



LOUISIANA  
NATIONAL GUARD

# Streamlining Government

MG Bennett C Landreneau  
Adjutant General



STATE OF LOUISIANA

**MILITARY DEPARTMENT**

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BOBBY JINDAL  
GOVERNOR

BENNETT C. LANDRENEAU  
MAJOR GENERAL  
THE ADJUTANT GENERAL

August 14, 2009

Honorable Angele Davis  
Commissioner  
Division of Administration  
P O Box 94095  
Baton Rouge, LA 70804

Dear Commissioner Davis,

I am responding to your memorandum SUBJECT: Commission on Streamlining Government dated Thursday, July 16, 2009.

Attached is our internal analysis of the Department of Military Affairs. We have been thoughtful, candid, and creative in our self assessment and recommendations. Wherever possible, we have investigated privatizing or outsourcing of programs, activities, or functions.

Our submission is focused on accomplishing our required missions with greater efficiency and in collaboration with other departments in Louisiana State Government.

I have assigned Brigadier General Stephen C. Dabadie as the agency liaison and point of contact. His phone number is 225-319-8206 and email address is [stephen.dabadie@us.army.mil](mailto:stephen.dabadie@us.army.mil).

Encl

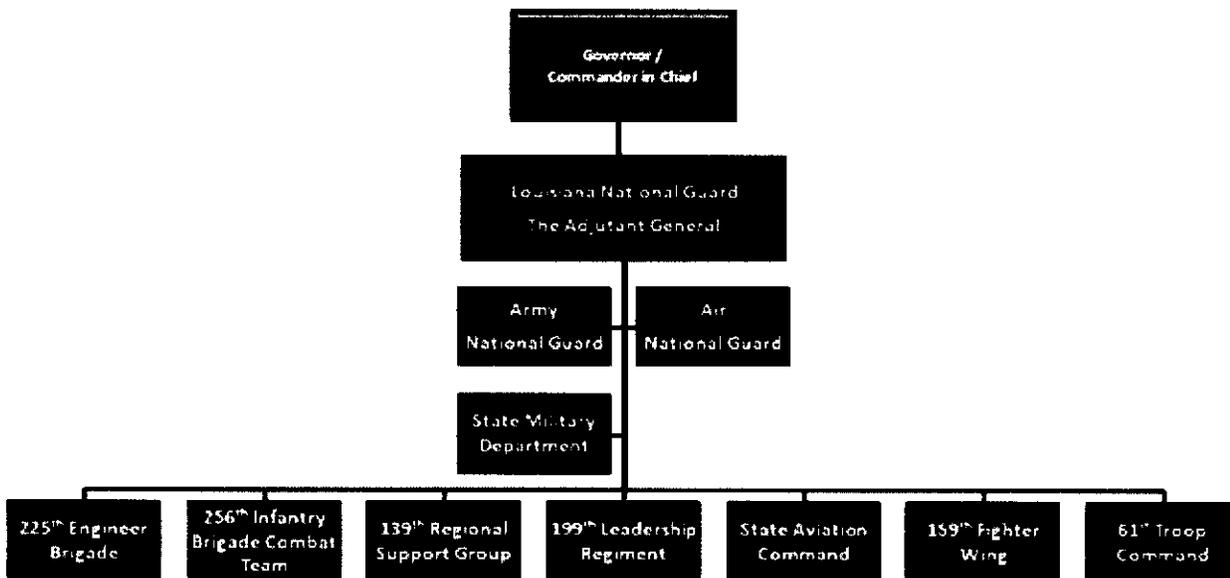
  
BENNETT C. LANDRENEAU  
Major General, LAARNG  
The Adjutant General

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**SECTION ONE: AGENCY OVERVIEW**

The Louisiana National Guard (LANG) is the organized militia for the State of Louisiana, created by state statute as the “State Military Department” and reserved to the state by the Constitution of the United States under Article 1, Section 8. The purpose of the LANG is to prepare for state and federal activation. The LANG is an agency in which the Governor serves as the Commander in Chief. The Adjutant General, Major General Bennett Landreneau, is the governor-appointed commander of the Louisiana National Guard. The LANG’s State Military Department (SMD) is the administrative division of the Louisiana National Guard, which manages the LANG’s state funded programs, state employees and volunteer militia members. Within this document the State Military Department will be further referred to as the Louisiana National Guard.



The Louisiana National Guard is composed of state and federal employees, many of whom serve as active members (Soldiers and Airmen) of the Louisiana National Guard. The LANG has two state funded programs, Military Affairs and Education. The legislature appropriated over \$24 million in state general funds for the operation of the department in Fiscal Year 2009-2010. Both the federal and state governments provide resources to the department, with the predominant amount being received from the federal government. The Military Affairs Program has 428 State employees who provide service and support for approximately 12,000 Soldiers and Airmen of the National Guard. The Education Program has 279 state employees to operate three Youth Challenge Programs, one Job Challenge Program, and one Starbase program, servicing over 2,100 students per year.

The population area served by the Louisiana National Guard includes all sixty-four parishes. A key consideration for this coverage is support to civil authorities which the organization provides to all areas of the state. Many state agencies receive products and services from the Louisiana National Guard. The Governor may authorize or direct the employment of LANG personnel, assets and services in support of city and parish governments.

The Louisiana National Guard also provides installation support and services for over 120 units, approximately 12,000 Soldiers and Airmen, and over 2,500 full-time federal and state employees. The Louisiana National Guard provides buildings, barracks, dining facilities, and maintenance for training and other National Guard unit activities. The department also provides staging areas for troops and vehicles, training ranges for a variety of events (to include weapons qualification and Combat Training Tasks) and hangars for Army and Air National Guard Aviation units. Throughout the state, there are 79 Readiness Centers (armories) and numerous support buildings located in 68 cities, in 45 parishes, covering over 10 million square feet of building space managed by the Louisiana National Guard. LANG manages five (5) large installations at Jackson Barracks (New Orleans), Camp Villere (Slidell), Camp Beauregard (Alexandria/Pineville), the Gillis Long Center (Carville), and Camp Minden (Minden).

The Louisiana National Guard is Committed to Excellence in all Endeavors...Caring for Soldiers, Airmen, Families, Employees...Providing Quality Services. Our Vision and Missions are:

### **Vision**

We envision the Louisiana National Guard as a proud, ready, values based organization that adapts to State, Community, and Federal missions providing a professional response in a changing environment.

### **Missions**

Our **State Mission** is to conduct operations to preserve and protect life, property, peace, order, and public safety under state authority and as directed by the Governor during times of natural disaster and other state emergencies.

Our **Community Mission** is to focus initiatives to enhance community relationships and provide mutually beneficial support. As Citizen Soldiers and Airmen, we live and work in our communities and we enhance our community well-being by actively participating in programs and cooperative agreements that support our role in daily life.

Our **Federal Mission** is to provide trained and ready Soldiers, Airmen, and units for deployment in support of national military objectives as designated by the President of the United States.

## **Louisiana National Guard Accomplishments**

- Global War on Terrorism (GWOT) – The Louisiana National Guard continues to play a large role in support of the Global War on Terrorism. Since 9/11, we have mobilized more than 14,000 Soldiers and Airmen under Operations Noble Eagle (Homeland Security), Enduring Freedom (Afghanistan), and Iraqi Freedom (Iraq). Many Soldiers and Airmen have had multiple deployments in support of these operations.
- Hurricane Rebuild Program – In the aftermath of Hurricanes Katrina and Rita, the Louisiana National Guard is executing the largest and fastest reconstruction program in National Guard history. In just 14 days, the Louisiana National Guard assessed \$480 million in damages from the hurricanes and was immediately supported for funding by the Louisiana Congressional Delegation and the National Guard Bureau.
- Land Transfer of Louisiana Army Ammunition Plant – In December 2004, the Department of the Army conveyed approximately 15,000 acres of federal property, formerly known as the Louisiana Army Ammunition Plant, located near Minden to the State of Louisiana. A condition of the transfer required 13,500 acres to be set aside for military training. The Louisiana National Guard has the responsibility for management of this site. The remaining property, approximately 1500 acres, is being used to support economic development in northwest Louisiana.
- Support to State Interoperability Executive Committee (SIEC) – The Louisiana National Guard supported the SIEC in the actions and meetings of the committee and subcommittees. The Louisiana National Guard provided full-time personnel to support SIEC. The full-time support staff provided planning, organizing, technical advice, and research services, to include fact-gathering and detailed analysis, for the SIEC.
- Louisiana Recovery Authority – The Louisiana National Guard provided personnel to serve in the LRA Operations Center. These Soldiers/Airmen coordinated, tracked, reported, analyzed, and organized information for the LRA Executive Director from diverse organizations and sources throughout the planning phases and beginning of the action phases of recovery. In addition, the Louisiana National Guard provided 40 Soldiers that served as Long Term Planning Coordinators in 20 parishes. These soldiers worked with local parish and city officials, community-based organizations and other professionals to assess the long term needs and offered input into recovery strategies for communities devastated by Hurricanes Katrina and Rita.
- The Louisiana National Guard experiences dramatic workload increases during periods of state emergency and events such as the response to Hurricanes Gustav and Ike. In every instance of State Active Duty every soldier was paid promptly and correctly and all benefits due were timely processed.

