



**DEPARTMENT OF MILITARY AFFAIRS  
OFFICE OF MANAGEMENT & ADMINISTRATION**

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**Strategic Plan FY 2020 – 2024**

**Values**

**Honesty:**

We strive to develop and maintain an environment that values and expects adherence to the highest standards of professional conduct. We strive to develop and maintain a culture that consistently recognizes and chooses what is right legally and morally and in the best interest of the Commonwealth and the nation. We strive to practice open, truthful communications.

**Commitment:**

We are committed to accomplishing the missions given to us while also being responsible for protecting the well-being of our Soldiers, Airmen, civilians and their families as well as all those we serve.

**Loyalty:**

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

**Service:**

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

**Excellence:**

We strive to be better in all our services, processes and relationships.

**Duty:**

Fulfill your obligations as part of a team every time you resist the temptation to take shortcuts that might undermine the integrity of the final product.

**Integrity:**

Do what is right, legally and morally.

**Respect:**

Treat people as they should be treated.

**Personal Courage:**

Facing fear, danger, or adversity (physical or moral). Act upon things that are honorable regardless of their popularity.

## **Vision**

The Kentucky National Guard of 2030 se: to provide a professional military team that is reliable and responsible to Federal and State authorities. We are supported by a community triumvirate of Guard, Family, and Employers encompassing all personnel in the Air National Guard, Army National Guard, and Department of Military Affairs.

Everything we do in the military is team focused. We bring people together from different backgrounds, knowledge base, and experiences for a common mission, mindset and purpose. Every Airman, Soldier and civilian has a role on our team.

## **Mission**

The **Kentucky National Guard Mission** - our purpose: to provide relevant & ready forces that are manned, equipped, and trained as an Operational Reserve to the Department of Defense for the Multi-Domain Environment in the Warfight and for Federal & State response in domestic operations.

Given the dual nature of the types of operations the Kentucky National Guard could be committed to for future operations it is imperative that we have a clear and coherent vision of where we want to be in the coming years in preparation for all possibilities, domestic & foreign, and remain capable of accomplishing our mission in the future.

**State Mission of the Kentucky Department of Military Affairs:** Safeguard Kentucky lives and property through the Kentucky Division of Emergency Management disaster planning, preparedness and response coordination as well as administrative support of National Guard state missions; provide economic opportunity at Bluegrass Station; maintain military records of Kentucky Veterans and provide access to same; Provide logistical support in the form of centralized uniform issue and Organizational Clothing and Individual Equipment (OCIE); reclaim the lives of 16 – 18 year olds at-risk of failure by providing a strong Youth ChalleNGe program; and provide management and accountability for state and federal dollars, employees, buildings and grounds in support of KYNG training and operations at 60 locations across the Commonwealth.

## **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 at any time.

## **Wages**

***Kentucky National Guard*** — As we recruit, train and maintain our Guard strength, we help build military careers and opportunities providing part-time jobs across the state in addition to hundreds of full time jobs to support the traditional (part-time) force. In addition, we strive to attract new military missions and capabilities to Kentucky's force structure that will allow the full and effective use of our soldiers and airmen both here at home for state missions and around the globe in federal missions; thereby increasing full-time and

traditional duty opportunities for training and employment, some in highly technical fields, to support these enhancements.

**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.

**Logistics Operations Center** —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.

### **Affordable and Accessible Health Care**

Kentucky National Guard service provides members (active or retired) and their families with access to limited health care programs. During and after deployments Soldiers and Airmen also gain access to health care insurance and facilities. Department of Military Affairs’ staff are provided with healthcare opportunities that are made available to all state employees (active or retired) and their families.

### **Quality Education for All Students**

**Military Skills & Leadership Training** — Guard members in good standing have multiple opportunities for highly technical and valuable training throughout their careers. They also qualify for college tuition assistance at universities across the Commonwealth through federal programs.

