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## *Department of Military Affairs 31095*

### *Strategic Plan FY 2026 – 2030*

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#### Values

Excellence, Integrity, Respect and Service

#### Vision

A cohesive and capable team structured and resourced to accomplish its missions and dedicated to serving our Commonwealth.

#### Mission

The Department of Military Affairs safeguards lives and property through disaster planning, preparedness and response coordination as well as administrative support of National Guard state missions; provides economic opportunity at Bluegrass Station; reclaim the lives of 15 1/2-18 year at-risk of failure with Youth ChalleNGe; and provides management and accountability for state and federal dollars, employees, buildings and grounds in support of KYNG training and operations at 51 locations across the Commonwealth.

#### Statement of alignment with the Governor's priorities

The Department of Military Affairs strives to be fully staffed, trained, and equipped to accomplish our missions as required by state and federal laws and regulations and in support of the Governor's issues and priorities where possible.

##### Fiscal Responsibility and Transparency Protecting Your Dollars

- The leadership of the Department of Military Affairs remain committed to providing, maintaining, and enhancing an organizational culture that values and expects adherence to the highest standards of professional conduct. We strive to maintain and enhance a culture that consistently recognizes and chooses what is right legally, ethically, and morally.

##### Jobs and Economic Development

- Bluegrass Station Division — The operation of Bluegrass Station Division, which was formerly an Army Depot, provides careers and sustainment of economic impact. Bluegrass Station seeks to bring jobs to Kentucky by setting the conditions to retain and attract both Homeland Security and Defense agencies. These conditions include responsive mechanisms to support growth, expansion, and the most efficient enterprise.

##### Expanding Health Care Access and Affordability

- Department of Military Affairs' staff are provided with healthcare opportunities that are made available to all state employees and their families.

## Investing in Higher Education and Workforce Development

- National Guard Tuition Assistance Program — This DMA program encourages a fully manned and trained Kentucky National Guard able to respond to state active-duty missions.
- Youth Challenge Program: Our Youth Challenge program is a voluntary youth program designed to address “at-risk” youth before they become involved with the criminal justice system. It provides them an opportunity to develop important life skills and earn high school credits, work towards GED requirements and college credit.
- State Employee individual development and leadership training – The Department of Military Affairs utilizes the Kentucky Personnel Cabinet’s online training delivery system, My Purpose, and in person training, where offered, to provide employees both required and optional training opportunities that improve their skill.
- The Division of Emergency Management provides extensive continuing emergency response, mitigation, planning, and recovery education to staff and local response agencies.

## Public Safety – Actions Taken

- Emergency Management safeguards the lives and property of Kentuckians by coordinating with local, state, and federal governments and the private sector to provide training, advisement, resources and assistance before, during and after emergencies and disasters throughout the Commonwealth.
- The Kentucky National Guard responds in emergencies to protect lives and property; assist in disaster relief and humanitarian efforts; supporting local law enforcement in restoring order and providing safety and security in impacted communities.

## Rebuilding Kentucky After Disasters

- The Division of Emergency Management safeguards the lives and property of Kentuckians by coordinating with local, state, and federal governments and the private sector to provide resources and assistance before, during and after emergencies and disasters throughout the Commonwealth.
- The Division of Emergency Management provides administrative support for SAFE Fund initiatives developed by the legislature and enacted in KRS 39A.303, .305, and .307. The State Aid Funding for Emergencies provides financial support to impacted counties, cities, school districts, and private non-profit utilities for disaster recovery costs not recoverable through the Federal Emergency Management Agency.
- The Kentucky National Guard responds in emergencies to protect lives and property; assist in disaster relief and humanitarian efforts; supporting local law enforcement in restoring order and providing safety and security in impacted communities.

## Supporting our Military

- The Department of Military Affairs provides payroll, procurement, and fiscal functions for the KYNG during state active duty missions and supports the ongoing training and operations by maintaining buildings and grounds as well as training areas for over 325 buildings more than 2.4M square feet and 13,127 acres at locations across Kentucky.