## **Governor's Statewide Goals**

The Louisiana National Guard plays an important role in fulfilling Governor Jindal's statewide goals:

- **Emergency Preparedness / Homeland Security** - The Louisiana National Guard is a critical component of the state's emergency response plan. It provides a flexible and robust support structure in support of all state agencies, local civil authorities and Louisiana citizens at large. The LANG supports all fifteen Emergency Support Functions (ESF). Through the Emergency Management Assistance Compact (EMAC), the LANG has the ability to request more than 400,000 additional Guardsmen in support of emergency response missions.
  - The Louisiana National Guard's response to hurricanes during the last decade has been as monumental as it has been unprecedented. Hurricanes Katrina and Rita in 2005, marked the first time in our history that the LANG conducted a Total Mobilization of forces. The call to action for Hurricanes Katrina and Rita was also the largest domestic response of forces ever in United States history and one of the proudest moments for the Louisiana National Guard. During the Katrina and Rita response, more than 8,000 LANG Soldiers and Airmen were mobilized and more than 35,000 Guardsmen from other states were deployed to Louisiana. The response in 2008 to Hurricanes Gustav and Ike marked the second Total Mobilization of forces within three years. While not of the destructive magnitude of the 2005 storms, Gustav and Ike were major catastrophes and tested once again the unique ability of the Louisiana National Guard to provide immediate and extensive support to our citizens. During this response, the Guard evacuated more than 5700 citizens and delivered more than 15 million bottles of water, 13 million pounds of ice, 11 million meals, and 550 thousand tarps.
  - Support to GOHSEP – Emergency Support Function (ESF) 16, Military Support, was created to act as a single clearing house for National Guard Missions from the other ESFs. Since its inception, the Louisiana National Guard has augmented the manning at GOHSEP in order to prepare, respond, and recover from All Hazard events. The Forward Tactical Command Post on-site with GOHSEP provides situational awareness to the Governor, Adjutant General, and other senior leaders and to make military recommendations for the employment of military forces during emergencies.
  - Support to Other Agencies – In addition to its core emergency preparedness mission, the Louisiana National Guard provides expert staff to assist other agencies, such as DOTD and DSS, in maximizing the state's ability to respond to natural disasters and other emergency situations. The Department's Strike Forces, such as those currently employed at DSS addressing sheltering issues and DOTD addressing evacuation issues, demonstrate the diverse capability of our Department personnel.

- Education – The Louisiana National Guard continues to lead the nation in making a difference with the next generation through our Education Programs consisting of Youth Challenge, Job Challenge and Starbase.
  - The Youth Challenge Program is a residential multi-phased intervention program, targeting high school drop-outs between the ages of 16 to 19 years of age.
  - The Louisiana Job Challenge Program is a residential job skills training program designed to serve Youth Challenge Graduates.
  - The Louisiana National Guard Pelican State Starbase program is designed for students in the fifth grade considered at-risk in the areas of math, science, and technology. It is a highly interactive academic enrichment program.
  
- Economic Development: The LANG’s 2008 Federal Economic Impact was \$1.27 billion. This included more than approximately \$800 million in new construction, repairs and modifications due to the impact of Hurricanes Katrina and Rita and of Hurricanes Gustav and Ike. A Regional Training Institute is currently being constructed at Minden, LA, where Phase I is funded and future phases of construction will bring an additional \$62 million to Louisiana.
  - Beginning in the last quarter of 2010, the Regional Training Institute will be opened at Camp Minden. Once fully operational, the RTI will attract approximately 8,000 students per year from all over the United States, generating a potential estimated economic impact of \$25 million per year.
  - Camp Minden has approximately 1500 acres available for economic development and there are numerous commercial and industrial tenants conducting operations on-site.
  
- Public Safety – The Louisiana National Guard provides support to civil authorities, which the Governor has used on numerous occasions to help augment local government.
  - The Counter-Drug Task Force has assisted in the seizure of more than \$1.8 million of illegal drugs, weapons, and property in the last Fiscal Year and provides continuing support to local, state and federal law enforcement agencies to deter drug abuse in Louisiana. In addition, the Task Force operates Drug Demand Reduction activities which provide community-based training and information for High School students.
  - Support to New Orleans Police Department – On June 20, 2006, the day after Mayor Ray Nagin requested law enforcement support, the Louisiana National Guard deployed over 300 guardsmen into New Orleans and began operations providing 24/7 law and order support to the NOPD for over 30 months.
  - Special Reaction Team – A 125 member force that provides a quick response capability to support and supplement law enforcement agencies, especially local

community law enforcement. The members of this force receive special training to perform special missions and assist in emergency situations.

- Transparent and Accountable Government – The Louisiana National Guard continually strives to adapt and transform itself into a more accountable and transparent organization. Current initiatives include updating of the department's Policy and Procedures Manual, full support and cooperation for the state's Enterprise Resource Program, and redesign and updating of the LANG website to provide timely information of public interest.

### **Statutory Authority**

The statutory authority for the powers and duties of The Adjutant General are contained in R.S. 29:1 to 242. The major powers and duties are:

- Command and Control of the Louisiana National Guard
- Employ staff necessary for operation of the LANG and SMD
- Engage in programs, operations, and military affairs and provide services to the U.S., state, and local government
- Sign all contracts, papers, deeds, leases, agreements, and cooperative endeavors
- Administer, supervise, and manage military installations and other property
- Manage and supervise the Military History and Weapons Museum

**There are no mandates which impede the goals and functions of the Louisiana National Guard and there are no suggestions for change to our mandates at this time.**

## **Overarching Reform Goals**

The Louisiana National Guard has developed several Overarching Reform Goals to guide the agency in performing its missions in concert with the Governor's initiatives on transparency and accountability, while still providing the expertise inherent in the Department's core competencies.

**These Overarching Reform Goals are:**

- 1. Effectively prepare for response to and recovery from future emergencies**
- 2. Accomplish our state, federal, and community missions within reduced means**
- 3. Attract federal funds to expand economic development**
- 4. Provide educational opportunities for at-risk youth**

These goals are thoroughly vetted and discussed in regularly scheduled meetings. Additionally, both as part of our Strategic Process and in our continuing process of self-examination, these goals will be regularly monitored, evaluated for performance, and, if necessary, adjusted in order to continue to provide the best level of performance to the citizens that we serve.

Our stated vision, mentioned earlier, completely meshes with the Administration's goal of streamlining government. In every action taken, we are mindful of the need to maintain a "values based" organization that is responsive to the three missions of our agency. We will do so with constant emphasis on maintaining a public input into our actions and on maintaining an ability to quickly adjust to changing environments.

As part of our ongoing Strategic Evaluation Process, and as evidenced in our Army Communities of Excellence applications, we regularly use performance measures and benchmarking methods.

In addition to being constantly ready to perform with distinction our Federal, State, and Community missions, the Louisiana National Guard has regularly conducted interagency activities with other state agencies, resulting in a significant impact in assisting these agencies in preparing for emergency operations. Additionally, such interagency activities help meet the Governor's Emergency Preparedness and Public Safety Goals. Examples of such activities, which also provide mutual aid and support to a variety of other state agencies, are depicted on the chart on the following page.

### Strike Forces

<b>Support</b>	<b>Mission</b>	<b>Status</b>
Crescent Guard	Performed Law Enforcement Mission for City of N.O.	Complete
LA Recovery Authority	Recovery Operations from Hurricane Katrina and Rita	Complete
Tactical Command Post Concept at GOHSEP	Provide situational awareness and military recommendations to the Governor, Adjutant General, etc. during emergencies.	<b>Ongoing</b>
LA School District	Performed project Mgt. and Quality Control for DOE in New Orleans Area	Complete
State Interoperability Executive Committee	Assisted with improving interoperability among all agencies of state	Complete
LA Recovery Authority (ARRA)	To provide support and assistance for use of stimulus package	<b>Ongoing</b>
LANG-ESF-7	Provide GOHSEP and Unified Logistic CMD support by managing 3 ea GOHSEP warehouses and an RSA location during non-emergency time periods, becoming part of JFO during times of emergencies	<b>Ongoing</b>
Support to DSS and DOTD	Provide assistance, guidance, and advice to help implement emergency operations procedure planning and to help implement and plan contracts needed during times of emergencies. Evacuation planning and contractual assistance with DOTD and sheltering planning and contractual assistance with DSS are continuous activities with which the SMD is involved.	<b>Ongoing</b>
Support to Governor's Office of Coastal Restoration	Assisted senior leadership with annual master planning, project management, organizational structure, financial management, contracting, and legislative liaison support.	Complete

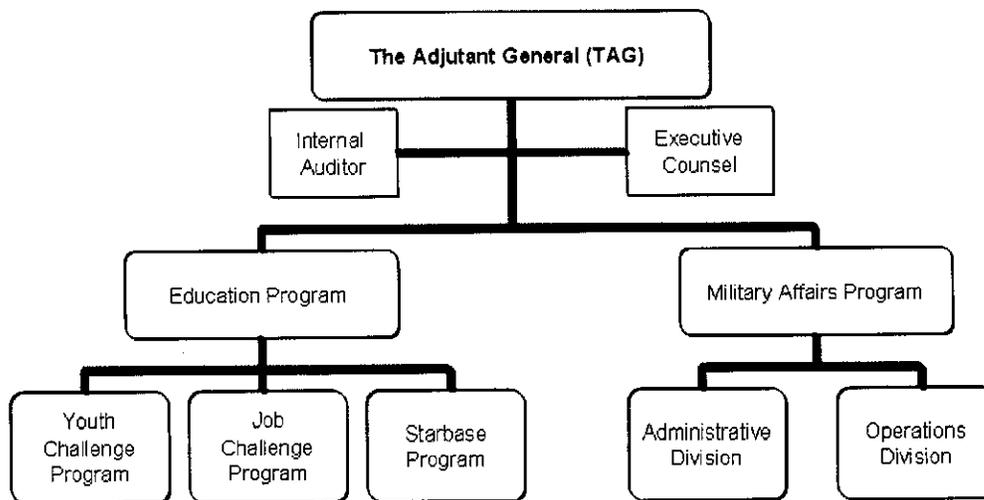
The above activities show not only the Department's multi-talented abilities, but also highlight the degree of inter-agency cooperation existing between our sister organizations. We welcome additional opportunities to be of assistance to other state agencies, both as a means of improving our response capability and as a way of bettering State Government as a whole.