**National Guard Tuition Assistance Program** — This program increases Guard member’s readiness and opportunity for fully or partially funded Postsecondary Education.

**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 Governmental Services Center (GSC) to offer each of its employees training opportunities that improve their skill sets with: Self Performance, Career Development, Managing within State Government, Developing Employees, and Strategic Planning. Through GSC, DMA staff also have access to the Employee Educational Assistance Program. Each year, the Personnel Cabinet offers annual training that directly impacts state employees’ personal and professional development. Training topics examples: Equal Employment Opportunities, American Disabilities Act, Security Awareness, Violence Prevention in the Workplace, and Telecommute Guidelines.

### **Retirement**

**Kentucky National Guard** – Active and part-time Guard members are eligible to receive the traditional retirement plan, the Blended Retirement Plan and the Thrift Savings Plan.

**Office of Personnel Management** – Federal technicians are eligible to receive a federal retirement plan and the Thrift Savings Plan.

**Department of Military Affairs** – State employees assigned to the DMA fall into one of several defined retirement plan tiers (defined by employment start date) managed by the Kentucky Retirement Systems.

**Setting the Example:**

**Kentucky National Guard and Department of Military Affairs** – all team members within the KYNG and DMA are to be treated with dignity and respect. Both agencies have embraced “Team Kentucky.”

In order to support the “Lead by Example” philosophy, General Lamberton initiated a state employee survey in February, 2020 which assessed overall leadership, best practices, and morale. Within the DMA he addressed staff concerns, instilled a formal delegation of authority and supported the creation of a non-merit evaluation process. Within the KYNG he maintains an ongoing assessment of command climate (leadership).

The leadership of the Department of Military Affairs and the Kentucky National Guard are committed to 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 not only right in the situation, but legally, ethically and morally, in the best interest of the Commonwealth and the Nation.

## **Situation Analysis Summary**

### **Strengths**

#### ***Kentucky National Guard Support:***

The Kentucky National Guard continues to serve at the forefront of efforts, within U.S. borders and around the world. Much of what we do as a federal entity and a state organization flow from that mission. Those efforts, our Kentucky Guardsmen, and their families, are our primary concern in everything we do.

#### ***Personnel:***

The traditional and full-time members of the Kentucky National Guard coupled with the employees of the Kentucky Department of Military Affairs continue to be our greatest strengths. Our team is dedicated, talented, skilled, and well trained. They show every day what a few determined people can do.

#### ***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.

### **Weaknesses**

#### ***Vertical and Horizontal Communication:***

Our organization continues to suffer from the typical pains of any enterprise with some 2,282 full-time employees and 6,120 part-time employees spread across 60 locations from Pikeville to Paducah and Independence to Middlesboro. We continue to address the challenges of sharing information and implementing team approaches across vertical organizational structures.

#### ***Budget Restraints & Process Turmoil:***

The continual adaptation to what is feasible within budget and manpower restraints continues to be a significant challenge and promises unintended consequences.

### **Opportunities**

Our opportunities reside with improving interpersonal communications and rebuilding unit cohesion and teamwork. We have been shown areas that need improvement (State Employee Survey). We must appreciate the State Employee Survey feedback and improve organizational communications. Employee empowerment will increase safe productivity and improve Agency problem-solving.

The Commonwealth of Kentucky and the Kentucky National Guard offer both state employees and National Guard personnel access to the Adoption Benefit Program and National Guard Adoption Benefit Program. These programs assist state employees and National Guard personnel with reimbursement of adoption fees and expenses.

### **Threats**

#### ***Leveraging Federal Dollars:***

Given the current economic climate, the opportunities for federal dollars through cooperative agreements may be limited. As the federal government continues into a significant budget situation of its own, federal military funding may likely be reduced. 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.