## Promoting Kentucky Values and the Golden Rule

- The leadership of the Department of Military Affairs remain committed to providing, maintaining, and enhancing an organizational culture that values and expects adherence to the highest standards of professional conduct. We strive to maintain and enhance a culture that consistently recognizes and chooses what is right legally, ethically, and morally.

## Protecting Kentucky Families

- The Kentucky National Guard responds in emergencies to protect lives and property; assist in disaster relief and humanitarian efforts; supporting local law enforcement in restoring order and providing safety and security in impacted communities.
- The Division of Emergency Management safeguards the lives and property of Kentuckians by coordinating with local, state, and federal governments and the private sector to provide training, advice, resources and assistance before, during and after emergencies and disasters throughout the Commonwealth.

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## *Situation Analysis Summary*

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### Strengths

#### Kentucky National Guard Partnership:

The Kentucky National Guard continues to serve at the forefront of efforts, within U.S. and around the world. Much of what we do as a state organization is designed and funded to support and enhance the KYNG mission and readiness.

#### Personnel:

The Kentucky Department of Military Affairs workforce continues to be our greatest strength. They show every day what a few determined people can do. However, the environment continues to present challenges in finding new employees. The organization's culture has improved as leadership and personnel changes have led to a more stable, hospitable, and team-oriented environment.

#### Technological Standards:

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 by utilizing the federal network systems.

The Division of Emergency Management has developed and implemented significant disaster response and recovery platforms, which are provided to other state agencies and all local governments to ensure the continuity of data gathering and reporting during and after disaster events. The division's use of aerial resources after an event has significantly expedited the requests for and approvals of federal disaster assistance.

## Weaknesses

### Hiring and Retention

Increases in state pay by the administration are easing the disparities along with potential early stages of a slow cooling of the job market across the economy.

With the federal administration's statements to impose significant alterations of the delivery of Federal Emergency Management Agency programs, the Division of Emergency Management has strategically identified the personnel resources that will be necessary to continue disaster mitigation, planning, response, and recovery efforts across the Commonwealth.

## Opportunities

We have a significant opportunity to refine and realign our organization as we grapple with the coming sunset of the Chemical Stockpile Emergency Preparedness Program (CSEPP) and Kentucky Logistics Operation Center (KYLOC) programs. There will be significant immediate and long-term impacts as we adjust to the resulting funding changes.

## Threats

### Leveraging Federal Dollars:

The opportunities for growth in federal dollars through cooperative agreements may be more limited as potential congressional actions may significantly impact federal funding levels. Changes in U.S. Military force structure and missions delegated to the National Guard in Kentucky can have significant influence on our state operations and funding.

### Catastrophic Disasters:

Natural and manmade disasters, especially weather-related ones continue to occur and appear to be growing more intense and localized as well as frequent. A period of highly variable weather patterns is expected to continue and will significantly influence the Division of Emergency Management's mission to prepare for, mitigation against, respond to, and recover from disaster events. Current resources and staffing will not sustain the Division's mission if the suggested alterations to the Federal Emergency Management Agency come to fruition.

### Aging Infrastructure:

Facilities currently have an unfunded maintenance backlog of over \$50,000,000. Our facilities are aging. The average age of our 51 Armories / AFRTCs / Field Maintenance Shops is 49 years old. The age of these KYNG facilities significantly influences maintenance and energy costs. In addition, the Commonwealth has been responsible for paying 100% of building insurance. Efforts are being made to address the issue in the cooperative agreements, but it may require attention in future state budgets until reimbursements under the cooperative agreement are aligned to address the issue.

