



STATE OF FLORIDA
Department of Military Affairs
Office of the Adjutant General

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LONG RANGE PROGRAM PLAN

Department of Military Affairs
St. Francis Barracks, P.O. Box 1008
St. Augustine

September 30, 2021

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Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long Range Program Plan (LRPP) for the Department of Military Affairs is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our mission, goals, objectives and measures for the Fiscal Year 2022-2023 through Fiscal Year 2026-2027. The internet website address that provides the link to the LRPP located on the Florida Fiscal Portal is <http://dma.myflorida.com>. This submission has been approved by Major General James O. Eifert, The Adjutant General.

James O. Eifert
MAJOR GENERAL
Florida National Guard
The Adjutant General

LONG RANGE PROGRAM PLAN

FY 2022-2023 through FY 2026-2027

DEPARTMENT OF MILITARY AFFAIRS



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Agency Mission

***The Florida Department of Military Affairs (DMA)
provides ready military units and personnel to support
national security objectives; to protect our citizens; and to
support programs and initiatives which add value to our
State and Nation.***

Overview

This year's Long Range Program Plan (LRPP) continues to refine the systematic review of the processes to bring DMA's LRPP and Legislative Budget Request (LBR) up to date and in alignment with the Florida National Guard's state and federal missions. The unique nature of the partnership between the State of Florida, DMA (a state agency with state requirements) and the Florida National Guard (a state military organization with federally funded requirements), this year's submission provides the results of continuous monitoring of the stewardship of both state and federal funds and their programs.

The DMA's goals and objectives are based upon comprehensive internal and external assessments that reflect the agency's fundamental mission. Goals represent customer-focused, enduring requirements. Related objectives identify time specific performance benchmarks. Although not contained within this plan, objectives are supported by strategies which are monitored through metrics which provide the basis for the DMA's action plans and execution of funds.

Goals, Objectives, Outcomes and Projection Tables in Agency Priority Order

GOAL 1: Military Readiness - Provide military organizations that are trained and ready to meet the needs of national, state and local authorities.

Objective 1A: Man the Force - Recruit, retain and administratively support personnel to meet mission requirements. *(Staff Lead: Deputy Chief of Staff for Personnel- Army and Air)*

Outcome 1A: Maintain Authorized Strength. (Aggregate of Army and Air Percent of Authorized Strength)

| Baseline FY 2015-16 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|------------------------|------------|------------|------------|------------|------------|
| 99% | 99% | 99% | 99% | 99% | 99% |

Objective 1B: Train the Force - Provide effective training that maintains a high level of proficiency to meet mission requirements. *(Staff Lead: Deputy Chief of Staff for Operations Army and Air)*

Outcome 1B: Maintain Service Member Qualifications (Aggregate of Army and Air Percent of Members available for Civil Support).

| Baseline FY 2015-16 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|------------------------|------------|------------|------------|------------|------------|
| 86% | 86% | 86% | 86% | 86% | 86% |

GOAL 2: Military Response - Provide military organizations that are trained and equipped to protect life and property and preserve peace, order and public safety.

Objective 2A: Equip and Maintain the Force. *(Staff Lead: Deputy Chief of Staff for Logistics)*

Outcome 2A: Percent of Federally assigned Critical Dual Use (CDU) Equipment. (Aggregate of Army and Air Monthly percent as determined by National Guard Bureau)

| Baseline FY 2012-13 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|------------------------|------------|------------|------------|------------|------------|
| 85% | 85% | 85% | 85% | 85% | 85% |

Objective 2B: Provide Quality Training Areas to Meet Mission Requirements. *(Staff Lead: Camp Blanding Joint Training Center)*

Outcome 2B: Camp Blanding Joint Training Center Facility Utilization. (Monthly Personnel Trained by Facility, Aggregated Annually for all facilities tracked in RFMIS)

| Baseline FY 2019-20 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|------------------------|------------|------------|------------|------------|------------|
| 1.3M | 1.6M | 1.6M | 1.6M | 1.6M | 1.6M |

GOAL 3: Mobilize and Deploy – Provide support to state, civilian, and community based organizations and agencies.

Objective 3A: Provide support to civilian agencies. (Staff Lead: J2/J3, Directorate of Military Support)

Outcome 3A (1): DOMS Readiness and Response Compliance Standards. (Aggregate of multiple crisis response standards)

| Baseline FY 2016-17 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|------------------------|------------|------------|------------|------------|------------|
| 70% | 80% | 80% | 80% | 80% | 80% |

Outcome 3A (2): Counterdrug Program. (Aggregate of multiple counterdrug compliance standards)

| Baseline FY 2014-15 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|------------------------|------------|------------|------------|------------|------------|
| 84% | 85% | 85% | 85% | 85% | 85% |

Objective 3B: Provide support to Community Based Organizations. *(Staff Lead: Directorate of State Programs)*

Outcome 3B (1): Youth Challenge Program (Aggregate of Multiple Youth Challenge Standards).

| Baseline FY 2014-15 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|------------------------|------------|------------|------------|------------|------------|
| 75% | 61% | 75% | 75% | 75% | 75% |

Outcome 3B (2): STARBASE (Aggregate of Multiple STARBASE Standards)

| Baseline FY 2015-16 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|------------------------|------------|------------|------------|------------|------------|
| 91% | 90% | 90% | 90% | 90% | 90% |

GOAL 4: Fiscal Responsibility – Demonstrate good stewardship of assets.

Objective 4A: Improve and Maintain Readiness Centers.
(Staff Lead: State Quartermaster)

Outcome 4A(1): Energy Consumption Utilization Index. (Annual Cost of Utilities per Armory Gross Square Footage)

| Baseline FY 2012-13 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|------------------------|------------|------------|------------|------------|------------|
| \$1.56 | \$1.65 | \$1.65 | \$1.65 | \$1.65 | \$1.65 |

Outcome 4A(2): Percentage of Funded Valid Improvement Projects Requested. (Number of projects funded/number of valid projects requested)

| Baseline FY 2012-13 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|------------------------|------------|------------|------------|------------|------------|
| 85% | 91% | 92% | 92% | 92% | 92% |

Outcome 4A(3): Florida Armory Revitalization Program. (Percent of Readiness Centers Rated Adequate out of the 52 Armories considered for FARP)

| Baseline FY 2013-14 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|------------------------|------------|------------|------------|------------|------------|
| 67% | N/A | N/A | N/A | N/A | N/A |

Objective 4B: Trust Fund Management.

(Staff Lead: Camp Blanding Joint Training Center/ State Quartermaster)

Outcome 4B (1): Funds Generated By External Customers. (Annual Goal)

| Baseline FY 2016-17 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
|------------------------|------------|------------|------------|------------|------------|
| \$500K | \$500K | \$500K | \$500K | \$500K | \$500K |

Outcome 4B (2): Mining Revenue. (Annual Goal)

| Baseline | FY 2021-22 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 |
|----------|------------|------------|------------|------------|------------|
| | | | | | |

| | | | | | |
|------------|--------|--------|--------|--------|--------|
| FY 2016-17 | | | | | |
| \$100K | \$300K | \$300K | \$300K | \$300K | \$300K |

Outcome 4B (3): Forest Product Revenue. (Annual Goal)

| | | | | | |
|------------------------|------------|------------|------------|------------|------------|
| Baseline FY 2016-17 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
| \$400K | \$350K | \$350K | \$350K | \$350K | \$350K |

Objective 4C: Federal/State Cooperative Agreements - Process federal funds in strict compliance with applicable regulations and guidelines. (Staff Lead: State Quartermaster)

Outcome 4C: Effectively execute Department of Defense contracts in Florida (Percent of allocated federal funds executed).

| | | | | | |
|------------------------|------------|------------|------------|------------|------------|
| Baseline FY 2000-01 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
| 100% | 100% | 100% | 100% | 100% | 100% |

Objective 4D: Promote, Administer and Execute the Educational Dollars for Duty Program. (Staff Lead: State Quartermaster)

Outcome 4D: Effectively Promote, Administer and Execute the Postsecondary Education and Qualification Tuition Assistance Program Known as Educational Dollars for Duty (EDD).

| | | | | | |
|------------------------|------------|------------|------------|------------|------------|
| Baseline FY 2015-16 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
| 100% | 100% | 100% | 100% | 100% | 100% |

Objective 4E: Executive Direction and Support Services. (Staff Lead: State Quartermaster)

Outcome 4E: Percent of Agency Administration and Support Costs Compared to Total Costs.

| | | | | | |
|------------------------|------------|------------|------------|------------|------------|
| Baseline FY 2014-15 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | FY 2026-27 |
| 7.7% | 8.7% | 8.7% | 8.7% | 8.7% | 8.7% |

Linkage to Governor's Priorities

The DMA FY21-22 LRPP goals are linked to the Governor's priorities of the administration, as listed below:

