



**MILITARY DEPARTMENT
STATE OF LOUISIANA**

**STRATEGIC PLAN
FOR
FY 2005-06 THROUGH FY 2009-10**

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FOR
THE MILITARY DEPARTMENT STATE OF LOUISIANA
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VISION - The Adjutant General for Louisiana has documented his vision for the Military Department as follows: The Military Department will continue to be a proud, values based, customer-focused based organization and work to be recognized as one of the most reliable organizations of its kind. We desire to be an organization committed to take care of our members, employees and our families, while delivering quality services to those who depend upon us during times of peace and war, now and into the next millennium.

MISSION - The mission of the Military Department is to: (1) Provide combat ready soldiers and airmen for mobilization and deployment in support of national military objectives. (2) Preserve and protect life, property, peace, order, and public safety under state authority; (3) Support local domestic concerns through community action projects and programs. (4) Provide an alternative educational opportunity for selected youth through the various education programs.

PHILOSOPHY – The philosophy of the Military Department encompasses:

1. Competence, quality and superior performance in achieving all assigned missions with courage and confidence.
2. Projection of a strong and visible public image justifying continued local and statewide support.
3. Integrity and ethical actions in all matters directly or indirectly affecting the Military Department.
4. Commitment to continued excellence and ongoing improvements in every area of performance and public accountability to the state and nation.

GOALS:

- I. Military Readiness – We will maintain a high state of military readiness to accomplish federal and state missions. (Title 29, La Revised Statutes)
- II. Community Support – We will serve our communities through local, regional and nationwide initiatives and programs that improve our quality of life. (Title 29, La Revised Statutes)

PROGRAM OPERATION:

Due to the nature of three (3) distinct programs, operations are monitored and reported on a quarterly basis. Program managers and committees will review performance indicators and detail transactions to ensure that no duplication of effort is realized in achieving overall program goals and objectives.

MILITARY AFFAIRS PROGRAM

MISSION – The Military Affairs/Louisiana National Guard has three missions:

1. The Federal Mission is to maintain combat-ready units available to mobilize and deploy in support on national military strategic operations.

2. The State Mission is to provide for the protection of life and property and to preserve peace, order and public safety under the direction of state authorities and as directed by the governor.

3. The Community Mission focuses on initiatives to enhance community relationships and provide mutual beneficial support.

GOAL – The Military Affairs/Louisiana National Guard’s primary long-range goal is to acquire new units to support the strength structure authorized for this command. The overall goal is to develop and support a combat ready force and to support local community needs by community assistance projects and to be prepared to answer the call of the Governor or other state officials as authorized in support of Homeland Defense..

STATUTORY AUTHORIZATION - (Title 29:11 La Revised Statutes)

VISION 20/20 LINK – Objective 3.5 To ensure safe, vibrant and supportive communities for all citizens.

OBJECTIVES -

I. Maintain the assigned strength of the Louisiana National Guard at 100% of authorized strength by retaining qualified soldiers and recruiting new soldiers for state and federal mobilizations in the support of state and national emergencies.

STRATEGY I.1. Influence National Guard Bureau to station and retain existing units in the Louisiana National Guard.

STRATEGY I.2. Maintain an overstrength posture of current strength authorization.

STRATEGY I.3. Submit specific Program Objective Memorandum (POM) to support additional force structure.

PERFORMANCE INDICATORS:

Input: Current Number of Positions
Output: Actual Level of Authorized Strength
Outcome: Increase/Decrease Comparison of Authorized Strength
Efficiency: Percentage of Change

II. Achieve 100% unit participation and completion of approved volunteer Community Action Projects (CAP) on a yearly basis.

STRATEGY II.1. Monitor participation of directed volunteer community action and engineer assistance projects.

STRATEGY II.2. Coordinate with Major Commands to ensure completion of TAG approved projects to the satisfaction of requesting agency and/or activity.