## Conclusions

DMA has a capable workforce, often operating in a difficult environment with limited funds and personnel. Aging infrastructure will continue to be a drag on DMA's resources and may eventually alter the KYNG's use of the facilities we provide them. Continued severe weather events, the closing of the CSSEP and KYLOC programs will significantly impact our agency and will have ripple effects throughout our agency in the coming years. Adapting to the variability and challenges that the future will bring will require a significant effort and focus.

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## Goals, Objectives, and Performances with measures

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### Goal 1 (Jobs and Economic Development)

#### **Objective 1.1** - Bluegrass Station (BGS) Operations Expansion (DMA-BGS)

**Performance Indicator 1.1.1** New structures constructed as required to meet customer demand, regional logistics and facilitate economic growth (new businesses with competitive wages) by end of FY2028. (DMA- BGS)

**Performance Indicator 1.1.2** Increase facility efficiency and responsiveness to Tenant mission requirements through speed and value necessary to support Prime, Sub-contracted and Third-Party Logistics support missions. (DMA-BGS)

### Goal 2 (Expanding Health Care Access and Affordability)

#### **Objective 2** — Provide each state employee with appropriate information to take advantage of available health care coverage (DMA–ADMIN)

**Performance Indicator 2.1.1** – Encourage state employees to become educated and participation in learning opportunities during health insurance enrollment periods (DMA–ADMIN).

### Goal 3 (Investing in Higher Education and Workforce Development)

#### **Objective 3** — Youth ChalleNGe Program

**Performance Indicator 3.1.1** Increase residential program target graduation achievement rates to 100 percent of federal target by 2026. (DMA-YC)

**Performance Indicator 3.1.2** Exceed a 95% monthly contact rate and 90% monthly placement rate throughout the 24-month post-residential phase by 2026. Contacts will meet all NGB reporting standards and will be generated through staff assigned case managers. The program will access contacts via phone, SMS, email, and program created and monitored social media platforms to maximize cadet access. (DMA-YC)

**Performance Indicator 3.1.3** Increase the residential completion rate to 75% by 2026. Rate based on the number of graduates divided by the number of candidates completing the Pre-ChalleNGe phase. (DMA-YC)

### Goal 4 (Retirement)

#### **Objective 4.1** — 100% of state employees receive initial retirement brief during onboarding.

**Performance Indicator 4.1.1** – 100% of the DMA state employees educated on how to access the retirement system and their benefits. (DMA-ADM)

## Goal 5 (Setting the Example)

**Objective 5.1** – Maintain operational readiness and training of personnel on appropriate policy, procedure, responses and documentation for day-to-day operations

**Performance Indicator 5.1.1** Initiate the Governor’s Diversity and Inclusion program with 100% of DMA staff by end of FY 2022. (DMA-Admin)

**Performance Indicator 5.1.2** Reduction in internal and external audit findings within DMA’s financial operations by 3% annually. (DMA-OMA-BUD)

**Performance Indicator 5.1.3** Provide DMA directors with annual summary of Kentucky General Assembly newly enacted legislation programmatically and procedurally affecting the department, Kentucky National Guard and Kentucky Emergency Management. (DMA-OMA-LEGIS)

**Performance Indicator 5.1.4 (NEW)** Support recruiting and retention of the Kentucky National Guard through the Kentucky Enlistment Enhancement Program (KEEP). (DMA-OMA)

## Goal 6 (Operations & Infrastructure)

**Objective 6.1** —Reduce average age of KYNG armories and readiness centers.

**Performance Indicator 6.1.1** — Conduct biannual triage of KYNG armories and readiness centers scoring by suitability for use by units assigned, outstanding work orders, outstanding minor maintenance backlog and outstanding major maintenance backlog by facility

**Performance Indicator 6.1.2** — Seek federal and state funding and approval to replace one armory in each biennial budget to reduce the average age of facilities, reduce unfunded maintenance backlog and modernize KYNG facilities to better meet the needs of the KYNG state and federal missions.

