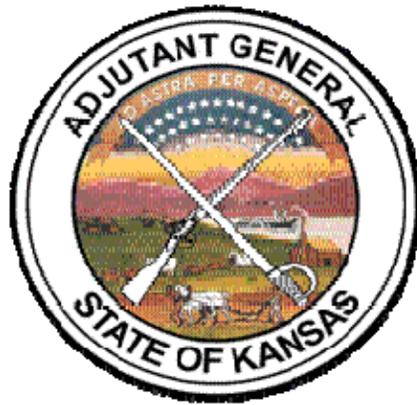


State of Kansas
The Adjutant General's Department
Strategic Implementation Plan
CY 2010-2016





The Blue Angels get royal treatment as the Kansas Coyotes, members of the 190th Air Refueling Wing, 'gas 'em up' for their next leg of their flight on their way to a goodwill performance.

Photo by Master Sgt. Allen Pickert, 190th ARW

Right—The Patriot Guard honors the 2-130th Field Artillery Battalion as they march in to their departure ceremony before leaving for the Sinai.

Photo by Staff Sgt. Tim Traynor, State Public Affairs



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Proponent: Office of Strategic Plans & Policy—J5

Kansas Adjutant General, Major General Tod M. Bunting addresses the citizens of the nation of Armenia. He expressed the need for Kansas and Armenia to stay Sister States for the quality training and experience gained by the participants.

He also thanked the Armenian forces for deploying and working alongside Kansas Guard members in activities in Afghanistan and Kosovo.

Officials acknowledged the important role the Adjutant General's Department plays in hosting countries for training.

Photo by Mark Hanson, 105th MPAD



TAG Guidance: “Shaping the Future”

January 1, 2010

My fellow Citizen Soldiers, Airmen and Civilians:

World, national and local events of this past year such as the H1N1 pandemic, the downturn in the economy and continued deployments have all presented unique and challenging conditions and missions. These missions continue to provide opportunities to highlight the professionalism, capabilities and passion of the members of our great agency. Our ability to accomplish these missions is our professional trademark.

The Adjutant General’s Department will continue to utilize the Strategic Plan as a tool for planning, focus and allocation of resources. This plan will assist in transforming our organization as a full spectrum – joint capable agency. This guidance provides a framework in developing our strategic initiatives while maintaining our core competencies.



This plan incorporates my **four Strategic Priorities**:

- ***Increase Domestic Support Capabilities for the State and the Nation***
- ***Enhance the Adjutant General’s Department to Remain a Relevant Organization***
- ***Enhance the Readiness of Personnel, Equipment and Facilities***
- ***Add Value to Kansas Communities***

In the last 154 years Kansas citizens have bravely faced natural disasters, global conflicts and crisis of the times. The historic 9-11 attack on America catapulted us into the Global War on Terror and has transformed the National Guard from a strategic reserve to an operational force.

Today, the Adjutant General’s Department continues to meet the challenge as a global full-spectrum capability organization, just as it has met all challenges in our Kansas history; from domestic missions and emergency response, to homeland security and homeland defense; from securing our borders to overseas missions. Our emergency managers, first responders, Kansas Guard members and their families are serving our state and nation with distinction while assisting Kansas citizens at home, Americans throughout the nation and abroad and our international partners.

The guidance provided in this plan will assist us in ensuring that the Adjutant General’s Department is decisively shaping and securing America’s future. **I encourage you to be creative thinkers, flexible executors and know when to take risks.**

Proud to serve,

A handwritten signature in blue ink that reads "Tod M. Bunting". The signature is written in a cursive, flowing style.

Tod M. Bunting
Major General, Kansas National Guard
The Adjutant General

Right photo—Commander of the 1-6th Agribusiness Development Team (ADT), Col. Eric Peck and Command Sgt. Maj. Jim Crosby prepare for the ADT mission by learning the language.

Photo by Maj. Mike Wallace,
105th MPAD

Bottom photo—Crew members of the 190th Air Refueling Wing are on the last leg of a long flight in support of the aeromedevac missions. The unit flew more than 570 hours, ensuring wounded service members were returned home for their recovery. Since then, the unit has also completed an airframe modification on a KC-135R that will provide additional critical care to patients.

Photo by 190th ARW
Public Affairs



Vision, Mission & Values

VISION

A respected and honored agency unmatched in providing emergency response, recovery, safety and security to the people of Kansas and our nation, anytime, anywhere and under any conditions.

MISSION

The “911” for our state and nation’s “911.” Protection of life and property in Kansas. Military capability for our nation. Valued part of our communities.

VALUES

- *Integrity* - Do what is right, legally and morally, even when no one is looking.
- *Selfless Service* - Put the welfare of the nation, the military and your subordinates before your own.
- *Excellence* - Sustained passion for continuous improvement and innovation.
- *Positive attitude* - “Can do,” not accepting defeat.
- *Adaptability* - Ability to perform in an unpredictable environment.
- *Commitment to one another* - Bear true faith and allegiance.

OUR CORE COMPETENCIES

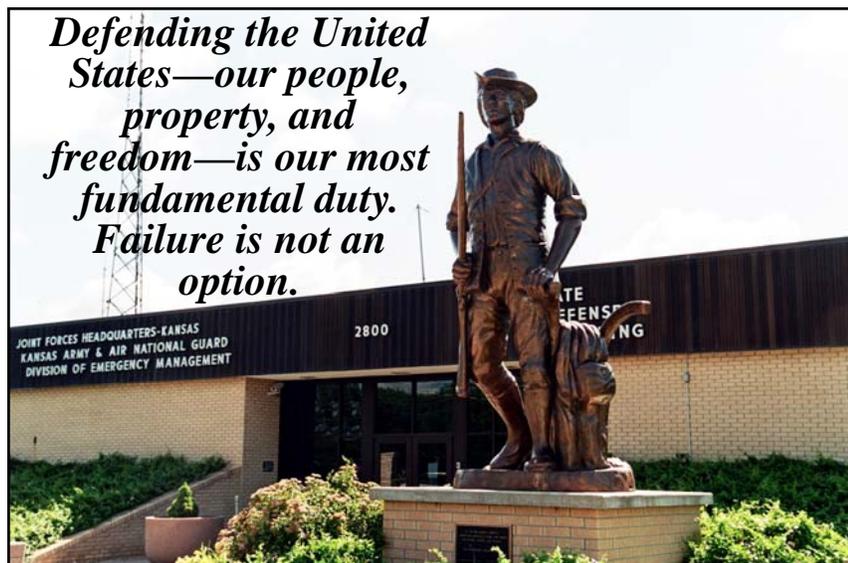
Provide ready forces for missions of national strategy... anytime, anywhere -
Essential to the War Fight.

Protecting, preventing, deterring and defending against threats directed towards population and infrastructure -

Essential to Homeland Security and Homeland Defense.

Mitigating, preparing, responding, and recovering to meet the community’s needs -

Essential to Domestic Missions.



Right—Kansas Commander in Chief, Governor Mark Parkinson attends the H1N1 Seminar held in Topeka. The Adjutant General's Department has key roles in managing emergency responses throughout the state of Kansas.

Photo by
Staff Sgt. Tim Traynor,
State Public Affairs



Governor Parkinson talks to Kansas Adjutant General, Maj. Gen. Tod M. Bunting and Col. Eric Peck, 1-6th Agribusiness Development Team Commander

Photo by Jane Welch, State Public Affairs



Introduction

Operating Environment

Safety and security of our people is the foremost interest for the United States and the State of Kansas. Everything the Adjutant General's Department does is with this philosophy in mind. To achieve this objective, we must diligently expand and maintain our organization's strengths so that we can safeguard against threats when challenged by natural, man made or terrorist related events. The Adjutant General's Department continues to answer the call for disaster relief throughout the United States while simultaneously supporting our state and national interests. Members of the Adjutant General's Department are deployed for these interests that expand beyond our borders to areas such as Kosovo, Kuwait, Iraq, Afghanistan, the Americas, and the continent of Africa. While performing these missions, we prepared for and conducted other missions such as the Multinational Force Observer Mission in the Sinai, support of Central Command Aero Expeditionary Force in Guam, aeromedivac missions inside and outside of the continental United States and deployments to Armenia, Turkey and Germany

Our department will continue to adapt to the trends of globalization: persistent conflict, terrorism, rapid population growth and decreasing natural resources. These conditions are being exploited by extremist networks to foster and nurture instability and destruction. We must continually prepare to meet these global challenges in this changing, volatile, uncertain, ambiguous and complex environment.

Given the mission of protecting our homeland - every Guard member is a Homeland Defender! We stand ready to support civil authorities and first responders, in order to protect life and property for our neighbors in our communities. This is our solemn obligation – we will not falter, we will not fail.

