

MISSISSIPPI MILITARY DEPARTMENT

FIVE-YEAR STRATEGIC PLAN

2019 - 2023

Major General Janson D. Boyles

The Adjutant General

1. Comprehensive Mission Statement:

The Mississippi National Guard has a dual mission to serve both community and country; state and federal governments; to assist and support our communities during natural and/or man-made disasters, to bolster border security and counterdrug efforts, to mitigate cyber-attacks, to combat terrorism abroad, to hinder/intercept threats to our nation's complex infrastructure, and to rapidly and competently expand the operational capacity of the U.S. Army and U.S. Air Force by providing trained, equipped Soldiers and Airmen ready to serve in critical combat and humanitarian operations across the globe.

2. Philosophy

The MSNG will provide a trained and ready force to accomplish requirements for the State, Homeland Defense, and National Security missions. In all situations, our philosophy is the "protection and preservation of life and property, protect the safety and well-being of our citizenry, and preserve the dignity of every human life." The MSNG will contribute to the communities in which we live, work, and serve by providing to its Soldiers and Airmen and communities, adequate facilities for training that address safety, energy efficiencies, and quality of life issues; that are sustainable and meet current requirements and are adaptable to future requirements. We will further serve the communities, the state, and the nation by providing educational opportunities to our soldiers and officers who wish to further their careers during and after military service.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1: Defend the Homeland and protect the public safety and dignity of every human life by preparing for and responding to natural or man-made disasters and other state or national emergencies

Relevant Benchmark #1:

- Number of MSNG personnel available to respond to disaster or crises
- Number of EMAs with access to the MISWIN radio system
- Number of Mississippians rescued from disaster areas, floods and evacuation areas
- Number of "Points-of-Distribution (PODS) available to the public

Statewide Goal #2: Ensure Mississippi Army and Air National Guard Readiness/Training Centers are safe, energy efficient, sustainable and support unit readiness and training, community development, and partnerships and community outreach

Relevant Benchmark #2:

- Number of MSNG Readiness Centers meeting Department of Defense (DOD) Installation Status Report (ISR) Condition Index (CI) rating of 95pts or higher
- Number of MSNG Readiness Centers recommended for renovation or replacement
- Number of Readiness Centers that host community events

Statewide Goal #3: Provide an opportunity for higher education at an affordable cost to members of the Mississippi Army and Air National Guard and provide an opportunity for high school drop-outs age 16-18 to earn a GED or AHSD through the MS Youth Challenge Academy

Relevant Benchmark #3:

- Number of National Guard Soldiers and Airmen enrolled in accredited institutions of higher learning
- Number of Soldiers and Airmen earning a BS or higher degree
- Amount of funding available for higher education
- Number of youth enrollees into the MS YCA program
- Number of successful graduates from the MS YCA program
- Number of YCP Students entering the workforce, military, or seeking higher education

4. Overview of the Agency 5-Year Strategic Plan

The Military Department has identified three areas as priorities for the next five years. The Military Department will (1) defend the homeland, and provide for recovery and relief during natural or manmade disasters. (2) Provide educational opportunities to its soldiers, airmen, and disadvantaged youth throughout Mississippi. (3) Evaluate, modernize, or rebuild its existing Readiness Centers and Training Areas throughout Mississippi.

Over the next five years and beyond, the Mississippi Military Department intends to train, equip, plan, and exercise our ability to provide immediate recovery and relief to all Mississippians as a result of natural disasters; tornado, hurricane, earthquake, and man-made events such as nuclear, chemical, or biological, ground force, or EMP attacks upon the citizens of Mississippi. We will train and plan for any eventuality that requires a robust military response to maintain order and protect and defend all human life in the State of Mississippi.

While planning for the defense of Mississippi, the Military Department will provide opportunities to its Soldiers and Airmen to further their education through the Baccalaureate level at Mississippi's local Colleges and Universities. While the Federal Government's Federal Tuition Assistance program is reducing its funding for National Guardsmen to further their education, the Mississippi Military Department intends to seek funding of approximately one million dollars (\$1,000,000) through State Appropriations for the Mississippi Military Department's State Education Assistance Program (SEAP).