1. Restore and Protect Florida's Environment –

- **Outcome 4A(1):** Energy Consumption Utilization Index

2. Improve Florida's Education System

World Class Education

- **Outcome 1B:** Maintain Service Member Qualifications
- **Outcome 3A:** Provide Support to Civilian Agencies
 - 3A(1) – Readiness and Response Compliance Standards
 - 3A(2) - Counterdrug Asset Forfeiture Program
- **Outcome 3B:** Provide support to Community Based Organizations
 - 3B(1) – Youth Challenge Program
 - 3B(2) – STARBASE Program
- **Outcome 4D:** Promote and Execute the Educational Dollars for Duty Program

3. Economic Development and Job Creation

Focus on Job Growth and Retention

- **Outcome 1A:** Maintain Authorized Strength
- **Outcome 1B:** Maintain Service Member Qualifications
- **Outcome 2B:** Camp Blanding Joint Training Center Facility Utilization
- **Outcome 4B:** CBJTC Trust Fund Management
 - 4B(1) - Funds Generated by External Customers
 - 4B(2) - Mining Revenue
 - 4B(3) - Forest Product Revenue
- **Outcome 4C:** Effectively Execute Department of Defense Contracts in Florida
- **Outcome 4E:** Percent of agency admin and support costs compared to total costs

Reduce Taxes

- **Outcome 4A:** Improve and Maintain Readiness Centers
- **Outcome 4A(1):** Energy Consumption Utilization Index
- **Outcome 4A(2):** Completion of Requested Improvement Projects
- **Outcome 4A(3):** Florida Armory Revitalization Program

4. Health Care

Combat the opioid crisis and substance abuse

- **Outcome 3A:** Provide Support to Civilian Agencies
 - 3A(2) - Counterdrug Asset Forfeiture Program
- **Outcome 3B:** Provide support to Community Based Organizations
 - 3B(1) – Youth Challenge Program

5. Public Safety

Protect our communities by ensuring the health, welfare, and safety of our citizens

- **Outcome 1A:** Maintain Authorized Strength
- **Outcome 1B:** Maintain Service Member Qualifications
- **Outcome 3A:** Provide Support to Civilian Agencies
 - 3A(1) – Readiness and Response Compliance Standards
 - 3A(2) - Counterdrug Asset Forfeiture Program

6. Public Integrity

Protect taxpayer resources and promote greater transparency

- **Outcome 3A:** Provide Support to Civilian Agencies
 - 3A(1) – Readiness and Response Compliance Standards
- **Outcome 4C:** Effectively Execute Department of Defense Contracts in Florida
- **Outcome 4E:** Percent of agency admin and support costs compared to total costs

Trends and Conditions Statement

Introduction

The Florida National Guard traces its heritage back to 1565, the year the Spanish founders of St. Augustine mustered their first company of Citizen-Soldiers. Since then, Citizen-Soldiers of Florida have defended their local communities for more than 450 years. Consistent with Article I, Section 8 of the U.S. Constitution, Florida's Citizen-Soldiers and Airmen continue to serve in units across the state.

The Florida DMA, a state agency created by Chapter 250, *Florida Statutes*, provides management oversight and administrative support to the Florida National Guard. Directly responsive to the Governor of Florida, the DMA operates within the policy guidance and fiscal framework of both federal and state authorities. The DMA manages a force of over 11,000 National Guard members, including more than 2,300 full-time military personnel, and over 500 state employees and contractors. Together, the DMA and the Florida National Guard are committed to serving the vital interests of the nation, the state, our local communities and Florida's citizens.

In accordance with Chapters 250, 251 and 252, *Florida Statutes*, The Adjutant General is specifically tasked with (1) the combat readiness and emergency preparedness of the Florida National Guard; (2) responding to disasters and civil disturbances; (3) reducing the importation of controlled substances; and (4) assisting Floridians at risk.

Agency Priorities

The DMA's Long Range Program Plan takes into account the character and complexity of the Florida National Guard, its focus on responsiveness to federal, state and local authorities, and its vision of being recognized as the premier National Guard in the nation.

The DMA and the Florida National Guard focus on military readiness to support the constitutional mission to provide ready forces for national service during peacetime and wartime. In doing so, the DMA remains well-positioned to provide responsive assistance to state and local authorities in times of public need or crisis. In addition, the DMA aggressively supports drug interdiction and demand reduction, and other programs that add value to the state and local communities.

The DMA's emphasis on readiness, response, its ability to mobilize and deploy, and its fiscal responsibility provide the basis for the DMA's goals which support the Governor's priorities.

Challenges

The DMA continues to monitor the challenges surrounding the Federal Budget. It should be noted that the federal budget not only affects the Airmen, Soldiers, federal employees, and technicians, but affects a significant number of our state employees whose salaries are reimbursed through federal cooperative agreements. Despite the budget challenges we remain steadfast in our preparations to respond to the needs of the nation and the citizens of Florida.

Since 9/11, more than 25,000 Florida National Guard members have mobilized in support of our nation's war on terrorism, and the Florida National Guard now stands as part of the most experienced force in our nation's history. The threats that face us are ever increasing, and we will continue to support our state and nation with continued deployments and redeployments. The persistent threats of international and domestic terrorism and near-peer adversaries along with Florida's geographic exposure to natural disasters, will likely keep the Florida National Guard in a state of heightened operational tempo.

Numerous unpredictable threats exist and significant vulnerabilities remain unmitigated. Currently, the Florida National Guard receives federal funding for security guard access control activities that is well below the National Guard Bureau recognized critical requirement level. The FLNG continues to upgrade the vulnerabilities with the federal funding provided in addition to the state funding, specifically constructing fencing around FLNG facilities to secure the facility and personnel.

The Agency is working to develop and start the Enduring Sustainment Program focused on sustaining the readiness centers throughout the State. The program is based off of an industry standard for maintenance and repairs of \$5.56 per square feet. Currently DMA has 1.5 million square feet of Armory space thus 8.3 million dollars is needed to maintain and repair DMA's facilities. The program includes maintaining buildings and infrastructure that was renovated starting in 2004. These facility renovations are now over 16 years old and many of the systems installed; (i.e.; HVAC, roofing, thermal and moisture protection) will be nearing and likely exceeding their useful life expectancy. DMA is looking into reprogramming and resourcing of these systems for continued sustainability under our Enduring Sustainment Program (ESP). ESP is currently being developed by assessing the facilities in our inventory starting with the readiness centers that were renovated in the FARP program first. This will enable quick obligation of State funds once they are received. DMA analysis has determined that proper maintenance and upkeep of readiness centers is a long term cost savings to the Agency and the State. Without State funding under the ESP, we will be unable to maintain the facilities properly causing quick degradation of these aging facilities. Finally, consideration should be given to providing 25% state-match for future Military Construction (MILCON) projects in an attempt to reduce the federal cost to a more competitive range so that the project will compete better against other States and Territories. Analysis of the Infrastructure Status Report for Readiness Centers reflects a vast improvement in the Q-Ratings (Quality) as a result of the FARP but still lack in F-Ratings (Functionality). The single most important way to improve the rating is by increasing the functional square footage in Readiness Centers. FLARNG is currently at a 1.4 million square foot deficit based on federal

authorizations. The FLARNG facility program is analyzing current Readiness Center sites to determine locations that will allow for critical facility expansions that will attribute to increases in readiness of FLARNG units. Results of the analysis will provide a prioritized listing of Readiness Centers with estimated construction costs for state and federal support to be used for expansions. These projects will be significantly less cost than the alternative of building new facilities throughout Florida.

DMA Goal 1: Military Readiness

Provide military organizations that are trained and ready to meet the needs of national, state and local authorities.

Federal guidelines, both statutory and regulatory, govern the organization and operation of the Florida National Guard. These regulations and directives establish policy, procedures, and standards related to Guard units, training, personnel, equipment, and facilities. The Florida Army and Air National Guard is an operational force, fully engaged in operations overseas while continuing to serve as the first military responder to homeland security and homeland defense events in Florida and other states, as requested. The increased reliance on the Florida National Guard has resulted in the mobilization of more than 25,000 Florida National Guard Soldiers and Airmen to Iraq, Kuwait, Afghanistan, Jordan, Qatar, Bahrain, Bosnia, Cuba, Kosovo, Djibouti and other locations over the last 20 years since the attacks on 11 September 2001.

The DMA's military readiness priorities are based upon the traditional determinants of readiness.

Objective 1A: Man the Force; Recruit, retain and administratively support personnel to meet mission requirements.

The Florida National Guard and the DMA continues to meet its State and Federal training, personnel, and administrative requirements as well as provide manned and trained units for State and Federal missions. While the nation shifts from its campaigns in Iraq and Afghanistan, the Florida National Guard remains as busy as ever with continued operational and training missions in throughout the world and within the United States.

The Florida National Guard stands ready with over 6,300 Soldiers and Airmen to respond to the needs of the state despite the continued high operation tempo and mobilization of a significant part of the force for overseas contingencies. Thanks to our steadfast leadership, dedicated Soldiers and Airmen and supportive family members, the DMA continues to recruit, train, and retain a quality, resilient force capable of taking care of Florida and its citizens when called upon.