The Commission on Streamlining Government created five subcommittees to aid in the accomplishment of its mission. The State Louisiana National Guard reports, in the following sections, on its activities within the parameters of the respective Subcommittees.

## **SECTION TWO: EFFICIENCY AND BENCHMARKING**

The State Military Department (SMD) uses benchmarking and efficiency measurements to aid in its strategic planning and to determine the effectiveness of its programs. As part of our strategic planning process, we regularly employ these measures and they are constantly refined as part of our self-evaluation process. Before an understanding of our benchmarking methodology can be obtained, it is necessary to first understand the organizational structure of the department.

### **Structure of the State Military Department**



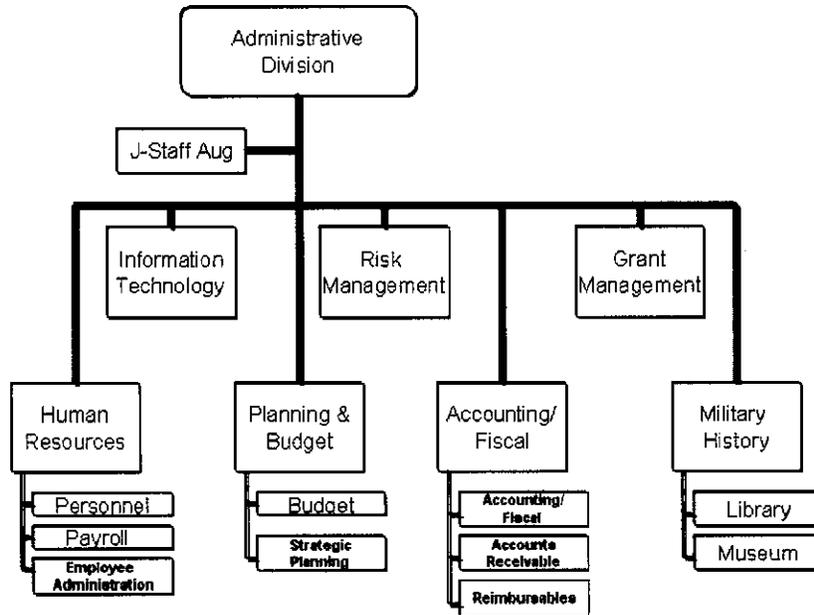
SMD is composed of the Military Affairs Program and the Education Program. The Military Affairs Program has two divisions, Administrative and Operations. The Education Program has three activities, the Youth Challenge Program, the Job Challenge Program, and the Starbase Program.

## Program: Military Affairs

Constitutional and Statutory Authority: La. Const. Article IV, Sec. 5(J), R.S. 29:1 to 242

The Military Affairs Program has two divisions, Administrative and Operations.

### Administrative Division

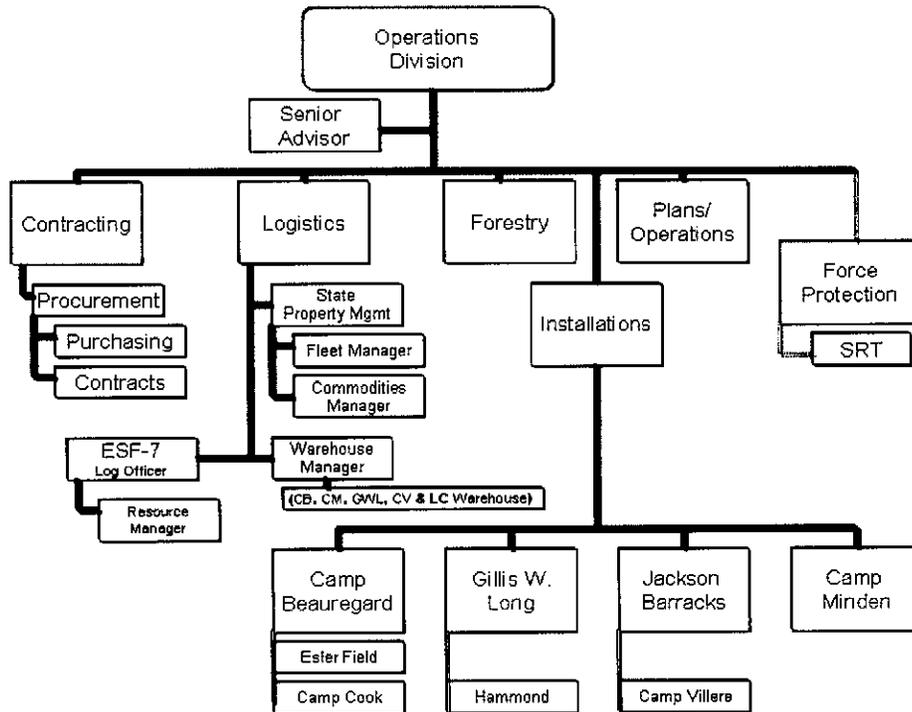


Activities: Administration, Management & Finance

#### Administrative Division Functions:

The Administrative Division performs Administration, Management, and Finance activities in the following functional areas: Human Resources, Budget, Fiscal/Accounting, Legal, Grant Management, Risk Management and Safety, and Military History/Museums. (See chart above)

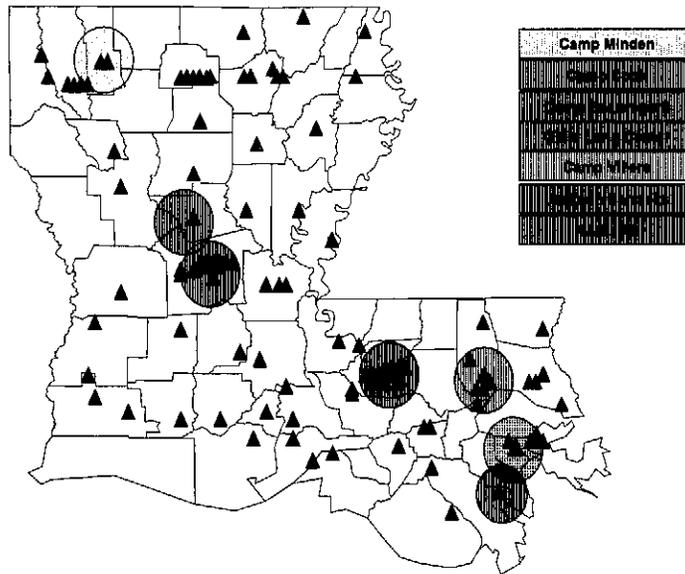
## Operations Division



The Operations Division of SMD performs installation management and force protection activities. The Division's major functions are Contracting, Logistics, Forestry, Operations, Installation Management, and Force Protection. (See chart above)

Activity: Installation Management (Operations)

## Louisiana National Guard Unit Locations



### Installation Management Functions:

The Division's installation management functions include training area management, forestry, tenant support and services, commercial tenant operations, operation and logistics staging areas, permanent and transient housing, facility management and support services, maintenance, and utilities management and maintenance.

Activity: Force Protection

### Force Protection Functions:

The Division's Force Protection functions are access control and security, deterrence of criminal activities, response for calls to service, providing a Special Reaction Team for state emergency response, physical security, and initial/in-service security training.

## SMD Benchmarking

In order to determine how the size of SMD administrative budget compares to other state agencies, SMD conducted a broad-based comparison of budgets and staffing levels. "Total Department Budgets" were compared to "Department Administrative Budgets" and "Total FTE" to "FTE Admin" using state budget information from the 2005-2006 fiscal year. It is appropriate to count SMD-Education as an administrative responsibility of SMD-Military Affairs given the substantial administrative support provided to SMD-Education.

	Total Budget to Admin Budget	Total FTE	Admin FTE	Total FTE to Admin FTE	Admin Functions
<b>SMD</b>	11:1	699	75	9:1	Fiscal, Budget/Planning, HR, Purchasing, Contracts, Legal, Property, Logistics
<b>SMD Emerg</b>	11:1	8199	75	109:1	Fiscal, Budget/Planning, HR, Purchasing, Contracts, Legal, Property, Logistics
<b>DOC</b>	12:1	6113	188	32.5:1	Fiscal, Budget, HR, Purchasing, Contract Review, Training, Audit, IS, Maintenance, Construction
<b>CRT</b>	21:1	768	36	21:1	Fiscal, HR, IS, Overall Management
<b>DVA</b>	16:1	554	13	42.5:1	Accounting, HR, Purchasing, Training, IS, Veterans Affairs Commission
<b>OYD</b>	5:1	1310	81	16:1	Fiscal, HR, Policy Development, Outreach, Program Admin Outside of Facilities
<b>DWF</b>	8:1	798	82	10:1	Fiscal, HR, Purchasing, Property Control, PR, Licensing, Research
<b>AG</b>	6:1	509	62	8:1	Finance, Budget, HR, Purchasing, Property Control/Fleet, IT, Collections, Governmental Affairs

## Functions and Positions comparison to other state agencies

	HR	PURCH	FISCAL	LOG	CONTRACTS	BUDGET	AUDIT	IT	LEGAL	COMM	SPECIAL	MISC	TOTAL	CORE ADMIN
<b>CRT</b>	10	1	11	0	1	7	1	8	2	1	9	6	57	42
<b>OYD</b>	11	7	13	0	4	1	1	15	6	1	19	18	96	59
<b>DOC</b>	20	8	32	0	2	5	5	24	7	1	17	35	156	104
<b>DVA</b>	4	0	4	0	0	0	0	0	0	1	9	7	25	9
<b>DWF</b>	14	8	11	6	1	7	1	22	4	1	13	2	80	65
<b>Average</b>	12	5	14	1	2	4	2	14	4	1	13	14	83	56
<b>SMD</b>	6	2	20	4	1	2	1	0	0	0	7	6	49	36
<b>Difference</b>	6	3	-6	-3	1	2	1	14	4	1	6	8	34	20

## **Purchasing and Contracting, Federal and State**

The Adjutant General is granted Contracting Authority under R.S. 29:11 that includes public works contracts, procurement, supplies and services (purchasing), professional services, deeds, leases, agreements, and cooperative endeavors. The Adjutant General has delegated the responsibility for contracting authority to the Contracting Officer, who has served in that capacity since July 1986. The Contracting Officer administers the total package under TAG Contracting Authority. The Contracting Officer, also, handles Privatization and Outsourcing to improve services, reduce costs, and reduce duplication of services. The Contracting Office works closely with Facility Planning and Control, Central Purchasing, Office of Contractual Review, Department of Economic Development and Public-Private Stakeholders.