### ***Catastrophic Disasters:***

The COVID-19 Pandemic (state of emergency enacted: March 6, 2020) forced the Kentucky National Guard to re-evaluate its physical responses for providing medical logistical support, voting security, and civil unrest support. Personal Protective Equipment is now a concern for leadership prior to any troop deployments. We also continue to internalize lessons learned and improve future operational planning, for example: Continuity of Operations. We maintain awareness and preparedness for possible events, such as the New Madrid Fault, forest fires, flooding and tornadoes that threaten the citizens of Kentucky every year.

### ***Fiscal Oversight and Accountability***

The most publicly visible threats to our organization over the last several years have centered on audit findings. Most can be partially attributed to lack of understanding of the documentation necessary for audit purposes and less than optimal procedures and oversight. Further complicating the process was significant employee turnover in key positions. Leadership is working diligently to establish an Internal Audit office with plans and processes to address deficiencies.

### **Conclusions**

The DMA has a highly talented and dedicated workforce operating in a high-stress environment. We must guard against tendencies to accomplish the mission without proper care for appropriate administrative procedures and workplace safety. We must also institutionalize, to the lowest level, that despite the pressures to accomplish our mission we are responsible to one another for maintaining a work environment that emulates dignity, fairness and respect.

## Goals, Objectives, and Performances:

### Goal 1 (Wages)

**Objective 1.1** - Recruit and retain quality Soldiers and Airmen in order to accomplish federal and state missions and meet National Guard Bureau (NGB) end strength goals and maximize full and part time employment of KYNG. (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 90 percent over next 5 years.

**Objective 1.2** - Bluegrass Station (BGS) Operations Expansion (DMA-BGS)

**Performance Indicator 1.2.1** New BGS Air Park and other structures constructed as required to meet customer demand and facilitate economic growth (competitive wages) by end of FY2024.

**Performance Indicator 1.2.2** Increase Number of Tenant employees receiving competitive wages, on BGS each year.

**Objective 1.3** – Department of Military Affairs wage scale improvement

**Performance Indicator 1.3.1** 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.

**Performance Indicator 1.3.2** Raise the lowest paid staff salaried under the established federal poverty level to Pay Grade – 10; \$24,072.96 in FY 2023.

**Performance Indicator 1.3.3** Raise the lowest paid staff salaried under the established federal poverty level to Pay Grade – 11; \$26,482.04 in FY 2024.

### Goal 2 (Affordable and accessible health care)

**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 fully educated and take full participation in learning opportunities during enrollment periods (100%) and encourage attendance at health benefit information events (DMA–ADMIN).

**Performance Indicator 2.1.2** —Encourage federal employees and military personnel to take full advantage of all available health services information and physical training opportunities in the work place.

### Goal 3 (Quality education for all students)

**Objective 3** Youth ChalleNGe Program (OMA-YC)

**Performance Indicator 3.1.1** Increase residential program target graduation achievement rates to 100 percent of federal target by 2024.

**Performance Indicator 3.1.2** Insure that 75% 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 2024.

**Performance Indicator 3.1.3** Increase the residential completion rate to 75% by 2024. Rate based on the number of graduates divided by the number of candidates completing the Pre-ChalleNGe phase.

**Goal 4 (Retirement)**

**Objective 4.1** – 100% of Kentucky National Guard personnel are eligible to receive the Traditional Retirement Plan or the Blended Retirement Plan, and the Thrift Savings Plan

**Performance Indicator 4.1.1** 100% of Kentucky National Guard personnel are advised upon entry into the Kentucky National Guard of retirement plan options.

**Performance Indicator 4.1.2** Service members with 18-years of service receive a mandatory retirement brief from the KYNG (G-1) Personnel

**Objective 4.2** – 100% of all federal technicians receive initial retirement brief during onboarding.

**Objective 4.3** – 100% of state employees receive initial retirement brief during onboarding.

**Performance Indicator 4.3.1** 100% of the DMA state employees understand how to access the KRS system and know which retirement tier they are in, resulting from their start date

**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** Provide at least quarterly refresher and new training to a minimum of 75% of all DMA state employees on appropriate policy, procedure and documentation for day-to-day operations.