The State of Florida continues to provide meaningful programs, services and protections that significantly benefit and support our Service members and their families, which include financial and employment protections, tax relief, reduced costs for selective programs and activities and educational opportunities. All programs, services and protections serve to influence a foundation of motivation, confidence, and security for all involved in our organization.

The DMA and the Florida National Guard, with the support of the State Legislature, remains ready to answer the State's and Nation's call.

Objective 1B: Train the Force; provide effective training that maintains a high level of proficiency to meet mission requirements.

The Florida National Guard is evaluated and tested using U.S. Army and U.S. Air Force standards. The most accurate measurement is assessing a Guard member's ability to successfully execute his or her military specialty or occupation. Two constants that significantly

impact our overall military occupation qualification rates are (1) the gain of non-qualified Soldiers and Airmen and (2) the loss of qualified Soldiers and Airmen. Our goal is to ensure new Soldiers and Airmen are qualified in their military specialties as soon as possible after enlistment. Reducing attrition of our Soldiers and Airmen and stabilizing the force by retaining qualified individuals in their military occupational specialties improves our qualification rates, and is linked to the Governor’s priorities of growing and retaining a qualified work force and reducing government spending.

DMA Goal 2: Military Response

Provide military organizations that are trained and equipped to protect life and property and preserve peace, order and public safety.

The DMA possesses requisite capability to exceed the Governor’s emergency response goals for natural and man-made disasters. By marshalling National Guard, National Guard Emergency Management Assistance Compact (EMAC), federal, state and local agency capacities, the DMA provides Command and Control through highly trained personnel and state of the art technology. Infrastructure such as Joint Operations Command Training Facility, force structure such as a third Infantry Battalion and new technology in the form of satellite-based communication arrays have substantially improved disaster visibility, basic emergency response and critical tactical communication.

In addition to serving as an operational reserve to the active military abroad, the National Guard is the nation's first military responder for domestic emergencies. No organization in the U.S. defense structure has more experience, expertise, or capability than the National Guard in providing civil support. The Florida National Guard is the leader among states with unprecedented experience as a component of the state’s emergency response team. Planning, coordination, training and exercises are all critical elements that strengthen the support offered to other responding agencies.

Objective 2A: Equip and Maintain the Force.

Equipment. The Florida National Guard’s ability to perform its state and federal missions is directly correlated to the modernized equipment available to the force. The National Guard Bureau goal is to equip states with at least 85% of their authorized equipment on-hand. Through the federal legislation that authorizes and appropriates for the National Guard/Reserve Equipment Appropriation (NGREA), Florida has seen a dramatic increase in equipment needed both in overseas conflicts and emergency responses in our own communities. This equipment is considered “dual-use” and the acquisition is intensively managed to ensure organizations have this equipment on-hand. Our critical dual-use (CDU) equipment on-hand percentage is 86% and our overall equipment on-hand percentage is 94%. The Florida National Guard continues to accomplish its federal and state missions by cross-leveling equipment between units in the State and increasing use of the Emergency Management Assistance Compact (EMAC).

The Department of the Air Force and the National Guard Bureau are currently examining options for replacing Florida Air National Guard aircraft. As the Air Force considers recapitalization and conversion to 5th generation aircraft, military readiness and unit training will undoubtedly be impacted. The Jacksonville-based 125th Fighter Wing continues to invest in Infrastructure

improvements to support the current mission aircraft that would also support future aircraft conversions. Currently, the 125th Fighter Wing is receiving the F35 in FY 2025. Northeast Florida is expected to receive an economic impact of approximately \$100 million a year.

Objective 2B: Provide Quality Training Areas to Meet Mission Requirements.

Training Areas. Camp Blanding Joint Training Center (CBJTC), located near Starke, Florida, is the premier regional training center for FLNG units. The training center provides training areas, ranges, education facilities, simulation platforms, maintenance, and other services to Florida's National Guard and to numerous federal, state, and local customers spanning the Joint, Interagency, Intergovernmental and Multinational (JIIM) spectrum. CBJTC has proven to be a valuable asset to State of Florida agencies, as it serves as a Continuity of Government site for the Governor and his Executive Branch, Continuity of Operations site for the Florida Division of Emergency Management (FDEM) and Joint Forces Headquarters-Florida. CBJTC also serves as a Joint Reception, Staging, and Onward Integration (JRSOI) site, and a Logistical Support Base during emergency operations as part of Florida National Guard's support to civil authorities. CBJTC hosts various FDEM Emergency Management Academies, focusing on county emergency managers from around the state, designed to enhance capabilities in response to natural disasters or state emergencies. Additionally, Camp Blanding's value as a critical strategic asset for the training and mobilization of units has been repeatedly validated with continued federal homeland and overseas contingency operations.

CBJTC is recognized by the National Guard Bureau as a Level One Training Center with capabilities to serve a brigade sized element with 70 live fire ranges, 18 miles of mounted live fire roads, and 23 mounted/dismounted movement to contact ranges.

CBJTC remains committed to cultivating relationships with its surrounding communities, partners and stakeholders. CBJTC continues to enhance its relationship with the Keystone Airpark as an integral asset to support federal and state missions. The availability of this airpark has improved Camp Blanding Joint Training Center's ability to support capabilities to satisfy or exceed its customers' expectations. CBJTC continues to partner with Clay County Development Authority as well as Clay Economic Development Corporation to protect and improve CBJTC infrastructure through the execution of grant funds awarded by Florida's Department of Economic Opportunity (DEO) and the Florida Defense Support Task Force (FDSTF).

The recurring general revenue funds provided by the Legislature are critical to programs at CBJTC to satisfy its state and federal mission support requirements. These funds enable CBJTC to continue supporting other state-focused programs such as the Florida Youth Challenge Academy, the Multijurisdictional Counterdrug Task Force Training for law enforcement and community anti-drug coalitions, Drug Demand Reduction seminars and Youth Camps for Florida's communities. Florida National Guard's partnership with other state agencies like Department of Juvenile Justice and Department of Children and Families have leveraged resources and reduced government expenditures on these essential programs.

DMA Goal 3: Mobilize and Deploy

Provide support to state, civilian, and community based organizations and agencies.

Objective 3A: Provide support to civilian agencies.

Defense Support of Civil Authorities. The DMA continues to provide a unified response that meets national security objectives, responds to emergencies and disasters, and supports other domestic activities that add value to our State and Nation. Over the past year, the DMA and the Florida National Guard (FLNG) continued to increase their readiness as they prepared, planned and responded to Hurricane Sally, COVID-19, and civil unrest both in Florida and the National Capitol, Washington D.C. They conducted multiple exercises and training involving DMA and FLNG units utilizing their respective mission sets, critical dual use equipment, and civil partners. In accordance with Presidential Policy Directive 8, the Florida National Guard is fully committed to national preparedness regarding civil support activities, while maintaining its wartime operational force status. Over the next year, the DMA and the FLNG will continue to focus on maturing the Joint Force Headquarters staff focused on domestic response to all aspects of incident management, to include natural and manmade catastrophes. This will be accomplished through training and scenario driven exercises. The Florida National Guard's ability to provide Defense Support of Civil Authorities and National Guard Civil Support depends solely on our ability to increase personnel, equipment, and training readiness.

Interagency Counterdrug Assistance. The State of Florida recognizes the Florida National Guard Counterdrug Program (FLNG-CDP) as a State Law Enforcement Agency (LEA), in order to participate in the Department of Justice's Equitable Sharing program. The FLNG-CDP utilizes our Equitable Sharing account to enhance support to federal, state, local LEAs, and community based organizations (CBO) in their efforts to reduce the supply and demand for illegal drugs and related transnational criminal activities.

While primarily funded through the National Defense Authorization Act, the FLNG-CDP utilizes our Equitable Sharing account to benefit the State of Florida through real-estate improvements to new and existing National Guard Facilities throughout the State, equipment procurement, and other initiatives.

Community Based Organization Support. Florida's Counterdrug Program, through the Department of Justice (DOJ) Asset Forfeiture account provides in-kind support to federal, state, tribal, and community based substance abuse prevention organizations throughout the State of Florida. The program looks to foster Community Based Organizations (CBO) through operational support and training. Unfortunately, recent regulatory changes have limited the amount of support the DOJ may provide.

Objective 3B: Provide support to Community Based Organizations.

Consistent with Chapter 250, Florida Statutes, the DMA administers a number of federal and state funded year-round training programs aimed at benefiting our economically disadvantaged and at-risk youth.