Challenges

- Competing demands for federal and state dollars exert pressure on the Adjutant General's Department to accomplish its missions with finite resources.
- Ongoing force structure and transformation requires the Adjutant General's Department to remain adaptable.
- Infectious diseases pose a threat due to the ease of global travel and global population increase.
- Terrorists are able to spread their messages and threats worldwide, instantaneously, with a single keystroke.
- Our Guard members will be placed in situations where traditional mobilization training does not prepare them adequately for deployment. We must be able to adapt our training strategy with the Kansas Division of Emergency Management and the Kansas Homeland Security to support peacekeeping operations, humanitarian assistance, the War on Terror as well as defense support to civil authority.

Introduction, continued

Kansas military protects the nation, supports the economy

Nearly \$8 billion a year in economic activity attributed to military in the state

Military men and women not only contribute to our nation's security, but also to the Kansas economy according to a new study commissioned by Governor Mark Parkinson's Military Council.

"Thousands of Kansans have answered the call to serve and protect our nation, both at home and abroad. While we can never repay them and their families for the many sacrifices they make on our behalf, we can follow our words with action. Four years ago, we enacted the Kansas Military Bill of Rights to support service men, women and their families," Parkinson said.

"Today, this study reaffirms that thanks to our military bases we are not only a safer and more secure state, but that there is a positive economic impact to Kansas communities. This data strengthens our continuing effort to be the most military-friendly state in the America(s)."

In a statement released from the Governor's Office, 12/01/2009



***Commander in Chief,
Governor Mark Parkinson***

Opportunities and the way ahead

In order to meet the ever evolving challenges and risks, the Adjutant General's Department must seek out initiatives that create opportunities to expand our influence in supporting our citizens and ensure our relevance to the state and the nation. The key component to our future success is an aggressive pursuit of joint and interagency cooperation. Building partnerships with civilian agencies, non-governmental organizations and private industry provides a framework for better response and better cooperation during emergencies.

The Adjutant General's Department has a role outside state and national borders furthering U.S. interests abroad. The State Partnership Program links National Guard states and territories with partner countries for the purpose of fostering mutual interests and establishing habitual long-term relationships across all levels of society.

Introduction, continued

A Kansas delegation, led by Kansas Adjutant General, Maj. Gen. Tod M. Bunting, visits Armenia as part of the State Partnership Program and meets with First Deputy Head of Police, Republic of Armenia, Major General Armen Yeritsayn (center). Chief Master Sgt. James Brown with the 190th Air Refueling Wing, who is also a major with the Kansas City, Kansas Police Department, discussed potential law enforcement initiatives and partnership opportunities.



Photo by Staff Sgt. Mark Hanson, 105th MPAD

We will seek opportunities to participate in international events to enhance global relationships between U.S. and foreign countries. This overseas training not only furthers U.S. interests abroad, but enriches and broadens the experiences of our Guard and Department members. Additionally, this opportunity enables our international partners to share their knowledge and experience with our friends and allies in the interest of National Security Strategy.

To meet our future expectations and objectives we will focus on ***four strategic priorities***:

- Increase domestic support capabilities for the state and the nation.
- Enhance the Adjutant General's Department to remain a relevant organization.
- Enhance the readiness of personnel, equipment and facilities.
- Add value to Kansas communities.

These opportunities cannot be accomplished without the support of our communities: Soldiers, Airmen, employers, and their families. They are the cornerstone of our organization.



Above—Brandt Haehn, the Branch Director for Planning and Mitigation responds to emergency questions during the Foreign Animal Disease (FAD) exercise.

Photo by State Public Affairs Office

Left—Airmen of the Kansas Air National Guard participate in the 'Pork Forward' exercise held at the Great Plains Joint Training Center.

Lower Photo—Officer Wallace of the Kansas Highway Patrol assists a motorist that lost control of his vehicle during an ice storm in the spring. The Highway Patrol maintained active communications with the State Emergency Operations Center that is activated during state emergencies.

Photos by Maj. Mike Wallace, 105th MPAD





Security Environment

Soldiers prepare for the Agriculture Development Team mission.

Photo by Staff Sgt. Mark Hanson, 105th MPAD

Security Environment

Security Landscape

Today, we operate in an ever changing, uncertain and complex security environment. A range of threats extending into all domains represents an immediate and future challenge for all components of security and levels of government. Shifting and evolving geopolitical, economic, technological, and social trends also impact our security environment. The enemies of yesterday were relatively predictable, homogenous, hierarchical and resistant to change. However, today's adversaries are unpredictable, diverse, thoroughly networked and dynamic. These adversaries benefit from the rising tide of technologies and materials readily accessible on world markets, to include disruptive systems or the ingredients required to fabricate weapons of mass destruction (WMD).

Our Adjutant General's Department shares a fundamental responsibility for defending the homeland, enhancing homeland security and preparing for the unexpected. We must be prepared to support our civil authorities in responding to natural and man-made disasters or terrorists attacks that can overwhelm first responders. The Adjutant General's Department will continue to work in a joint partnership with the Kansas Division of Emergency Management, Kansas Homeland Security and the Kansas National Guard, to assist them in mitigation during resolution of Kansas emergencies. When needed, ***our capabilities must be organized, trained, equipped, ready, and accessible immediately to save lives, mitigate loss of property, and ensure continuity of critical services and infrastructure.***



*Members of the 184th IW Civil Engineer Squadron survey an avenue for a new security fence project.
Photo provided by 184th IW Public Affairs*

Geography

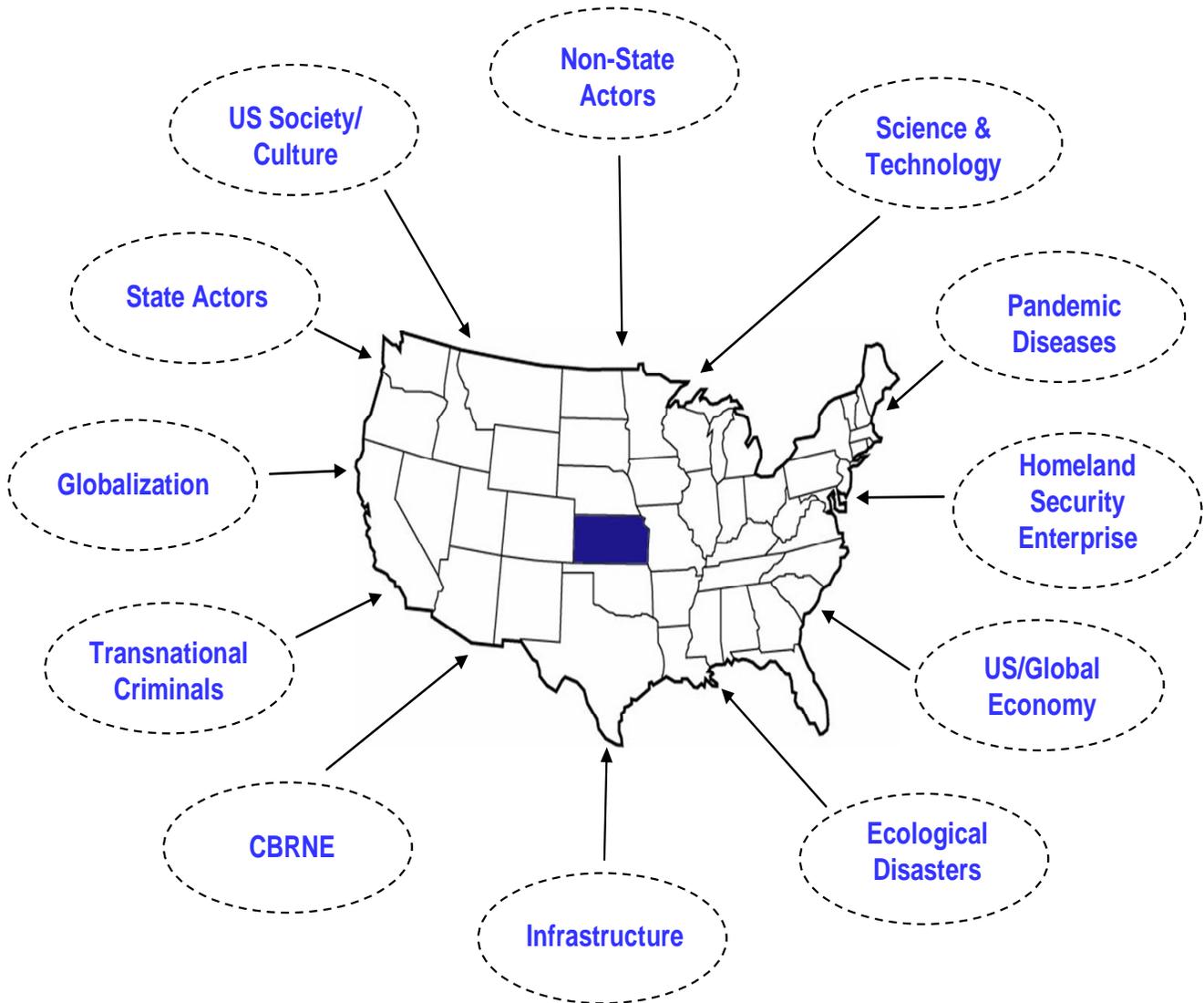
Our geographical location poses strengths and challenges. North America is comprised of three continental neighbors who share many compatible national characteristics. The Canadian, Mexican, and U.S. economies and cultures are inextricably intertwined. More goods, services, and people move across the two borders than anywhere else on earth, creating vast economic interrelationships that are vital for the prosperity and way of life in all three countries. We share the longest undefended borders in the world (Canada 5,525 miles; Mexico 2,062 miles).

