01
10 January 2018

NATIONAL GUARD STRATEGIC PLANNING SYSTEM

References: See Enclosure C.

1. Purpose. This manual provides procedural guidance for executing the National Guard Strategic Planning System (NGSPS) in accordance with (IAW) references a through f.
2. Cancellation. None.
3. Applicability. This manual applies to all elements of the National Guard (NG).
4. Procedures. As noted in reference a, the NGSPS is a formal structure that enables the Chief of the National Guard Bureau (CNGB) to fulfill the “assess, advise, and guide” responsibilities IAW references b and c.
 - a. CNGB Roles. In the “assess” role, the CNGB conducts assessments of the strategic environment, the NG, and the National Guard Bureau (NGB) through the National Guard Strategic Estimate (NGSE), the National Guard Comprehensive Assessment (NGCA) and other processes. In the “advise” role, the CNGB uses NGSPS components to provide advice to defense and national leadership. In the “guide” role, the CNGB uses the CNGB Vision, the National Guard Strategy (NGS), the National Guard Bureau Strategic Plan (NGBSP), and other products. See Figure 1.

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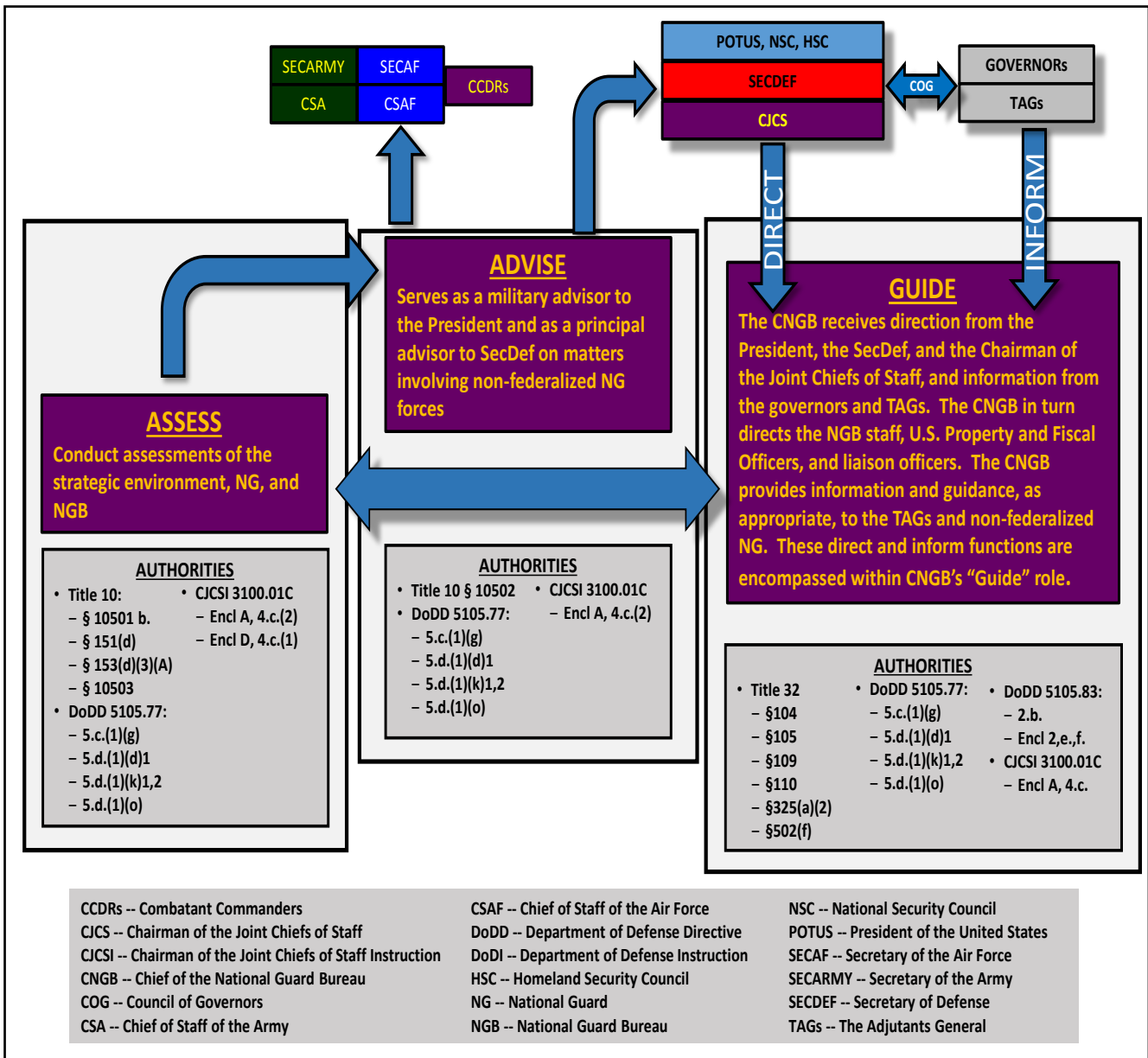


Figure 1. CNGB Roles and Related Authorities

b. NGB Roles. The NGB engages and influences Joint and Service processes in support of the NG's warfight, homeland, and partnership lines of effort. The NG conducts missions in a State or Federal status and the NGB conducts CNGB-directed assessments of these activities, the strategic environment, military and strategic risks, gaps in authorities, policies, and other key areas. Pertinent best practices and lessons are collected, entered and reviewed in the Joint Lessons Learned Information System as part of the assessment. The CNGB uses these assessments and analyses to provide the best military advice to the President of the United States, the Secretary of Defense (SecDef), the Chairman of the Joint Chiefs of Staff (CJCS), and advises the Services and Combatant Commands (CCMDs) on NG matters.