**Performance Indicator 6.1.3** — Reduce unfunded major and minor maintenance backlog by seeking biannual additional budget request in each biannual budget cycle to fund the highest priority major and minor maintenance backlog projects

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## *Strategic Plan Progress Report – 31095 Department of Military Affairs – Original Submission Date - September 24, 2021; Revision/Update September 24, 2025*

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### Goal 1 (Jobs and Economic Development)

#### **Objective 1.1** - Bluegrass Station (BGS) Operations Expansion (DMA-BGS)

- Performance Indicator 1.1.1 New structures constructed as required to meet customer demand and facilitate economic growth (competitive wages) by end of FY2029. (DMA-BGS) Begin construction of a new aviation storage facility.
- Performance Indicator 1.1.2 Increase facility efficiency and responsiveness to Tenant mission requirements through speed and value necessary to support Prime and Third-Party Logistics support missions. (DMA-BGS) ---Response speed demonstrated by modernizing warehouse to provide climate controlled space and to accommodate/store large commercial vehicles.
- Performance Indicator 1.2.1 Raise the lowest paid staff salaried under the established federal poverty level to Pay Grade – 9; \$21,823.90 in FY2021 (Federal Poverty Level [2020] \$26,200. (DMA-OMA) Recent annual pay increases in the budget invalidated this measure.
- Performance Indicator 1.2.2 Raise the lowest paid staff salaried under the established federal poverty level to Pay Grade – 10; \$24,072.96 in FY 2023. (DMA-OMA) Recent annual pay increases in the budget invalidated this measure.
- Performance Indicator 1.2.3 Raise the lowest paid staff salaried under the established federal poverty level to Pay Grade – 11; \$26,482.04 in FY 2024. (DMA-OMA) Recent annual pay increases in the budget invalidated this measure.

### Goal 2 (Expanding Health Care Access and Affordability)

#### **Objective 2** — Provide each state employee with appropriate information to take advantage of available health care coverage (DMA-ADMIN)

- Performance Indicator 2.1.1 – Encourage state employees to become educated and participation in learning opportunities during health insurance enrollment periods (DMA-ADMIN). Employees were provided with the necessary guides, benefit fairs information, etc. during open enrollment periods, onboarding and during site visits.

### Goal 3 (Investing in Higher Education and Workforce Development)

#### **Objective 3** — Youth ChalleNGe Program

- Performance Indicator 3.1.1 Increase residential program target graduation achievement rates to 100 percent of federal target by end of FY2026. (DMA-YC) ACA - 100% BCA – 69%
- Performance Indicator 3.1.2 Ensure that 85% of all Youth ChalleNGe graduates who participate in Credit Recovery either earn a High School Diploma or return to High School to complete their diploma efforts by end of FY2026. (DMA-YC) ACA - 100% BCA – 100%

- Performance Indicator 3.1.3 Increase the residential completion rate to 75% by end of FY2026. Rate based on the number of graduates divided by the number of candidates completing the Pre-Challenge phase. (DMA-YC) ACA - 82% BCA – 74%

## Goal 4 (Retirement)

**Objective 4.1** — 100% of state employees receive initial retirement brief during onboarding.

- Performance Indicator 4.3.1 100% of the DMA state employees educated on how to access the retirement system and their benefits. (DMA-ADM) - Employees were provided with the necessary KPPA documents, contact information, etc. during onboarding and during site visits.

## Goal 5 (Setting the Example)

**Objective 5.1** – Maintain operational readiness and training of personnel on appropriate policy, procedure, responses and documentation for day-to-day operations