Florida Youth ChalleNGe Academy. Established in fiscal year 2001, the Florida Youth ChalleNGe Academy is a residential alternative high school located on Camp Blanding Joint Training Center. Florida Youth ChalleNGe Academy develops Florida's at-risk youth through an environment consisting of high discipline, high motivation, and high expectation in an effort to refocus the state's dropout population by providing high quality education. The program assists in developing Florida's at-risk youth through eight core component curriculum of: Life-Coping Skills, Leadership/Followership, Academic Excellence, Responsible Citizenship, and Service to Community, Physical Fitness, Health and Hygiene, and Job Skills. Success at the Florida Youth ChalleNGe Academy campus can result in the awarding of High School Equivalency Diplomas or GEDs.

STARBASE. Founded in 1994, STARBASE Florida is hosted by the 125th Fighter Wing of the Florida Air National Guard. STARBASE Florida is a Science, Technology, Engineering and Mathematics (STEM) outreach program serving at-risk youth from Title 1 fifth grade programs in Duval County Public Schools. Students in the Jacksonville area participate in a challenging environment of fast paced “hands-on, minds-on STEM activities including robotics, computer engineering and design, model rocketry, chemistry, physics, GPS technology and flight simulation. The STARBASE program assists the local district students to increase their knowledge base and skills set in six core areas: Physics, Chemistry, Energy, Engineering, Mathematics and STEM Careers. Due to a high level of competency and trained staff, coupled with the unparalleled support of our Florida National Guard hosting organization, the program was able to realize increased performance standards with students showing 30% to 45% gap score gains and participating schools frequently experiencing gains in science and mathematics on the Florida State Assessment (FSA). STARBASE Florida targets military dependents in the elementary and middle school grades with after-school STARBASE 2.0 mentoring programs using twenty week Aerospace and Environmental Technology curriculum in a collaborative partnership with the 4H Clubs of America. Since its inception in 1994, Florida National Guard's STARBASE Florida program has served over 20,000 students in the Duval County Public Schools district.

DMA Goal 4: Fiscal Responsibility

Demonstrate good stewardship of assets.

Objective 4A: Improve and Maintain Readiness Centers.

Facilities. The department currently manages 60 readiness centers and leased facilities statewide. The average age of these readiness centers are 48 years old and many of them are rated inadequate in accordance with the standardized rating criteria of the Department of the Army. Our readiness centers are integral to unit readiness, as training, administration and preparation for Federal and Defense Support to Civil Authorities (DSCA) military operations are conducted at these locations. With each passing year, our aging facilities continue to deteriorate and unit readiness suffers. Compounding the challenges of aging readiness centers is a decreased federal military construction budget.

In State Budget Year 2021, DMA received \$3.4 million to support renovations and updates to our 60 readiness centers. This investment allowed the federal government to match the \$3.4 million

state funds for the Readiness Centers. The funding was used to design future renovations, execution of three construction renovations projects, replacement/repair of roofs, and replacement of aging equipment among. Reduced funding in operations and maintenance increases the likelihood of critical system failure, which will certainly be detrimental to the readiness of the unit, and their ability to meet training objectives until repaired. In State Budget Year 2022, the State provided DMA with \$6.8 million, which will allow for the renovation of three Readiness Centers and cover additional maintenance and repairs during the year.

The FLNG is continuing to grow our end strength. The goal is to grow the end strength by 4,000 soldiers by 2035. This would require additional 8-10 readiness centers to provide the necessary space for the additional growth. The FLNG currently has a 1.4 million square foot deficit for readiness center space and the absence of adequate land in the DMA inventory to allow for the construction of new readiness centers in strategic locations. DMA requests consideration in State supported land purchases for future construction of readiness centers. If the FLNG is not able to provide the new units a usable readiness center, it may result in negatively affect the FLNG's ability to meet this goal to grow by 4,000 soldiers by 2035.

The State of Florida has provided necessary funding for the Florida Armory Revitalization Program (FARP). Under the FARP, 52 readiness centers were renovated to bring them up to satisfactory standards. State funds provided for these projects helped us leverage and secure substantial federal funding; enabling the department to modernize facilities and meet required building and safety codes.

It is important to refocus ongoing maintenance and repair of readiness centers in order to ensure that aging readiness centers remain usable and safe for our Soldiers until their inevitable need for total capital replacement. This will also ensure that FLNG facilities continue to meet all required building and safety codes, force protection measures, and increased energy efficiencies initiatives. Deferred maintenance usually results in a 30% increase in cost of repairs and can be avoided if facilities are properly maintained and lifecycle replacements of building components can be done on time. It is for these reasons that the FLNG will continue to request adequate maintenance and repair funding from the state of Florida to support the readiness of service members and communities..

The Department of Military Affairs, Construction and Facility Management Office has established a Sustainability and Energy Management Program to implement initiatives in sustainability and energy to parallel and meet the established goals and objectives set by the Army. Initiatives and projects managed under this program will enable the DMA to make positive progress in meeting all public laws, executive orders, Department of Defense and Army requirements and standards in both sustainment and energy. The program has implemented goals and objectives in the areas of energy conservation, green procurement, recycling, and solid waste reduction. The program also conducts facility energy audits to identify opportunities for energy usage reduction.

All construction and renovations of facilities are designed and constructed in accordance with the Leadership in Energy and Environmental Design (LEED) standard. The CFMO has renovated numerous readiness centers under the Florida Armory Revitalization Program (FARP) and since the inception of the LEED program has achieved LEED Silver Certification on 20 of the

completed armory projects. Those projects incorporated high energy-efficient building systems during the renovation of those readiness centers and upgraded major mechanical systems, such as heating ventilation and air conditioning. However, throughout our facility portfolio there are many legacy energy systems that are not efficient and require upgrades. The CFMO is committed to incorporating renewable energy systems and energy efficiency measure as funding becomes available to further reduce our energy usage and give our agency the resiliency needed at our facilities to meet our mission. The continued funding support for the Florida Army National Guard facilities is invaluable to the DMA achieving an infrastructure system throughout the agency that is energy-efficient, sustainable and support the mission.

Objective 4B: Trust Fund Management

In order to reduce costs to the State of Florida, a trust fund is managed to assist in the maintenance and operations of Camp Blanding Joint Training Center. The trust fund is supported by funds generated by external customers, mining revenue, and forest product revenue. The funds are used for the enhancement of facilities and services provided by Camp Blanding Training Site. To ensure fiscal responsibility of state resources we have added these measures to monitor and provide responsible stewardship.

Objective 4C: Federal/State Cooperative Agreements - Process federal funds in strict compliance with applicable regulations and guidelines.

The department exercises a unique blend of federal and state authority. One of the Florida National Guard’s federal responsibilities is facilitating the transfer of federal funding to in-state agencies and organizations via Federal/State Cooperative Agreements. These agreements bring federal dollars into Florida’s communities and provide an important economic generator for many parts of the state. Programs include maintenance and repair, telecommunications, environmental operations, range support, and equipment storage projects. Federal support for such agreements varies from year to year; however, the department continues to focus on the efficient and timely execution of these funds. Federal/State Cooperative Agreements provide excellent employment opportunities in the state as evidenced by the 318 state employees in this agency alone that support these agreements.

| FEDERAL DOLLARS INVESTED IN FLORIDA | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|-------------------------------------|------------|------------|------------|------------|------------|
| # AGREEMENTS | 30 | 30 | 30 | 29 | 31 |
| AGGREGATE VALUE | 41,348,041 | 50,765,247 | 39,042,070 | 40,720,372 | 54,223,109 |
| MILITARY CONSTRUCTION | 7,347,997 | 17,717,557 | 13,873,314 | 14,420,900 | 15,704,027 |
| % TOTAL AGENCY SPENDING | 58.0% | 37.8% | 46.8% | 51.0% | 29.0% |

Objective 4D: Effectively Promote, Administer and Execute the Postsecondary Education and Qualification Tuition Assistance Program Known as Educational Dollars for Duty (EDD).

As established in Chapter 250.10(7)(8) and resourced through the annual General Appropriations Act (GAA), *Florida Statutes*, the Florida National Guard (FLNG) promotes, administers and executes the Educational Dollars for Duty (EDD) program. The EDD program is a legislatively directed and funded education financial assistance resource that is exclusively available to qualified FLNG Service members for pursuing authorized postsecondary education opportunities that include vocational/technical, industry certification, continuing education, professional licensing/industry certification exams and academic (i.e., certificate, associate, bachelor, and master) degree programs. The EDD program continues to serve as a significant FLNG recruiting and retention incentive that is extremely beneficial to maintaining organizational strength readiness. Additionally, the EDD program provides our FLNG Service members the means to develop and improve their personal/professional abilities and qualifications to influence their effective and efficient support to our FLNG organizations, the citizens we serve and the State of Florida.

Objective 4E: Executive Direction and Support Services.

The DMA and the Florida National Guard are managed by a single, integrated headquarters located in St. Augustine. The Adjutant General, a federally-recognized general officer, serves as both department head of the DMA and senior officer of the Florida National Guard. His staff represents a complex blend of full-time military personnel, federal technicians, state employees, Citizen-Soldiers and Airmen. The Headquarters is responsible for more than one billion dollars in federal property, 63 armories and leased facilities in 55 communities across the state and more than 73,000 acres of training lands. A significant measure of staff effectiveness is the control of administration and support costs.