PERFORMANCE INDICATORS:

Input: Number of Engineer and Volunteer Projects
Output: Number of Total Projects
Outcome: Number of Completed Projects
Efficiency: Measured by Satisfaction of Customer (Community)

III. To maintain a trained, well equipped and ready force to provide a timely response to state missions IAW the Military Department's COMPLAN/Emergency Operations Plan.

STRATEGY III.1. Monitor response time needed to report to area of operation after notification.

PERFORMANCE INDICATORS:

Input: Number of hours needed to respond
Output: Notification of report to duty at site
Outcome: Notification of ready for operations
Efficiency: Measured by After Action Review

HOMELAND SECURITY/EMERGENCY PREPAREDNESS PROGRAM

MISSION – The mission of the Homeland Security/Emergency Preparedness Program is to assist Local and State Government in the mitigation of preparedness for, response to and recovery from the effects of natural and man-made emergencies and disasters throughout the State.

GOAL - The long range goal is to eliminate or minimize the effects of a disaster on the citizens of Louisiana thereby reducing the loss of life and property.

STATUTORY AUTHORIZATION - (Title 29:721-736, La Revised Statutes)

VISION 20/20 LINK – Objective 3.5 To ensure safe, vibrant and supportive communities for all citizens.

OBJECTIVES –

I. To improve the emergency preparedness capability of State and Local Government by reviewing of (25%) of parish Emergency Operational Plans (EOP), conducting 10 emergency exercises and 15 training workshops on an annual basis.

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| STRATEGY I.1 | Review, update, and coordinate parish plans on an on-going basis in accordance with State the Federal Emergency Management Agency (FEMA) recommended standards. Routine updates are done annually while comprehensive EOP updates are scheduled on a four-year cycle. |
| STRATEGY I.2 | Review and update the State Emergency Operations Plan (EOP) and the various State agency standard operating procedures (SOPs) on an annual basis. |
| STRATEGY I.3 | Review and update hazard specific plans and annexes where current plans are lacking for Southeast and Southwest coastal regions. |
| STRATEGY I.4 | Update natural hazard plans such as hurricane specific evacuation and shelter plans for Southeast and Southwest coastal regions. |
| STRATEGY I.5 | Conduct formal emergency management training courses. |
| STRATEGY I.6 | Conduct other emergency management seminars and workshops. |
| STRATEGY I.7 | Train full-time and part-time staff and ad hoc instructors. |
| STRATEGY I.8 | Develop, conduct, participate and evaluate exercises. |

- STRATEGY I.9 Develop and conduct workshops to train new local directors and state agency coordinators.
- STRATEGY I.10 Administer federal financial assistance to state and local emergency management organizations to cover operating costs. This provides funds to allow for a paid staff to be trained and capable of responding to emergencies as they occur.
- STRATEGY I.11 Review and process monthly State & Local Assistance (SLA) Program claims for reimbursement compliance and conduct program audits.
- STRATEGY I.12 Conduct preliminary damage assessments and prepare applications for federal disaster assistance.
- STRATEGY I.13 Organize, train, teach, and equip disaster response and recovery teams specifically designed for quick response to disasters.
- STRATEGY I.14 Train local officials through professional development courses to increase their ability to handle all aspects of emergency preparedness programs including procedures and methods required to apply for various types of federal disaster assistance.
- STRATEGY I.15 Provide immediate relief for disaster victims, both private (citizens) and public agencies (government/non-profit).
- STRATEGY I.16 Upgrade and enhance existing communications equipment and networks throughout the State as to permit optimum statewide emergency communications.
- STRATEGY I.17 Provide and maintain radiological instruments to detect radiation releases.
- STRATEGY I.18 Continue to upgrade the 24-hour operation and response of this Office through procurement of up-to-date equipment and an extensive on-going training program for qualified staff to facilitate crisis alert, information management and prompt and effective response to emergencies.
- STRATEGY I.19 Establish, maintain and enhance a statewide emergency warning system capable of integrating with the latest technologies.