Due to the amount of federal resources that are allocated by National Guard Bureau to the Louisiana National Guard and Louisiana Military Department through the Military Construction Cooperative Agreement (MCCA), and the Stimulus Package (ARRA) Cooperative Agreement, the Contracting Officer works closely with the United States Property and Fiscal Officer (USPFO) for Louisiana and the Construction and Facilities Management Office to leverage federal resources to reduce state funding expenditures.

This function is documented in the in-house electronic contract tracking system, ISIS, and Capital Outlay. The purchasing and contracting office has been keenly involved with the implementation of Enterprise Resource Program (ERP). This will allow us to leverage LaGOV to ensure that the Louisiana Military Department processes are made available to the public (transparency).

## Facility Utilization and Thru-Put

The State Military Department uses a Department of Defense (DOD) Range Facility Management Support System (RFMSS) Thru-Put Program. The program measures how many personnel use LANG installations for mobilization and demobilization activities, training, unit exercises, weapons qualifications, and National Guard unit annual training. Additional uses of our installations are for Youth Challenge programs, government and non-government agencies, and federal and state emergency response training. The implementation and use of the RFMSS Thru-Put Report allows installations to accurately schedule and allocate facilities and ranges and avoid conflicts in usage.

The following charts depict usage of various entities in mandays:

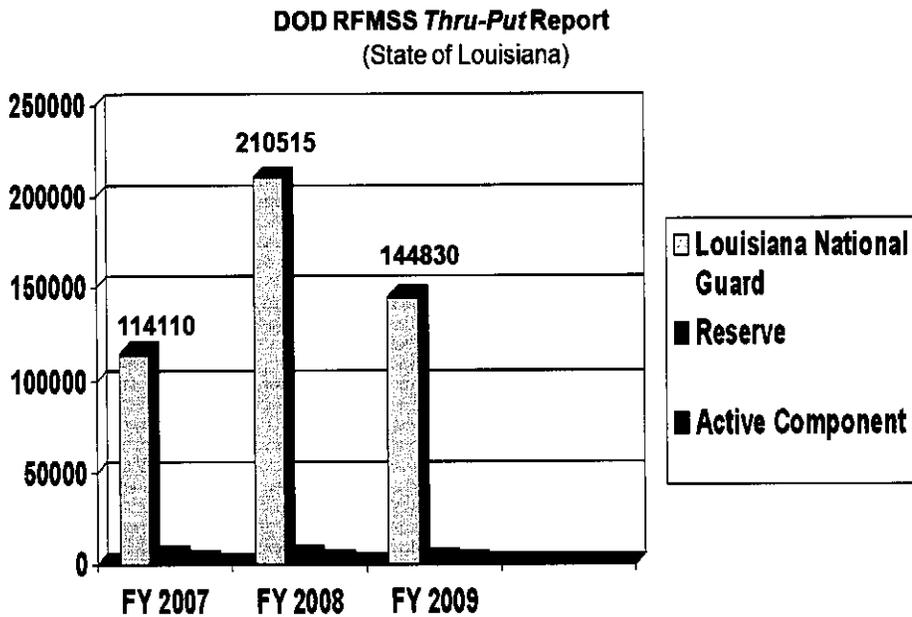


Chart above indicates the number of man-days of Louisiana National Guard, other reserve component and active component personnel that utilize state facilities. (Data is as of Jun 09 for FY 2009 ending Sep 2009)

### State Training RFMSS Thru-Put Report

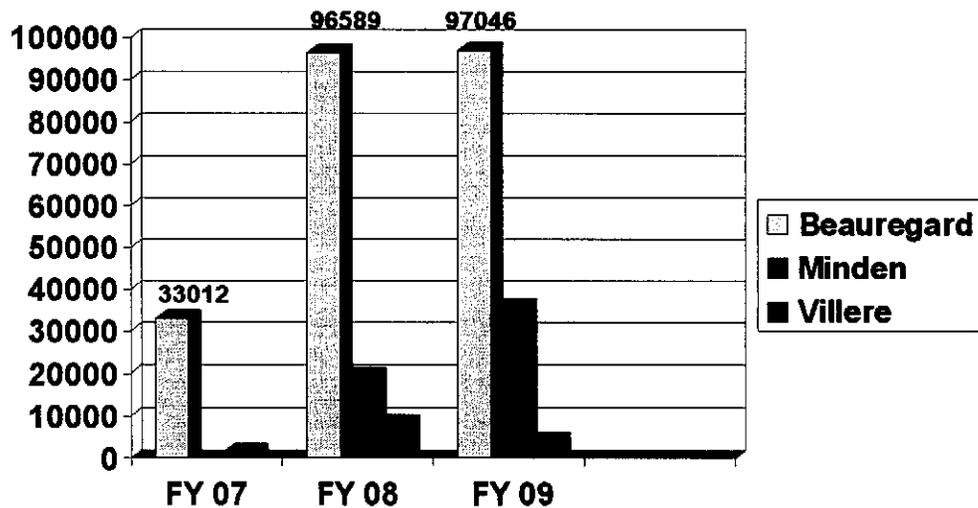


Chart above displays State training at Camps Minden, Beauregard, and Villerie.

### Emergency Response and Homeland Security

LANG maintains a 24 hour a day, 7 days a week Joint Operations Center (JOC) located at Camp Beauregard in Pineville that, among its many responsibilities, is the hub for emergency services and training. The JOC integrates and coordinates not only internal LANG assets and other in and out of state emergency services such as other National Guard entities, but takes the lead in planning and conducting crucial emergency response exercises such as the yearly Hurricane Exercise (HURREX). Since July 2007, the JOC has received and processed over 1600 requests for assistance. Of those requests, 835 were in support of Hurricanes Gustav and Ike.

The Louisiana National Guard, under direction of the Governor, responds not only to large scale natural disasters and events, but also to day to day and on-going support missions such as: water transportation for water shortages in Jennings, LA, Avoyelles Correctional Center, and the Town of Ferriday; Weapons of Mass Destruction (WMD) monitoring and response expertise for major sporting events in New Orleans, LA; and support during the aftermath of a train derailment that included hazardous material in Plaquemine, LA. LANG, under Emergency Management Assistance Compacts, also responds to requests for assistance from other states such as helicopter and water bucket support to California and Texas to assist in fire support and border security missions in Arizona and Texas. These requests cover 57 of the 64 parishes and have supported local Emergency Operations Centers (EOCs), Law Enforcement Agencies, and local leaders.

The 62<sup>nd</sup> Weapons of Mass Destruction Civil Support Team (WMD-CST) is a full-time, federally funded team of 22 Army and Air National Guardsmen under the control of the Governor and The Adjutant General. Always on call, this team deploys in support of first responders to assist in

deterrence, detection, and mitigation of Chemical, Biological, Radiological, and Nuclear hazards. Designed to augment local and regional terrorism response capabilities in events known or suspected to involve Weapons of Mass Destruction, the team regularly deploys to political gatherings (North American Leaders Summit, Gubernatorial Inauguration), sporting events (BCS Football games, NCAA Basketball Final Four), and other events which warrant heightened security (Presidential Travel, Mardi Gras). The CST also provides robust communications support to augment state and local response to natural disasters.

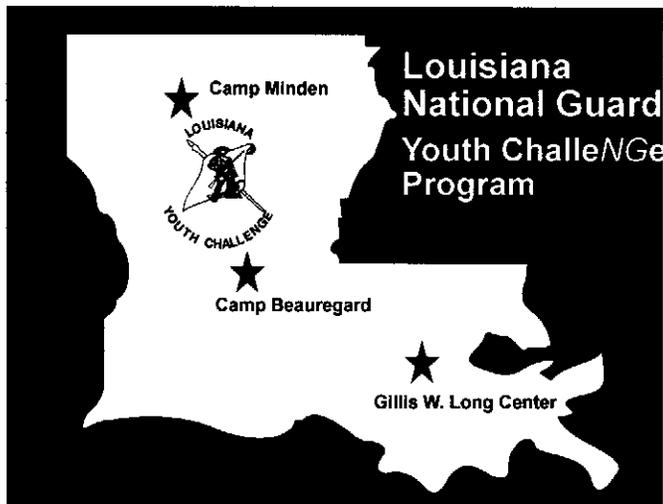
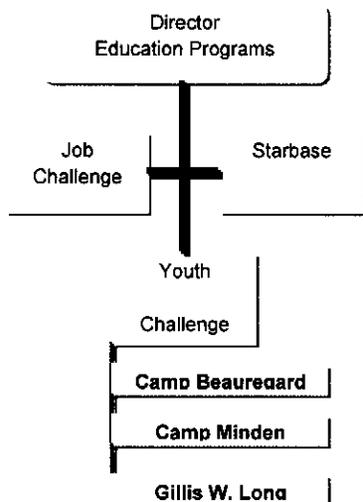
The 159<sup>th</sup> Fighter Wing of the Louisiana Air National Guard at Naval Air Station, Joint Reserve Base, New Orleans, LA, is one of the select Air National Guard units tasked with sitting continuous Air Sovereignty Alert in support of Operation Noble Eagle. Since Sept 11, 2001, the airmen of the 159<sup>th</sup> Fighter Wing have maintained a constant posture of F15's loaded with live missiles and guns ready on a moment's notice to answer the call of the Commander, Continental North Region/1st Air Force (CONR/1AF) to respond within minutes to potential threats to the US Airspace, Maritime, and Interior structure. As an integral component of the North American Aerospace Defense Command (NORAD), the 159<sup>th</sup> Fighter Wing Alert has received numerous outstanding grades on the periodic Alert Force Evaluations and in 2008 was recognized as the 1AF Outstanding Unit of the Year and the 'Best Alert Site seen to date' by the NORAD Inspector General. The 159<sup>th</sup> Fighter Wing is tasked with the protection of the vital interests of South Louisiana, the Gulf Coast and the US, including its great cities, ports, energy facilities, infrastructure and, most importantly, the people themselves.