DEPARTMENT OF MILITARY AFFAIRS

PERFORMANCE MEASURES AND STANDARDS LRPP EXHIBIT II

LRPP Exhibit II - Performance Measures and Standards

Goal 1: Military Readiness

| |
|---|
| Department: Military Affairs Department No: 62 |
|---|

| | |
|---|----------------|
| Program: Readiness and Response | Code: 62050000 |
| Service/Budget Entity: Military Readiness | Code: 62050200 |

NOTE: Approved primary service outcomes must be listed first.

| Approved Performance Measures for FY 2021-22 (Words) | Approved Prior Year Standard FY 2020-21 (Numbers) | Prior Year Actual FY 2020-21 (Numbers) | Approved Standards for FY 2021-22 (Numbers) | Requested FY 2022-23 Standard (Numbers) |
|--|---|---|---|--|
| Outcome 1A: Maintain Authorized Strength (Aggregate of Army and Air Percent of Authorized Strength) | 99% | 99% | 99% | 99% |
| Outcome 1B: Maintain Service Member Qualifications (Aggregate of Army and Air Percent of Members available for Civil Support) | 86% | 72.8% | 86% | 86% |

LRPP Exhibit II - Performance Measures and Standards

Goal 2: Military Response

| |
|---|
| Department: Military Affairs Department No: 62 |
|---|

| | |
|--|---------------|
| Program: Readiness and Response | Code:62050000 |
| Service/Budget Entity; Military Response | Code:62050200 |

NOTE: Approved primary service outcomes must be listed first.

| Approved Performance Measures for FY 2021-22 (Words) | Approved Prior Year Standard FY 2020-21 (Numbers) | Prior Year Actual FY 2020-21 (Numbers) | Approved Standards for FY 2021-22 (Numbers) | Requested FY 2022-23 Standard (Numbers) |
|--|---|---|--|--|
| Outcome 2A: Percent of Critical Dual Use (CDU) Equipment on Hand (Monthly percent as determined by National Guard Bureau). | 85% | 97% | 85% | 85% |
| Outcome 2B: Camp Blanding Joint Training Center Facility Utilization (Personnel Trained by Facility, Aggregated for all facilities tracked in RFMSS)(M=Million) | 1.5M | 1.8M | 1.6M | 1.7M |

LRPP Exhibit II - Performance Measures and Standards

Goal 3: Mobilize and Deploy

| |
|------------------------------|
| Department: Military Affairs |
| Department No.: 62 |

| | |
|---|----------------|
| Program: Readiness and Response | Code: 62050000 |
| Service/Budget Entity: Drug Interdiction/Prevention | Code: 62050100 |

NOTE: Approved primary service outcomes must be listed first.

| Approved Performance Measures for FY 2021-22 (Words) | Approved Prior Year Standard FY 2020-21 (Numbers) | Prior Year Actual FY 2020-21 (Numbers) | Approved Standards for FY 2021-22 (Numbers) | Requested FY 2022-23 Standard (Numbers) |
|--|---|---|--|--|
| Outcome 3A(1): JDOMS Readiness and Response Compliance Standards (Aggregate of multiple crisis response standards). | 85% | 88% | 80% | 80% |
| Outcome 3A(2): Counterdrug Program (Aggregate of Multiple Counterdrug Standards) | 85% | 81% | 85% | 85% |

LRPP Exhibit II - Performance Measures and Standards

Goal 3: Mobilize and Deploy

| |
|--|
| Department: Military Affairs Department No.: 62 |
|--|

| | |
|---|----------------|
| Program: Readiness and Response | Code: 62050000 |
| Service/Budget Entity: Cooperative Agreements | Code: 62050500 |

NOTE: Approved primary service outcomes must be listed first.

| Approved Performance Measures for FY 2021-22 (Words) | Approved Prior Year Standard FY 2020-21 (Numbers) | Prior Year Actual FY 2020-21 (Numbers) | Approved Standards for FY 2021-22 (Numbers) | Requested FY 2022-23 Standard (Numbers) |
|---|---|---|--|--|
| Outcome 3B(1): Youth Challenge Program (Aggregate of Multiple Youth Challenge Standards) | 75% | 53% | 75% | 75% |
| Outcome 3B(2): About Face! (Aggregate of Multiple About Face! Standards) | N/A | N/A | N/A | N/A |
| Outcome 3B(3): Forward March (Aggregate of Multiple Forward March Standards) | N/A | N/A | N/A | N/A |
| Outcome 3B(4): STARBASE (Aggregate of Multiple STARBASE Standards) | 90% | 90% | 90% | 90% |

LRPP Exhibit II - Performance Measures and Standards

Goal 4: Fiscal Responsibility

| |
|--|
| Department: Military Affairs Department No.: 62 |
|--|

| | |
|---|---------------|
| Program: Readiness and Response | Code:62050000 |
| Service/Budget Entity: Readiness and Response | Code:62050200 |

NOTE: Approved primary service outcomes must be listed first.

| Approved Performance Measures for FY 2021-22 (Words) | Approved Prior Year Standard FY 2020-21 (Numbers) | Prior Year Actual FY 2020-21 (Numbers) | Approved Standards for FY 2021-22 (Numbers) | Requested FY 2022-23 Standard (Numbers) |
|--|---|--|---|---|
| Outcome 4A(1): Energy Consumption Utilization Index; Armories Total Annual CUI (Energy Consumption Utilization of Armories) | \$1.65 | \$1.65 | \$1.65 | \$1.65 |
| Outcome 4A(2): Percentage of Funded Valid Improvement Projects Requested. (Number of projects funded/number of valid projects requested) | 91% | 92% | 92% | 92% |
| Outcome 4A(3): Florida Armory Revitalization Program Percent of Readiness Centers Rated Adequate out of the 52 Armories considered for FARP | 100% | N/A | N/A | N/A |
| Outcome 4B(1): CBJTC Funds Generated By External Customers | \$500,000 | \$685,192.32 | \$500,000 | \$500,000 |
| Outcome 4B(2): CBJTC Mining Revenue | \$300,000 | \$1,013,852.39 | \$300,000 | \$300,000 |
| Outcome 4B(3): CBJTC Forest Product Revenue | \$550,000 | \$249,407.41 | \$350,000 | \$350,000 |

LRPP Exhibit II - Performance Measures and Standards

Goal 4: Fiscal Responsibility

| |
|--|
| Department: Military Affairs Department No.: 62 |
|--|

| | |
|---|---------------|
| Program: Readiness and Response | Code:62050000 |
| Service/Budget Entity: Federal/State Cooperative Agreements | Code:62050500 |

NOTE: Approved primary service outcomes must be listed first.

| Approved Performance Measures for FY 2021-22 (Words) | Approved Prior Year Standard FY 2020-21 (Numbers) | Prior Year Actual FY 2020-21 (Numbers) | Approved Standards for FY 2021-22 (Numbers) | Requested FY 2022-23 Standard (Numbers) |
|--|--|---|--|--|
| Outcome 4C: Effectively execute Department of Defense contracts in Florida (Percent of obligated federal funds executed). | 100% | 61% | 70% | 70% |

LRPP Exhibit II - Performance Measures and Standards

Goal 4: Fiscal Responsibility

| |
|--|
| Department: Military Affairs Department No.: 62 |
|--|

| | |
|---|--|
| Program: Readiness and Response | Code:62050000 |
| Service/Budget Entity: Readiness and Response Executive Direction & Support Services | Outcome 4D : 62050200 Outcome 4E : 62050400 |

NOTE: Approved primary service outcomes must be listed first.

| Approved Performance Measures for FY 2021-22 (Words) | Approved Prior Year Standard FY 2020-21 (Numbers) | Prior Year Actual FY 2020-21 (Numbers) | Approved Standards for FY 2021-22 (Numbers) | Requested FY 2022-23 Standard (Numbers) |
|--|---|---|---|---|
| Outcome 4D: Effectively Promote, Administer and Execute the Postsecondary Education and Qualification Tuition Assistance Program Known as Educational Dollars for Duty (EDD) | 99% | 100% | 100% | 100% |
| Outcome 4E: Percent of Agency Administration and Support Costs | 8.7% | 7.2% | 8.7% | 8.7% |

DEPARTMENT OF MILITARY AFFAIRS

PERFORMANCE MEASURE ASSESSMENT LRPP EXHIBIT III

Goal 1: Military Readiness

| |
|--|
| LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT |
| Department: <u>Department of Military Affairs</u> |
| Program: <u>Readiness and Response</u> |
| Service/Budget Entity: <u>Military Readiness</u> |

Measure: 1(b) Train the Force

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

| Approved Standard | Actual Performance Results | Difference (Over/Under) | Percentage Difference |
|-------------------|----------------------------|-------------------------|-----------------------|
| 86% | 72.8% | Under | 13.9% |

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input checked="" type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input checked="" type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation: Neither the Army nor the Air force met its training obligation at 86% trained. The Services did not meet their obligation due to DoD and Service COVID travel restrictions. This limits the ability of both Soldiers and Airmen in completing their profession military education to qualify in their specialty. Both Services have enacted virtual training however not all training can be conducted virtually. Both Services will find challenges in meeting training requirements as long as COVID travel restrictions are intact. The Army’s trained Soldier percentage is 69%. The Air force trained Airmen percentage is 85.4%.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input checked="" type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation: Due to COVID travel restrictions Soldiers/Airmen were unable to travel to complete professional military education in order to be trained in their specialty.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations: The DMA is unable to affect DoD and Service COVID travel restrictions.