c. NGSPS Framework. The NGSPS framework, comprised of guidance, strategy, plans, and feedback, is illustrated in Figure 2. Enclosure A provides a detailed discussion of each NGSPS component. The NGSPS is conceptually linked to both the Federal Performance Framework (see reference d), which outlines strategic planning and performance requirements, and the Joint Strategic Planning System (JSPS) (see reference e). The Federal Performance Framework does not direct NGB to produce its own plan, but NGB supports the Department of Defense’s (DoD) Agency Strategic Plan. The link to both processes supports the CNGB in performing the roles associated with his or her responsibilities, and aligns NGB accordingly. The NGSPS is also linked to Army and Air Force strategic documents. Figure 3 illustrates these links and their influences on the NGSPS.

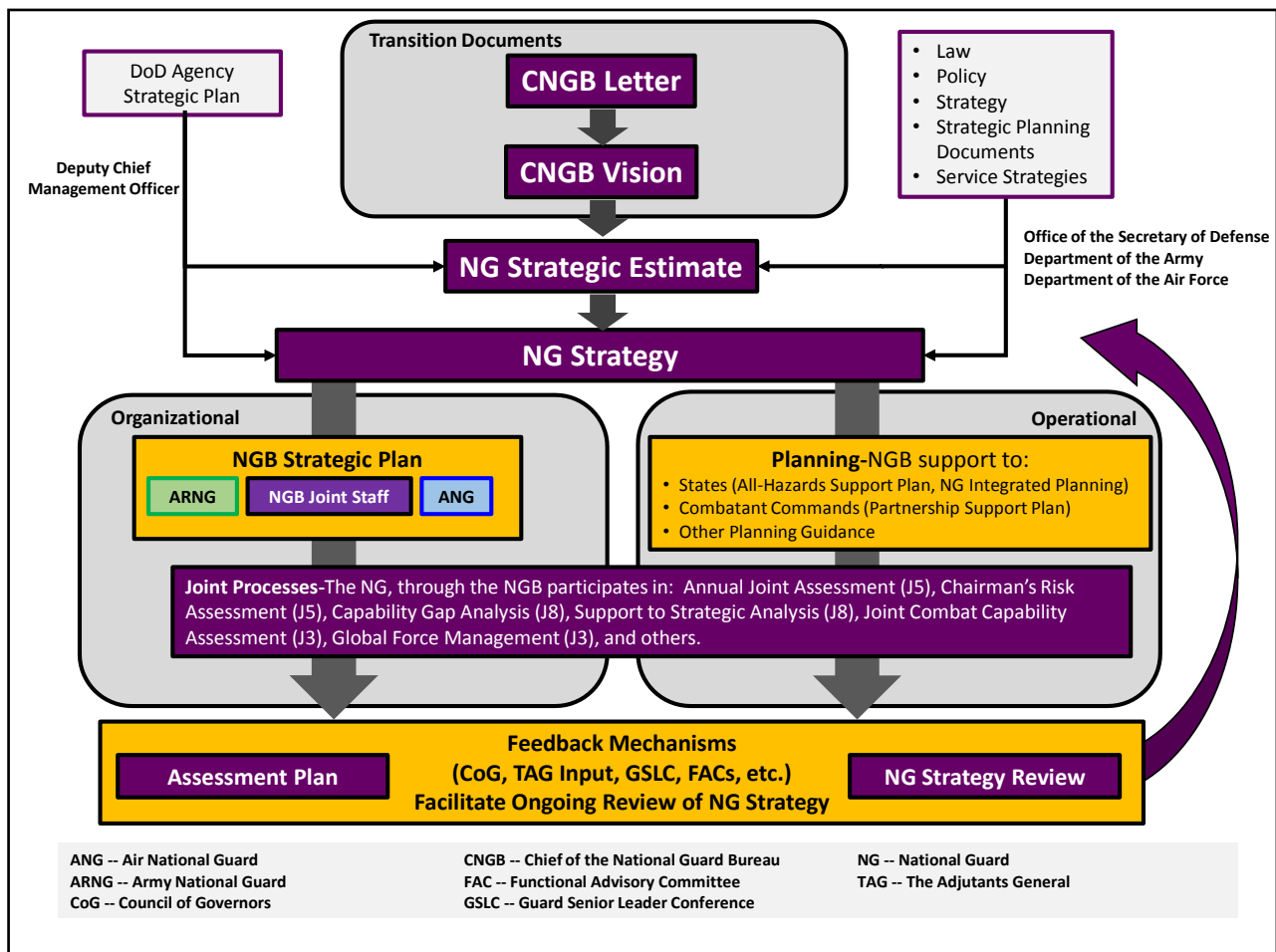


Figure 2. NGSPS Framework

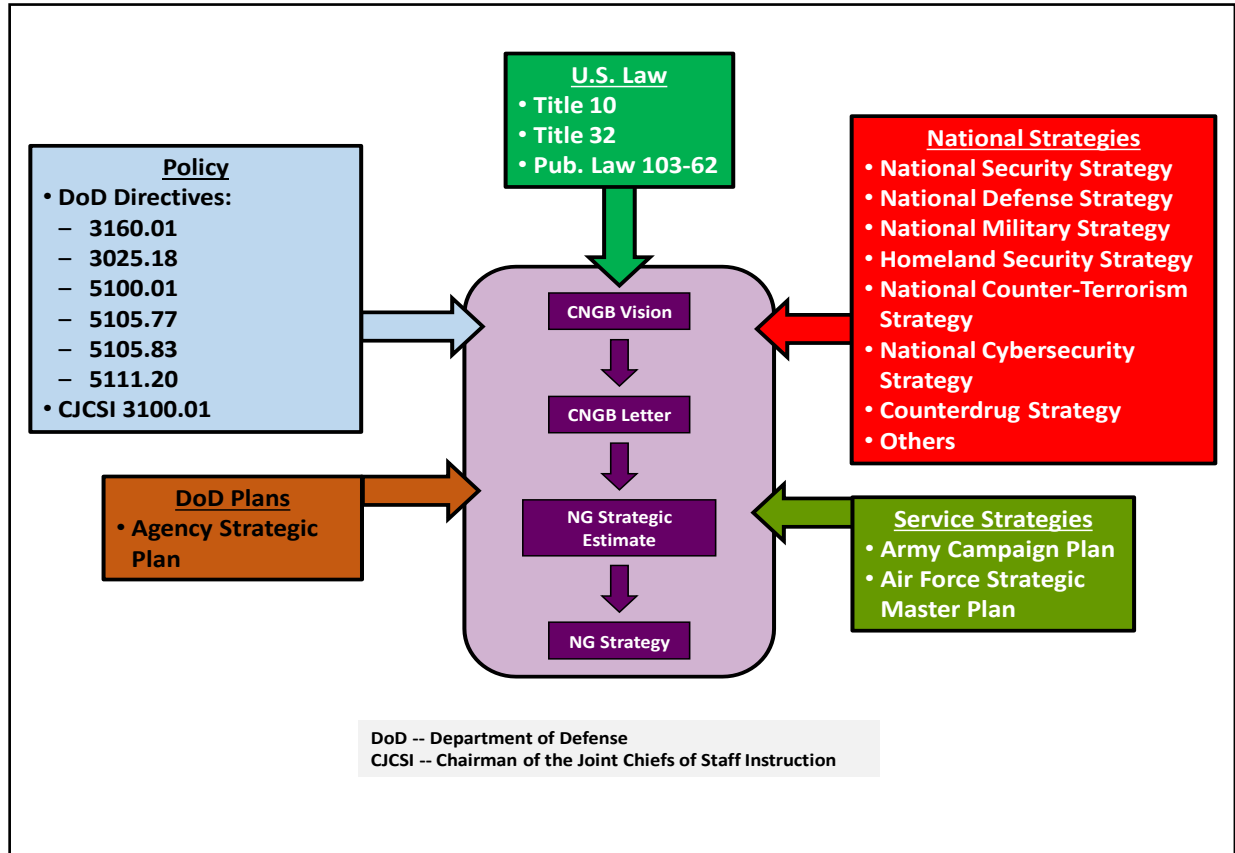


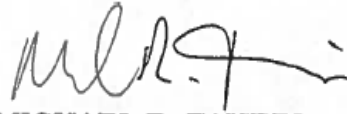
Figure 3. NGSPS Guiding Documents

d. NGSPS Timeline. The NGSPS has a four-year cycle similar to the JSPS, where year 1 is a fiscal year within a presidential election. When necessary, the cycle will restart after the appointment of a new CNGB if his or her term does not coincide with the President's election cycle. See Enclosure A for more details on each product's timeline and an illustration of timing for NGSPS products in relation to JSPS components, along with relevant events involving the President, the SecDef, the CJCS, the Services, and CCMDs.

5. Summary of Changes. This is the initial publication of CNGBM 5100.01.

6. Releasability. This manual is approved for public release; distribution is unlimited. Obtain copies through <<http://www.ngbpd.cngb.army.mil>>.

7. Effective Date. This manual is effective upon publication and must be reissued, cancelled, or certified as current every five years.



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Enclosures:

- A -- National Guard Strategic Planning System Components
- B -- Roles
- C -- References
- GL -- Glossary

ENCLOSURE A

NATIONAL GUARD STRATEGIC PLANNING SYSTEM COMPONENTS

1. Timeline. IAW reference f, a newly inaugurated President is required to publish a National Security Strategy (NSS) within 150 days of inauguration. This new overarching NSS drives the publication of the major JSPS documents, which in turn drive the publication of NGSPS components. These documents are reevaluated and potentially updated in year 4. Assessment and advice documents are typically generated or updated annually. See Figure 4.