The Military Department is planning to implement the National Guard Bureau's Readiness Center Transformation Master Plan (RCTMP) which will advance our fundamental mission: ***Defend America – at home and abroad.*** In recent years, the U.S. Congress has invested in the Army and Air National Guard's people and equipment. It is now time to focus on facility transformation; mediating the space shortfall, having appropriate mission critical spaces (storage, classrooms, and drill hall capacity), aligning facilities with current and future population trends and recapitalizing Readiness Centers into quality facilities. Mississippi currently has 78 Readiness Center locations with an average facility age of 40 years, yet 39% of them exceed 50 years providing 1.811 million square feet of space. However, to meet 21st Century demands, the MSARNG requires 3.03 million square feet of space. Of the 78 Readiness Centers throughout Mississippi, 34 are in failing condition, 16 are in poor condition, 3 are in fair condition and only 25 are in good condition. The estimated cost, to bring all facilities up to "Good Condition", based on the Facility Condition Assessments program, is \$34 million dollars. Our top five MILCON projects will provide over 381,000 square feet of new and renovated space at Southaven, Thompson Field, Calhoun/Chickasaw, Jackson and McComb locations. Under the "Transformation Master Plan" the federal government will provide \$4.80 per square foot of usable space for maintenance and repairs. Performing the math; 1,811 million square feet of training space times (x) the federal share rate of 50% reimbursement rate ($\$2.40 = \$4,346,400 \times .80 = \$3,477,120$). This plan requires the state of Mississippi to provide a match cost share percentage of 50%. The FY19 budget request should include a request of \$3,477,120 for minor repairs and maintenance.

5. External/Internal Assessment

- 1) The number of Mississippians willing to join the all-volunteer military forces of Mississippi
- 2) The amount of Federal funds available to train and equip Mississippi's military forces
- 3) The pool of candidates 16-18 years of age requesting entrance into the MS YCA Academy
- 4) The amount of Federal funds available to the MS YCA program
- 5) The availability of citizens to offer artifacts on consignment to the MS Military Museum

The Military Department conducts a staff meeting weekly to keep upper management apprised of any and all matters pertaining to personnel strength, financial position (Federal and State), operational capacity, equipment readiness, infrastructure management, judicial matters, safety issues, future expectations in relation to weather related events, threat assessment (local or national), Nuclear, Chemical, or Biological concerns (CST Team), and health concerns (Avian Flu, Ebola Virus threat, West Nile Virus threat, etc.). Our ability to quickly evaluate, assess, plan, and implement is our strength. We assess internally almost daily and plan thirty, sixty, ninety days out for all military training and operations. We assess our ability as a State Agency weekly and monthly through our State Resources Directorate (Financial and Accounting) to ensure our fiduciary responsibility to the citizens of Mississippi. We have an external financial audit every year to ensure that we are in compliance with all Federal and State mandates in regards to funds usage and regulatory implementation. Our Internal Audit section conducts random audits of programs on a random basis to ensure compliance with Federal and State regulations.

The Adjutant General's modus operandi is "Transparency" and an open-door policy which ensures input from the field to assist in the detection and prevention of misappropriation of funds and employee misconduct which in turns ensures all programs Federal and State are implemented and provided with adequate oversight.

Program 1: The Adjutant General's Office

GOAL A: Provide for and be responsible for the organization, training, tactical employment, and discipline of the Mississippi National Guard, Mississippi State Guard, and the Unorganized militia when called to active state duty.

