

State of Louisiana  
Military Department

# LOUISIANA MILITARY DEPARTMENT



## STRATEGIC PLAN FY 2020-2021 through FY 2024-2025

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**STRATEGIC PLAN  
FOR  
THE MILITARY DEPARTMENT STATE OF LOUISIANA  
FY 2020-21 THROUGH FY 2024-2025**

- I. **VISION** – Be your Best today and strive to be Better tomorrow.
- II. **MISSION** – Our mission is to Protect and serve the citizens of Louisiana by providing a highly trained, qualified and reliable force to support All-Hazard Responses and “At-Risk” Youth Education Programs
- III. **VALUES** - The values of the Military Department encompasses:
  - 1. **Accountability:** Accept personal responsibility for the organizational mission and work tasks. Meet or exceed all duties and responsibilities.
  - 2. **Diversity:** Foster an environment in which everyone has an equal opportunity to succeed.
  - 3. **Integrity:** Do what is right in all circumstances. Perform legally, honestly, morally and ethically.
  - 4. **Loyalty:** Committed to our organization, state and nation.
  - 5. **Respect:** Respect and value each other. Treat everyone with dignity and professional courtesy.
  - 6. **Selfless Service:** Place the needs of our citizens and organization above one’s self.
  - 7. **Trust:** Share a commitment to each other - be honest, open and transparent.

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**IV. GOALS:**

1. Sustain All Hazards Response capability through readiness (training, personnel, equipment, and facilities), total asset visibility and safety.
2. Develop and retain a well-trained, resilient workforce that is recognized and compensated for its performance.
3. Align opportunities and resources to promote efficiencies, productivity and readiness.
4. Provide structured and targeted education opportunities and life skills training for “At-Risk” Youth.

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**PROGRAM OPERATION:**

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

**Strategies for Development of Human Resource polices that benefit women and families:**

1. Conduct periodic surveys of all employees to obtain feedback on policies impacting women and families. Use this information to improve existing policies and implement new policies that will benefit women and families.
2. Encourage supervisors through memorandums and leader meetings to be considerate, compassionate and understanding when employees request leave for family reasons.
3. Encourage supervisors to get to know their employees better and be aware of their family situations.
4. Conduct exit interviews with departing employees to identify any perceived problem areas in policies effecting women and families. Implement changes if needed.
5. Encourage those employees who are members of the Active Guard to participate fully in Family Support Program services and activities.
6. Provide information to all employees on the provisions of and protections of the Federal Family Medical Leave Act (FMLA).
7. Promptly disseminate any and all worthwhile information that would be of benefit to women and children.

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8. Continue a zero tolerance policy for any actions by supervisors that would discriminate against women with families. For example a woman with children cannot be rejected for employment because she might be absent more than an applicant without children.
9. Foster an environment that recognizes that difficulties faced by women with families in the workforce and accommodates their needs whenever possible.
10. Support the use of flex time to assist women and families whenever possible.
11. Continue the elimination of duplication of error through the monitoring and evaluation processes accomplished through an internal audit activity.
12. Maintain Agency records following instructions provided by the Records Retention Program maintained by LMD Fiscal in compliance State directives.
13. A copy of this plan may be found by going to:  
<https://geauxguard.la.gov/organization/louisiana-state-military-department/>

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**Military Department Program**

**Mission**

The Military Affairs Program/ Louisiana National Guard has one mission:

“To Protect and serve the citizens of Louisiana by providing a highly trained, qualified and reliable force to support All-Hazard Responses and “At-Risk” Youth Education Programs”

**Program Goal**

Louisiana Military Department will support LANG and partner agencies in state and community preparation, response and recovery to All Hazard events.

**State Outcome Goal**

Hurricane protection and emergency preparedness: I want Louisiana to better prepare for, respond to and recover from the next emergency (hurricanes and all other hazards).

**Statutory Authorization** - (Title 29:11 La Statutes) Vision 20/20 Link:

**Objective 3.5** To ensure safe, vibrant and supportive communities for all citizens.

- 1. Objective** - Sustain the workforce by reducing administrative expenditures, reducing reportable accidents, accomplish mandatory training, recognize employee excellence and inventory accuracy of accountable state assets from 2020-2025.

**Strategy 1.1** Through the administration activity, to limit annually administrative expenditures to no more than **16%** compared to the total operating expenditures by fiscal year 2020-2025.

**ACTION PLANS**

- 1.1.1** Manage, align and leverage all available resources that enable Military Affairs to accomplish mission objectives within budget
- 1.1.2** Seek support to prevent budget reductions in the existing Military Affairs Program’s operating budget. (DOA, OPB, Fiscal Legislative Office, NGB)

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**Performance Indicators**

- Outcome:** Percentage of administrative expenditures compared to total operating expenditures (LAPAS CODE – 23335)
- General:** Amount of Administrative expenditures (LAPAS CODE-23336)
- General:** Total Operating expenditures (LAPAS CODE- 23337)

**Strategy 1.2** Through the Administration activity, reduce reportable accidents annually using fiscal year 2019-2020 baseline levels.