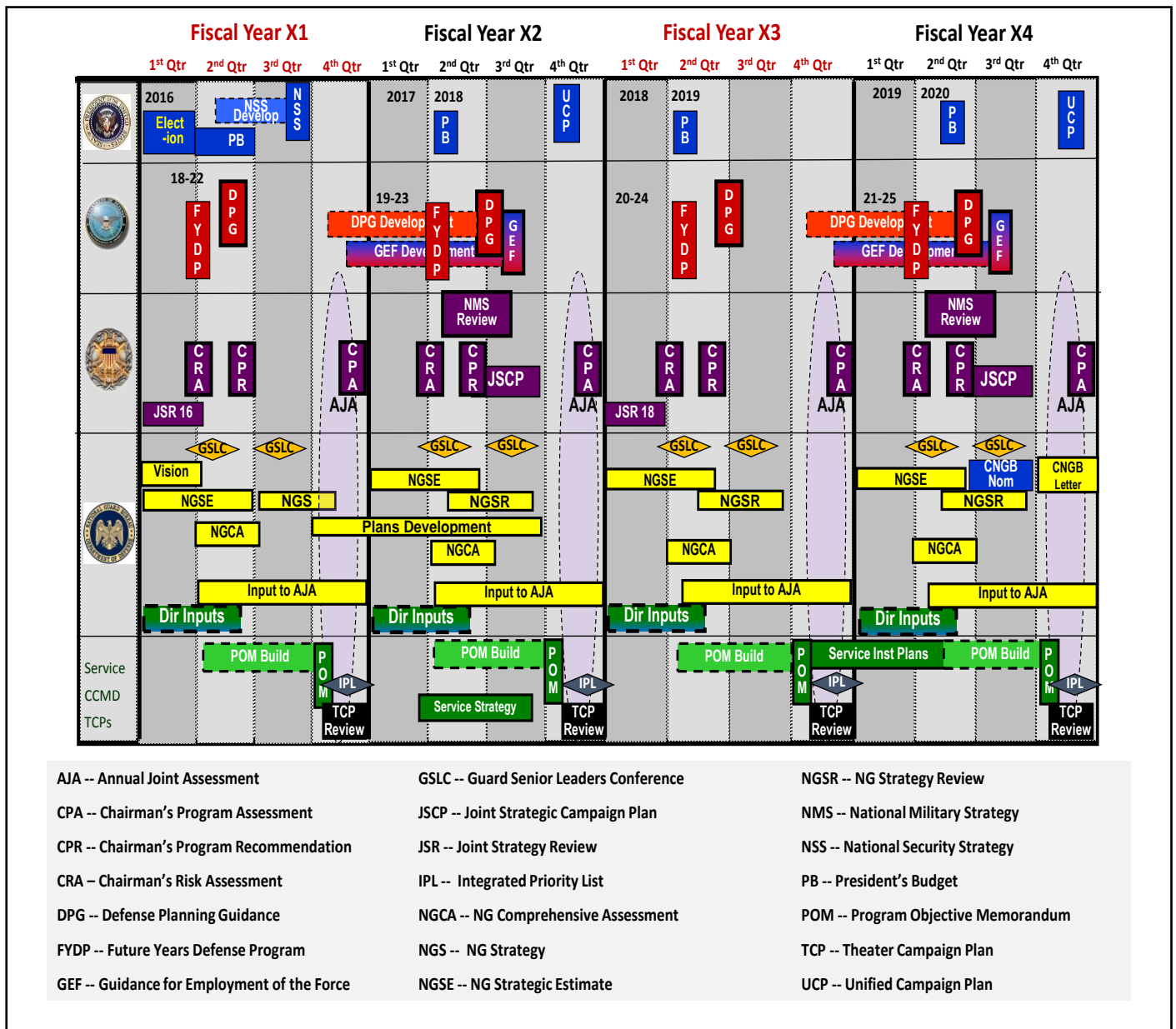


Figure 4. NGSPS/JSPS Planning Cycle. Four-Year Cycle

2. CNGB's Vision and Guidance. After the CNGB assumes office, and at his or her discretion, he or she may provide the Vice Chief of the National Guard Bureau (VCNGB), Directors of the Army (DARNG) and Air National Guard (DANG), and Director of the NGB Joint Staff (DNGBJS) with transition guidance through a CNGB Letter and CNGB Vision Statement. Often, this guidance informs all elements of the NG.

a. CNGB Letter. The CNGB may articulate a vision, mission statement, priorities, or objectives through a CNGB Letter in the first 100 days after appointment.

b. CNGB's Vision Statement. Depending on the contents of the CNGB Letter, the Vision Statement may contain or reinforce strategic end states, missions, priorities, or objectives. The CNGB normally publishes a Vision Statement within the first few months of appointment, but may choose to publish an additional statement when significant changes in the strategic environment or updates to NGSPS guiding documents such as the NSS, National Defense Strategy (NDS), or National Military Strategy (NMS) necessitate a change.

3. Estimates, Strategies, and Plans.

a. NGSE. The NGSE characterizes the strategic environment in support of NG strategy and plans development. The Director of Strategic Plans, Policy and International Affairs (NGB-J5) is the signature authority for the NGSE.

(1) Contents. The NGSE describes the strategic environment including a survey of strategic direction (existing strategic direction in law, policy, strategy, and strategic planning documents that direct or inform the NG or NGB); current and future challenges and opportunities for the NG; key issues and strategic gaps; and strategic risk and military risk to the NG.

(2) Development. The NGSE is published prior to the development of NG strategy and plans. From a scheduling viewpoint, the "key issues and strategic gaps" from the NGSE should be identified in time to provide input to the Annual Joint Assessment (AJA) (01 May – 01 September).

b. NGS. The NGS outlines how NGB, United States Property and Fiscal Officers (USPFO), and NGB liaison officers (LNO) achieve the CNGB vision.

(1) Contents. The NGS defines the future (10+ years) of the NG (ends), how the NG and NGB will achieve them (ways), the resources required (means), and discusses the cost and risks of the NGS. The discussion of means in the NGS is at a high level. The NGS also supports national strategies, strategic planning documents, and CNGB guidance. Specifically, the NGS will enable the CNGB, VCNGB, DARNG, DANG, and the Adjutants General (TAGs) to

achieve strategic and operational unity of effort, synchronization, and focus regarding the future of the NG. It informs all components of the NGB's work to drive or submit inputs to JSPS.

(2) Development. The NGS is issued after the NGSE and the signature authority is the CNGB. Based on CNGB guidance, NGB-J5 leads the development of the NGS. The NGS is updated for a new CNGB, assessed annually, and revised, as needed, based on changes in the strategic environment, guiding (transition) documents (see Figure 2), and changes to CNGB guidance.

c. Plans. These documents direct NGB, USPFO, and NGB LNO implementation of the NGS and inform TAGs on non-Federalized NG planning processes. As such, they support the CNGB's "guide" role and include the NGBSP, NGB All-Hazards Support Plan (NGB AHSP), Partnership Support Plans, and other planning documents.