OBJECTIVE A.1: Appoint all of the employees of the department or remove any of them at his/her discretion (MS Code 33-3-11a)

Outcome: Professionalize and stabilize the work force

Outcome: Build professional work ethics and productivity

A.1.1 STRATEGY: Ensure adequate training, in scope of work, for new hires

Output: Increase productivity and better accuracy in job performance

Efficiency: Ensures less correcting errors for Accounting, Payroll, Personnel transactions

A.1.2 STRATEGY: Professionalize the force through higher education

Output: Ensures a cadre of competent, qualified, well-educated federally recognized commissioned officers, warrant officers, NCOs, and State Employees to lead the force

Efficiency: Minimizes employee turnover and workplace upheaval

A.1.3 STRATEGY: Enforce the military law, the regulations of the National Guard of this state and such other military publications and regulations as may be necessary for good order and discipline

Output: A standing military force of organizationally trained, individually qualified Mississippi soldiers and airmen

Efficiency: Number of drilling reservists

OBJECTIVE A.2: Submit to the Governor in each year preceding a regular session of the Legislature a printed detailed report of the transactions of his/her office, the expenses thereof, and such operations and conditions of the National Guard of this state as may be required

A.2.1 STRATEGY: Keep just and true accounts of all monies received and disbursed by his/her office.

Output: Accurate reporting and budget management of appropriated funds of the Mississippi Military department (MS Code 33-3-11c)

Efficiency: Measure the full and accurate utilization of funds appropriated for the operation of the Mississippi Military department.

A.2.2 STRATEGY: Maintain a cadre of competent financial/accounting personnel properly versed and trained in the State of Mississippi's Accountability System for Government Information and Collaboration

Output: "Generally Accepted Accounting Principles" and "Generally Accepted Auditing Standards" are adhered to and the results of operations are properly reported
Efficiency: Reduction in contract accounting personnel to report on the financial operations and financial position of the Mississippi Military Department

OBJECTIVE A.3: Train, Equip, and Resource Mississippi's military forces for the accomplishment of its missions as so ordered by the Governor of Mississippi or the President of the United States.

Outcome: An adequate and ready force of military personnel
Outcome: A military force that requires minimum training for response to crises

A.3.1 STRATEGY: Ensure adequate requests' for funding for training, equipping, sustaining Mississippi's Military forces required to protect the safety and well-being of Mississippi's citizenry and to preserve the dignity of every human life; and to promote the economic growth and the public good through the advancement of the individual

Output: A standing military force trained and equipped for response
Efficiency: Minimum response time to man-made or natural disasters

A.3.2 STRATEGY: Provide and maintain adequate training areas for the preparation of Mississippi's military forces to prepare for all contingencies (MS Code 33-11-5)

Output: Training areas and training venues that prepares military forces for real world contingencies
Efficiency: State based training facilities that limit the amount of interstate travel for military forces to receive adequate training

A.3.3 STRATEGY: Equip Mississippi's military forces with proper and adequate equipment to accomplish its missions regardless of type or location (MS Code 33-7-17)

Output: Proper equipment to the military member ensures greater response to the citizen population in times of crises or disaster
Efficiency: Ensures an adequate response to the citizens of Mississippi to ensure their safety and well-being that preserves the dignity of every human life

A.3.4 STRATEGY: Provide safe, energy efficient, quality of life, and sustainable Readiness Centers that support unit readiness, training, community partnerships and outreach (MS Code 22-9-13)

Output: Military member and community pride in Readiness Centers
Efficiency: Less cost/greater efficiencies to the state and local communities and minimizes energy consumption

Program 2: Mississippi Youth ChalleNGe Academy

GOAL A: To provide a preventive rather than remedial at-risk youth program for unemployed, drug-free, law-free high-school dropouts 16 to 18 years of age.

OBJECTIVE A.1: To recruit, enroll, intervene in and reclaim the lives of 16-18 year old high school dropouts.

Outcome: A graduated pool of productive young adults

Outcome: Young adults prepared to achieve their dreams and goals

A.1.1 STRATEGY: Utilize a mix of paid advertising and public service announcements along with an effective recruiting staff to produce viable applicants

Output: At-risk youth willing to enter and complete the YCP Program

Efficiency: Preserving funds and human energy on unwilling students

A.1.2 STRATEGY: Appeal to the seemingly unobtainable hopes and aspirations of at-risk youth by providing academic and technical skills currently beyond their reach yet beneficial to their future.