Over 12 million people live in the U.S.-Mexico border region. In the San Diego-Tijuana megalopolis, over 50,000 people live on one side of the border and work on the other. Likewise, stemming from family ties as well as the attraction of mutually-beneficial commerce and trade, the vast majority of Canada's population resides within 100 miles of the Canada/US border. Each country is the other's largest trading partner in monetary terms. From a security perspective, the huge flow of goods and people combined with the economic and structural asymmetries between the U.S., Canada, and Mexico create security issues unlike those anywhere else in the world.

Security Environment, continued

The homeland security landscape has many challenges and issues that influence our future security environment. While all these factors may not seem like immediate threats, they will challenge our society and, must be considered for their security implications.

Security Trends and Indicators



Security Environment, continued

Non-State Actors:

Al Qaeda, extremist (religious) groups espousing political violence; “Lone Wolf,” environmental and other single issue terror groups. Radicalism; recruitment and financial approaches; adaptive and opportunistic tactics and technology employment.

Science and Technology:

Technology areas that drive the evolution of threats posed by our enemies and change the capabilities of homeland security organizations to conduct, detect, prevent, protect, respond, and recover missions in an all-hazards environment.

Pandemic Diseases:

Pathogens such as HIV/AIDS, small pox, influenza (e.g., H1N1 and other strains of flu), Severe Acute Respiratory Syndrome, Ebola, Lyme disease. Effects of the spread, control, and management of these infectious, virulent diseases.

Homeland Security Enterprise:

Preparedness planning and coordination, responder readiness, fiscal constraints, technological advances, differences in jurisdictional level. Federal, state, local, and tribal governments; private sector; international partners.

US/Global Economy:

U.S. growth versus that of potential adversaries, financial volatility, income distribution, protectionism, increasing influence of non-American corporations.

Ecological Disasters:

Natural phenomena such as hurricanes, earthquakes, tornadoes, ice storms, floods, tsunamis, drought, global warming. Large scale man-made disasters that have ecological impact (e.g., oil spills, chemical releases).

Infrastructure:

Critical Infrastructure and Key Resources (CIKR). Critical military and civilian infrastructure and key resources are vulnerable to attacks. Electric power grids, telephone routing terminals, computer network hubs, and other critical nodes are susceptible to computer intrusions, as well as physical attacks. Dams and bridges have been specifically mentioned in terrorist training manuals as being viable targets. Increased levels of surveillance have been detected at these and other infrastructure facilities. Oil refineries and nuclear power plants have also been mentioned as potential targets.

CBRNE - Chemical, Biological, Radiological, Nuclear, Enhanced Explosive:

Availability of chemical, biological, radiological, nuclear, and explosive materials that enhance capabilities of hostile elements, nation-states, terrorists/other non-state actors, and criminal elements.

Security Environment, continued

Transnational Crimes:

Economic motivations; nexus between terrorist groups and criminal enterprises; involvement of rogue states and other adversaries. Money laundering; narcotics; human trafficking; illicit trade in conventional weapons.

Globalization:

Illegal immigration, large scale migrations, smuggling, trafficking, illicit business, foreign ownership of critical infrastructure. Potential vulnerabilities to actions of terrorists, criminals, and other hostile actors.

State Actors:

States challenging U.S. over territory, resources, influence, or ideology; state-sponsored terrorism. Asymmetric threats; other risks presented by failed states, rogue states, near peers, and emerging powers.

US Society/Culture:

Aging, social and political trends, growing importance of religious affiliation, power of the media, cultural fragmentation, urbanization, impacts of response and quarantines.



Members of the Kansas Division of Emergency Management witnessed the first refinery sponsored ethanol burn last fall. They participated in classes to learn about the special needs that the growing use of ethanol mandates and learned how to use their helicopter mounted remote sensing camera.

Firefighters from many towns participated in the ethanol burn. These photos show Topeka firemen learning how to use the specific foam designed for ethanol extinguishment.

Photos provided by Kansas Division of Emergency Management





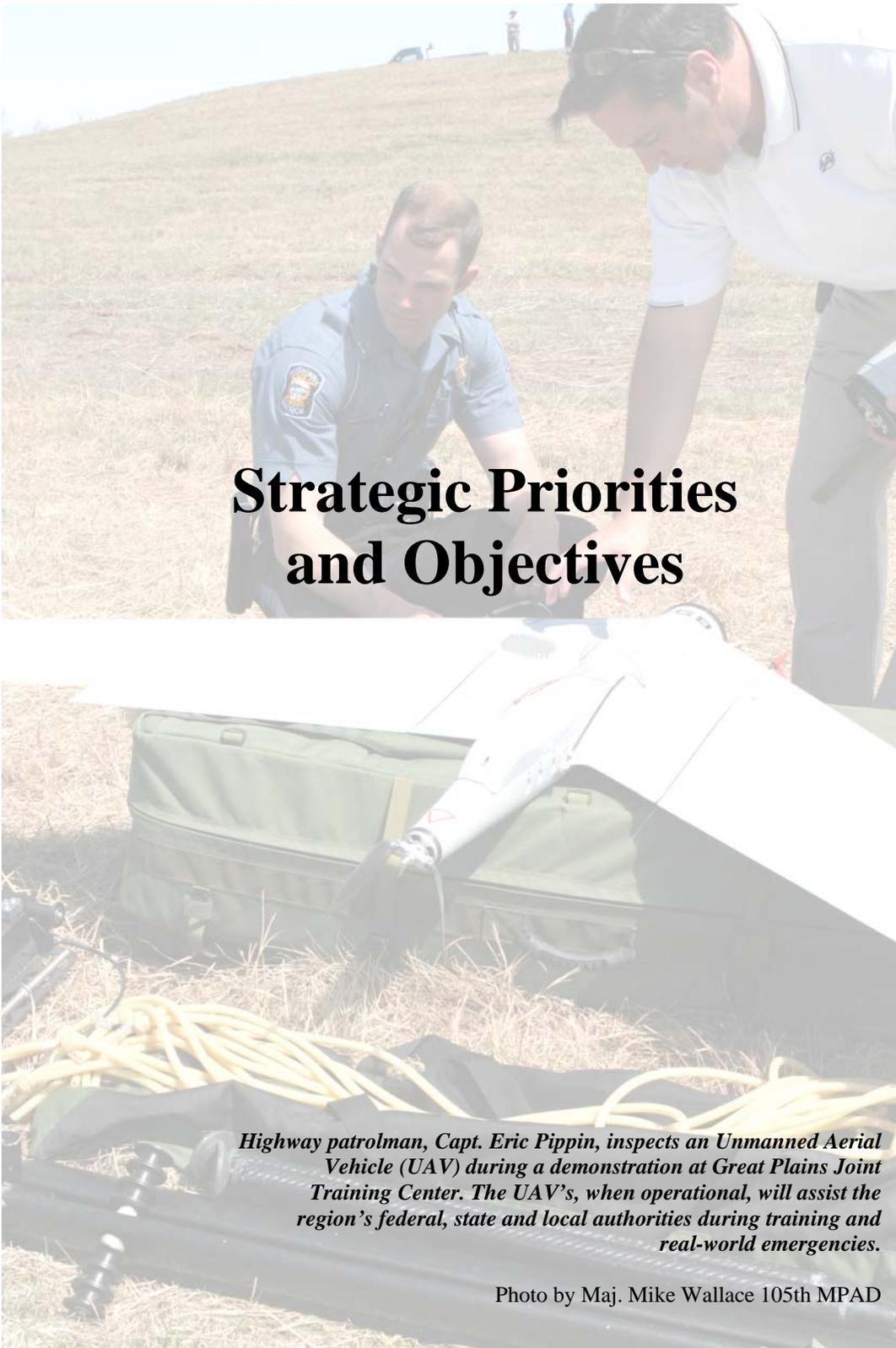
Department of Homeland Security Secretary Janet Napolitano visited Kansas and toured the former tornado-devastated town of Greensburg.

Photo by Steve Larson, State Public Affairs



From left—Kansas State Representative Lee Tafaelli (R-47th District), Kansas State Senator Jay Scott Emler (R-35th District), Kansas Department of Homeland Security Deputy Director Bill Chornyak, Department of Homeland Security Secretary Janet Napolitano and Department of Health and Human Services Secretary Kathleen Sebelius talk about the potential threat of a pandemic disease to Kansas.