(1) NGBSP. The NGBSP is an internal document focused on NGS implementation, to translate ends, ways, and means into tangible actions, identify responsible NGB offices, and enable assessment and reporting. The NGBSP influences NGB's inputs to the JSPS by providing additional, specific guidance relating to an NGS objective or way, or even a specific objective to achieve within a JSPS component.

(a) Contents. The NGBSP assigns NGB staff responsibility, aligning them with the necessary NGB resources (means), and periodically assesses and reports progress to NGB senior leadership to enable decision-making.

(b) Development. The NGBSP is issued after the NGSE and NGS and the signature authority is the CNGB (see Figure 4).

(2) NGB AHSP. The NGB AHSP is a Level 2 Base Plan that addresses NGB support to Federal agencies, States, Territories, and the District of Columbia during a natural or man-made disaster.

(a) Contents. The NGB AHSP contains a base plan and numerous annexes that address high probability and high consequence contingencies. The plan becomes a Level 3 plan when Annexes A-D, K, R, and V are completed. In addition to coordinating NGB operations during a crisis, the NGB AHSP influences the JSPS by informing NGB inputs to the AJA and Joint Strategic Campaign Plan (JSCP), as well as future resourcing inputs and decisions.

(b) Development. This plan is issued after the NGSE and NGS in sequence (see Figure 4). The signature authority is the CNGB.

d. Integrated Planning. Integrated planning is an example of CNGB guidance and support for NG contingency planning conducted by NG Joint Force Headquarters State (JFHQs-State) offices, in collaboration with NGB. This planning influences the JSPS contingency plans by gathering NGB inputs to the AJA and JSCP, as well as future resourcing inputs and decisions.

(1) Contents. Contingency plans and their content may be directed by either the JSCP or by TAGs for State-level plans. NGB will also conduct integrated planning to outline its role in supporting the States during contingency operations.

(2) Development. This plan is issued after the NGSE and NGS in sequence (see Figure 4). The signature authority is the CNGB.

e. Partnership Support Plans. States develop Partnership Support Plans for their State Partnership Program (SPP) partner countries, incorporating the appropriate Country-specific Security Cooperation Sections (CSCS) to support CCMD, Chief of Mission, and NG objectives. CSCSs are subcomponents of a campaign plan written for each country where the CCMD intends to apply significant time, money, and effort to achieve CCMD-generated intermediate military objectives.

(1) Contents. Partnership Support Plans synchronize partnership activities through the Future Years Defense Program to support a geographic CCMDs' Theater Campaign Plan. These plans assign tasks to NG JFHQs-State offices and the State NG units to support and implement approved partnership activities; ensure the NG security cooperation workforce is trained to carry out assigned security cooperation missions; and provide a mechanism to monetize the total partnership costs to be used in Program Objective Memorandum (POM) and budget development. These plans drive SPP activities for the next five years and influence the JSPS by supporting the CNGB's role to "advise" CCDRs.

(2) Development. These plans follow the NGSE and NGS, and the signature authority is the NGB-J5 (see Figure 4).

f. Other Planning. NG planning will be integrated into appropriate CCMD plans to ensure accuracy and adequate NG considerations are included. Specifically, the non-Federalized NG role in Homeland Defense and Defense Support of Civil Authorities plans and operations will be included in the overall CCMD planning, where appropriate.

4. Assessments.

a. NG Strategy Review (NGSR). This review and its components provide a feedback loop to the CNGB, VCNGB, DARNG, and DANG. The NGSR process

also ensures that the NGS remains consistent with national strategy and State priorities and the NG is making progress toward the achievement of the CNGB's Vision. The culminating product of the NGSR is a formal report submitted annually to the CNGB. The NGSR report supports the development of CNGB advice, identifies existing NGB products and processes that need refinement, and serves as a reference for future NGSPS activities.

(1) Contents. The NGSR report provides the CNGB with feedback on progress in achieving the strategic goals and objectives contained in the NGS. It consists of two parts: a review of the ends, ways, and means associated with the NGS, and an assessment of the effectiveness of the NGS through various metrics. The report supports the CNGB's "assess" and "advise" roles, and it provides information necessary for the CNGB to determine if updates to strategic guidance or the NGS are necessary.

(2) Development. The NGSR report is initiated annually following the CNGB's input to the AJA and upon completion of the NGCA. The signature authority is the DNGBJS. State feedback is essential in the review, and is incorporated through Council of Governors (CoG) meetings, NGCA, Guard Senior Leadership Conferences (GSLC), and other relevant forums. Other inputs for developing the NGSR Report are incorporated from NGB assessments, CJCS assessments, Joint Experimentation, Support for Strategic Analysis, Joint Combat Capability Assessment products, and the Planning, Programming, Budgeting, and Execution process (see Figure 4).

b. NGCA.

(1) Contents. The NGCA focuses on qualitative assessments with some quantitative inputs and is also known as the "TAG Survey". This survey influences the JSPS by informing NGB's development of input to JSPS and related components (see Figure 5).

(2) Development. This survey informs the NGSR, and the signature authority is the NGB-J5 (see Figure 4).

