

MISSISSIPPI MILITARY DEPARTMENT

FIVE-YEAR STRATEGIC PLAN

2021 - 2025

Major General Janson D. Boyles

The Adjutant General

1. Comprehensive Mission Statement:

The Mississippi National Guard (MSNG) provides manned, trained, organized, equipped, & ready operational force to support global & domestic requirements. Steward of state & national resources while simultaneously sustaining the National Guard community & forging state, national, & international partnerships.

2. Philosophy

The MSNG's success is measured by its ability to gain proficiency in its core competencies. Also essential is the organization's ability to deliver a force prepared to conduct both Overseas Contingency Operations and Defense Support to Civilian Authorities missions. We will deliver capacity and capability through operational forces to support missions abroad and domestically through robust individual and collective training, sustained readiness and focused manned formations that respond proactively while balancing Soldiers, Airmen, family and community support. To meet these requirements we must provide unmatched training venues, readiness centers that meet unit current and future needs, and opportunities for to grow the professional force. The values of excellence, teamwork, customer satisfaction, empowerment, mutual trust and respect, commitment and diversity is the foundation for all we do.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1: Defense Support to Civilian Authorities that is responsive to EMAs requirements in response 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 Readiness Centers that provide the area and means to base a responsive
- Number of Mississippians rescued from disaster areas, floods and evacuation areas
- Number of equipment types available for a response

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

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 schools participating in free tuition program

Statewide Goal #4: Provide an opportunity for high school age (16-18) students to earn a GED or AHSD through the MS Youth Challenge Academy

Relevant Benchmark #4:

- Number of students enrolled per class
- Number of successful graduates from the MS YCA program
- Number of YCP Students entering the workforce, military, or seeking higher education
- Renovation of facilities and vehicles

Statewide Goal #5: Provide a world class Museum that tells the story of our nation and state's military participation in wars and conflicts throughout history

Relevant Benchmark #5:

- Number of non-military visitors
- Number of military visitors
- Number of Public events
- Number of display items in inventory
- Number of archival materials in inventory

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) provide support to civilian authorities in response to natural or man-made disasters and other state or national emergencies. (2) Ensure readiness and training centers are safe, energy efficient, sustainable and support unit readiness and training, community development, partnerships and community outreach. (3) Provide educational assistance opportunities for higher education and opportunities for high school students, age 16-18, to earn a GED or AHSD through the MS Youth Challenge Academy.

The Military Department continuously exercises the plans to respond to any natural or man-made disasters. Through this process we will identify specific or specialized equipment needed to provide this support that doesn't come through the federal equipment filling system.

The Military Department is implementing the National Guard Bureau's Readiness Center Transformation Master Plan (RCTMP) which will advance our fundamental mission of defending America at home and abroad. This plan is focused 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. A critical part of this plan is acquiring the match cost share that the State of Mississippi must provide to secure the federal funds for any MILCON project. To reach our goal of 65 new or re-modeled readiness centers by 2030 the State of Mississippi must be willing to continue the bond funding strategy. The plan calls for one MILCON each year while also funding minor repairs and maintenance needs.

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 availability 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 has introduced a new program that partners with state colleges and universities to pay the full tuition costs for members of the Mississippi National Guard. It is the intent of the program to partner with everything state and privately supported university within the next five years and have the funding plan in place to continue this level of support.

The Youth Challenge Academy has been an extremely success program in Mississippi. Our long-term plan is to not only continue to provide a quality education and job preparation opportunities but to improve the facilities in which conduct the program. Over the next five years the facilities will be renovated, instructional equipment upgraded, bedding replaced. Other support items such as vans, trucks, and buses will need to be replaced for safety and operational maintenance concerns.

5. External/Internal Assessment

- 1) The number of Mississippians eligible to join the MSNG
- 2) The amount of Federal funds available to train and equip Mississippi's military forces for DSCA operations
- 3) The number of candidates 16-18 years of age requesting entrance into the MS YCA Academy
- 4) The availability of state funds that support all MSNG goals

5) The availability of artifacts to the MS Military Museum

The Military Department conducts a staff meeting bi-weekly to keep the MSNG command group 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 encourages 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)

Output: Professionalize and provide stability to the work force

Efficiency: Creates a professional work environment and increases productivity

A.1.1 STRATEGY: Ensure adequate training within the scope of job duties for newly hired employees

Output: Provide accuracy in job performance and standardized training

Efficiency: Ensures less errors and correcting transactions for accounting, payroll, and personnel

A.1.2 STRATEGY: Encourage higher education to create a more professionalized work force

Output: Utilize a cadre of competent, qualified, and 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 and regulations of the National Guard of this state as well as other military publications and regulations necessary for good order and discipline

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

Efficiency: Effective number of drilling reservists

OBJECTIVE A.2: Submit to the Governor a yearly printed and detailed report of the transactions of his/her office and such operations and conditions of the National Guard of this state as required

A.2.1 STRATEGY: Keep a true account of all monies received and disbursed by Military Department.

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

Efficiency: Measure the utilization of funds appropriated for the operation of the Mississippi Military department and help protect against fraudulent uses of funds.

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 reports of operations are properly stated

Efficiency: Reduction in the outsourcing of accounting work and creates a cost efficient and accurate accounting department

OBJECTIVE A.3: Train, Equip, and Provide Resources to Mississippi's military forces for the accomplishment of its missions.

Outcome: An adequate and well-trained force of military personnel

Outcome: A military force that requires minimum training and response time 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.

Output: A standing military force trained and equipped for response

Efficiency: Minimum time to acquire equipment and manpower to respond 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 that the affected community can return to a self-sufficient state

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 an at-risk youth program for high-school students 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 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: 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.1.2 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.1.3 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: Increase the appreciation and preservation of Mississippi Military history

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

Output: Create a unique and friendly environment for visitors

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 with the intention of pursuing a college degree

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: Advertise and promote Mississippi's SEAP statewide

Output: Improve the number of graduates from institutions of higher learning

Efficiency: Percentage of drilling reservists participating in SEAP