



DEPARTMENT OF MILITARY AFFAIRS

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Governor

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STRATEGIC PLAN - SFY 2012 - 2016

Values

Integrity and Honesty:

We adhere to the highest standards of personal conduct and have the conviction to do what is right legally and morally. We practice open, truthful communications.

Commitment and Dedication:

We are committed to our soldiers, airmen, civilians and their families. We treat one another with dignity and respect while promoting and sustaining the highest standards of honesty and trust.

Loyalty:

We bear true faith and allegiance to the United States Constitution and the Commonwealth while respecting the rights of those we serve.

Selfless Service:

We put the welfare of the nation and the commonwealth first.

Excellence:

Our commitment to excellence is evident in all our services, processes and relationships. Excellence serves as our standard of performance.

Vision

A relevant force...missioned across the spectrum of contingencies...structured and resourced to accomplish its missions...capable and accessible when called...manned by properly trained citizen-soldiers, airmen, and state employees committed to preserving the timeless traditions and values of service to our nation and communities.

Mission

Federal Mission: "Provide trained units and qualified persons available for active duty in time of war or national emergency and at such other times as national security may require."

State Mission: "Provide trained and disciplined forces for domestic emergencies as required by state laws."

Statement of alignment with the Governor's goals

The Department of Military Affairs and the Kentucky Army and Air National Guard strive to be fully manned, trained and equipped to respond to and accomplish assigned state or federal missions. We stand ready to defend the lives and property of the citizens of the Commonwealth of Kentucky and to defend

the nation at home or anywhere in the world. The Department supports the National Guard in all its endeavors and we also strive to be ready to respond to the needs of the citizens day or night.

Creating Careers & Economic Opportunities. We directly support the Governor’s goal of “Creating Careers & Economic Opportunities” through three different on-going operations of the Department.

Kentucky Army and Air National Guard. As we recruit, train and maintain our Guard strength, we help build military careers and opportunities providing some 8,350 part-time jobs in 50 communities across the state.

Bluegrass Station Division. The operation of our Bluegrass Station Division, which was formerly the old AVON Army Depot, provides careers and sustainment of economic impact. Bluegrass Station seeks to bring new jobs to Kentucky by offering space for lease in an Army Depot turned business park.

Logistics Operations Center. Additionally, federal grant and contract activity, conducted separately from the Bluegrass Station operation supports additional careers and economic opportunity. The Logistics Operations Center, located on Bluegrass Station, provides direct input into the state's economy by providing jobs as it collects, stores and distributes uniforms and equipment parts to war fighters around the world with a just in time “Land’s End” business model.

Enhancing Education Excellence. We support the Governor’s goal of “Enhancing Education Excellence” by managing two education programs.

Military Skills & Leadership Training. Guard members in good standing have the opportunity for highly technical and valuable military training and schools. They also qualify for college tuition assistance at universities across the Commonwealth. The military training directly prepares these young men and women to work and learn in the “New Economy” and to take part in building and maintaining the 21st Century Infrastructure in the Commonwealth.

National Guard Tuition Assistance Program. This program works towards the Governor’s goal of “Enhancing Educational Excellence” by increasing Guard member’s readiness and opportunity for Post Secondary Education.

Create a Healthier Kentucky.

Military Lifestyle. Military service helps to instill healthy lifestyles and directly supports the Governor’s goal to “Create a Healthier Kentucky”. During and after deployments many of the soldiers and airmen also gain access to health care insurance and facilities that they might not normally have.

Kentucky Community Crisis Response Board. Kentucky Community Crisis Response Board (KCCRB). Pursuant to KRS Chapter 36, serves the Commonwealth by coordinating rapid response services through training and maintaining a statewide team of regional response-ready volunteers who provide critical incident stress management to mitigate the psychological impact following critical incidents and disaster events.

Enhancing Safe Communities.

We also support the Governor’s goal of “Enhancing Safe Communities” through multiple programs and operations.