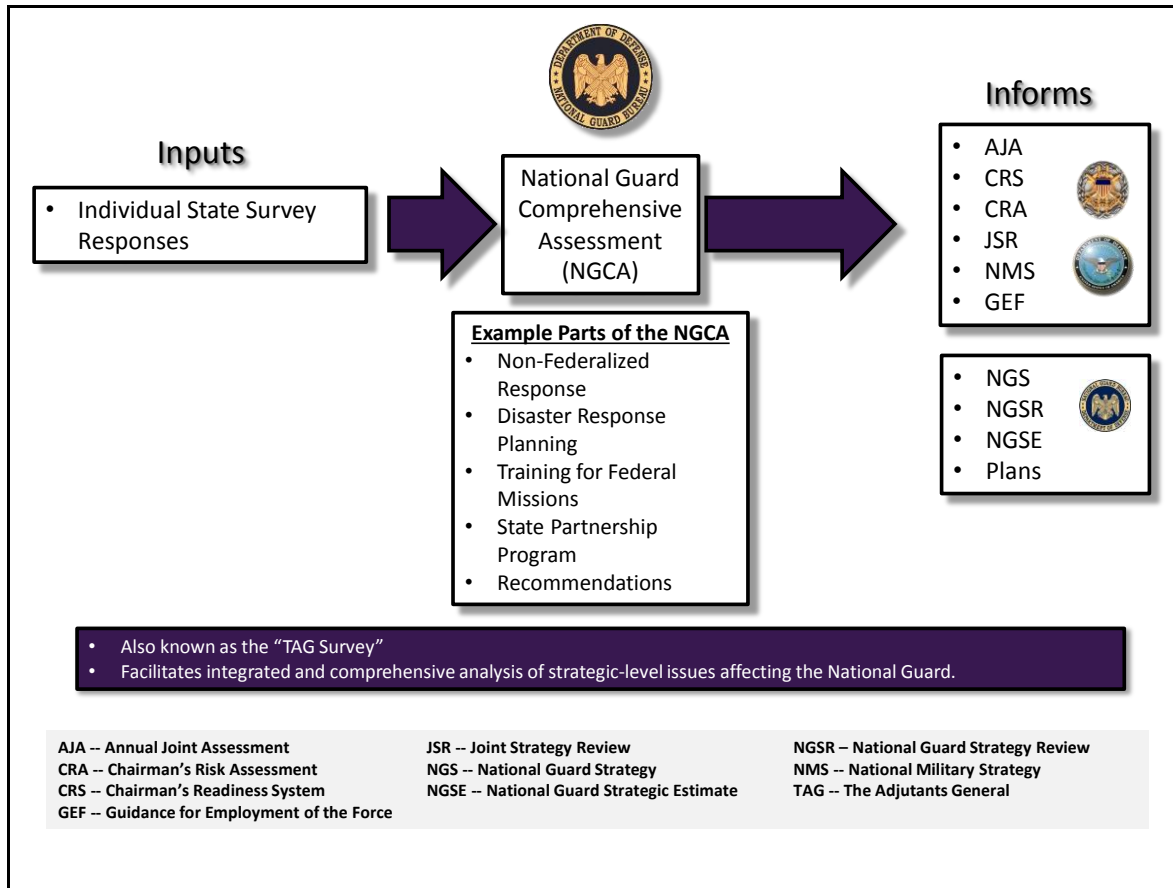


Figure 5. NGCA

c. JSPS Assessment.

(1) Contents. This assessment assesses NGB coordination, input, and outcomes to JSPS components.

(2) Development. This assessment is disseminated to the NGB Joint Staff (NGBJS), Army National Guard (ARNG), and Air National Guard (ANG). NGB-J5 develops the assessment and compiles the results, but the tasking is disseminated under the VCNGB.

d. NGB Assessment Plan and Other Feedback. This plan outlines the process by which NGB monitors the implementation of the NGS and NGBSP; assesses progress on goals and objectives; communicates results to NGB, and reports results and recommendations to the CNGB. Other feedback mechanisms include input gathered through the CoG, GSLC, and Functional Advisory Council.

e. Assessment Plan. This plan is produced in conjunction with the NGBSP and outlines the methods by which NGB will monitor and assess efforts to implement the NGB Strategy.

(1) Contents. This assessment enables the achievement of strategy objectives and, through the NGSR Report, serves as a feedback loop for adjustments to implementation and the strategy itself.

(2) Development. This plan follows the NGBSP and the signature authority is the DNGBJS.

ENCLOSURE B

ROLES

1. NGSPS Steering Group (SG). The NGSPS SG provides cross-functional advice on the NGSPS to NGB-J5, and recommends development and execution of NGSPS processes and products. The NGSPS SG will be comprised of O6-level representatives from NGB offices and directorates. Members serve as a link between their office and the NGSPS. The NGSPS SG:

a. Guides the development of NGSPS products and processes; provides observations, analyses, and recommendations for improvements; and ensures it supports the JSPS.

b. Facilitates NGB incorporation of the elements of the Federal Performance Framework, which tasks Federal departments and agencies to develop agency strategic plans.

c. Synchronizes and informs NGB staff efforts on NGSPS, ensuring situational awareness and opportunities for inputs to products and processes.

d. Assists and provides input in the strategic assessment processes.

e. Contributes to the development of directorate-level expertise and coordination on all NGSPS topics.

f. Fully develops competing courses of action for NGB-J5 decision when a group consensus cannot be reached.

2. NGB-J5. NGB-J5:

a. Serves as the Office of Primary Responsibility (OPR) for implementing the NGSPS.

b. Establishes the NGSPS SG and designates its members and members of sub-working groups as needed.

c. Oversees strategic and assessment plan development in coordination with the Office of the VCNGB, ARNG, and ANG.

d. Develops a Partnership Support Plan in support of each geographic combatant commander Theater Campaign Plan.

e. Conducts integrated planning as directed by the CNGB.