Photo by Steve Larson, State Public Affairs



Strategic Priorities and Objectives

Highway patrolman, Capt. Eric Pippin, inspects an Unmanned Aerial Vehicle (UAV) during a demonstration at Great Plains Joint Training Center. The UAV's, when operational, will assist the region's federal, state and local authorities during training and real-world emergencies.

Photo by Maj. Mike Wallace 105th MPAD

Priority 1

Increase Domestic Support Capabilities for the State and the Nation

The State of Kansas encompasses 82,277 square miles of primarily rural communities, cattle range and farm land. The population of Kansas is over 2.8 million (2006 U.S. statistics), with the largest population centers in the Metropolitan Areas of Kansas City, Wichita, Capitol City of Topeka and the cities of Lawrence, Manhattan and Salina. Kansas's most populated cities comprise less than two percent of the total geographical area, yet have 1.75 million residents, comprising nearly 62-percent of the State's population.

The (Adjutant General's) Department is committed to constantly improving joint operational capabilities. Our goal is to be proactive and expand the assignment of department personnel to federal, regional, state and local agencies to improve interagency planning and the joint capabilities of personnel, equipment and communication.

Kansas is ranked eighth in the U.S. in both natural gas and oil production, ranked second in production of beef cattle and leads the nation in production of wheat. The Wolf Creek Nuclear Generating Station in Burlington, Kansas provides 1.2 million kilowatts of electricity (enough for 800,000 homes). Statewide, confirmed animal feeding operations contain thousands of livestock preparing them for market. These properties make Kansas a tempting target for domestic and international terrorists and make natural disasters particularly damaging to the economy of the state and the nation.

The Adjutant General's Department has an obligation to prevent the loss of life and property for the citizens and infrastructure of the state. A large responsibility for the security and defense of the state lies with the Kansas National Guard. The Adjutant General's Department will serve as the focal point on matters relating to Emergency Management, Homeland Security and Defense Support to Civil Authority.

The Department is committed to constantly improving joint operational capabilities. Our goal is to be proactive and expand the assignment of department personnel to federal, regional, state and local agencies to improve interagency planning and the joint capabilities of personnel, equipment and communication. These capabilities must be interoperable with our civilian partners. As a result, we will provide them with overarching situational awareness and a common relevant operating picture regarding the current disposition of Army and Air National Guard units in the state.

Interoperability is even more crucial in an environment of limited resources. The Adjutant General's Department will coordinate the resources for joint interoperable communication between military and civilian agencies for emergency management and response.

Communicating jointly, training in crisis management and effective command and control enables the Adjutant General's Department to operate proactively and ensures the greatest positive impact on disaster response and emergency management.

Priority 1

Objectives

Objective 1.1: Identify, train and develop protocols and procedures for State agency employees to perform disaster roles in the State Emergency Operations Center (KDEM).

Objective 1.2: Establish a Joint Force Task Force with the capability to integrate and support different status forces (Director of the Joint Staff).

Objective 1.3: Further develop and sustain a statewide interoperable communication system for public safety (J6).

Objective 1.4: Identify, train and develop protocols and procedures for agencies, associations and organizations having a role in disaster recovery operations (KDEM).



Photos by Maj. Mike Wallace,
105th MPAD

Above—Crisis City is developing into an important training area for civilian and military organizations throughout the country. Members of the 73rd Civil Support Team (CST) respond to a training scenario where a train has been derailed and toxic chemicals are being released into the surrounding area.

Right—Members of the 134th Air Control Squadron, of the 184th Intelligence Wing, set up communications in the Incident Response Vehicle to support the Adjutant General's Department during exercises or real-world emergencies.



Priority 2

Enhance the Adjutant General's Department to remain a relevant organization.

The Adjutant General's Department will meet the challenges of the future by changing the way we do business today. The attacks of September 11, 2001 reinforced the importance of homeland defense and security in the full spectrum of military and domestic capabilities. We are no longer a strategic reserve, but rather an operational force that is always ready. We will prepare our Guard members and civilian staff to complete their state and federal missions by providing relevant training in skills that can be used in a wide range of situations from domestic response environments to the war fight.

The U.S. has limited medical surge capacity. The relief efforts after hurricanes Katrina and Rita in 2005 illustrated that while organizations were ready to provide support, the infrastructure was damaged beyond use. This was especially true of many hospitals that were forced to evacuate. The Emergency Medical Expeditionary System (EMEDS) of the Kansas Air National Guard deployed to provide temporary medical facilities. As a result of their success, the Kansas National Guard developed Emergency Medical Expeditionary System (EMEDS) doctrine and strategy for domestic and humanitarian assistance operations.



A 190th ARW Aircrew member participated in decontamination training this year.

Photo by Master Sgt. Allen Pickert,
190th ARW Public Affairs

The Department must conduct joint and interagency operations with civilian disaster management counterparts. We will institutionalize joint operational concepts and capabilities as a Joint Forces Headquarters activity and become more proactive in organizing joint training opportunities that integrate all levels of civilian and military agencies.

Additionally, international opportunities remain abundant and offer ways to train while providing experiences that broaden our cultural understanding. By expanding the State Partnership Program and other international affairs activities, the Adjutant General's Department can accomplish increasingly diverse training that will positively support our transformation into a more relevant organization.

Transformation is the key to our future. In order to remain relevant to the state and the nation, we must be agents of change.

Priority 2

Objectives

Objective 2.1: Obtain Defense Intelligence Agency certification, successfully prototype operational procedures, and begin production and timely dissemination of relevant and useful all-source intelligence products for Kansas policy makers, public safety officials and other formalized partners (J2, State Force Protection Officer, Kansas Attorney General).

Objective 2.2: Obtain Unmanned Aerial System (UAS) capability to assist in developing a joint and interagency common operating picture and situational awareness (Commander, GPJTC).

Objective 2.3: Establish an inter-agency working group of senior level agency leaders to sustain operational efficiencies and to enhance operational effectiveness (Joint COS).

Objective 2.4: Implement a Joint Fiscal Focus Group to support and propose legislative changes (Joint COS).

Objective 2.5: Establish a Great Plains Joint Training Center to train, mobilize and redeploy members of the Kansas National Guard; with capability to facilitate emergency response training for joint air/ground operations and unmanned aerial operations systems (Commander, GPJTC/G3/KDEM).

- Pre-mobilization Training Assistance Element/Deployment Certification
- Crisis City



Kansas Adjutant General, Maj. Gen. Tod M. Bunting and U.S. Ambassador Marie Yovanovitch, at a Peacekeeping Brigade Awards Ceremony, presented U.S. Army commendation medals to Armenian Soldiers, some of whom served alongside Kansas National Guardsmen in Iraq, Afghanistan and Kosovo.

Photo by
Sharon Watson,
State Public Affairs

Priority 3

Enhance the Readiness of Personnel, Equipment and Facilities

The Adjutant General's Department has emerged as a critical component of national emergency response in the War on Terrorism. The shift from a strategic reserve to an operational force makes readiness paramount. With proposed changes to deployment timeliness, we must ensure that equipment is Fully Mission Capable (FMC), facilities are ready to support, and personnel are recruited and retained. Because we are no longer serving in a "part-time" capacity, we must also design a mobilization strategy to accelerate unit deployment process.

"Citizen Soldiers" serve a dual mission – state and federal – which makes them unique from other Department of Defense forces. The Kansas National Guard must meet or exceed all service specific readiness requirements. We must assess our capability and ensure units are fully manned and mission capable in order to effectively serve national and state interests. Additionally, we must ensure personnel meet deployment standards.

The Adjutant General's Department will continue to train volunteers in emergency management who can deploy during disasters. This initiative will increase our state resources in areas such as incident management teams, who oversee local disasters and state search and rescue.

Our environment requires us to be effective planners and managers who can sustain operations for the long term. The Kansas National Guard's equipment must be mission capable for federal missions and domestic support. Whether in a war zone or performing missions supporting civil authorities, Kansas National Guard members must have reliable and readily available equipment or this organization cannot complete its missions. A key consideration to this support is ensuring our equipment is pre-positioned throughout the state in order to ensure a rapid response capability.

We must continue to assess our infrastructure. Between 1953 and 1962, the Adjutant General of Kansas, LTG Joe Nickell oversaw the construction of 57 armories in 54 cities across Kansas. The newest of these armories are approaching 50 years of age. Further, the demographics and industry of our state have shifted dramatically. We will explore ways to efficiently consolidate our facilities to ensure that our National Guard footprint and force structure meet the needs of the state and the nation.



284th Air Support Operations Squadron (ASOS) Ribbon Cutting Ceremony in October, 2009
Staff Sgt. Tim Traynor, State Public Affairs

Priority 3

Objective 3.1: Identify Force Structure to compliment capabilities required to meet expeditionary CONUS and OCONUS missions (COS Army, Director of Staff—Air).

Objective 3.2: Program, construct and sustain facilities and land to support strategic and operational requirements (DOFE).

Objective 3.3: Modernize ground maintenance facilities to support two-level maintenance (DOL/DOFE).