### **Mobilizations**

The State Military Department stands at the forefront in its ability to assist in the mobilization of personnel in support of any world-wide mission and still fully maintain its ability to run day-to-day operations and train and prepare for any emergency support for the state. The Louisiana National Guard stands second among like states in the number of Soldiers and Airmen mobilized. Louisiana has mobilized and deployed over 14,000 Soldiers and Airmen, currently has over 500 deployed, and has an additional 3200 alerted for mobilization and deployment. The 256<sup>th</sup> Infantry Brigade Combat Team is currently mobilized for deployment in January 2010.

## Program: Education

Statutory Authority: 32 U.S.C. 509, R.S. 29:11(G)



The Louisiana National Guard Education Program has three activities: The Youth Challenge Program, The Job Challenge Program and The Louisiana Pelican State Starbase Program.

### Activity: Youth Challenge Program

The Youth Challenge program is a multi-phased intervention program, targeting high school dropouts between the ages of 16 to 19 years of age. The structured 5 ½ month Residential Phase, focuses on education and practical life skills. The Residential Phase is followed by a 12 month Post-Residential Mentoring Phase. Of the 33 participating states, Louisiana is the only state to have three Youth Challenge Programs graduating over 1,100 students per year. Since its inception in 1993, Louisiana has graduated over 11,000 students with 51% attaining their GED. This program is funded with 60% federal and 40% state monies.

#### Youth Challenge Functions:

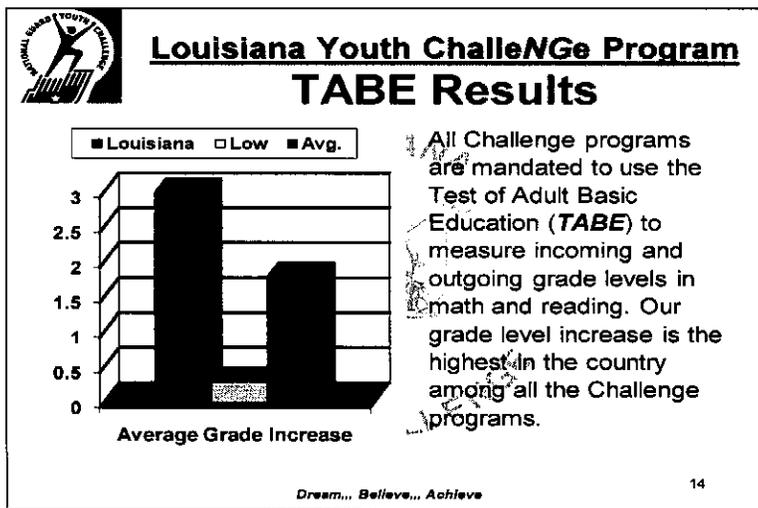
The Louisiana Youth Challenge Program's function is to intervene in and reclaim the lives of at-risk youth and produce program graduates with the values, skills, education, and self-discipline necessary to succeed as adults. The program focuses on eight core components: Academic Excellence, Physical Fitness, Job Skills, Service to Community, Health and Hygiene, Responsible Citizenship, Leadership/Followership, and Life Coping Skills.

## Education Benchmarking

### Residential Phase

From its beginning as a pilot program in 1993, the Louisiana Youth ChalleNGe Program is a proven solution for the nationwide epidemic of at-risk youth, who do not complete high school. Since its inception, Louisiana has graduated over 11,000 students with 51% attaining their GED.

Students are evaluated to determine their academic level. The teaching staff designs an individual program for each student. On average Louisiana Youth Challenge students increase their academic ability over 3 grade levels as compared to the national average of 1.8 grade level increase.



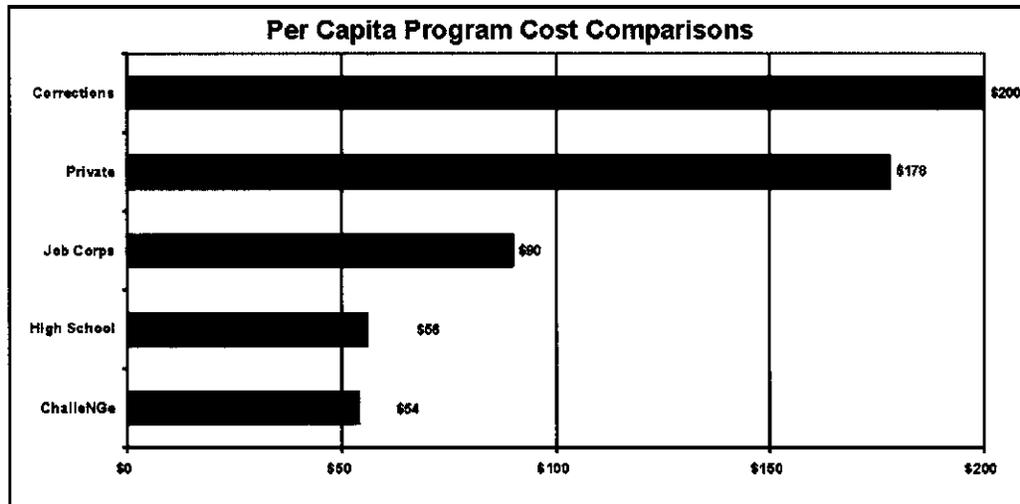
### Post-Residential Phase

The ChalleNGe model was designed with a twelve month Post-Residential Phase to help young people stay on-track after graduation. While in residence, Cadets prepare for life after ChalleNGe through a series of classes incorporating the Life and Job Skills component and through regular contact with Mentors who are carefully trained to assist with the transition. Every Cadet sets goals and develops a Post-Residential Action Plan (P-RAP) to help identify and recognize the tasks and resources necessary for goal attainment.

Louisiana is the bench mark for the Post-Residential Phase, documenting over 81% of its graduates continuing their education, working, or serving in the military, one year after graduation. This is a 22 % increase over the national Youth Challenge average.

## Program Cost Effectiveness

As the graph below indicates, on a cost-per-day basis, the National Guard Youth ChallengeNGe Program compares favorably against various alternatives.



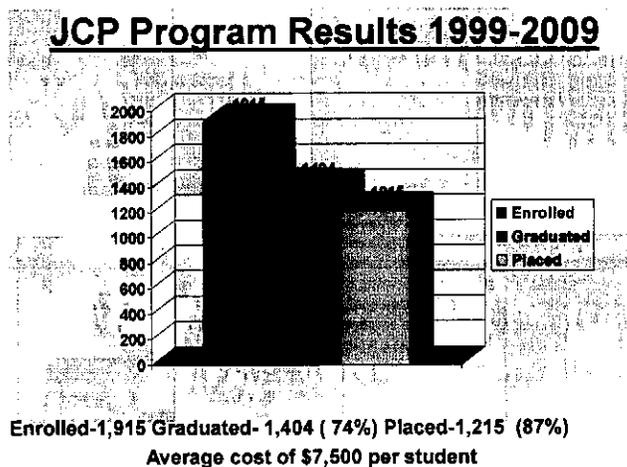
### **Activity: Job Challenge**

Louisiana is the only state having a jobs skills training program as a follow up option for its Youth Challenge graduates. The Job ChallengeNGe program is a state funded program that trains Youth ChallengeNGe graduates in skilled trades that allow them placement opportunities after graduation from the Job ChallengeNGe program. This 90 day residential course offers training in heavy equipment operations, welding, and culinary arts.

#### Job Challenge Program Functions:

In addition to the job skills training, the program also focuses on: Academic Excellence (GED), Physical Fitness, Job Skills, Service to Community, Health and Hygiene, Responsible Citizenship, Leadership/Followership, Life Coping Skills, and Career Technical Certification.

## Job Challenge Benchmarking



Since its inception the highly successful Louisiana National Guard Job ChalleNGe program has enrolled over 1900 Youth Challenge graduates. With a 74% graduation rate and an 87% job placement rate, this job skills program further enhances opportunities for our state's at-risk youth.

### **Activity: Starbase**

The Louisiana National Guard Pelican State Starbase is one of 53 programs in 33 states. This program is designed for students in the fifth grade considered at risk in the areas of math, science, and technology. This five day, highly interactive academic enrichment program focuses on hands on activities in aviation and space exploration, as well as allowing students to interact with military personnel to explore careers. Over 800 students attend each year. This program is 100% federally funded.

### Starbase Functions:

Math, Science, and Technology (Model Rocketry, Physics, Teambuilding, Goal Setting, & Drug Resistance Education)

**In summary, the State Military Department has consistently met the needs of Louisiana citizens by performing its stated mission with distinction.** We facilitate the mobilization of our National Guard units in support of OEF/OIF, and concurrently protect the life and property of Louisiana citizens. On a daily basis we support and enhance community relationships and provide beneficial support to citizens in all areas of the State. We are proud of our heritage and past accomplishments, and are committed to the continuation of efforts to make a difference in the quality of life of Louisiana citizens.