- f. Chairs meetings, defines functional requirements, and provides functional oversight.
- g. Establishes Action Officer level working groups to collaborate on the development of NGSPS products prior to formal coordination of draft products.
- h. Serves as OPR or Office of Coordinating Responsibility (OCR) for select NGSPS and JSPS components as outlined in Tables 2 and 3.

3. Office of the Chief of the National Guard Bureau (OCNGB) Office Chiefs and NGBJS Directors. OCNGB Office Chiefs and NGBJS Directors:

- a. Appoint members to the NGSPS SG and other working groups.
- b. Serve as OPR or OCR for select NGSPS and JSPS components as outlined in Tables 2 and 3.

4. Office of Public Affairs (NGB-PA). NGB-PA develops and executes a communications plan for applicable NGSPS products.

5. ARNG and ANG Directorates. ARNG and ANG Directorates:

- a. Serve as OPR or OCR for select NGSPS and JSPS components as outlined in Tables 2 and 3.
- b. Serve as OPRs for Department of the Air Force and Department of the Army strategic planning, ensuring alignment of their inputs with NGSPS products.
- c. Develop ARNG and ANG strategic and assessment plans as annexes to the NGBSP, ensuring alignment with all NGSPS products and in coordination with NGB-J5.

6. NG JFHQs-State Offices. NG JFHQs-State offices develop and obtain TAG approval of NGCA responses, when requested by NGB, and ensure State strategic and planning documents are informed by NGS.

Product/Process	Staff Lead	Supporting Directorates and Offices	CNGB Role
NGSPS			
CNGB Letter	NGB-Chief's Action Group (CAG), NGB-PA	As required	Guide
CNGB Vision	NGB-CAG, NGB-PA	As required	Guide
NG Strategic Estimate	NGB-J5	NGBJS Directorates, ARNG, ANG, OCNGB	Assess
NG Strategy	NGB-J5	NGBJS Directorates, ARNG, ANG, OCNGB	Guide
NGB Strategic Plan	NGB-J5	NGBJS Directorates, ARNG, ANG, OCNGB	Guide
NGB Plans	NGB-J5	NGBJS Directorates, ARNG, ANG, OCNGB	Guide
JSPS Assessment	NGB-J5	NGBJS Directorates, ARNG, ANG, OCNGB	Assess
NGB Assessment Plan	NGB-J5	NGBJS Directorates, ARNG, ANG, OCNGB	Assess
NG Strategy Review Report	NGB-J5	NGBJS Directorates, ARNG, ANG, OCNGB	Assess
NG Comprehensive Assessment	NGB-J5	NGB JFHQS-State, NGBJS Directorates, ARNG, ANG, OCNGB	Assess

Table 1. NGB NGSPS Responsibilities

Product/Process	Staff Lead	Supporting Directorates and Offices	CNGB Role
JSPS			
Annual Joint Assessment	NGB-J5	Manpower and Personnel Directorate (NGB-J1) through Programs and Resources/ Comptroller Directorate (NGB-J8), ARNG, ANG, OCNGB	Assess
Advice Development	As required	NGB-J1 through NGB-J8, ANG, ARNG, OCNGB	Advise
Combatant Command Initiative Fund	NGB-J3/7		Advise
Capstone Concept for Joint Operations	NGB-J3/7	NGB-J1 through NGB-J8, ARNG, and ANG	Assess, Advise, Guide
Capability Gap Assessment	NGB-J8	NGB-J1 through NGB-J8, ARNG, ANG, States	Assess
Chairman's Joint Training Guidance	NGB-J3/7		Advise
Chairman's Program Assessment	NGB-J8	NGB-J1, NGB-J5	Assess, Advise
Chairman's Program Recommendation	NGB-J8	NGB-J1, Logistics Directorate (NGB-J4), NGB-J5, C4 Systems and CUI Directorate (NGB-J6)	Advise
Chairman's Readiness System	NGB-J3/7		Assess
Chairman's Risk Assessment	NGB-J5	NGB-J1 through NGB-J8, ARNG, and ANG	Asses, Advise
Defense Planning Guidance	NGB-J8	NGB-J1 through NGB-J6, ARNG, ANG	Advise
Guidance for Employment of the Force Contingency Planning Guidance	NGB-J5	NGB-J1 through NGB-J8, ANG, ARNG	Advise, Guide
Global Force Management Allocation Plan	NGB-J3/7	NGB-J1 through NGB-J8, ANG, ARNG	Advise, Guide
Global Force Management Implementation Guidance	NGB-J8	NGB-J1 through NGB-J6, ANG, ARNG	Advise, Guide