Kentucky Army and Air National Guard. The National Guard supports local law enforcement to combat illegal drug production, distribution and use as well as direct educational opportunities through education efforts and training. Our Drug Demand Reduction Program supports community-based organizations while our Counter Drug Interdiction and Eradication Program supports law enforcement agencies across the state. All support the reduction of crime in Kentucky and its cost to society. The illegal drug trade is a

billion dollar threat in Kentucky along and has the potential to breed public corruption, inhibit youth education, does not contribute to the tax base of counties as well as destroying the health of the citizens of the Commonwealth. During times of disaster or crisis we also protect the safety of Kentucky's most vulnerable citizens and safeguard communities when a state of emergency is declared.

Kentucky Division of Emergency Management: KyEM strives to provide a comprehensive Emergency Management System to protect life and property, public peace, health, safety and the environment of the Commonwealth of Kentucky through an all hazards approach to mitigation, preparedness, response and recovery from disasters and emergencies which a local emergency response agency determines is beyond its capability or authority. It is our goal in post disaster to restore normalcy as quickly as possible , to help make communities and our Commonwealth whole.

Youth Challenge Program: Our Youth Challenge is a pre-emptive youth program designed to address problems with "at-risk" youth before they become criminally active and enter the penal system.

Enhancing Responsible Governance. We also work very hard on the Governor's goal of "Enhancing Responsible Governance".

Efficiencies in Operations. Our organization has historically been flat lined for both general fund operating and personnel costs for more than a decade. This has forced our organization to seek efficiencies. We have made every effort to have an effective and efficient management structure and will continue to seek improvements in business practice and structure. We have made every effort to exploit federal funding for personnel and infrastructure issues and as a result have a cutting edge information technology infrastructure and an employee base adept at its use. We have integrated assessment into our budget and purchasing structure and do manage our resources by fact. However, despite our best efforts we continue to have serious and long-term major capital needs. The primary driver of the Department's capital needs is the federal military requirement for facilities to support National Guard forces within the state. Also, of equal concern, are the needs of the statutory state operations and the quasi-commercial facilities operated by the Department which, here-to-fore, have taken 'second-place' in the competition for state funding when federal construction grant requirements dictated state match funding was needed.

Situation Analysis Summary

Strengths

Kentucky National Guard Support:

We must recognize that there is a war on and that the Kentucky National Guard is serving in the front lines of that war in Iraq, Afghanistan and around the world. Much of what we do as a federal entity and a state organization flow from that mission. That war and our Kentucky Guardsmen and their families engaged in defending our very way of life are our primary concern in everything we do.

Personnel:

The traditional and full-time members of the Kentucky National Guard and the employees of the Kentucky Department of Military Affairs continue to be our greatest strength. As a whole, they are dedicated to our unique mission and are talented, skilled, well trained and educated. They show every day what a few determined people can do. Another strength of this organization is its level of technology and connectivity. We have been very successful at leveraging the state and federal partnership to bring our organization to a high level of productivity with the judicious application of innovative technological and connectivity solutions.

Weaknesses

Vertical and Horizontal Communication:

Our organization continues to suffer from the typical pains of any enterprise with some 2,500 full-time employees and 8,500 part-time employees spread across 55 Readiness Centers, formerly referred to as armories, and 3 training sites across the Commonwealth from Pikeville to Paducah and Independence to Middlesboro in 50 communities. We continue to struggle with the sharing of information and implementing team approaches across vertical organizational structures. It is improving, owing in large part to the higher rate of interconnectivity and the emphasis on pushing problem solving and customer care responsibilities to the boundaries of the organization, where the front line employees can reach back for the support and expertise they need from the rest of the organization but have the authority to implement solutions to meet the needs without long delays waiting for decision directives from the chain of command.

Budget Restraints & Process Turmoil:

Many successive years of constrained budgets have caused DMA to lose many vacant positions that would have normally been refilled. This has resulted in many employees taking on additional responsibilities previously assigned to other positions. Our organization has leaned down to the bone and now suffers from a lack of human manpower to cross train and cover absences. The continual adaptation to what is feasible within budget and manpower restraints has been further agitated by a significant overhaul of the personnel and payroll system – KHRIS. Hopefully in time the system will become more responsive and accommodating but the rollout has been tumultuous at best.