### **Possible Initiatives for Streamlining and Reform**

As a result of the internal analysis conducted to produce this Section, SMD will explore the following streamlining and reform initiatives:

- Reorganization of SMD to improve mission accomplishment, streamlining, and efficiency of operations.
- Integrate the state staff of SMD with the federal staff of the LANG to increase efficiency.
- Initiate limited operation of selected Readiness Centers in conjunction with mobilization of units and in relation to current utilization needs.
- Initiate levelized billing of utilities in order to more effectively and efficiently manage limited resources.
- Leverage training to maximize employee efficiency and production.
- Improve fleet utilization to more efficiently utilize resources available.
- Continue to development methods to reduce energy consumption.
- Identify a reliable funding stream to continue the highly successful Job Challenge Program.

## **SECTION THREE: OUTSOURCING AND PRIVATIZATION**

### **Outsourcing**

The Louisiana National Guard has been very successful in using a “competitive sourcing” Request for Proposal. This allows the State Military Department to do a Request for Proposal through the Office of Contractual Review. The RFP provides guidance for preparation of bid proposals, the scoring mechanism of how the bids will be evaluated, an opportunity for the top three firms to make oral presentations, and a final recommendation of the firm that delivers “best value” to the State. The following are functions that LANG has outsourced/contracted:

1. At Camp Beauregard and Camp Cook, SMD has an Operations and Maintenance Agreement Contract with CLECO for the primary electric system addressing maintenance, repair, and replacement upgrades.
2. At Camp Minden, SMD contracts with the Shaw Group to provide infrastructure and preventative maintenance and repair to the natural gas system, sewer treatment plant, and water distribution system.
3. At Camp Beauregard, SMD has an agreement with Pinecrest State School for sewerage treatment costs (Note: SMD provided \$350,000 for the construction of the sewerage plant from federal funds). Pinecrest operates the sewer treatment plant and SMD pays \$8,400/yr for its share of treatment cost.
4. SMD outsourced statewide preventative maintenance service and repairs to HVAC/boiler/chiller systems and refrigeration equipment to multiple vendors.
5. Statewide, SMD outsourced the maintenance and repair of the computerized Energy Management Control System (EMCS) to TAC Americas (Schneider Electrical).
6. Statewide, SMD outsourced grounds maintenance and janitorial services using inmate labor via Cooperative Agreements with the Webster Parish Sheriff's Department (Camp Minden), the Hunt Correctional Institute (Jackson Barracks and the Gillis W. Long Center) and the Levy Dabadie Correctional Facility (Camp Beauregard, Camp Cook and Esler Army Airfield).
7. Military Construction Project Management has been outsourced using a National Guard Bureau negotiated Indefinite Delivery/Indefinite Quantity (IDIQ) contract with Jacobs Engineering for project management and contract administration.

8. SMD entered into a state contract administered through Facility Planning and Control, with the Shaw Group, to provide project management and contract administration for renovation, repair, and new construction of state facilities at Jackson Barracks in New Orleans.

### **Privatization**

The Louisiana National Guard has addressed privatization over the past five (5) years. This has resulted in installation commanders not having to perform environmental testing on electrical systems, waste water treatment facilities, and water production. While there are many cost effective results realized through privatization, the most significant are:

1. Taking the installation commanders out of environmental/water quality management saved SMD from having to hire state employees in this growing area.
2. Upgrades of utility systems increased system effectiveness.
3. Transfer of the primary electrical systems to utility companies for full operation and maintenance responsibility reduced the needs for state employees to perform these functions.

Other examples of privatizations are as follows:

1. Transfer of primary electric system at Camp Minden to Entergy Corporation for full operation and maintenance of system and system upgrades.
2. Current ongoing negotiation at Camp Minden for the transfer of the natural gas distribution system to Centerpoint Gas Company.
3. The connection of the installation water system at Camp Villere to the St. Tammany Parish Water District, eliminating SMD responsibility for water quality.
4. The connection of the water distribution system at Camp Beauregard to the Rapides Parish Water District #3, eliminating SMD responsibility for water quality.

The Contracting Officer works closely with the privatization entity in coordination with the LANG Senior Leadership during the entire privatization process. Negotiations are completed and the privatization action is accomplished through a cooperative agreement.

## Utility Services at each Installation

	Electricity	Water	Gas	Sewer
Camp Beauregard	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Camp Cook	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Esler Field	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Camp Minden	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
GWLC	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Hammond	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Jackson Barracks	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Camp Villere	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A	<input checked="" type="checkbox"/>

Legend:  Privatized  Not Privatized

### Future Outsourcing and Privatization Initiatives for Streamlining and Reform

For future outsourcing, SMD will use the Office of Contractual Review (OCR) Request for Proposals (RFP) competitive process (best value to State), the Public Bid Law, or Design-Build processes related to procurement, purchasing, and contracting. Our objective in outsourcing and contracting for goods and services, construction management and professional services is to award to Louisiana firms and to procure material through Louisiana vendors. SMD awarded over \$480,000,000 in Military Construction in 2006 using this process and are postured to use these processes in future expansion.

Potential areas for outsourcing in the future are:

1. Additional janitorial contracts.
2. Preventative maintenance on buildings and equipment.
3. Billeting (both temporary and permanent) at installations.
4. Grounds maintenance and landscaping on installations.
5. Operation of utilities on installations.

6. Interagency/Intergovernmental Cooperative Endeavor Agreements.
7. Environmental services at installation and readiness centers (armories).
8. Fixed Charges: Examples include dumpster service, pest control, and termite treatment.
9. The sewerage treatment system and waste water collection system at Camp Minden will be significantly impacted by major military construction projects such as the Regional Training Institute. Privatization will be necessary to upgrade or replace and then to maintain the sewerage treatment plant and wastewater collection system.

LANG has provided information on some of the outsourcing and privatization actions it has taken. In each example given, a determination was made that outsourcing or privatization best supported LANG as the most effective method. The same analysis will apply to any future outsourcing or privatization requirements. LANG will continue to explore and refine outsourcing of facility maintenance to leverage limited resources.

## **SECTION FOUR: INFORMATION TECHNOLOGY INTEGRATION**

By leveraging its federal resources, the State Military Department (SMD) is able to benefit from the most advanced information systems technology available to U.S. Military Forces while incurring limited State expense.

### **Enterprise Resource Planning (ERP)**

SMD is currently implementing the Enterprise Resource Planning (ERP) system. ERP is a single technology platform business system which allows SMD to integrate Human Resources, Finance, and Logistics under one fully integrated System Applications and Programs (SAP). The ERP system will increase transparency and accountability within the organization. ERP will assist with lowering costs associated with financial management by helping to increase efficiency within the organization. It will also standardize operations while reducing errors and redundancy. ERP will be implemented during FY 2010 and will replace the outdated ISIS system. SMD has developed an interoperability committee to ensure ERP is compatible with the Louisiana National Guard IT system.

### **Federal Information Technology Assets Available to SMD**

The Information Technology assets listed below are available to SMD as a result of the mutually supporting relationship with the federally supported assets of the Louisiana National Guard. All assets are co-located at installations with National Guard facilities and personnel. The Louisiana National Guard installs and maintains these systems. Currently expenses associated with these IT assets are exchanged through in-kind services between the State and the National Guard.

Interoperable Communications - The Louisiana National Guard provides a fully integrated Interoperable Communications system between Federal, State, and Local agencies during current, future and emergency operations. The communications capabilities include fixed based communications systems and services supporting voice, data and video teleconference on both classified and unclassified networks. Interoperable communications utilizes strategic, operational, tactical and base communications to communicate with first responders during an emergency.

RCAS/LAKO – SMD utilizes the Reserve Component Automation System (RCAS) for network connectivity, email, voice services, video conferencing, file storage, file sharing and information security. RCAS is a restricted and secure network that can only be accessed by approved personnel with a Common Access Card (CAC). RCAS is

managed by the Louisiana National Guard's Information Technology section. SMD does not incur any expenses associated with the implementation and management of this system. By utilizing RCAS, SMD is able to integrate easily within the Louisiana National Guard and eliminate costs associated with operating an independent network. Louisiana Knowledge Online (LAKO) provides up to date real world information for all departments of the Louisiana National Guard. LAKO is available on both RCAS and commercial networks and provides situational awareness during current and emergency operations.

GIS/Mapping – SMD is a leader in the state's utilization of the Geographic Information Systems (GIS) technology. The Louisiana National Guard uses GIS to analyze resources spatially to more efficiently respond to statewide situations. The mapping capabilities implemented by the Louisiana National Guard allow any Soldier/Airman to have situational awareness as they react to an event. By mapping and analyzing our assets in GIS we are able to provide soldiers training on our lands with up to date maps, making their training more effective. GIS is also widely used to assist with response to statewide events. Louisiana National Guard units are able to use our Geographic Information System to locate positions by coordinate or physical address, and quickly create map documents to efficiently plan their statewide missions. Our Joint Operation Center and Tactical Advance Center uses GIS to track ongoing missions and their completion. During an emergency, this map used by the JOC and TAC serves as the common operating picture, allowing our command staff to make quick and accurate decisions.

VTC - The Louisiana National Guard has the capability to conduct Video Teleconferencing (VTC) at installations throughout the state. VTC allows simultaneous video and audio transmissions while incorporating visual presentation technology. Video Teleconferencing is capable of linking all internal entities, external agencies, and commercial networks. VTC's increase efficiency by allowing employees throughout the state to participate in meetings, conduct training, and carry out planning without incurring additional expenses associated with travel and loss of personnel.

JOC/TAC - The Louisiana National Guard operates a Joint Operations Center (JOC) located at Camp Beauregard, Pineville which is manned 24 hours a day. The JOC maintains situational awareness of current activities associated with Louisiana National Guard ongoing operations and is the command center during emergencies. The Louisiana National Guard also operates a TAC located at GOHSEP in Baton Rouge. The TAC is fully integrated with GOHSEP and stands ready to react to any attack or natural disaster. These locations are equipped with the newest emergency tracking technology relating to information systems, visual and audio systems, communication equipment, providing agency interoperability.