Objective 3.4: Complete stationing plan to support state maintenance requirements (DOL).

Objective 3.5: Build and sustain deployable resource database, sustain deployable resource assets, in cooperation with all divisions of the Adjutant General’s Department, State agencies, local government and the private sector to include (KDEM):

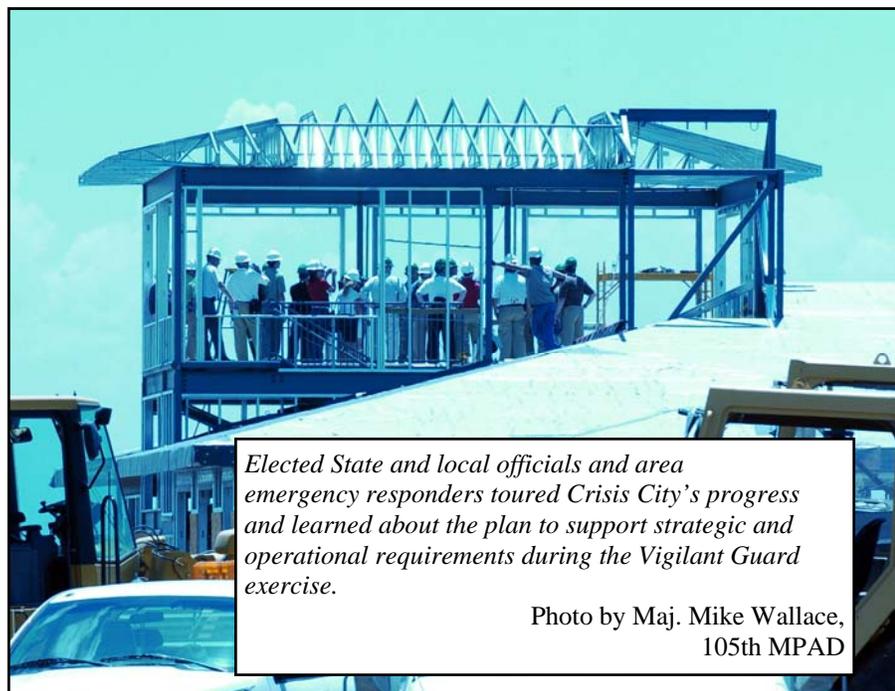
- Incident Management Teams (IMT)
- Search and Rescue (SAR)
- Identification, resource typing, and credentializing

Objective 3.6: Develop and implement programs to retain members of the Adjutant General’s Department (J1).

Objective 3.7: Align the agency’s resources to organizational priorities, goals and objectives—(J8/State Comptroller).

Objective 3.8: Create an agency capability to deter, defend and respond to cyber attacks on communication infrastructure (J6).

Objective 3.9: Complete all mobilization training in Kansas to maintain central area mobilization process. (COS Army/GPJTC)



Elected State and local officials and area emergency responders toured Crisis City’s progress and learned about the plan to support strategic and operational requirements during the Vigilant Guard exercise.

Photo by Maj. Mike Wallace,
105th MPAD

Priority 4

Add Value to Kansas Communities

The quality and value of an organization is directly related to attitude and confidence. The Adjutant General's Department provides our Guard members and civilians with unparalleled opportunities for personal growth, professional development and pride of service. Kansas Army and Air National Guard units will participate in community programs that add value to our communities. Our Guard members and our civilian staff provide invaluable experience to our units. As an organization, we will do all we can to keep them contributing to the Adjutant General's Department.

We will concentrate on recruiting and retention factors that keep agency members motivated and engaged. It is the responsibility of every leader in the Adjutant General's Department to add value by providing challenging training, competent leadership, and a safe team environment.

We will be compassionate and conscientious of the strain that military deployments exert on spouses and children. Family Assistance Centers (FAC) throughout the state are available to family members for assistance in areas such as financial planning and assistance, childcare and home maintenance. We will continue to encourage the growth of unit level Family Readiness Groups to provide more responsive care than the FACs. This support network of spouses, children, parents, and community leaders incorporate a critical support structure available to communities and citizens.

Often we talk about coalition building in the strategic and international context. Domestically, we will build a similar coalition for our agency. Our civilian employers sacrifice considerably and should serve as a key partner in our community. They deserve our support, recognition and trust.



Our foundation is our community, its people and our families. An effective organization shares and builds relationships. All programs will incorporate a common theme that supports the community, state and nation. Our end state is a quality organization which ensures a safe and secure Kansas and nation.

Capt. Aaron Isaacson is congratulated by Kansas State Representative Elaine S. Bowers (R-113th) after she introduced him to the Kansas legislative body in honor of Military Appreciation Day.

Photo by Maj. Mike Wallace, 105th MPAD

Priority 4

Objective 4.1: Maintain a sustainable family readiness program that supports family, youth and community programs (Workforce Support Chief).



Photo by Staff Sgt. Tim Traynor, State Public Affairs

Objective 4.2: Maintain a sustainable Employer Support of the Guard and Reserve program to support Guard members, families and employers (Workforce Support Chief).

Objective 4.3: Expand math, science and technology education opportunities to youth throughout the State of Kansas (Director of the Joint Staff).

Above photo—Kansas National Guard family members learn about gun safety.

Lower right photo—Kids Camp attendees cool off in a nice fire hose dowsing during the hot summer day.

Lower left photo—Maj. Mike Wallace, and his father, Gary Wallace, assist the Pleasantville, Iowa American Legion during the town's request for Memorial Day Service assistance.



First Sgt. Kirk Gibson, of the Pre-Mobilization Training Assessment and Evaluation Team shows Kid Camp attendees some of the new vehicle simulators.

Photo by Staff Sgt. Tim Traynor, State Public Affairs



Photo by Jessica Metcalf



Photo by Staff Sgt. Tim Traynor, State Public Affairs



Left—Kansas Adjutant General, Maj. Gen. Tod M. Bunting assists attendees of STARBASE in a scientific experiment. The STARBASE program concentrates on building science and math skills for younger children.

Photo provided by Jeff Gabriel, Director of STARBASE

Above—Soldiers of the Pre-Mobilization Training Assessment and Evaluation Team utilize and test new equipment at a firing range at Fort Riley, so they can train deploying Soldiers.

Photo by Sgt. Maj. Troy Hester



Left—Commander in Chief, Governor Mark Parkinson explains to visiting International Officers, how the office of Governor works with the other governing Departments.

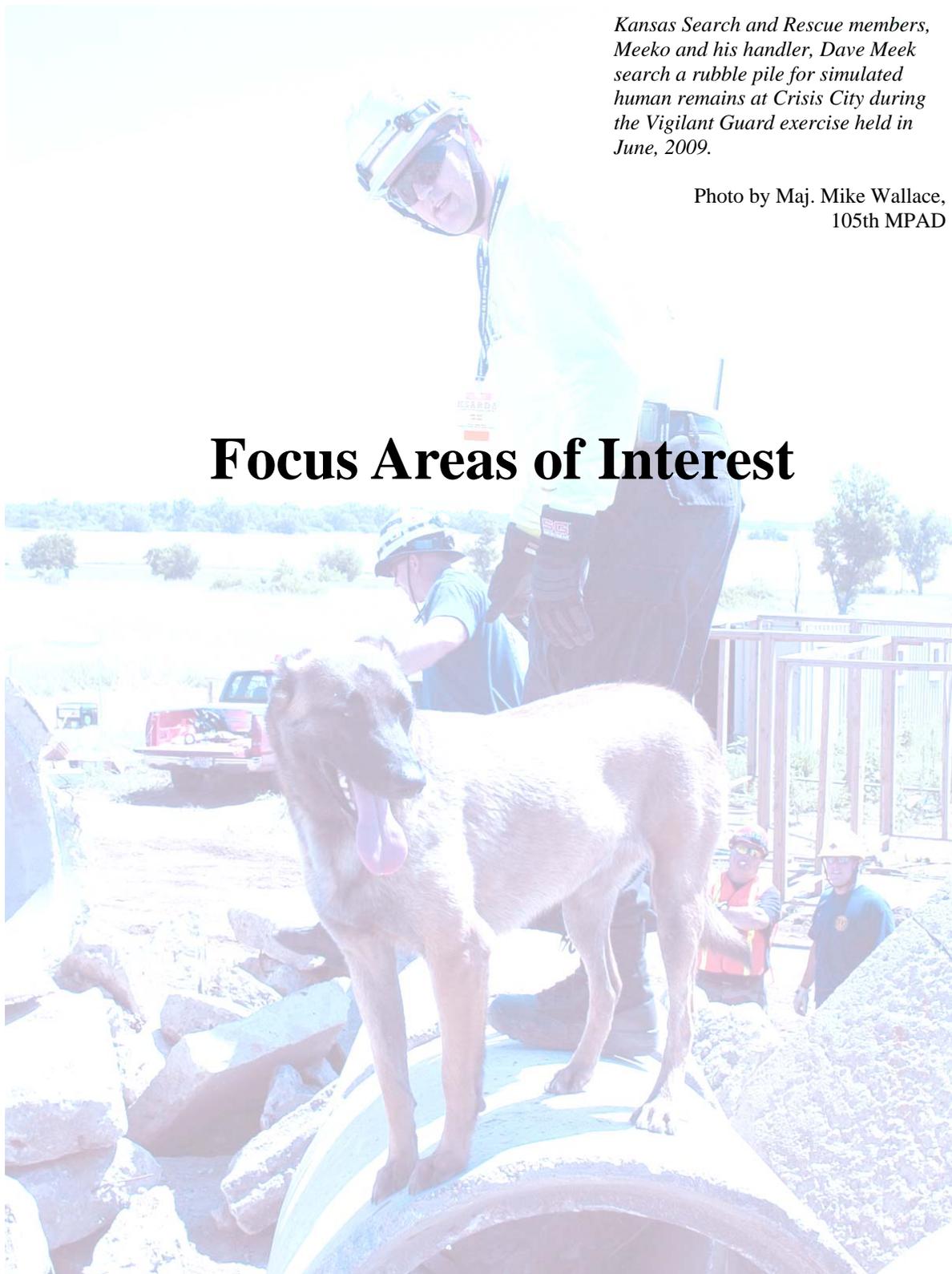
This event is a cooperative initiative with the Army's Command and General Staff College and the Kansas National Guard Joint Staff.