Output: Young adults with Academic or technical skills relevant to a trade or business environment

Efficiency: Increase the number of well grounded, taxpaying young adults

OBJECTIVE A.2: Target and rescue youths who are at greater risk for substance abuse, teen pregnancy, delinquency, and criminal activity

Outcome: Reduce the instance of drug abuse, teen pregnancy, and criminal activity in young adults with a desire to succeed

A.2.1 STRATEGY: High School dropouts face an uphill battle in a labor market, face increased pressure to use drugs, more likely to need public assistance, and be involved in a criminal enterprise. We must appeal to the high school dropouts

Output: Young adults entering the job market helping to build Mississippi's economy

Efficiency: Reducing the need for public assistance to those willing to work for their dreams and achieve their own goals and become productive citizen

OBJECTIVE A.3: To produce program graduates with the values, life skills, education, and self-discipline necessary to succeed as productive citizens in Mississippi's future

Outcome: Moving Mississippi's youth forward into a successful future

A.3.1 STRATEGY: Provide hope to the parent who is discouraged about the future of a child and provide hope to the child whose desire to succeed can be met by an experience based program founded in solid life skills, reinforced by ongoing mentor support

Output: Providing hope to families and individuals

Efficiency: Reducing teen pregnancy and drug abuse

Program 3: Armed Forces Museum at Camp Shelby, MS

GOAL A: To collect, preserve, interpret, exhibit and hold in public trust for the exclusive benefit of the people, significant historical property related to the history of the State of Mississippi

OBJECTIVE A.1: To support the operation, security, preservation of the artifacts and property on loan or assigned to the Mississippi Armed Forces Museum

Outcome: A professional, state-of-the-art museum

Outcome: Providing an educational experience into Mississippi's Military past

Outcome: Honoring those who served and sacrificed

A.1.1 STRATEGY: (Re-Opening August 2017) Utilizing the \$2,000,000 provided under SB2913; expanding the Museum to bring artifacts into a controlled climate building

Output: Construction project to enhance and expand the museum

Efficiency: Artifacts are better preserved

A.1.2 STRATEGY: Maintain artifacts (15,000) held in public trust

Output: Catalog, display and preserve artifacts held in trust

Efficiency: Artifacts will be properly cared for which will attract others who will entrust their items to the museum

A.1.3 STRATEGY: Support training, study, research and education in related subjects

Output: Attend seminars and workshops that promote the idea of artifact preservation

Efficiency: Better trained and qualified staff

A.1.4 STRATEGY: Maintain a professional staff to catalog artifacts

Output: Provide a staff of qualified Conservators, Curators, and Technicians

Efficiency: Integrity of Museum will be sustained

OBJECTIVE A.2: To provide an educational and heritage preservation program for all

Outcome: A better educated public

Outcome: The preservation of Mississippi Military history

A.2.1 STRATEGY: To increase knowledge of and attendance to the Mississippi Military Museum

Output: The number of visitors visiting the Museum

Efficiency: The museum experience will be told by the visiting public

A.2.2 STRATEGY: Provide a visual experience into Mississippi's military history/operations

Output: The number of display items available to the public

Efficiency: Returning visitors and first-time visitors

Program 4: Mississippi's State Education Assistance Program for drilling reservists'

GOAL A: Support and sustain education assistance for all qualified students serving in the Mississippi Army and Air National Guard

OBJECTIVE A: Effectively manage the State Education Assistance Program (SEAP)

Outcome: Increased numbers of military recruits

Outcome: Increased graduates from institutions of higher learning

Outcome: Positive economic impact to colleges and universities

A.1.1 STRATEGY: Increase the number of student Soldiers and Airmen

Output: Track the number of Guardsmen currently enrolled

Efficiency: Average cost of University enrollment per semester

Efficiency: Average cost of Community College enrollment per semester/quarter

A.1.2 STRATEGY: Improve the number of graduates from institutions of higher learning

Output: Advertise and promote Mississippi's SEAP statewide

Efficiency: Percentage of drilling reservists participating in SEAP