PERFORMANCE INDICATORS:

- Input: Baseline Number of State and Local Emergency Plans
 Baseline Number of Training Workshops and Students
 Baseline Response Time for Damage Assessment
- Output: Actual Number of Plans Updated

	Actual Number of Workshops Conducted
	Amount of Response Time Based on Training Programs
Outcome:	Change in Number of Students and Classes
	Increase/Decrease in Response Time
Efficiency:	After-action Reports of Exercises and Workshops

II. Administer Disaster Assistance Programs by accomplishing Property Damage Assessment (PDA) within 32 hours and process disaster claims.

STRATEGY II.1	Obtain state, self-generated revenue and local funding to match federal operating funds on a 50/50 basis.
STRATEGY II.2	Administer/coordinate disaster financial assistance for Individual Assistance (IA), Public Assistance (PA) and Hazard Mitigation Programs.
STRATEGY II.3	Administer federal programs to meet goals set in the Performance Partnership (PPA), a form of strategic plan, insure satisfactory accomplishment of objectives and activities agreed upon and adequacy of record keeping to report and account for federal funds provided.

PERFORMANCE INDICATORS:

Input:	Baseline Disaster Projects and Applicants Baseline State and Federal Allocation
Output:	Actual Disaster Projects and Applicants Yearly State and Federal Allocation
Outcome:	Increase/Decrease in Resource Allocation
Efficiency:	Average Cost per Claim

III. To improve the chemical, biological, nuclear, radiological and explosives (CBRNE) response capability of state and local agencies IAW the state Homeland Security Strategy by reviewing 16 parish Terrorism Annexes, supporting 90 terrorism/WMD awareness training sessions and conducting 10 WMD exercises.

STRATEGY II.1	Obtain state, self-generated revenue and local funding to match federal operating funds on a 50/50 basis.
STRATEGY II.2	Administer/coordinate disaster financial assistance for Individual Assistance (IA), Public Assistance (PA) and Hazard Mitigation Programs.
STRATEGY II.3	Administer federal programs to meet goals set in the Performance Partnership (PPA), a form of strategic plan, insure satisfactory accomplishment of objectives and activities agreed upon and adequacy of record keeping to report and account for federal funds provided.

PERFORMANCE INDICATORS:

Input:	Baseline State Terrorism Annex Reviewed/Updated
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Baseline Local Emergency Preparedness Terrorism Annexes
Reviewed/Updated

Output: Actual Number of Plans Updated
Actual Number of Workshops Conducted
Outcome: Change in Number of Students and Classes
Efficiency: After-action Reports of Exercises and Workshops

EDUCATION PROGRAM

MISSION – To provide alternative educational opportunities for selected youth through the Youth ChalleNGe, Job ChalleNGe and Starbase Programs.

GOAL - To support local community needs by providing alternative educational opportunities.

STATUTORY AUTHORIZATION - (Title 29:11 La Revised Statutes)

VISION 20/20 LINK – Objective 1.9 To make workforce education and technical training programs widely available at the secondary and postsecondary levels.
Objective 1.10 To build a workforce with the education and skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs.

OBJECTIVES:

I. To enhance employable skills of Louisiana high school dropouts by ensuring that at least 80% of Youth Challenge participants will advance to further education or to employment.

STRATEGY I.1 Training will consist of training of eight (8) core components to include Life Coping Skills, Education Excellence, Skills Training, Responsible Citizenship, Health/Sex Education, Leadership/Fellowship, Physical Fitness and Community Service.

STRATEGY I.2. Success is based on 80% completion of residential phase, GED accomplishment and post residential phase.