Opportunities

Leveraging Federal Dollars:

Given the current economic climate, the opportunities for the organization to move forward are dwindling. In recent years, one of the bright spots has been our ability to leverage federal dollars previously unavailable to assist with our construction and maintenance priorities. While these federal funds did not replace the need for state funds or meet all the needs, they have been able to provide some relief of the most critical issues. Now as the federal government continues into a significant budget situation of its own, federal military funding will certainly be reduced and a significant source of agency receipts for the department will undergo a reduction in scope and availability as Iraq and Afghanistan operations draw down and the military reconsiders its core business practices and support to the states. This will likely also eventually impact the strength, capability and types of units in the Kentucky National Guard force structure. This will directly impact the Kentucky National Guard's ability to support state missions.

Threats

Catastrophic Disasters:

The January 2009 Ice Storm proved the Kentucky National Guard's value and agility to meet a large and catastrophic need. There are areas to be improved and plans are under way to address those areas where we can. We continue to improve plans, and will need people and equipment in place to meet those needs such as the New Madrid Fault and the hundreds of smaller missions such as forest fires, flooding and tornadoes that threaten the citizens of Kentucky every year.

Continuing State Operating Budget Shortfalls:

The more immediate threat to our organization is today's atrophy on the state side. In the last decade new programs have begun or responsibilities under older programs have increased without the necessary budget and personnel enhancements to support the mission — particularly in the administrative support

aspects. We continue to strive to be highly efficient and effective with the resources given us but eventually some things will begin to slip.

Conclusions

We have a highly talented and dedicated workforce operating in a high-stress environment. We need additional resources, for not only people and operating expenses but also maintenance dollars, to fix our aging infrastructure. We will need to keep a watchful eye on national trends in military reorganization, and mission of the National Guard to make sure it is a relevant force for national missions but also to protect our assets for state missions. All in all, given the current economic and budget climate, we are doing as well as can be expected. But the continued neglect of our funding for personnel, operations and facilities will have long-term real-world consequences that may impact our ability to safeguard the lives and property of the citizens of the Commonwealth of Kentucky.

Goals, Objectives, and Performances:

Goal 1 (Building Careers & Opportunities)

Objective 1.1 - Recruit and retain quality Soldiers and Airmen in order to accomplish federal and state missions and meet NGB end strength goals. (KG-Recruiting)

Performance Indicator 1.1.1 - Traditional National Guard Strength —Recruiting and Retention of Guard Members meets National Guard Bureau (NGB) established End Strength Goal annually.

Performance Indicator 1.1.2 - Increase Retention (KG-Recruiting) to 85 percent over next 5 years.

Objective 1.2 - Facilities Environmental (KG-ENV) Compliance with Executive Order 13148 by implementing an Environmental Management System / ISO 14001

Performance Indicator 1.2.1 Annual Audit to measure progress to full implementation of EMS by 2009.

Objective 1.3 - National Guard Bureau's World Class Rear Storage Area (DMA-KYLOC)

Performance Indicator 1.3.1 Maintain Order ship time of 3.2 days or less monitored monthly.

Performance Indicator 1.3.2 Just-In-Time Warfighter Clothing (DMA-KYLOC) Maintain 96 percent of all orders shipped within guidelines established by the military services and Defense Supply Center Philadelphia.

Objective 1.4 - Bluegrass Station Operations Expansion (DMA-BGS)

Performance Indicator 1.4.1 Bluegrass Station Renovation Complete by 2012

Performance Indicator 1.4.2 New structures constructed as required to meet customer demand in a timely fashion

Performance Indicator 1.4.4 Increase Number of Tenant employees on BGS each year

Goal 2 (Educational Excellence)

Objective 2. Youth ChalleNGe Program

Performance Indicator 2.1.1 Increase residential phase graduation rates to 90 percent of enrollees by 2014

Performance Indicator 2.1.2 Kentucky Youth ChalleNge implement program hiring and training process for Appalachian ChalleNge Academy to allow attainment of graduation target (200 per year) from the first cycle.