Table 2: NGB JSPS Responsibilities

Product/Process	Staff Lead	Supporting Directorates and Offices	CNGB Role
JSPS (Continued)			
Joint Capabilities Integration and Development System/Joint Requirements Oversight Council Memorandum	NGB-J8	NGB-J1 through NGB-J6, ANG, ARNG	Advise
Joint Combat Capability Assessment	NGB-J3/7	NGB-J1 through NGB-J8, ANG, ARNG	Assess
Joint Combat Capability Assessment – Plans Assessment	NGB-J5	NGB-J1 through NGB-J8, ANG, ARNG	Assess
Joint Force Development	NGB-J3/7	NGB-J1 through NGB-J8, ANG, ARNG	Advise
Joint Intelligence Posture Assessment	Joint Intelligence Directorate (NGB-J2)		Assess
Joint Logistics Estimate	NGB-J4		Assess
Joint Operation Planning and Execution System	NGB-J3/7	NGB-J1 through NGB-J8, ANG, ARNG	Advise
Joint Strategic Assessment	NGB-J2	NGB-J5	Assess
Joint Strategic Campaign Plan	NGB-J5	NGB-J1 through NGB-J8, ANG, ARNG	Advise, Guide
Joint Strategic Intelligence Estimate	NGB-J2		Assess
Joint Strategy Review Process Joint Strategic Estimate	NGB-J5	NGB-J1 through NGB-J8, ANG, ARNG	Assess
National Defense Strategy	NGB-J5	NGB-J1 through NGB-J8, ANG, ARNG	Advise, Guide
National Military Strategy	NGB-J5	NGB-J1 through NGB-J8, ANG, ARNG	Advise, Guide
National Security Strategy	NGB-J5		Advise, Guide
Quadrennial Defense Review	NGB-J5	NGB-J1 through NGB-J8, ANG, ARNG	Advise, Guide
Unified Command Plan	NGB-J5	NGB-J1 through NGB-J8, ANG, ARNG	Advise, Guide

Table 2 (Continued). NGB JSPS Responsibilities

ENCLOSURE C

REFERENCES

PART I. REQUIRED

- a. CNGB Instruction 5100.01, 26 January 2017, “National Guard Strategic Planning System”
- b. DoD Directive 5105.77, 30 October 2015, “National Guard Bureau”
- c. Title 10, United States Code (U.S.C.), “Armed Forces”
- d. Public Law 111-352, “GPRA Modernization Act of 2010”
- e. CJCS Instruction 3100.01C, 20 November 2015, “Joint Strategic Planning System”
- f. 50, U.S.C., Section 3043, “Annual National Security Strategy Report”

PART II. RELATED

- g. DoD Directive 5105.83, 05 January 2011, “National Guard Joint Force Headquarters – State”
- h. DoD Directive 3160.01 Change 1, 18 December 2013, “Homeland Defense Activities Conducted by the National Guard”
- i. DoD Directive 3025.18 Change 1, 21 September 2012, “Defense Support of Civil Authorities”
- j. DoD Instruction 5111.20, 12 October 2016, “State Partnership Program”
- k. DoD Instruction 3025.22, 26 July 2013, “The Use of the National Guard for Defense Support of Civil Authorities”
- l. 32 U.S.C., “National Guard”
- m. Executive Order 13528, 11 January 2010, “Establishment of the Council of Governors”
- n. Joint Publication 5-0, 11 August 2011, “Joint Operation Planning”
- o. CNGB Manual 5052.01, 06 October 2016, “DoD Governance Meeting Procedural Guidance”

- p. CNGB 5050.01 Series, "NGB Staff Action Process"
- q. CJCS Instruction 3110.01 Series, 2015, "Joint Strategic Capabilities Plan"
- r. CJCS Instruction 3401.01E, 13 April 2010, "Joint Combat Capability Assessment"
- s. CJCS Instruction 8501.01B, 21 August 2012, "Chairman of the Joint Chiefs of Staff, Combatant Commanders, Chief, National Guard Bureau, and Joint Staff Participation in the Planning, Programming, Budgeting and Execution"

GLOSSARY

PART I. ACRONYMS

AJA	Annual Joint Assessment
ANG	Air National Guard
ARNG	Army National Guard
CCMD	Combatant Command
CJCS	Chairman of the Joint Chiefs of Staff
CNGB	Chief of the National Guard Bureau
CoG	Council of Governors
CSCS	Country-specific Security Cooperation Section
DANG	Director of the Air National Guard
DARNG	Director of the Army National Guard
DNGBJS	Director of the National Guard Bureau Joint Staff
DoD	Department of Defense
GSLC	Guard Senior Leadership Conference
IAW	In accordance with
JSCP	Joint Strategic Campaign Plan
JSPS	Joint Strategic Planning System
LNO	Liaison Officer
NDS	National Defense Strategy
NG	National Guard
NGB	National Guard Bureau
NGB AHSP	National Guard Bureau All Hazards Support Plan
NGB-CAG	Chief's Action Group
NGB-PA	Office of National Guard Bureau Public Affairs
NGB-J1	Manpower and Personnel Directorate
NGB-J2	Joint Intelligence Directorate
NGB-J3/7	Domestic Operations and Force Development Directorate
NGB-J4	Logistics Directorate
NGB-J5	Strategy, Policy, Plans, and International Affairs Directorate
NGB-J6	C4 Systems and CIO Directorate
NGB-J8	Programs and Resources/Comptroller Directorate
NGCA	National Guard Comprehensive Assessment
NGS	National Guard Strategy
NGSE	National Guard Strategic Estimate
DNGBJS	Director of the National Guard Bureau Joint Staff
NGBSP	National Guard Bureau Strategic Plan
NGSPS	National Guard Strategic Planning System
NGSPS SG	National Guard Strategic Planning System Steering Group
NGSR	National Guard Strategy Review
NMS	National Military Strategy

NSS	National Security Strategy
OCNGB	Office of the Chief of the National Guard Bureau
OCR	Office of Coordinating Responsibility
OPR	Office of Primary Responsibility
POM	Program Objective Memorandum
SecDef	Secretary of Defense
SPP	State Partnership Program
TAG	The Adjutants General
USPFO	United States Property and Fiscal Officer
VCNGB	Vice Chief of the National Guard Bureau

PART II. DEFINITIONS

Non-Federalized National Guard -- National Guard members performing the missions under Title 32 authority that are specifically not under the control of the President. They are under the command and control of the respective Governors.

States -- The 50 States, the Commonwealth of Puerto Rico, Guam, the District of Columbia, and the United States Virgin Islands.