Photo by
Maj. Mike Wallace,
105th MPAD

Kansas Search and Rescue members, Meeko and his handler, Dave Meek search a rubble pile for simulated human remains at Crisis City during the Vigilant Guard exercise held in June, 2009.

Photo by Maj. Mike Wallace,
105th MPAD

Focus Areas of Interest



Focus Areas of Interest

The Adjutant General's Department has four focus areas which the agency will emphasize in its ongoing operations: *1) Future Missions, 2) Emerging Opportunities , 3) Plans and Training, and 4) Workforce Support.*

Future Missions

These missions are critical for the securing of opportunities for the Adjutant General's Department in important exercises, assignments and deployments. These opportunities enable our forces to continue as leaders in the defense of our State and Nation.

<u>Focus Area 1.0</u>	<u>Office of Primary Responsibility*</u>
1.1 Future Missions-Air National Guard	Commander, Air National Guard
1.2 Future Missions-Army National Guard	Commander, Army National Guard
1.3 Homeland Response Airlift Mission	Director, Joint Forces Headquarters, Kansas/Commander, Air National Guard/ Commander, Army National Guard
1.4 Deployments (CONUS/OCONUS)	Commander, Army National Guard/ Commander, Air National Guard/ Director Joint Staff/Deputy Director KDEM

***Informational Memorandum on the Focus Area Tables**—The first office listed under the Office of Primary Responsibility in each focus area is the Office of Primary Responsibility (OPR) and subsequent listings are Office of Second Responsibility (OSR)

A member of the 190th Air Refueling Wing Security Force over-watches the flight line at Forbes Field while his security partner is a blur, running to the next security position. They provide a secure environment for an immediate need of a Homeland Response Airlift Mission.



Photo by
190th ARW
Public Affairs

Focus Areas of Interest, continued

Emerging Opportunities

Opportunities for growth and advancement present themselves in unique and sometimes unexpected ways. Emerging opportunities include new technologies and equipment while simultaneously providing the venue to develop and test new tactics, techniques and practices. We will embrace opportunities to secure technologies, personnel, equipment, facilities and financial resources that will set the conditions for the success of our organization.

<u>Focus Area 2.0</u>	<u>Office of Primary Responsibility *</u>
2.1 Emergency Medical Expeditionary System (EMEDS)	State Surgeons/Medical Administrative Officer 190th ARW
2.2 Advanced Turbine Engine Army Maintenance (ATEAM)/Maneuver Area Training and Equipment Sites (MATES)/Regional Sustainment Maintenance Site (RSMS)/Field Maintenance Shop (FMS)/ Combined Support Maintenance Shop (CSMS)	Director of Logistics
2.3 Base Realignment and Closure (BRAC)/Quadrennial Defense Review/Transformation Planning	TAG, Commander, Army Guard /Director, Joint Forces HQ, Kansas/Commander, Air Guard
2.4 Integration of Private Industry into Homeland Security/Emergency Management	State Executive Officer/Deputy Director KDEM/Staff Judge Advocate (SJA)
2.5 Safe and Prepared Schools	Preparedness Branch Director KDEM
2.6 Expand the State Partnership Program to build international relationships that enhance the Adjutant General's Department's strategic priorities and missions	Director, Strategic Plans (J5)
2.7 Multi-Agency/Joint Facilities	TAG/ Deputy Director KDEM/Director Joint Staff/ Director Homeland Security (HLS)
2.8 KC-135 Aero-Medical EVAC (Critical Care Air Transport-CCAT) Enhancements	Commander 190 th ARW
2.9 Emergency Response and Recovery Staging Area	Deputy Director KDEM/ Commander 190 th ARW
2.10 Transition from a Collective Training Center to Maneuver Training Center-Light (MTC)	Chief of Staff Army/ Chief of Joint Staff

Focus Areas of Interest, continued

Plans and Training

Plans and Training are critical for our preparedness and relevancy today and in the future. As we employ future missions and seize emerging opportunities, we will exercise our Department, units and our staffs with “real world” scenarios. Emphasis is on joint capabilities, synchronization of staffs and “lessons learned”.

<u>Focus Area 3.0</u>	<u>Office of Primary Responsibility*</u>
3.1 Pandemic Influenza	State Surgeons/Deputy Director KDEM/ Director Joint Staff
3.2 Marksmanship Program	Chief of Staff Army/ Chief of Staff Air
3.3 Joint Exercises	J7/ KDEM Exercise Specialist
3.4 Automation Systems Access	Director, Information Management (J6)
3.5 Wolf Creek Graded Evaluation Response	Deputy Director, Kansas Division of Emergency Management
3.6 Special Needs Registry	Deputy Director, Kansas Division of Emergency Management
3.7 Strike Team Sizing	Deputy Director Homeland Security (HLS)
3.8 Emergency Management Accreditation Program	Deputy Director, Kansas Division of Emergency Management
3.9 Internal/External Communications Plan that supports Kansas’ strategic objectives and promotes community relations.	State Public Affairs Officer/ J5/7
3.10 Continuity of Operation Plan, Continuity of Government Plan	Deputy Director Kansas Division of Emergency Management/ Director, Strategic Plans (J5)
3.11 Critical Infrastructure and Key Assets Plan	Deputy Director Homeland Security (HLS)
3.12 Internal Center for Lessons Learned	J5/7/ Integrated Initiatives Officer
3.13 Maintain a working relationship with the lead agency for each of the Emergency Support Functions	KDEM
3.14 Ensure National Incident Management System (NIMS) compliance	KDEM/ J3
3.15 Enhance citizen preparedness initiatives —Special needs population —Citizens Corps/Community Emergency Response Team (CERT)	KDEM

Focus Areas of Interest, continued

Workforce Support

Workforce Support is essential for the development of our most precious asset—the employees and families of the Adjutant General’s Department. We will continue to provide open forums for the exchange of ideas and for professional development. We will continue to leverage the experience and expertise of our retired force and embrace diversity. We will also continue to champion state and federal benefits for those who serve Kansas and our great nation.

<u>Focus Area 4.0</u>	<u>Office of Primary Responsibility*</u>
4.1 Diversity Initiatives/Mentoring	J1/ Chief of Diversity / Equal Opportunity (EO)
4.2 Town Halls	State Equal Employment Manager (SEEM)/ Secretary to the General Staff (SGS)
4.3 State Benefits/Legislation	Executive Officer for TAG
4.4 Retiree Outreach	COS Army/ Director of Staff - Air
4.5 Professional Development	TAG/ Deputy Director KDEM/ Commander, Army National Guard / Commander, Air National Guard
4.6 State Active Duty Pay Process	State Comptroller/ J3
4.7 Personnel and Family Deployment Cycle Reset	Workforce Support Chief