Goal 3 (Create a Healthier Kentucky)

Objective 3.1 Kentucky Community Crisis Board

Performance Indicator 3.1.1 Maintain an average of 15 trained Kentucky Community Crisis Response Team volunteers for each of the 14 Kentucky Division of Emergency Management Areas able to respond within 24 hours.

Goal 4 (Safe & Secure Communities)

Objective 4.1 Military Support of Civilian Authorities (KG-OPS)

Performance Indicator 4.1.1 Conduct annual disaster and/or consequence management exercise (KG-OPS / DMA-KyEM) annually with local, state and federal emergency response agencies.

Objective 4.2 Drug Demand Reduction Support (KG-JSO)

Performance Indicator 4.2.1 Support Community Based Organizations (CBOs) in reducing the demand of illegal narcotics by education, liaison, informational support and youth camps. Contact minimum of 150,000 at risk individuals annually through these venues.

Performance Indicator 4.2.2 Support Educational Institutions by providing 1,000 middle school students with the *Stay on Track* program funded by National Guard Bureau.

Performance Indicator 4.2.3 Support Education Institutions by providing sponsors and material to conduct the Junior Guard Program in 6 school systems in the Commonwealth. This program reaches approximately 300 at-risk youths.

Objective 4.3 Illegal Drug Supply Reduction Support to Law Enforcement (KG-JSO)

Performance Indicator 4.3.1 Increase illegal drug supply reduction missions in support of law enforcement officers to interdict, disrupt and arrest persons involved in the manufacture, distribution and / or sale of marijuana, methamphetamine, illegal prescription drugs, cocaine and all other drugs found in the Commonwealth. In addition to improving Kentucky the skills honed in these missions reinforce Soldier's and Airmen's war fighting skills that will directly benefit them in their "go to war mission."

Objective 4.4 Kentucky National Guard State Active Duty Emergency Response (KG-OPS)

Performance Indicator 4.4.1 Deploy National Guard advance team to incident/emergency site within 6 hours anywhere in the state

Goal 5 (Responsible Governance)

Objective 5.1 Improved Business Practices and Management Improvement (DMA-OMA)

Progress Report

Strategic Planning Progress Report 2009 of 2008-2012 Report

Objective 1.1 - Recruit and retain quality Soldiers and Airmen in order to accomplish federal and state missions and meet NGB end strength goals. (KG-Recruiting)

Performance Indicator 1.1.1 - Traditional National Guard Strength —

- Kentucky Army National Guard: 101.0% Authorized/Assigned: 7,269/7,342
- Kentucky Air National Guard: 91.51% Total Authorized/Assigned: 1,204/1204
- Total Kentucky National Guard: 100.1% Authorized/Assigned: 8,473/8546

Performance Indicator 1.1.2 - Increase Retention (KG-Recruiting) to 85%

- Overall Kentucky National Guard Retention Rate = 96.5%
- Kentucky Army National Guard Retention Percentage=100%
- Kentucky Air National Guard: Retention Percentage= 91.51%.

Objective 1.2 - Facilities Environmental (KG-ENV) Compliance with Executive Order 13148 by implementing an Environmental Management System / ISO 14001

Performance Indicator 1.2.1 Annual Audit to measure progress to full implementation of EMS by 2009.

- The Annual EMS Environmental Audit was completed and submitted to NGB by the required suspense date.

Objective 1.3 - National Guard Bureau's World Class Rear Storage Area (DMA-KYLOC)

Performance Indicator 1.3.1 Maintain Order ship time of 3.2 days or less monitored monthly.

- The order ship time of 3.2 days was based on the class 9 items. The mission has changed from class 9 to an equipment rear storage facility which contains a random selection of items. The packaging has also changed from one item per order to several different items. These orders average 7 days of shipment time.

Performance Indicator 1.3.2 Just-In-Time Warfighter Clothing (DMA-KYLOC)

Maintain 96 percent of all orders shipped within guidelines established by the military services and Defense Supply Center Philadelphia.