Goal 2: Equip and Maintain the Force: N/A

DEPARTMENT OF MILITARY AFFAIRS

**PERFORMANCE MEASURE VALIDITY AND
RELIABILITY
LRPP EXHIBIT IV**

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Military Affairs

Program: Readiness and Response

Service/Budget Entity: Military Readiness 62050200

Measure: Outcome 1A: Aggregate of Army and Air Percent of Auth. Strength

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Data Sources and Methodology: The Florida National Guard derives this number from the total number of Soldiers and Airmen authorized and assigned to the Florida National Guard who are available to provide civil support to the state. This includes both the Florida Army National Guard and the Florida Air National Guard as of June 30th each year. Each branch of service has its own personnel accounting system. Reporting assigned versus authorized strength percentages remains the most accurate way to capture the Florida National Guard's strength readiness.

Validity:

The Defense Finance Accounting System (DFAS), a separate system from both the Army and Air personnel accounting system, confirms their strength numbers.

Reliability:

Comparing SMS data with DFAS data facilitates the accuracy of these measures.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Military Affairs

Program: Readiness and Response 62050200

Service/Budget Entity: Military Readiness 62050200

Measure: Outcome 1B – Aggregate of Army and Air Percent of Members Trained for Civil Support.

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Data Sources and Methodology: The Florida National Guard derives this number monthly from the total number of Soldiers and Airmen assigned and trained to conduct National Guard Civil Support missions. This data is updated in Florida Guard's Strategic Management System (SMS).

Validity: Each branch of service confirms its assigned strength, then further discriminates using their respective systems that track the training of Soldiers and Airmen.

Reliability: Comparison of the data across multiple, separate systems facilitates the accuracy of these measures. These measures are shown as a percentage of DMOSQ/ATRRS within the Army National Guard.. Florida Air National Guard numbers are derived from Access Data Base (CHRIS, MILPDS, Discoverer and Static Table).

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Military Affairs

Program: Readiness and Response 62050000

Service/Budget Entity: Military Response 62050200

Measure: Objective 2A: Equip and Maintain the Force, Percent of Critical Dual Use (CDU) Equipment on Hand (Monthly percent as determined by National Guard Bureau).

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Data Sources and Methodology: Air National Guard and Army Guard Consolidated Property Book Listings. Calculate the percent of Critical Dual Use equipment authorized to units of the Florida National Guard divided by the percent of Critical Dual Use equipment on-hand/available.

Validity: The numbers are reported and confirmed by National Guard Bureau through the Decision Support Tool (DST).

Reliability: The system is extremely reliable and used nationwide.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Military Affairs

Program: Readiness and Response

Service/Budget Entity: Military Readiness 62050200

Measure: Camp Blanding Joint Training Facility Utilization (Personnel Trained by Facility Aggregated for all facilities tracked in RFMSS) (M=Million)

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Data Sources and Methodology:

Camp Blanding Joint Training Center (CBJTC) is recognized as a Level II Training Center and is the Florida National Guard's primary center utilized for training its subordinate units as well as customers spanning the Joint, Interagency, Intergovernmental and Multinational (JIIM) spectrum. Customer requests, reservations, and usage are tracked by the Range Facility Management Support System (RFMSS). Reports on facility usage are calculated on a monthly basis. Facility utilization is determined by one person using one range or facility.

Validity: RFMSS is a national reservation and utilization system employed by all military training posts/facilities worldwide.

Reliability: System is highly reliable but does depend on input by users.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Military Affairs

Program: Readiness and Response 62050000

Service/Budget Entity: Provide Support to Civilian Agencies

Measure: Outcome 3A(1) JDOMS Readiness and Response Compliance Standards

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Data Sources and Methodology: Performance standard for this measure is based off of Hurricane Sally and pandemic response available manning; as well as Domestic Support of Civil Authorities (DSCA) training exercises, key equipment readiness indicators, joint operational readiness, and crisis response training exercises. The DMA and Florida National Guard (FLNG) continues to focus our training needs within the aforementioned areas and continues to develop our leaders by providing Joint Operation Center (JOC) staff developmental courses in order to ensure all assets are utilized in a manner that best serve the State of Florida.

Validity: This data can be collected at nearly real-time through the Army Strategic Manning System (SMS) and through the Defense Readiness Reporting System (DRRS). The DMA and FLNG efficiently use this validated data to identify any manning, training or mechanical issues. The SMS and DRRS processes will provide an accurate account of unit readiness, and allow sufficient time to correct any deficiencies.

Reliability: The SMS and DRRS data is validated internally by trained and authorized personnel only, which will provide a greater degree of accuracy and reliability. Additionally, the data is available for reference by the senior leadership within the DMA and the Florida National Guard; should they require a near real time readiness report. The reliability of this metric is high due to the reliability of data and frequency of the reporting requirements.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Military Affairs

Program: Readiness and Response 6205000

Service/Budget Entity: Counterdrug Interdiction/Prevention 62050100

Measure: 3A (2) Counterdrug Program

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Data Sources and Methodology:

FLNG-CDP information is stored on the Full-Time Management Control System (FTSMCS). The data stored on FTSMCS includes, but is not limited to; seizures by drug (weight and value), property seized (type and value), drug trafficking organizations dismantled or disrupted, students trained, agencies supported, man-days, arrests, and type of support.

Validity:

FTSMCS Administrators receive monthly reports from the Functional Area Officer in Charge (OICs) Non-Commissioned Officer in Charge (NCOIC) upload the information that is stored on FTSMCS. The Office of Secretary of Defense requires a quarterly validation report signed by the Counterdrug Coordinator using the FTSMCS program.

Reliability:

FTSMCS Administrators receive monthly reports from the Functional Area OICs/NCOICs upload the information that is stored on FTSMCS. The Office of Secretary of Defense requires a quarterly validation report signed by the Counterdrug Coordinator using the program FTSMCS.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Military Affairs

Program: Readiness and Response 62050000

Service/Budget Entity: Cooperative Agreements 62050500

Measure: 3B(1): Youth Challenge Program (Aggregate of Multiple Youth Challenge Standards)

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Data Sources and Methodology: The data and methodology of collecting the data are an aggregate of multiple standards to include: maintaining 75% resident phase student enrollment per cycle, state dollar cost per student, Federal dollar cost per student, state dollar execution rate, Federal dollar execution rate.

Validity: The aforementioned data is collected and reported to the Army Strategic Manning System (SMS). The SMS data is validated internally by trained and authorized personnel only, which will provide a greater degree of accuracy and validity.

Reliability: The SMS data is validated internally by trained and authorized personnel only, which will provide a greater degree of accuracy and validity. The reliability of this aggregate metric is high based on the reliability of data and frequency of the reporting requirements.

LRPP EXHIBIT IV:

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Military Affairs

Program: STARBASE

Service/Budget Entity: Cooperative Agreements 62050500

Measure: 3B(2) STARBASE

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Data Sources and Methodology:

The data and methodology of collecting the data are an aggregate of multiple standards to include:

1. Hours of classroom time spread over five days with 28 classes per classroom
2. Cost per student
3. Students per class
4. Gap Score in Pre-test and Post Test
5. Execution of Federal Cooperative Agreement dollars
6. STARBASE percent of students completing program vs enrollment

Validity:

The program is supported by the DOD and is inspected by the DOD on a three year base.

Reliability:

The reliability of aggregate metric is based on reliability of data and frequency of reporting requirements.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Military Affairs

Program: Readiness and Response

Service/Budget Entity: Readiness and Response 62050200

Measure: Outcome 4A(1): Energy Consumption Utilization of Armories

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Data Sources and Methodology:

The State of Florida uses a measure called Consumption Utilization Index (CUI) to enable comparisons of energy efficiency between different buildings. The measurement of CUI is the dollar amount of energy consumed divided by the gross conditioned area in square feet over a 12 month period (\$/SQFT/yr). The CUI is a common means of expressing the total energy consumption for a building and provides information similar to the “average gas mileage” of your car. The CUI also takes into consideration the Total Annual Energy Consumption (kBTU/yr), the Campus Energy Performance Index (kBTU/SQFT/yr), and the Total Annual Campus Energy Cost. The value, when used as a comparison between functionally similar structures, will show those with higher CUIs are less efficient than those with lower CUIs. In the past, DMA has added each Armory CUI and utilized the sum as the Total Annual CUI. This method does not allow DMA to add new facilities without exceeding the approve standard. Request to change the performance measure to the Average CUI. This provides a more accurate method to track the agency’s cost per square feet regardless of the number of facilities.