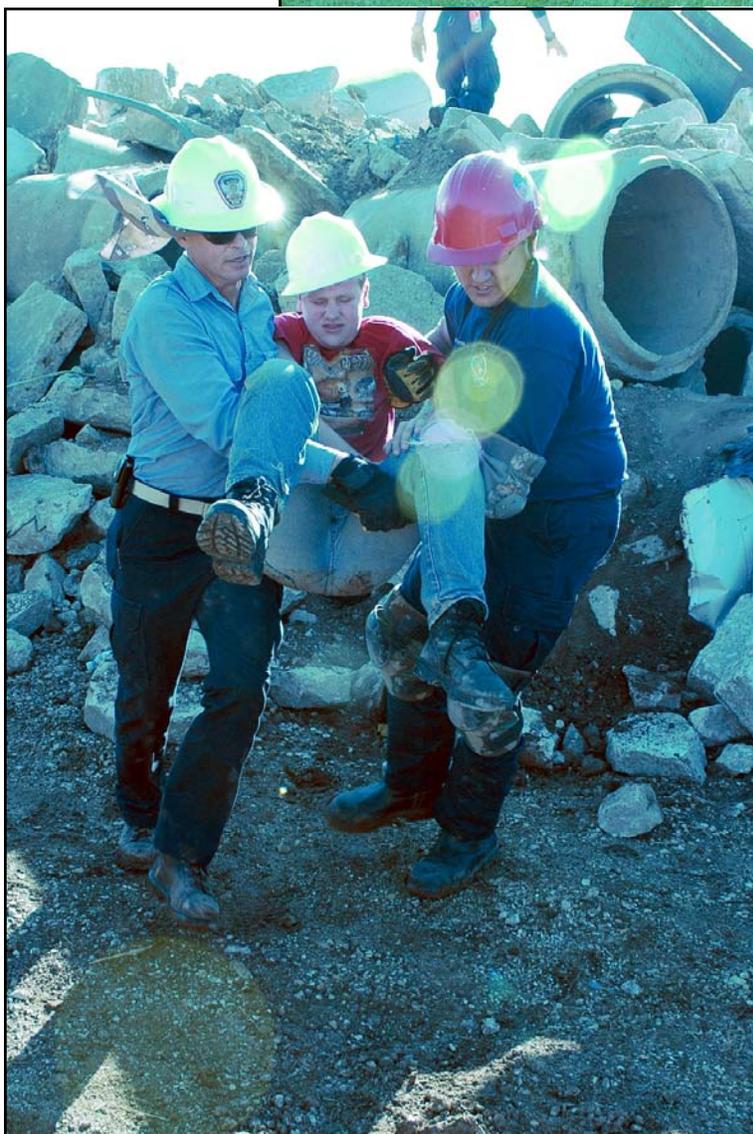
Photos by Maj. Mike Wallace, 105th MPAD

During this year’s Kansas Division of Emergency Management Courses, attendees learn how to evaluate and reorganize.



Right—Members of the 73rd Civil Support Team check for chemical weapons in a container placed by 'terrorists' during the Vigilant Guard exercise held at Crisis City in Salina, June 2009.

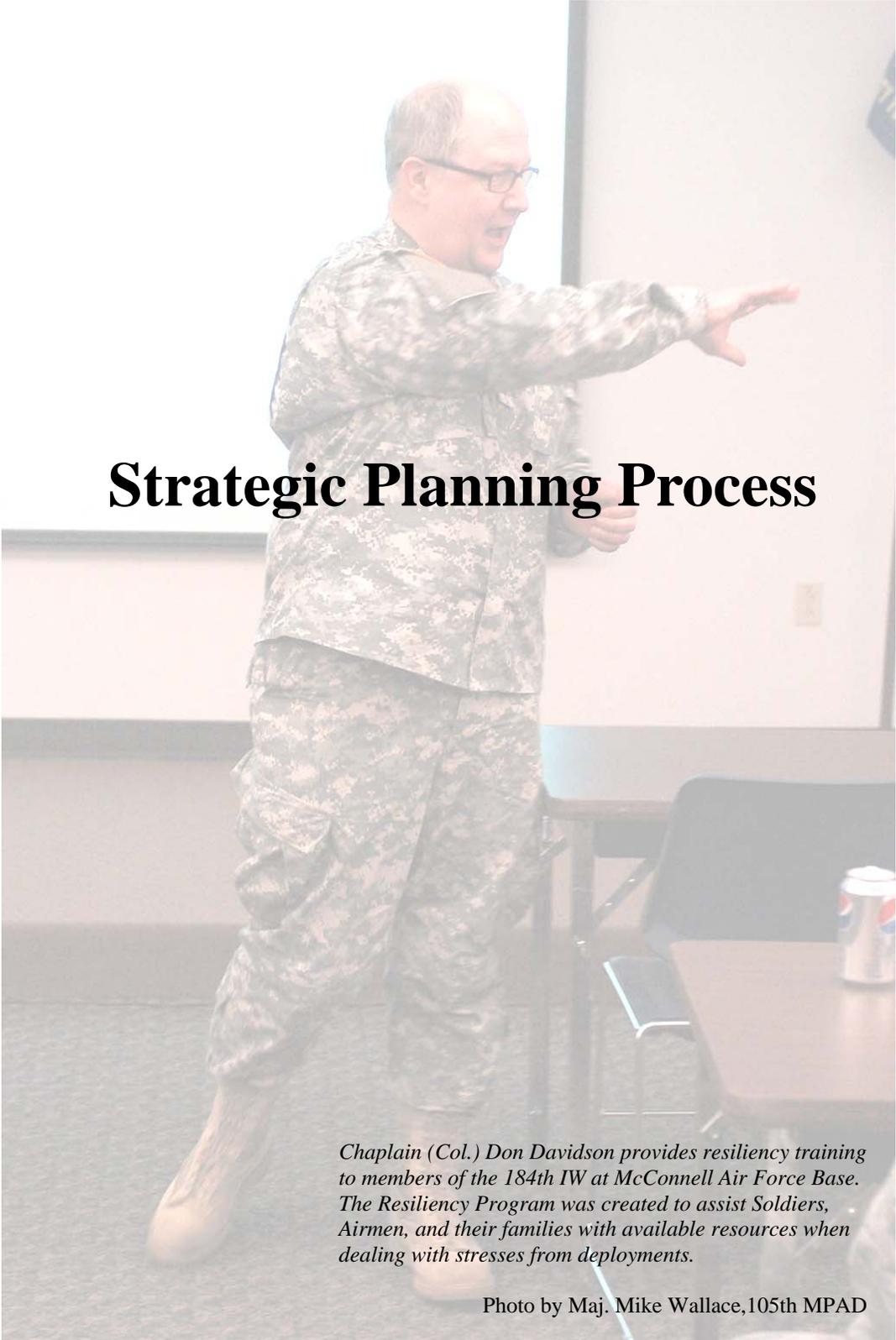
Photo by Maj. Mike Wallace,
105th MPAD



Left—Salina Fire Department assists a 'casualty' from being trapped and injured in the rubble pile at Crisis City. This was done during the Vigilant Guard Exercise held last summer. Several fire, police and rescue departments from throughout the state participated. The volunteers were from the Kansas Civil Air Patrol, and they had to realistically simulate wounds, injuries, and actions of casualties.

This was the first time all Kansas Search and Rescue teams (FEMA Region VII—Kansas, Nebraska, Iowa and Missouri) trained together at the same event.

Photo by Maj. Mike Wallace,
105th MPAD



Strategic Planning Process

Chaplain (Col.) Don Davidson provides resiliency training to members of the 184th IW at McConnell Air Force Base. The Resiliency Program was created to assist Soldiers, Airmen, and their families with available resources when dealing with stresses from deployments.

Photo by Maj. Mike Wallace, 105th MPAD

Strategic Planning Process

Strategic Committee

The Strategic Committee analyzes trends affecting the Adjutant General's Department in the context of the strategic environment and recommends changes to the Adjutant General Department's Strategic Implementation Plan for approval. The Strategic Committee consists of two components: 1) Strategic Council and 2) Advisory Council. All members will be appointed by the Adjutant General. Commanders and staff are expected to share information from the Strategic Committee planning process with subordinate units and employees. The Adjutant General convenes the Strategic Planning Workgroup to issue his strategic guidance.

Strategic Council

The Strategic Council consists of the following voting members: the Adjutant General; Commander Army Guard; Commander Air Guard; the Director of the Joint Staff; Great Plains Joint Training Center; Command Chief Warrant Officer; the State Command Sergeant Major; Commanders 35th Division; 69th Troop Command; 235th Regiment; 287th Sustainment Brigade; 635th Regional Support Group; 184th Intelligence Wing; 190th Air Refueling Wing; Kansas Medical Detachment; Deputy Director, Kansas Division of Emergency Management and Deputy Director, Kansas Homeland Security.

Advisory Council

The Advisory Council will meet to review the strategic environment, customers, and key business drivers, to update strategies and measures and to assign proponent responsibilities for objectives and action plans. The Advisory Council also recommends changes in the Strategic Implementation Plan to the Strategic Committee.



Photo by Maj. Mike Wallace,
105th MPAD

The Advisory Council consists of the following members: Chief of the Joint Staff, COS Army, Director of Staff - Air, Joint Forces Headquarters, Primary Directors J1-8, Director of Facilities and Engineering, Senior Army Advisor for Kansas, Inspector General, Staff Judge Advocate, U.S. Property and Fiscal Officer, State Army Aviation Officer, Public Affairs Officer, State Chaplain, State Surgeons, Recruiting & Retention Manager, Director of Military Support, State Safety Officer, Integrated Initiatives, State HRO, State Comptroller and Office of Primary Responsibility (OPR) of Strategic Objectives - Project Managers.