**ACTION PLANS**

- 1.2.1** Seek solutions that protect, maintain and adhere to workplace standards and ensuring all matters are in compliance with laws, regulations and policy
- 1.2.2** Implement corrective action on findings identifies during ORM Pre-Safety Audit

**Performance Indicators**

- Outcome:** Percentage of worker’s compensation claims compared to total number of employees (LAPAS CODE – 23343)
- General:** Number of accidents (LAPAS CODE- 25826)
- Supporting:** Number of worker compensation claims (LAPAS CODE- 23344)

**Strategy 1.3** Through the administration activity, train and develop available employees and complete all mandatory training.

**ACTION PLANS**

- 1.3.1** Educate employees on current state benefits and wellness programs
- 1.3.2** Ensure mandatory employees complete mandatory and supervisory training



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**Performance Indicators**

- Outcome:** Percentage of mandatory training completed annually (LAPAS CODE- 24972)
- General:** Number of employees (LMD Use only)
- General:** Number of employees completing training (LMD Use only)

**Strategy 1.4** Through the administration activity, sustain workforce by recognition for longevity and exceptional performance.

**ACTION PLANS**

- 1.4.1** Analyze the data from the of Cadre Group Leader 1 and Force Protection 1 surveys to enhance personnel retention
- 1.4.2** Sustain workforce recognition program for longevity and exceptional performance to include rewarding efficiencies and cost savings to the organization
- 1.4.3** Communicate state Strategic Plan to employees and LANG through effective messaging

**Performance Indicators**

- Outcome:** Percentage of eligible employees recognized for awards annually (LAPAS CODE – 24973)
- General:** Number of Employees (LMD Use only)
- General:** Number of eligible employees recognized for an award (LAPAS CODE – 24974)

**Strategy 1.5** Through the administration activity, maintain 95% inventory accuracy of accountable state assets of current fiscal year.

**ACTION PLANS**

- 1.5.1** Ensure that all non-expendable moveable property is accounted for (i.e. Asset Certification Reports, Property Control Form 1, Hand Receipts, etc.).
- 1.5.2** Conduct quarterly sensitive items inventories

**Performance Indicators**

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- Outcome:** Percentage of accountable items inventoried with no loss (LAPAS CODE – 26253)
- General:** Number of accountable items lost (LAPAS CODE – 25828)
- General:** Number of accountable items assigned (LAPAS CODE – 25829)
- General:** Value of reportable property items lost (LAPAS CODE – 25830)

- 2. Objective 1** - Through the Force Protection activity, achieve Force Protection manning requirements to meet needs and ensure safe and efficient installation operations annually.

**Strategy 2.1** Increase authorized personnel to validated manning requirements

**ACTION PLANS**

**2.1.1** Reduce turnover for entry level force protection personnel

**2.1.2** Increase post certification training opportunities

**Performance Indicators**

**Output:** Number of certified Force Protection personnel that are duty qualified to meet U.S. Department of Homeland Security and Defense guidelines (LAPAS CODE – 25359)

**Output:** Number of Personnel required to achieve authorized manning (LMD Use Only)

**Outcome:** Percentage of assigned personnel to authorized personnel (LAPAS CODE – 25358)

- 3. Objective** - Through the installation management activity, provide reliable and ready installations and Readiness Centers capable of supporting Power Projection Platforms and Continuity of Operations (COOP) activities in support of All-Hazards response annually.

**Strategy 3.1** Sustain installations and Readiness Centers as Power Projection Platforms and Continuity of Operations (COOP) Sites in support of All-Hazards Response

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**ACTION PLANS**

- 3.1.1** Conduct training exercises in conjunction with LANG in order to fully integrate during All-Hazard Response
- 3.1.2** **Sustain** the Roseland Regional Staging Area (RSA) and total asset visibility for All-Hazards Response
- 3.1.3** Maintain a viable Installation Status Reporting system that provides a mission readiness capabilities status to support mission requirements
- 3.1.4** Monitor the Readiness Center Status Reporting system that provides a mission readiness capability status

**Performance Indicators**

**Outcome:** Percentage of readiness centers that are able to support missions, operations and training (LAPAS CODE – 24977)

**General:** Number of personnel receiving training utilizing LANG Infrastructure (LAPAS Code-25831)

**Outcome:** Percentage of Support Agency requests successfully completed (LAPAS CODE – 23347)

**General:** Number of approved requests (LAPAS Code 23351)

**General:** Number of completed requests (LAPAS Code 23352)

**Output:** Number of readiness centers that are mission capable (LAPAS CODE – 25949)

**Outcome:** Percentage of Installations that are mission capable as power projection platforms (LAPAS CODE – 25948)

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**EDUCATION PROGRAM**

**MISSION**

Provide alternative educational opportunities for selected youth through the Youth Challenge, Job Challenge, and STARBASE Programs.