**Performance Indicator 5.1.2** Initiate the Governor's Diversity and Inclusion program with 100% of DMA staff by end FY2022.

**Performance Indicator 5.1.3** Reduction in internal and external audit findings within Department of Military Affairs' financial operations by 3% annually.



## DMA Strategic Planning Progress Report 2020 Report

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

**Performance Indicator 1.1.1** New structures constructed as required to meet customer demand in a timely fashion

- Yes, building 6C modified for KYLOC and building 352 constructed for SOFSA

**Performance Indicator 1.1.2** Increase Number of Tenant employees on BGS each year

- Yes, rotary wing function transferred from BGAD to BGS, brings employment up by approximately 150 to approximately 2,200

### **Objective 1.3** - National Guard Bureau's World Class Rear Storage Area (DMA-KYLOC) Maintain and expand missions to maximize economic opportunities

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

- National Guard Bureau closed the GMMC on 1 October 2019.

**Performance Indicator 1.3.2** Just-In-Time Warfighter Clothing Maintain 96 percent of all orders shipped within guidelines established by the military services and the Defense Logistics Agency.

- Requested Order Quantity - 6,308,245
- Initial Filled Order Quantity - 6,084,852
- Order Fill Rate - 96.46%

### **Objective 2.1** – Increase training of personnel on appropriate policy, procedure and documentation for financial transactions (DMA-OMA)

**Performance Indicator 2.1.1** Provide at least quarterly refresher and new training to all involved employees on appropriate policy, procedure and documentation for financial transactions

- Now on annual basis compiled from Budget, Procurement, and Accounting, provided in an email to all eMARS and ProCard users. Email was used in lieu of in-person due to COVID precautions.

### **Objective 3.1** Support of local government first responders by Kentucky Community Crisis Response Board (DMA-KCCRB)

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

- KCCRB has twelve (12) Regions compared to KYEM's ten (10) Regions. Our numbers for each of our Regions are as follows: Region 1 = 17, Region 2 = 26, Region 3 = 8, Region 4 = 8, Region 5 = 20, Region 6 = 60, Region 7 = 28, Region 8 = 13, Region 9 = 5 and Region 10 = 5, Region 11 = 57, Region 12 = 6, for a total number of 253 team members representing 61 counties.

### **Objective 3.6** Improved Business Practices and Management Improvement (DMA-OMA)

**Performance Indicator 3.6.1** Reduction in internal and external audit findings within Department of Military Affairs' financial operations

- There were no internal audit reports provided for SFY20. This is a decrease due to Internal Auditor leaving the department, and not publishing any official reports before departure. I believe they were all whitepapers or information for management.
- DMA received a second Material Weakness within the SFY2019 SSWAK (Statewide Single Audit of Kentucky) released by APA in SFY20. This was the same finding as the previous year. To my knowledge, we have not had any audit findings during reviews completed by our Federal grantors.

**Objective 4 Youth ChalleNGe Program (OMA-YC)**

**Performance Indicator 4.1.1** Increase residential program target graduation achievement rates to 100 percent of federal target.

- 800 / 540 / 67.5%

**Performance Indicator 4.1.2** Insure that 75% 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.

- 540 / 57 / 483 / 100%

**Performance Indicator 4.1.3** Increase the residential completion rate to 75%. Rate based on the number of graduates divided by the number of candidates completing the Pre-ChalleNGe phase.

- 612 / 540 / 88.2%

**Objective 5** Provide each state employee with appropriate information to take advantage of available health care coverage (DMA–ADMIN)

**Performance Indicator 5.1.1** – Encourage state employees to become fully educated and take full participation in learning opportunities during enrollment periods and encourage attendance at health benefit information events (DMA–ADMIN)

- Accomplished as ongoing effort through new employee orientations, open enrollment period site visits and email/phone communications with department employees.

*As of: August 19, 2020*