- Performance Indicator 5.1.1 Participate in the Governor’s Diversity and Inclusion program with 100% of DMA staff by end FY2022. (DMA-ADM) - Employees are informed of the KY Personnel Cabinet's Diversity and Inclusion programs available during onboarding and site visits. This program includes the Governor's Minority Management Trainee Program, the Governor's Conference on Leadership, Equality, Accessibility and Diversity (LEAD), Employee Resource Groups, Workplace Diversity recruitment efforts and finally training and development opportunities.
- Performance Indicator 5.1.2 Reduction in internal and external audit findings within Department of Military Affairs' financial operations by 3% annually. (DMA-OMA-BUD) Two external results pending. The Department executed \$100,795,778.77 General Fund dollars in state fiscal year 2024, which was 99.95% of DMA total General Fund appropriation. In state fiscal year 2025, the Department executed \$81,281,042.35 General Fund dollars, which was 97.27% of DMA total General Fund appropriation.
- Performance Indicator 5.1.3 -- Provide Department of Military Affairs directors with an annual summary of Kentucky General Assembly newly enacted legislation programmatically and procedurally affecting the Department of Military Affairs, Kentucky National Guard, Guardsmen and their families and the Division of Emergency Management. (DMA-OMA-LEGIS) Department of Military Affairs has met its goal in completing Performance Indicator 5.1.3. Department of Military Affairs Legislative Liaison has internally submitted a summary of the agency's GA25 legislative successes and newly enacted legislation affecting the Department's programs, procedures, and work for to be rolled into the Department's required State Annual Report (per KRS 36.040 (1)(i)) for FY ending June 30, 2025 and is, subsequently, provided to all directors of the Department as well as is publicly available. More specifically, the summary references HB 191 (National Guard and Reserve Internment at Kentucky State Veterans' Cemeteries), HB 303 (Postsecondary Education Pathways and Programs for Military Healthcare Personnel) and HB 544 (State Aid Funding for Emergencies (SAFE) 4860 Fund and Necessary Government Expenses) signed into law administratively affecting the Department and benefiting Kentucky National Guard members and their families, as well as the Commonwealth and its citizens in unplanned disaster-related response needs and activities.
- Performance Indicator 5.1.4 The Kentucky Enlistment Enhancement Program (KEEP) was established to enhance the KYNG’s recruiting efforts by encouraging and incentivizing (incremented \$500, \$750 up to \$1,000 per enlistment) KYNG soldiers, airmen, and retirees to generate recruiting leads. KEEP has proven to be a force multiplier as it is the KYNG’s lead generation resource providing the highest



number of qualified applicants annually due to current military members prior vetting recruits. In SFY25, 262 (ARMY) and 19 (AIR) qualified enlistments were a direct result of KEEP referrals. OMA administered \$153,500 (ARMY) and \$10,500 (AIR), totaling \$163,500 dollars, to qualifying soldiers, airmen and retirees rewarding them for generating leads resulting in enlistment contracts. KEEP payments are authorized for processing once recruits complete their processing and swear into the KYNG. KEEP payments are not taxed, and instead individuals receive a 1099 for tax purposes.

## Goal 6 (Operations & Infrastructure)

**Objective 6.1** —Reduce average age of KYNG armories and readiness centers.

- Performance Indicator 6.1.1 — Conduct biannual triage of KYNG armories and readiness centers scoring by suitability for use by units assigned, outstanding work orders, outstanding minor maintenance backlog and outstanding major maintenance backlog by facility – Incorporated Installation Status Reporting (ISR) and Builder Sustainment Assessment programs. ISR completes 20% per year, and Builder completes 33% per year.
- Performance Indicator 6.1.2— Seek federal and state funding and approval to replace one armory in each biennial budget to reduce the average age of facilities, reduce unfunded maintenance backlog and modernize KYNG facilities to better meet the needs of the KYNG state and federal missions. – Completed Joint Force Headquarters and have 4 new facilities in design build process. Executed 100% of Federal / State Funds Authorized.
- Performance Indicator 6.1.3— Reduce unfunded major and minor maintenance backlog by seeking biannual additional budget request in each biannual budget cycle to fund the highest priority major and minor maintenance backlog projects- Budget requests reduced backlog by 20%. Received 12 million for FY 26-28 to continue reduction.