Validity:

The Department of Management Services requires all agencies to provide a State Energy Report. The DMA submits annually a Campus Energy Report for 51 armories. Each Campus Energy Report includes the CUI.

Reliability:

The DMA started collecting CUI information on armories in the state fiscal year of 2012/2013. This first year of data is identified as the “base year” or the baseline. Future CUI information will be used to compare against the base year or baseline.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Military Affairs

Program: Readiness and Response

Service/Budget Entity: Readiness and Response 62050200

Measure: Outcome 4A(2); Percentage of Funded Valid Improvement Projects Requested (Number of projects funded/number of valid projects requested).

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Data Sources and Methodology:

The Florida National Guard has 59 readiness centers throughout the state that are supported by the Armory Operations Account fund. The Department of Military Affairs has established an online program called Armory Operations Account Online (AOA Online) to manage the utility consumption and maintenance and repairs request process. As maintenance and repairs are required, Armory Managers submit an online form (Form 696) on AOA Online. The State Quartermaster validates and actions each request as funds are available. State Quartermaster develops a report indicating the number of projects completed compared to the number of valid projects requested.

Validity:

The Armory Operations Account Online AOA program is the method of collecting data submitted by the Armory Manager to the State Quartermaster where it is validated, approved, funded and tracked.

Reliability:

The State Quartermaster Property & Accountability section conducts annual reviews of every readiness center's books to ensure the requests are valid and the request, invitation to bid, and payment for services all follow State Statutes.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Military Affairs

Program: Fiscal Responsibility

Service/Budget Entity: Military Readiness 62050200

Measure: Outcome 4B(1): Funds Generated By External Customers. (Annual Goal)

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Data Sources and Methodology:

Camp Blanding Joint Training Center (CBJTC) hosted customers required to pay Incremental and Incidental Costs (IIC) to cover expenses and utilities. Lease payments were also received from Space Florida and other entities providing services to CBJTC. As a result CBJTC reported revenue in the amount of \$685,192.32 resulting from external customers use.

Validity: The metric for revenue earned by external customer use is tracked by RFMSS and invoiced by CBJTC-RMD.

Reliability: Measurement of these metrics are based on General Accepted Accounting Principles.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Military Affairs

Program: Fiscal Responsibility

Service/Budget Entity: Military Readiness 62050200

Measure: Outcome 4B(2): Mining Revenue. (Annual Goal)

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Data Sources and Methodology:

Camp Blanding Joint Training Center (CBJTC) performance metrics are based on a contract for the lease of land to Chemours. This contract provides CBJTC with a \$300K annual lease payment plus royalties from Chemours. Mining royalties in the amount of \$1,013,852.39 were received from Chemours in FY 2020-21.

Validity: The metric for revenue earned by its lease of land to Chemours is via legal and binding contract.

Reliability: Measurement of these metrics are based on General Accepted Accounting Principles.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Department of Military Affairs

Program: Fiscal Responsibility

Service/Budget Entity: Military Readiness 62050200

Measure: Outcome 4B(3): Forest Product Revenue. (Annual Goal)

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Data Sources and Methodology:

Camp Blanding Joint Training Center (CBJTC) showed revenue of \$249,407.41, significantly under its revenue goal. CBJTC earns revenue from timber sales by placing a tract of land for bid on My Florida Market Place. Wet conditions forced a lower yield. CBJTC is developing a new forestry plan that will diversify products and provide more reliable expectations of income year-over-year.

Validity: This metric is an outcome of the financial management of the Camp Blanding Management Trust Fund (CBMTF).

Reliability: Measurement of these metrics are based on General Accepted Accounting Principles.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Military Affairs

Program: Readiness and Response - 62050000

Service/Budget Entity: Fed/State Cooperative Agreements - 62050500

Measure: Outcome 4c: Percent of allocated federal funds executed

Action (check one):

Requesting revision to approved performance measure.

Change in data sources or measurement methodologies.

Requesting new measure.

Backup for performance measure.

Data Sources and Methodology:

Federal funds allocated to the state at the beginning of the federal fiscal year (October 1) are 100% executed. However, the funds are not all executed during the State's fiscal year. A Cooperative Agreement (CA) may extend into future years. The new measurement was revised to report on the actual amount spent during the federal fiscal year (1 October – 30 September). This incorporates the last three (3) quarters of the FY2021 state year, and the 1st Quarter of FY2022.

Validity:

The methodology logically represents the accounting, reporting and budgeting of federal funds.

Reliability:

The numbers are taken from the United States Property and Fiscal Office Balance agreements which are maintained on a monthly basis using actual dollars spent by the State.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Military Affairs

Program: Readiness and Response 62050000

Service/Budget Entity: Readiness and Response 62050200

Measure: Outcome 4D: Effectively Promote, Administer and Execute the Postsecondary Education and Qualification Tuition Assistance Program Known as Educational Dollars for Duty (EDD).

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Data Sources and Methodology: The Florida National Guard (FLNG) Virtual Education Center (VEC)/Education Management Portal (EMP) serves as the primary system of management and record for the EDD program. The VEC/EMP is an all-inclusive automated online system that accurately and efficiently maintains administrative (i.e., student, school, course, etc.) actions and financial (i.e., invoice, expenditure, receipt, etc.) transaction information. The program provides a monthly report that outlines and reconciles program utilization information and balances with state financial program information to ensure effective program utilization and accurate financial accounting.

Validity: VEC/EMP, in association with agency/state financial management systems, provides necessary administrative and financial information to validate EDD program performance assessment information entered in the Army Strategic Management System (SMS).

Reliability: VEC/EMP is a proven automated management system that provides accurate, reliable and timely information in supporting the EDD program.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Military Affairs

Program: Readiness and Response - 62050000

Service/Budget Entity: Executive Direction / Support - 62050400

Measure: Outcome 4e(1): Percent of Agency Admin and Support Costs

Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

Data Sources and Methodology:

The State appropriation ledgers are reviewed monthly by the Agency to manage the amount of budget authority spent by this budget entity. This is incorporated into a monthly balance report provided to the Agency leadership. We use the report to validate the budget entities performance spending plan. The statewide goal is 8.7% or less

Validity:

Costs are validated by the total expenditures of the budget entity in comparison to the percentage of the total operating expenditures of the Agency.

Reliability:

The expenditures of the budget entity and of the Agency are derived from the appropriations ledgers and the Florida Accounting and Information Resources (FLAIR) system.

DEPARTMENT OF MILITARY AFFAIRS

ASSOCIATED ACTIVITIES CONTRIBUTING TO PERFORMANCE MEASURES LRPP EXHIBIT V

| LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures | | |
|---|---|---|
| Measure Number | Approved Performance Measures for FY 2022-2023 (Words) | Associated Activities Title |
| 1A | Maintain 99% of Authorized Strength | Recruit, Retain, and Administer to Personnel In the Florida National Guard |
| 1B | Maintain Service Member Qualifications | No Related Activity Title |
| 2A | Percent of Critical Dual Use Equipment on Hand | No Related Activity Title |
| 2B | Camp Blanding Joint Training Center Facility Utilization | Provide Quality Training Areas |
| 3A(1) | JDOMS Readiness and Response Compliance Standards | Provide Liaison Team Training Provide Timely Response to Supported Agencies |
| 3A(2) | Counterdrug Program | -Number of Staff Days Devoted to CD Tasks -Improve Drug Awareness among High School Students -Provide CD Training to Law Enforcement Agencies -Pass Through of Federal Funds to St. Pete Junior College – Number of Law Enforcement Officers Trained |
| 3B(1) | Youth Challenge Program | Execute the Youth Challenge Program |

| LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures | | |
|---|---|--------------------------------------|
| Measure Number | Approved Performance Measures for FY 2022-2023 (Words) | Associated Activities Title |
| 3B(2) | STARBASE | Execute the STARBASE Program |
| 4A(1) | Energy Consumption Utilization Index | Energy Consumption Utilization Index |
| 4A(2) | Percent of Requested Minor Armory Projects/Repairs Completed | Maintain and Repair Armories |
| 4A(3) | Florida Armory Revitalization Program | Maintain and Repair Armories |
| 4B(1) | Funds Generated By External | No related Activity Title |
| 4B(2) | Mining Revenue | No Related Activity Title |
| 4B(3) | Forest Product Revenue | No Related Activity Title |

| LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures | | |
|---|--|--|
| Measure Number | Approved Performance Measures for FY 2022-23 (Words) | Associated Activities Title |
| 4C | Effectively execute Department of Defense contracts in Florida | Execute Department of Defense Contracts In Florida |
| 4D | Effectively Promote, Administer and Execute the Postsecondary Education and Qualification Tuition Assistance Program Known as Educational Dollars for Duty (EDD) | Execute the Educational Dollars for Duty Program |
| 4E | Percent of Agency Administration and Support Costs | Executive Direction, Administrative Support And Information Technology |