## **Education Program**

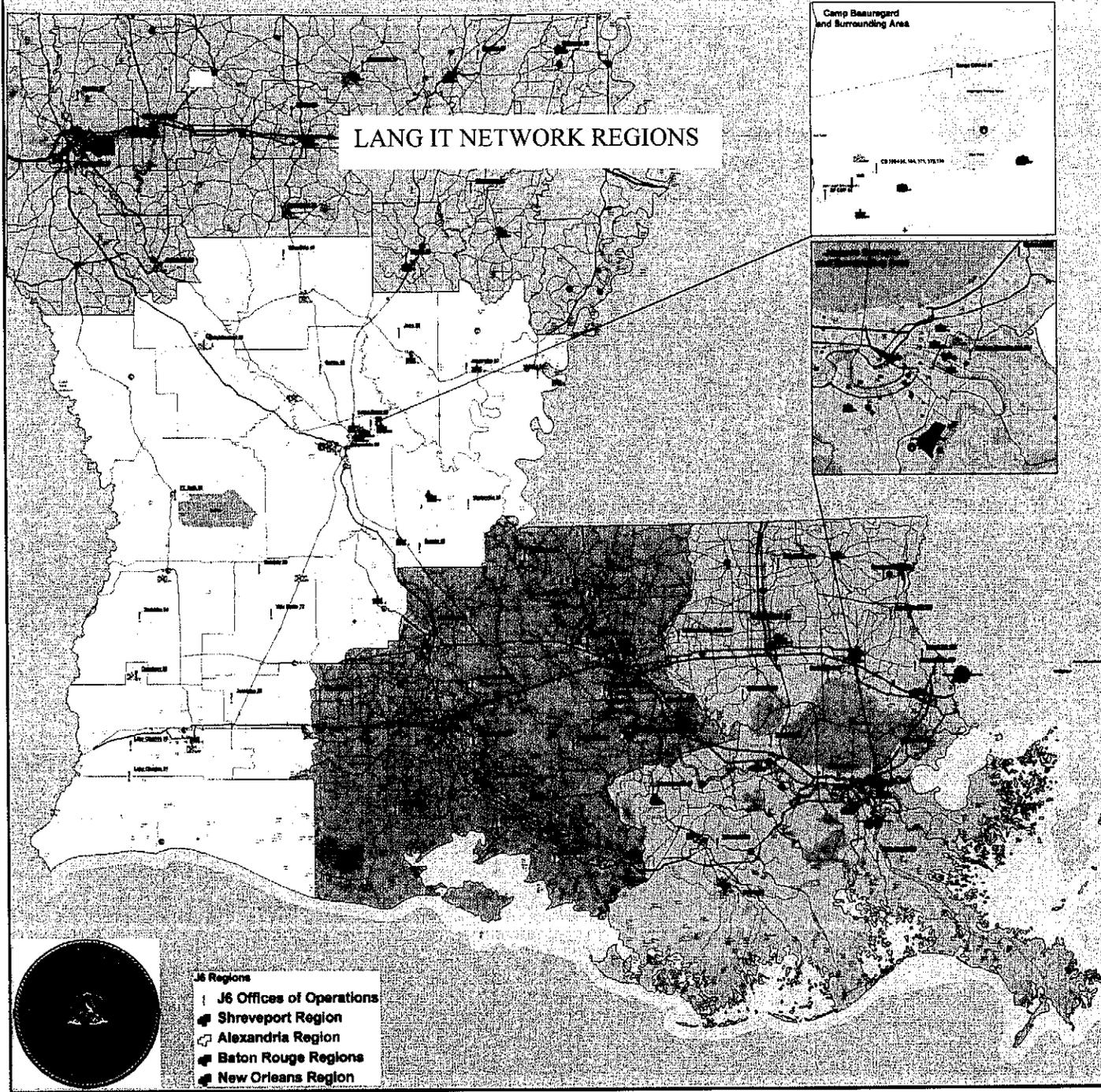
The Education Program of SMD utilizes the Budget Monitoring and Review System (B-MARS) and the Data Management and Reporting System (D-MARS). Both systems are web-based and specifically designed for the National Guard Youth Challenge Programs. At the national level, the emphasis is on program requirements and data collections, analysis, and reporting. At the site level, the system provides a data management tool. The systems allow for transparency and accountability whereas the United States Property and Fiscal Office for Louisiana, SMD Fiscal Officer, Director of the Education Program and the Education Manager at the National Guard Bureau can all view current information from the system.

## **Possible Initiatives for Streamlining and Reform**

As a result of the internal analysis conducted to produce this Section, SMD will further explore the possibility of leveraging LANG IT resources to maximize efficiency and production, including streamlined business processes and reduction of inefficient, unreliable, and costly paper processes. The LaGov project will assist SMD by providing an integrated tool for budgeting, human resources, procurement, fleet management, finance, and asset management.

# J6 NETWORK REGIONS

## LANG IT NETWORK REGIONS



The above chart identifies the available LANG network connectivity throughout the state. At each location, LANG can provide a minimum of voice and data connectivity through the RCAS network.

**SECTION FIVE: ELIMINATION OF DUPLICATIVE AND NONESSENTIAL SERVICES**

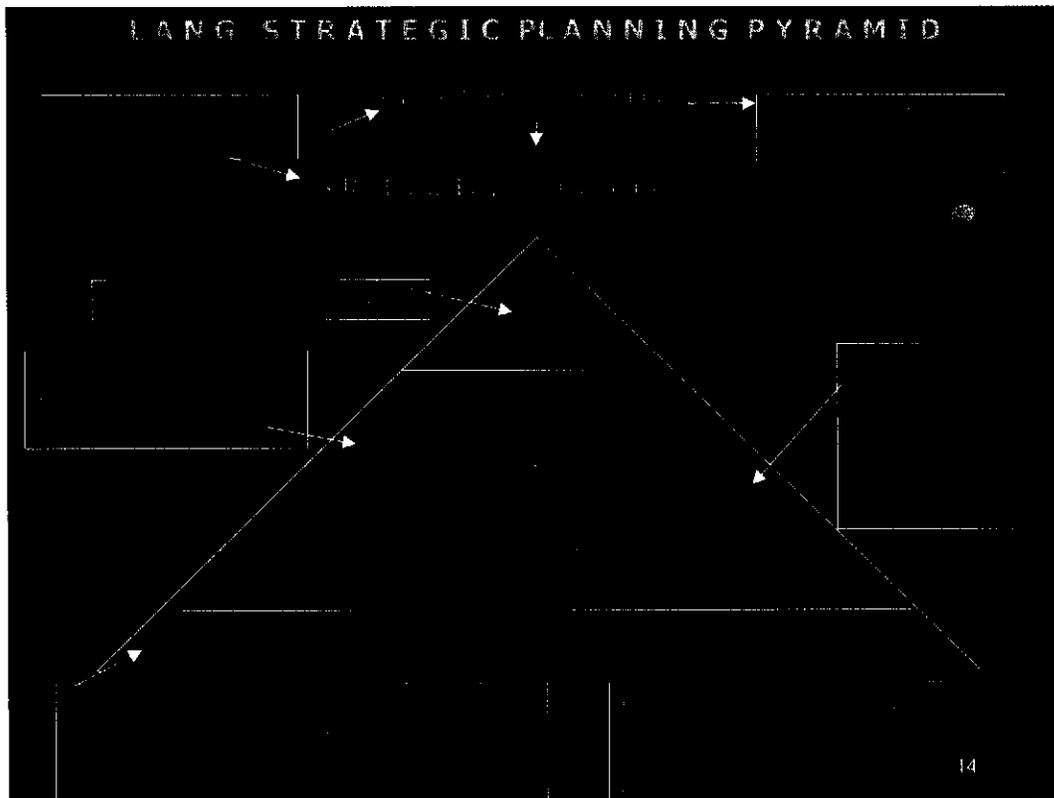
As part of the State Military Department's continuing refinement of its Strategic Goals and Objectives, this agency reviews, on a monthly basis, all activities conducted by SMD, with the goal of streamlining performance and reducing any non-critical activities. At the present time, the State Military Department does not feel that there are any activities, functions or regulations being performed or implemented which do not contribute to the core goals of the agency.

When the Louisiana National Guard submits its annual Army Communities of Excellence application, there is a necessary complete and comprehensive self examination, based upon Malcolm Baldrige Quality Award criteria. This self-examination compels SMD to examine, from several angles, the exact nature of the department's mission, and this evaluation not only identifies what missions are performed by SMD, but how well it accomplishes that performance. Benchmarking against National Guard organizations in other states is a regular and recurring component of the annual evaluation process. The following charts outline SMD's self-evaluation and strategic planning process:



**Legend:**

**CRB** – Command Readiness Brief  
**SESC** – Senior Executive Steering Committee  
**OPORD** - Operations Order



Actions in recent years, such as the extensive re-writing of Title 29 (the Military Affairs portion of the Revised Statutes) in the 2007 Legislative Session, and the substantial additions to Title 29 in the 2009 Legislative Session, show that the State Military Department constantly strives to ensure that the statutes and regulations governing the agency's performance are regularly updated to reflect current core missions and goals.

In the future, if and when matters are identified which constitute an activity, function, or regulation not consistent with SMD's core values and goals, appropriate remedial action will be initiated immediately. Such action could be in the form of rewritten regulations, or statutory remediation by legislative act.

#### **Possible Initiatives for Streamlining and Reform**

As a result of the internal analysis conducted to produce this Section, SMD will explore the following streamlining and reform initiatives:

- Centralize fiscal, human resources, and purchasing functions within SMD to better coordinate mutual support for increased efficiencies.
- Initiate limited operation of selected Readiness Centers in conjunction with mobilization of units and in relation to current utilization needs.