**PROGRAM GOAL:**

Provide structured, targeted education opportunities and life skill training for “at-risk” youth.

**STATE OUTCOME GOAL:**

YOUTH EDUCATION: Increase academic achievement for all students, fewer children dropping out of school and an educated workforce.

**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 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.

**1. GOAL:** Provide structured, targeted education opportunities, life skills training enhance employability of Louisiana “at-risk” youth.

**1. Objective** - Operate three Youth Challenge Programs Annually

**Strategy 1.1** Enhance employability of Louisiana high school drop outs by increasing literacy and numeracy of Youth Challenge cadets through classroom instruction, life skills training, HISET preparation and a post residential phase through 30 June 2025 by operating three Youth Challenge Programs.

**ACTION PLAN**

**1.1.1** Enroll and graduate Louisiana’s “at risk” 16-18 year old youth into one of the three YCP programs

**1.1.2** Implement studies for HISET preparation

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**Performance Indicators**

- Outcome:** Percentage of Students graduating (LAPAS CODE–186)
- Input:** Number of Students enrolled (LAPAS CODE–184)
- Output:** Number of Students Graduating (LMD Use Only)
- Outcome:** Percentage of YCP cadets tested with Pre-HISET that pass the HISET exam during the 5.5 month Residential Phase. (LAPAS CODE – 23360)
- General:** Number of students taking HISET (**LMD Use Only**)
- General:** Number of students passing the HISET that qualified to take the HISET by passing Pre-HISET (**LMD Use Only**)
- Outcome:** Number of grade level increased on (TABE) Test of Adult Basic Education total battery average (LAPAS CODE – 23361)
- General:** Entrance TABE Battery Score (**LMD Use Only**)
- General:** Exit TABE battery score (**LMD Use Only**)
- Outcome:** Percentage of students who successfully met the 12 month Post residential phase objectives (LAPAS CODE-23362)
- Supporting:** Number of **YCP** Cadets graduating (LAPAS CODE-25950)
- General:** Number of graduates placed into school or working full-time during the 12 months post residential phase (LAPAS CODE-26302)

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**2. Objective - Operate three STARBASE Programs Annually**

**Strategy 2.1** Graduate 2240 “at-risk” fifth grade students through one of the three STARBASE programs annually.

**ACTION PLANS**

**2.1.1** Identify “at-risk” elementary schools and enroll their 5th grade students in a STARBASE academy.

**2.1.2** Stimulate an interest in and knowledge of Science, Technology, Engineering and Math (STEM) among “at-risk” 5th grade students through a minimum of twenty-five hours of innovative classroom instruction.

**2.1.3** Number of elementary school classes participating in 4 or 5 day STARBASE Academy programs.

**Performance Indicators:**

**Outcome:** Percentage of students completing the program (LAPAS CODE – 9633)

**Input:** Number of students enrolled (LAPAS CODE – 9631)

**General:** Number of students completing program (**LMD only**)

**Outcome:** Percentage of completers with 20% improvement on STEM assessment (LAPAS CODE – 9632)

**Supporting:** Number of at-risk academies participating in Science, Technology, Engineering and Math (STEM) LAPAS CODE-26310 (**Revised**)

**General:** Number of students with 20% improvement on STEM assessment test (**LMD Use Only**)

**General:** Number of **completers** of at-risk fifth grade students increasing knowledge (LAPAS Code- 26303)

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**3. Objective - Operate one Job Challenge Program Annually**

**Strategy 3.1** Enhance employability of Louisiana high school drop outs by Job Challenge Trainees through HISET preparation and job training placement phases through 30 June 2025 by operating a Job Challenge Program

**ACTION PLANS**

**3.1.1** Graduate 150 Trainees from a combination of the three Youth Challenge Programs graduating classes annually.

**Performance Indicators**

**Outcome #1:** Percentage of trainees graduating.  
(LAPAS CODE – New)

**Input:** Number of trainees enrolled (LAPAS CODE – 26357)

**Output:** Number of trainees graduating.  
**(LMD Use Only)**

**Outcome #2:** Percentage of trainees completing the HISET during the resident phase (LAPAS CODE – New)

**Key:** Number of grade levels increased on the Test of Adult Basic Education (TABE) total battery average (Only for trainees taking the HISET) (LAPAS CODE- 23360)

**General:** Number of trainees taking HISET **(LMD Use Only)**

**General:** Number of trainees that have passed the Pre-HISET that pass the HISET. **(LMD Use Only)**

**Outcome #3:** Percentage of graduates placed into job skilled employment or continuing education opportunities.  
(LAPAS CODE-New)

**Key:** Percentage of trainees graduating with a job skill  
(LAPAS CODE-26362)

**General:** Number of graduates (LAPAS CODE-New)

**General:** Number of graduates placed (LAPAS CODE-New)