TNFORWARD
TOP TO BOTTOM REVIEW

Chapter 17

MILITARY

HIGHLIGHTS

- Use rapid process improvement techniques in the review of executing all aspects of federal grant management which will result in decreasing the amount of time it takes to deliver federal funding to locals, as well as providing timelier billing of federal programs.
- Maximize the use of energy efficient technologies to reduce consumption at three Air National Guard bases by a minimum of 5%. All Army National Guard facility improvements are adopting equivalent practices, which has had an initial estimated annual savings of $50,000.
- Updated TEMA training database to more accurately represent the required training of Emergency Service Coordinators; assessed and updated Information Technology connectivity between Administrative Services and the primary server which improved data speed and timeliness of fiscal transactions – all conducted within current budget.

INTRODUCTION

The Tennessee Military Department includes the Army National Guard, Air National Guard, Tennessee Emergency Management Agency, Tennessee State Guard, Administrative Services, and War Records. The department's primary mission is to maintain the readiness of an operationally active reserve force that is prepared to respond to a wide range of emergencies on global, national, state, and local levels. The Army and Air National Guard are subject to the call of the Governor of Tennessee under state active duty and to the call of the President of the United States for federal missions.

The Army National Guard in Tennessee sustains a force of approximately 10,600 soldiers and the Air National Guard sustains approximately 3,500 airmen. The Tennessee Emergency Management Agency (TEMA) has the mission to reduce the loss of life and property and protect the State of Tennessee from all hazards, including

natural disasters, acts of terrorism and other man-made disasters by leading and supporting the state in a risk-based comprehensive emergency management system of preparedness, protection, response, recovery and mitigation.

The funding source for the department's operating budget is a mix consisting of approximately 89% federal funds, 9% from state appropriations, and 2% from inter-agency funding.

APPROACH/METHODOLOGY

Each division of the department conducted independent reviews to provide a mission specific analysis of operations. Each generally followed the Military Decision Making Process of mission analysis and course of action development. Some highlights include reviewing available assets, identifying resource shortfalls, risk assessment, constraints identified, organizational structure review, and personnel available to task analysis.

Each division's findings and recommendations were analyzed by the department's Top to Bottom Review working group to ensure all aspects regarding Human Resources, funding sources, and services provided were adequately addressed.

RECOMMENDATIONS

Recommendation 1: Establish a working group comprising both state and federal senior leaders to determine where there are opportunities to improve upon efficient execution of state and federal funding.

> ***Discussion:*** Initial analysis revealed that Army and Air National Guard grant language regarding state execution of federal funds through a cooperative agreement should be updated to address 100% federally funded programs vs. those federal programs which require state matching funds to execute. A favorable outcome would not result in the loss of federal funds to the State of Tennessee. At least one 100% federally funded program (Information Technology/Communications) currently requires execution through a cooperative agreement, yet contains language that prohibits the billing of administrative fees charged by the state – currently 12%. These non-reimbursed state appropriated funds, totaling approximately $50,000, could be used more effectively within the department.

Recommendation 2: Execute a rapid process improvement technique, such as LEAN, to determine ways to improve the speed and efficiency related to the Cooperative Agreement (combined federal-state execution of federal grants from the National Guard Bureau) payment and reimbursement processes.

> ***Discussion:*** Recent reviews of appendices of the Cooperative Agreement revealed unacceptable delays in processing payments and reimbursements. The Federal United States Property and Fiscal Officer and the Military Department Director of Administrative Services will jointly determine the minimum acceptable processing timeline and oversee the rapid process improvement.

Recommendation 3: Establish an independent data communication line for the Administrative Services Information Technology server.

> ***Discussion:*** Data lines for Administrative Services were acquired through the Tennessee Emergency Management Agency server causing bandwidth inconsistency during periods of emergency peak usage. An independent server line for Administrative Services was needed to provide consistent bandwidth for the transmittal and download of contracts and fiscal transactions.
>
> **This recommendation has been completed.**

Recommendation 4: Conduct a "Troop-to-Task" review focused primarily on the number of recurring tasks compared to the personnel available to complete those tasks.

Discussion: Each division of the department reviewed their current organization and conducted a comparative analysis to the tasks required. During the review, the Tennessee Emergency Management Agency was able to restructure within its organization to provide a more acceptable Operations Officer span of control for emergency management purposes.

This review of the Tennessee Emergency Management Agency and Administrative Services Division did reveal unacceptable risk existed in the human resources available for fiscal management of grants, public information operations, radio communications technical support, emergency management planning, and the inspection of radiological equipment pertaining to alarm security.

Recommendation 5: Maximize energy efficient technology in all existing and developing infrastructure.

Discussion: The rapid application of this technology is to reduce utility consumption at the three Air National Guard Bases and continue replicating the process for all Army National Guard facilities by incorporating LEED (Leadership in Energy and Environmental Design) protocol. The initial estimated target goal for the next 2-3 year period is a 5% reduction in utility consumption.

Recommendation 6: Update the Tennessee Emergency Management Agency Training Database.

Discussion: Training records maintained in the training database were not matched to employees or Emergency Service Coordinators. In conjunction with the Top to Bottom Review, the Training Division has updated the Training Database process to more accurately represent current Emergency Services Coordinators' training requirements and "training complete" status. All records for individuals have been updated. A new process to update and maintain the database has been implemented.

This recommendation has been completed.