**SECTION SIX: CIVIL SERVICE AND RELATED BENEFITS**

The Military Department is an all-unclassified employee workforce. This structure of Louisiana government provides the flexibility that does not exist in most other agencies. This is especially critical during the hiring and termination process. Many of the Military Department’s employees are Traditional Soldiers in the Army and Air National Guard and military retirees. During emergency missions these characteristics aid the response times in performing functions of the Military Department and supports the goals of the Governor and the Adjutant General.

**Military Department Employee Facts and Statistics**

- Bi-weekly payroll of \$1,216,713.07 includes \$252,602.67 in employer benefits:

	Bi-weekly	Annual
Payroll	1,216,713.07	31,634,539.82
Retirement	158,923.90	4,132,021.40
Group Benefits	76,694.00	1,994,044.00
Medicare	13,330.66	346,597.16
Social Security	3,654.11	95,006.86

- Approximately \$12,500 bi-weekly or \$325,000 annually is allocated to merit increases.
- There are 298 employees that are currently active members of the Army and Air National Guard.
- There are 46 Military Department employees currently deployed and a significant number are due to mobilize in support of the Global War on Terrorism in the next few months.

**Policy and Procedures Manual**

In 2008, the Military Department produced and published a Policy and Procedures Manual to codify existing departmental business practices and procedures. The department will routinely revise and update the manual to ensure that best practices are being utilized and efficiency is being maximized.

**Reintegration Program**

The Louisiana National Guard established a Reintegration Program to ensure its Service members and their families receive the care and resources they need to support a normal life through the entire deployment cycle. To maximize efficiency, the Reintegration Office was

organized into a team that includes the Office of Family Programs, the Employer Support of the Guard and Reserve Office, the Transition Assistance Advisor, the Director of Psychological Health Office, the Post Deployment Health Reassessment Survey Section, and the Yellow Ribbon Training Team.

The Reintegration Office reviewed Reintegration Best Practices from the other states and territories. The Minnesota National Guard had a pilot program that was considered a model by the National Guard Bureau and thus was researched closely. As a result, Louisiana became the second state to establish a Reintegration Program that provides robust, preventive, proactive support in the form of training, especially during post deployment. The “Yellow Ribbon” events are composed of marriage enrichment, youth programs and counseling, financial counseling, Veterans benefits and support, TRICARE medical support, single servicemember counseling, suicide awareness and prevention, job placement assistance, reemployment rights, redeployment legal issues, sexual assault awareness and prevention, hotline information, education support, and other materials and benefits available. The “Yellow Ribbon” events close with a Deployment Awards Ceremony, which will include presenting of the Louisiana Veterans Honor Medal to returning war veterans in conjunction with the Department of Veterans Affairs, in an effort to become more efficient.

### **Possible Initiatives for Streamlining and Reform**

As a result of the internal analysis conducted to produce this Section, SMD will explore the following streamlining and reform initiatives:

- Improve employee incentives and awards to recognize effective suggestions for streamlining operations and improving efficiencies.
- Rewrite the job descriptions of our state employees to more accurately match those existing in other state agencies.
- Leverage training to maximize employee efficiency and production.

## **SECTION SEVEN: STUDIES AND OTHER RESOURCES**

### **Study conducted by the State Military Department:**

In November 2007, SMD conducted a self-assessment of its operations with the assistance of a consultant. The purpose was to compare our organization with agencies of similar size to determine appropriate manning size and duty positions, along with identifying the most efficient organizational structure. The consultant's report provided the SMD with an analysis of its "As-Is" environment and presented potential solutions best addressing its needs. To date, the department has implemented some of the recommendations of the consultant and strives to continue to conduct self-assessments to ensure the efficient and effective management of the department into the future.

Another important result of the assessment was the identification of benchmarks for comparison with other agencies. This benchmarking:

- Identified similar organizations to benchmark against
- Developed benchmarking criteria; collected data
- Conducted preliminary data analysis
- Described the services provided by the State Military Department

### **Study conducted by Youth Challenge Program**

The Program Assessment Division of AOC Solutions, Inc. conducts an annual assessment of the Youth Challenge Program. For example, AOC conducted an evaluation of the Camp Beauregard Youth Challenge program on 18 through 20 November 2008 and found that it remains a well respected and effective program that provides invaluable services to the youth of Louisiana. The other two YCP sites have received similar evaluations.

## **SECTION EIGHT: AGENCY BEST PRACTICES**

The following initiatives have taken place within LANG and are considered best practices.

### **Four Day Workweek**

A four day workweek was implemented throughout the agency in August 2008. This resulted in an eight per-cent overall reduction of utility usage, with a cost savings of \$351,714. The reduction in utility usage occurred during an increase in the square footage of LANG facilities, which is currently approaching 10 million square feet. In addition, this action has increased the quality of life for the employees of the agency.

### **Emergency Response, Preparation, Training and Exercises**

LANG continues to be highly successful in emergency response by having a pro-active approach to this goal. Much success has been derived from LANG's ability to plan, train, and execute at all levels within the agency to complete a mission. Continuous improvement is made in this area with exercises followed by after action reviews, lesson learned histories, rehearsals, and detailed planning. LANG refines this process on a daily basis.

### **Design-Build**

Following Hurricane Katrina in 2005 the National Guard Bureau provided the Louisiana National Guard with \$480 million in Military Construction Funds in Federal FY 2006. These funds had to be obligated by September 30, 2006. LANG determined that the only way to execute a package this large in six months was to have Design-Build Authority for this unique situation. LANG met with a number of stakeholders, such as the Association of General Contractors, FP&C, Joint Legislative Committee on the Budget, and National Guard Bureau representatives. The legislature authorized LANG to proceed with the Design-Build process in March 2006 (R.S. 29:42). This authority was for Hurricane Katrina/Rita impacted areas only and has subsequently been extended to 2011 with a June 2011 sunset date. Design-Build is an alternate to use Design-Bid-Build and is used for large, complex projects. LANG believes that Design-Build should be available to all agencies to handle time sensitive, large projects and not as a method to limit Design-Bid-Build which is the primary vehicle used to perform Public Works Contracts.

### **IT Leverages**

The State Military Department has taken multiple steps to leverage communication resources to better prepare employees during current, future and emergency operations. The Reserve Component Automation System (RCAS) network provides the backbone for virtual training, planning, and conferencing. In addition to network connectivity, RCAS provides e-mail, voice

services, video teleconferencing, file storage, file sharing and information security. These services provide effective and efficient communications for SMD. SMD has developed a committee to ensure the easy transition to the new Enterprise Resource Planning (ERP) system onto the RCAS network. During current and emergency operations LANG makes Louisiana Knowledge Online (LAKO) and a number of additional web sites available to post up-to-date information. LAKO is updated to push pertinent information to the lowest level. Video Teleconferencing (VTC) is capable of linking internal entities, external agencies, and commercial networks for planning, training and meeting purposes. VTCs are utilized not only during current operations, but VTCs play a key role in education services and emergency operations. LANG provides a fully integrated Interoperable Communications system between Federal, State and Local agencies. The communication capabilities include fixed based communications systems and services supporting voice, data and video teleconference on both classified and unclassified networks.

## **APPENDIX A: EXPLANATION OF ACRONYMS**

1AF	1st Air Force
AG	Attorney General
ARRA	American Recovery and Reinvestment Act
BCS	Bowl Championship Series
B-MARS	Budget Monitoring and Review System
CAC	Common Access Card
CB	Camp Beauregard
CLECO	Central Louisiana Electric Cooperative
CM	Camp Minden
CONR/1AF	Continental North Region/1st Air Force
CRB	Commander's Readiness Brief
CRT	Cultural Recreation and Tourism
CV	Camp Villere
DOC	Department of Corrections
DOD	Department of Defense
DVA	Department of Veteran Affairs
DWF	Department of Wildlife and Fisheries
EMAC	Emergency Management Assistance Compact
EMCS	Energy Management Control System
EOC	Emergency Operations Center
ERP	Enterprise Resource Program
ESF	Emergency Support Functions
FEMA	Federal Emergency Management Agency
FTE	Full Time Equivalent
GED	Graduation Equivalent Diploma
GIS	Geographic Information Systems
GWLC	Gillis W. Long Center
GWOT	Global War On Terrorism
HQs	Headquarters
HR	Human Resources
HURREX	Hurricane Exercise
HVAC	Heating Ventilation and Air Conditioning
IDIQ	Indefinite Delivery/Indefinite Quantity
ISIS	Integrated Statewide Information system
IT	Information Technology
JCP	Job Challenge Program
JFO	Joint Forces Operations
JOC	Joint Operations Center
LAKO	Louisiana Knowledge Online

LANG	Louisiana National Guard
LANG-ESF-7	Louisiana National Guard Emergency Support Functions 7
LC	Lake Charles
LRA	Louisiana Recovery Authority
LTC	Louisiana Technical College
MCCA	Military Construction Cooperative Agreement
NAS JRB	Naval Air Station / Joint Reserve Base – Belle Chasse
NCAA	National Collegiate Athletic Association
NORAD	North American Aerospace Defense Command
OCR	Office of Contractual Review
OEF	Operation Enduring Freedom (Afghanistan)
OIF	Operation Iraqi Freedom (Iraq)
OPORD	Operations Order
OYD	Office of Youth Development
P-RAP	Post-Residential Action Plan
RCAS	Reserve Component Automation System
RFMSS	Range Facility Management Support System
RFP	Request For Proposal
RSA	Regional Support Activity
RTI	Regional Training Institute
SAP	System Applications and Programs
SESC	Senior Executive Steering Committee
SIEC	State Interoperability Executive Committee
SMD	State Military Department
SRT	Special Reaction Team
TABE	Test of Adult Basic Education
TAC	Tactical Advance Center
TAG	The Adjutant General
USPFO	United States Property and Fiscal Officer
VTC	Video Teleconferencing
WMD	Weapons of Mass Destruction
WMD-CST	Weapons of Mass Destruction Civil Support Team
YCP	Youth Challenge Program