DEPARTMENT OF MILITARY AFFAIRS

AGENCY LEVEL UNIT COST SUMMARY LRPP EXHIBIT VI

| MILITARY AFFAIRS, DEPARTMENT OF | FISCAL YEAR 2020-21 | | | |
|---|---------------------|---------------|------------------------------|----------------------|
| SECTION I: BUDGET | OPERATING | | | FIXED CAPITAL OUTLAY |
| TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT | | | 60,851,002 | 10,926,000 |
| ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.) | | | 23,971,895 | 11,855,580 |
| FINAL BUDGET FOR AGENCY | | | 84,822,897 | 22,781,580 |
| SECTION II: ACTIVITIES * MEASURES | Number of Units | (1) Unit Cost | (2) Expenditures (Allocated) | (3) FCO |
| Executive Direction, Administrative Support and Information Technology (2) | | | | 0 |
| Improve Drug Awareness Among High School Students * Number of school-aged students attending drug awareness presentations | 27,921 | 1.92 | 53,488 | |
| Number Of Staff Days Devoted To Counterdrug Tasks * | 19,929 | 2.24 | 44,715 | |
| Provide Counter-drug Training To Law Enforcement Agencies * Number of law enforcement personnel trained (Counterdrug Training Academy at Camp Blanding) | 3,535 | 8.98 | 31,727 | |
| Pass Through Federal Department Of Defense Funds To St. Petersburg Junior College To Conduct Multi- Jurisdictional Counterdrug Training * | 4,740 | 370.14 | 1,754,474 | |
| Number of people trained (Multi-Jurisdictional Counterdrug Training) | | | | |
| Recruit, Retain, And Administer To Personnel In The Florida National Guard * Number of soldiers assigned | 11,500 | 214.81 | 2,470,309 | |
| Assist New Recruits With The State Education Assistance Program * Number of Guard members using State Education Assistance Program | 1,252 | 3,514.78 | 4,400,502 | |
| Maintain And Repair Armories * Number of readiness centers under maintenance and repair | 63 | 95,533.94 | 6,018,638 | 10,926,000 |
| Provide Quality Training Areas * Number of personnel using Camp Blanding Training areas. | 1,800,000 | 1.14 | 2,057,363 | |
| Provide Timely Response To Supported Agencies * Number of agencies supported | 65 | 410,546.77 | 26,685,540 | |
| Provide Liaison Team Training * Number of liaison teams trained | 54 | 2,131.81 | 115,118 | |
| Execute Department Of Defense Contracts In Florida * Number of Department of Defense contracts in Florida. | 37 | 835,653.22 | 30,919,169 | 11,855,580 |
| Execute The Youth Challenge Program * Number of participants who successfully complete the | 160 | 40,048.04 | 6,407,686 | |
| TOTAL | | | 80,958,729 | 22,781,580 |
| SECTION III: RECONCILIATION TO BUDGET | | | | |
| PASS THROUGHS | | | | |
| TRANSFER - STATE AGENCIES | | | | |
| AID TO LOCAL GOVERNMENTS | | | | |
| PAYMENT OF PENSIONS, BENEFITS AND CLAIMS | | | | |
| OTHER | | | 0 | |
| REVERSIONS | | | 3,864,169 | |
| TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4) | | | 84,822,898 | 22,781,580 |
| SCHEDULE XI/EXHIBIT VI: AGENCY-LEVEL UNIT COST SUMMARY | | | | |
| (1) Some activity unit costs may be overstated due to the allocation of double budgeted items. | | | | |
| (2) Expenditures associated with Executive Direction, Administrative Support and Information Technology have been allocated | | | | |
| (3) Information for FCO depicts amounts for current year appropriations only. Additional information and systems are needed to | | | | |
| (4) Final Budget for Agency and Total Budget for Agency may not equal due to rounding. | | | | |

DEPARTMENT OF MILITARY AFFAIRS

GLOSSARY TERMS AND ACRONYMS

Glossary of Terms and Acronyms

This Appendix provides a brief explanation of key terms used in this Department's Long Range Program Plan.

Active Component (AC): Individuals and units of the military services (U. S. Army, Navy, Air Force, and Marine Corps) in active federal service.

Air Force Specialty Code (AFSC): The occupation to which each member of the Air Force is assigned.

DCS: Deputy Chief of Staff.

Critical Dual-Use (CDU) Equipment: Equipment that is designated for Guard use during both domestic and overseas operations.

Emergency Management Assistance Compact (EMAC): The Emergency Management Assistance Compact is a congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster impacted state can request and receive assistance from other member states quickly and efficiently, resolving two key issues upfront: liability and reimbursement.

Educational Dollars for Duty (EDD) Program: The EDD program is legislatively directed through F.S. 250.10(7)(8) and annually funded through the General Appropriations Act, to provide tuition assistance to qualified Florida National Guard Service members to achieve postsecondary education goals and requirements.

Fiscal Year (FY): Federal, a twelve month period beginning 1 October of the preceding year and ending 30 September of the designated year. State, a twelve month period beginning 1 July of the preceding year and ending 30 June of the designated year.

Florida National Guard (FLNG): Refers to the federal entity and military Service members of the organization.

Force Structure: The mix of combat, combat support, and combat service support units assigned to a military command to accomplish its assigned missions.

Future Years Defense Program (FYDP): The Future Years Defense Program (FYDP) is a database that captures and summarizes forces, resources, and programs associated with all Department of Defense (DoD) operations approved by the Secretary of Defense (SECDEF).

General Appropriations Act (GAA): State of Florida annually approved funding/budget directive statute that supports all state agencies and activities.

Integrated Emergency Operations Management System (IEOMS): Converts federal computer data into associated state data that can be used by the state's payroll, purchasing and accounting systems.

Joint Operations Center Training Facility: Training facility designed to simulate a fully operational Joint Operations Center for planning, monitoring and guiding the execution of the commander's decisions during time of crisis. This facility also doubles as an alternate location site for the Florida Department of Emergency Management should they be evacuated from their location in Tallahassee and/or the Florida National Guard Joint Operations Center should it be evacuated from St. Augustine.

Logistics: The science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, it includes those aspects of military operations which deal with:

- a. Design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of material;
- b. Movement, evacuation, and hospitalization of personnel;
- c. Acquisition or construction, maintenance, operation, and disposition of facilities; and
- d. Acquisition or furnishing of services.

Maintenance: Activities involving logistics support to the existing programs and forces. These activities also include supply, troop support, war reserves, maintenance, transportation, energy management, medical support, logistic quality of life support, installation logistics support, and support to other services and agencies.

Multi-Jurisdiction Counterdrug Task Force Training - MCTFT: Training conducted by our Florida Counter Drug Academy with local, state and federal law enforcement agencies and support personnel.

Military Occupation Specialty (MOS): The occupation to which each member of the Army is assigned, identified by a five character alphanumeric code.

Mission: The primary task assigned to an individual, unit or force. It usually contains the elements of who, what, when, where and the reasons therefore, but seldom specifies how. The major factors the organization must perform to achieve its purpose. Missions can and will change.

National Guard Bureau (NGB): The major headquarters of a reserve component of the Army and Air Force, which has coordination responsibilities with organized militia in all states, Commonwealth of Puerto Rico, and District of Columbia, whose units and members are federally recognized.

National Guard Civil Support: Military support (federal or state) provided to civil authorities in time of disaster or emergency.

New Equipment Fielding (NET): Distribution of new equipment to units and Soldiers in order to replace unserviceable and/or outdated equipment.

Operational Force: An active force participating in the full range of missions at home and abroad providing operational capabilities according to the national defense strategy, the force generation plans, and operational requirements.

Operational Tempo: The pace of operations and training that the unit endures in order to achieve a prescribed level of readiness.

Overseas Contingency Operation (OCO): Military operations that support certain missions overseas.

Readiness: A measure of a unit's ability to accomplish its assigned mission. Factors that contribute to readiness are manning, training and equipment.

Reserve Component (RC): Individuals and units assigned to the National Guard or the Reserves, who are not in active federal service, but who are subject, by law, to be called to active federal service.

Space Florida Facility: NASA contracted storage facility located on Camp Blanding.

Staff-Day: A calculation of effort equivalent to the work of one person for one day.

Strategic Management System (SMS): The Army Strategic Management System serves as a platform for managing both Army-wide and organization specific strategy execution cycles. The application is used to communicate strategy; demonstrate alignment; build goals, measures and targets; assess performance against those goals, measures and targets; and to review execution of strategy. The Florida National Guard has adopted this system as the system of record to consolidate both Army and Air metrics to align performance measurement with our strategic goals.