(from right) During this year's Strategic Planning Work Sessions, Dr. Richard Selig, Director of Psychological Health; Angee Morgan, Deputy Director of the Kansas Division of Emergency Management; and Brig. Gen. Deborah Rose, the Director of the Joint Staff discuss what is needed in the next 10 years in Kansas.

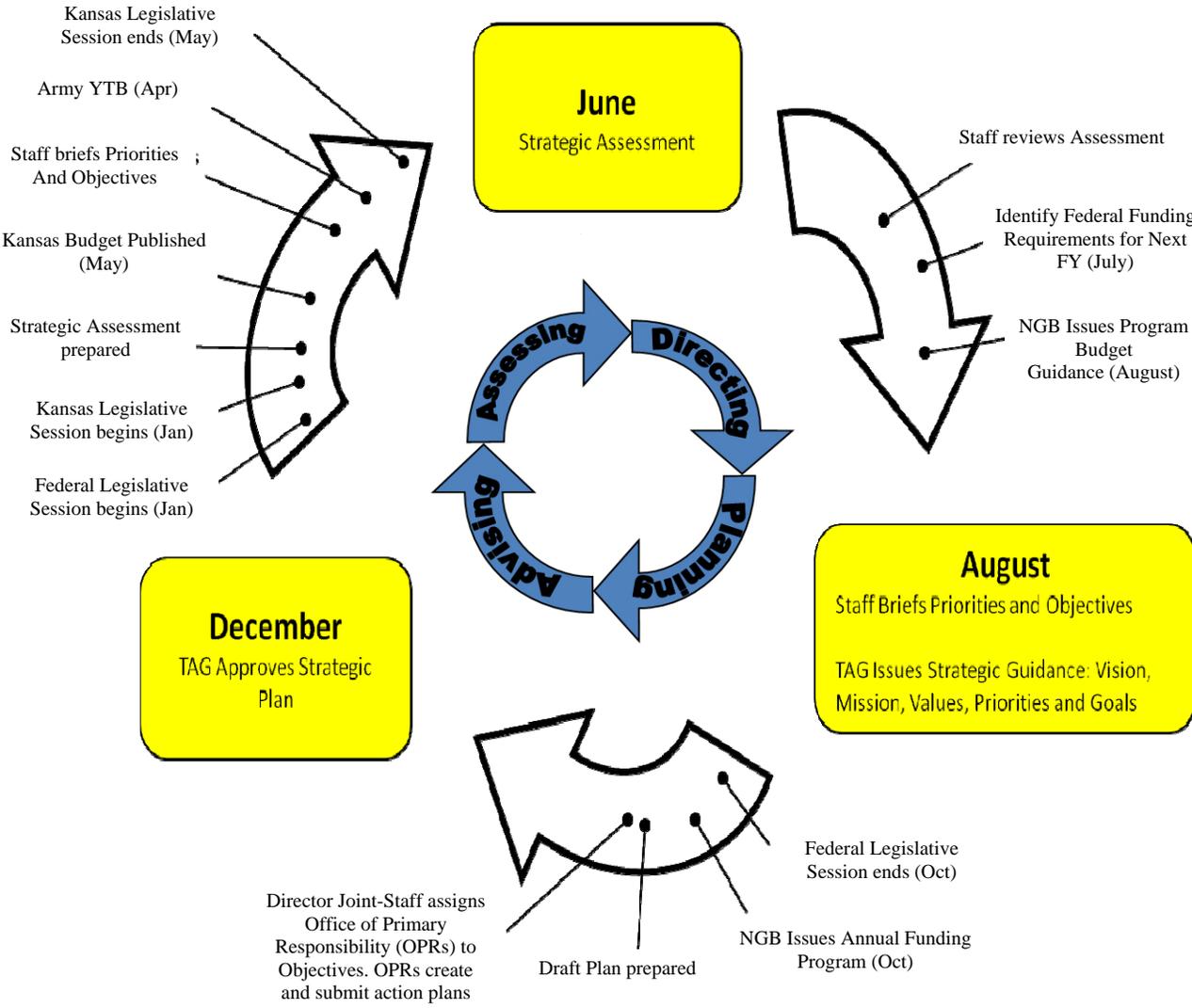
Strategic Planning Process, continued

Strategic Planning Cycle

The Strategic Implementation Plan is the consensus of the Strategic Committee. It will reflect ownership by the leadership and members of the Adjutant General’s Department. It is a living document and will be reviewed and amended based on the illustrated planning cycle.

The Adjutant General’s Strategic Implementation Plan will be reviewed, amended and republished annually.

Strategic Planning Cycle





Top left photo—
Mrs. Joe

Dessenberger, Miranda and Joshua Dessenberger, welcome back their dad, Maj. Joe Dessenberger, commander of the 184th IW Security Forces.

Photo by Master Sgt. Neil Fogg, 184th IW Public Affairs



Top right photo—Bronze Star recipient Private 1st Class Raymond A. Shrader and his daughter Barbara, were guests during a celebration where Congressman Dennis Moore (3rd, KS), Col. Jean-Claude Brejot, French Liaison Officer, and Brig. Gen. Alex Duckworth, awarded the French Legion of Honor to Shrader for his extraordinary bravery in helping liberate France during World War II. The ceremony was held at the Headquarters Company and Company A of the 2-137th Infantry Regiment. Courtesy photo

Photo by Jeremy Costello, Augusta Daily Gazette

Above—Staff Sgt. Steffan Smith's wife and child welcome him home, along with other Airmen of the Security Forces Squadron's return from Southwest Asia.

Photo by Master Sgt. Neil Fogg, 184th IW Public Affairs

Right—Citizens of Augusta say goodbye to family and friends deploying in the 226th Engineer Company.



Photo by Capt. Deborah Balentine, 184th IW Public Affairs

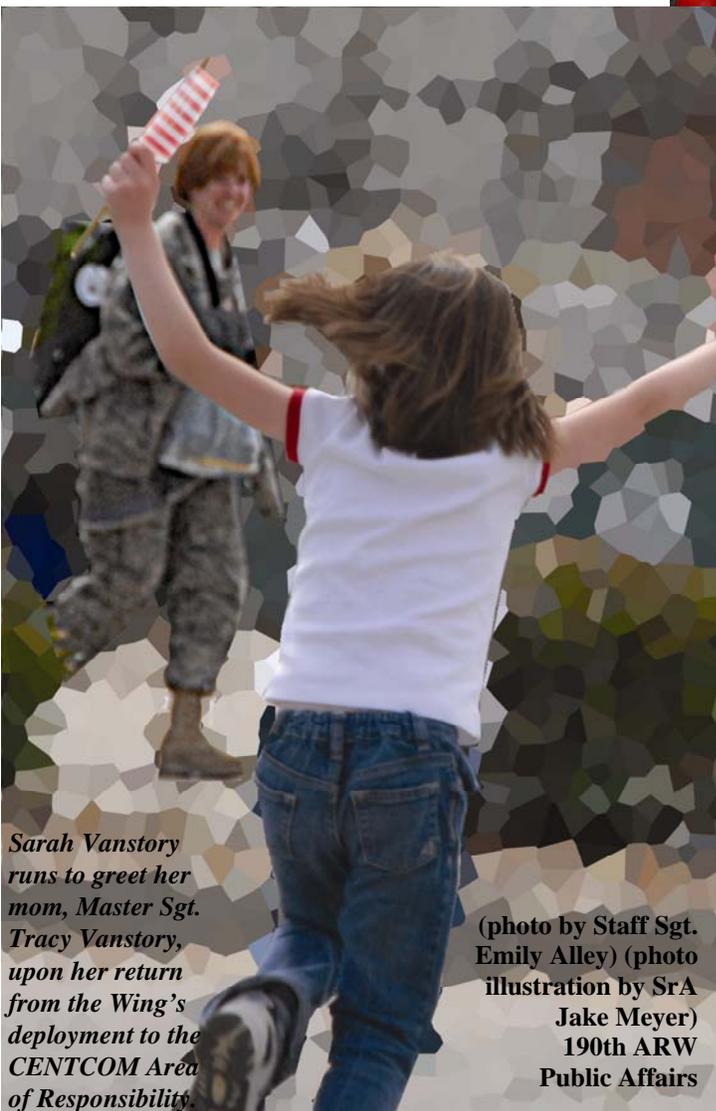


Photo by Staff Sgt. Tim Traynor, State Public Affairs



Top left—Tech. Sgt. Justin Moody greets his family after coming home from a five-month Iraqi deployment.

Top right—Family members welcome home the 287th Sustainment Brigade upon their return from Iraq.



Sarah Vanstory runs to greet her mom, Master Sgt. Tracy Vanstory, upon her return from the Wing's deployment to the CENTCOM Area of Responsibility.

(photo by Staff Sgt. Emily Alley) (photo illustration by SrA Jake Meyer)
190th ARW Public Affairs



A grateful parade watcher shows her appreciation for the sacrifices given by the Soldiers and Airmen of the Kansas National Guard