PERFORMANCE INDICATORS:

Input:	Number of Students Trained
Output:	Number of Graduates/Number of Students Successfully Completing Postgraduate Activities/Number of GED Graduates
Outcome:	Number of Students in Positive Postgraduate Category
Efficiency:	GED Graduation Rate/Postgraduate Percentage

II. To provide skilled employees to the fields identified by industry as high demand trades.

STRATEGY II.1 Training will consist of skill training in heavy equipment operation, TAC welding, food services, certified nursing assistant, banking, stone cutting, carpentry, teleservices, computer repair, office skills, petroleum technology and GED.

STRATEGY II.2 Training will consist be for 90 days at the Gillis W. Long Center and/or company sites and a combination of both dependent on the skill being taught. Residence will be at the Gillis W. Long Center with full cadre leadership and supervision 24 hours per day.

STRATEGY II.3. Success is based on 75% completion of the 90-day skill training and job placement.

PERFORMANCE INDICATORS:

Input: Number of Students enrolled
Output: Percentage graduating
Outcome: Percentage of job placement
Efficiency: Percentage of graduating students

III. To create awareness and interest in career fields not commonly sought by at-risk students. To attract and prepare students at an early age for careers in engineering and other science-related fields of study that could lead to higher standards of living and citizenship.

STRATEGY III.1 Training will consist of hands-on activities and site tours of Army and Air National Guard facilities.

STRATEGY III.2. Training academies are conducted one day per week for five weeks at Jackson Barracks, New Orleans, La.

STRATEGY III.3. Success is based on a 20% improvement in subject knowledge from a pre-course test of knowledge compared to a post instruction test.

PERFORMANCE INDICATORS:

Input: Number of students enrolled
Output: Number completing program
Outcome: Number completing program with percentage improvement
Efficiency: Percentage of students completing program

Key Business Drivers	Key Processes	Support System	Key Measuring System	Goals
Personnel Readiness	Strength Management	Recruiting Retention	-% Assigned Strength -% Turnover	-Achieve a minimum of 100% -Attain/maintain less than 18%
	Career Management	MOS Qualification	-% of MOSQ -% Senior Grade	-Attain/maintain 85%
Training Readiness	Collective Training	USR	-% Achievement of Readiness Goals	-Achieve platoon level proficiency for CBT units -Achieve company level proficiency for CS/CSS units
		TAM	-% Sustain on Quarterly TAM	-Achieve a "T" on Cat.1 and "P" on Cat. 2 METL tasks
Equipment Readiness	TAAMS	Maintenance Management	2406	92% FMC on Reportable Equipment
		Repair Parts Resourcing	-Repair Parts Cycle Time	15 day order/ship 2 day processing time
		Production Resourcing	-Production Backlog	25% Reduction
		Technical Assistance	-Technical Assistance	-92% FMC on Reportable Equipment -Achieve Satisfactory Rating on COMET/UCE/SCI
Quality of Life	Community Support	-Emergency Management Program -Counter Drug Program -Community Action/ Assistance Projects -Youth Challenge Program	-Missions Completed/ AARs -# Soldiers on ADSW/ # Approved Projects # Graduated/ % Post Residential Accomplishment	-Successful Mission Execution -Reduction of Supply/Reduce the Demand of Drugs -100% Unit Participation/Completion of Approved Projects -75% Completion/Post Residential Accomplishment
	Employee Well Being	-Employee Recognition Program	# of Awards Given	Recognize Employees/Increase Morale
		-Employee Development Program	# of Employees Trained	Increase Proficiency/Career Advancement
		Family Assistance Program	# of Family Members Assisted	Maintain Viable FSP according to State FSG Plan
		-Employee Support of Guard/ Reserve	# Complaints/Feedback	Train/Educate Employers
		Work Place Environment	-# EO/EEO Complaints -# Labor Grievances	Resolve Employee-Employer Conflicts
	Safety, Health & Environmental	Risk Management	# of Accidents	Zero Accidents
		-Employee Awareness Training	# Workers Compensation Claims	Reduction in Loss Workdays
		-Environmental Protection Program	# Class 1 Projects	Elimination of Class 1 Projects