- Maintained 96 percent of all orders shipped within guidelines.

Objective 1.4 - Bluegrass Station Operations Expansion (DMA-BGS)

Performance Indicator 1.4.1 Bluegrass Station Renovation Complete by 2010

- The renovation of water and power complete in 2011.

Performance Indicator 1.4.2 New structures constructed as required to meet customer demand in a timely fashion

- No. Awaiting lease back determination to proceed with project for previous tenant.

Performance Indicator 1.4.4 Increase Number of Tenant employees on BGS each year

- Approximate 5% overall loss but some tenants did show gains.

Objective 2. Youth ChalleNGe Program

Performance Indicator 2.1.1 Increase residential phase graduation rates to 90 percent of enrollees by 2014

- Youth ChalleNGe achieved a graduation rate of 73.5% in 2009-2010

Objective 3.1 Kentucky Community Crisis Board

Performance Indicator 3.1.1 Maintain an average of 15 trained Kentucky Community Crisis Response Team volunteers for each of the 14 Kentucky Division of Emergency Management Areas able to respond within 24 hours.

- KCCRB Currently has 34 Coordinators and Logistic Officers to provide leadership in the 14 State Regions. Our current statewide team membership is 235.

Objective 4.1 Military Support of Civilian Authorities (KG-OPS)

Performance Indicator 4.1.1 Conduct annual disaster and/or consequence management exercise (KG-OPS / DMA-KyEM) annually with local, state and federal emergency response agencies.

- KYNG and KYEM conduct major exercises annually. The Kentucky Department for Military Affairs and its Division of Emergency Management conducted and coordinated statewide active participation as part of the National Level Exercise 2011 / New Madrid Seismic Zone Earthquake Exercise in May 2011. The exercise tested the ability to respond to a 6.0 or larger earthquake along the New Madrid Seismic fault. State, federal and local participation ranged from The White House and the Kentucky Governor's office to more than 10,000 schools, businesses, agencies and individuals—representing virtually every community in each region of the Commonwealth.

Objective 4.2 Drug Demand Reduction Support (KG-JSO)

Performance Indicator 4.2.1 Support Community Based Organizations (CBOs) in reducing the demand of illegal narcotics by education, liaison, informational support and youth camps. Contact minimum of 225,000 at risk individuals annually through these venues.

- KY-DDR made direct contact with 7,103 at risk individuals.

Performance Indicator 4.2.2 Support Educational Institutions by providing 7,200 middle school students with the *Stay on Track* program funded by National Guard Bureau.

- KY-DDR made direct contact with 588 middle school students participating in Stay on Track program.

Performance Indicator 4.2.3 Support Education Institutions by providing sponsors and material to conduct the Junior Guard Program in 8 school systems in the Commonwealth. This program reaches approximately 500 at-risk youths.

- KY-DDR conducts 6 Junior Guard Programs

Objective 4.3 Illegal Drug Supply Reduction Support to Law Enforcement (KG-JSO)

Performance Indicator 4.3.1 Increase illegal drug supply reduction missions in support of law enforcement officers to interdict, disrupt and arrest persons involved in the manufacture, distribution and / or sale of marijuana, methamphetamine, illegal prescription drugs, cocaine and all other drugs found in the Commonwealth. In addition to improving Kentucky the skills honed in these missions reinforce Soldier's and Airmen's war fighting skills that will directly benefit them in their "go to war mission."

- Joint Support Operations performed 23 illegal drug supply reduction missions

Objective 4.4 Kentucky National Guard State Active Duty Emergency Response (KG-OPS)

Performance Indicator 4.4.1 Deploy NG assessment team to incident/emergency site within 6 hours anywhere in the state

- Yes. We have units located throughout the state that can respond within hours. We also possess capability to deploy aviation assets and the advance party of the 41st Civil Support Team that can arrive at any affected site within the borders of the Commonwealth and report back within six hours.

Objective 5.1 Improved Business Practices and Management Improvement (DMA-OMA)

- Severe and long-term budget and personnel restraints have suspended this objective.