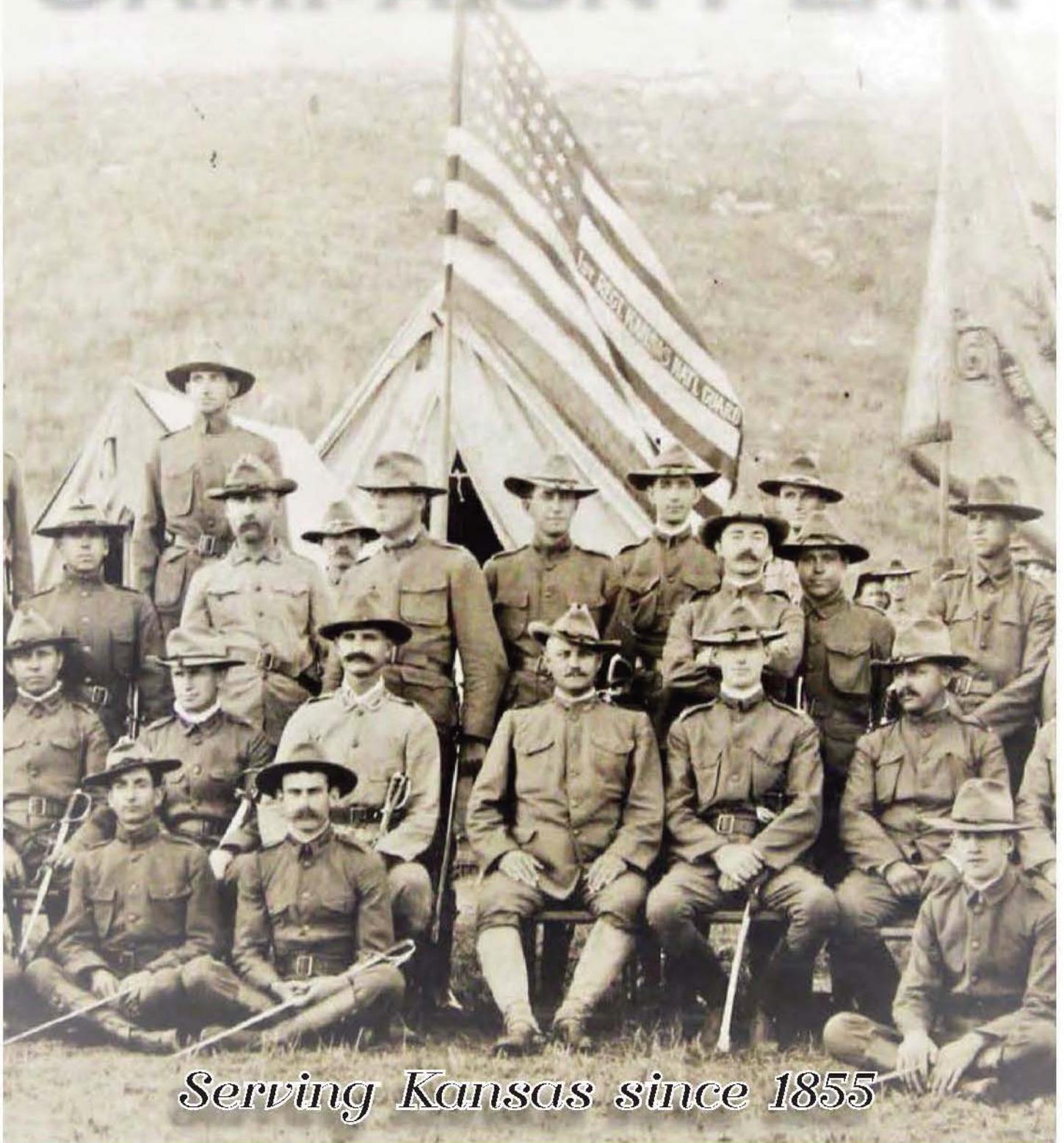


KANSAS ARMY NATIONAL GUARD  
2017-2020  
**CAMPAIGN PLAN**



*Serving Kansas since 1855*



## FROM THE COMMANDER OF THE KANSAS ARMY NATIONAL GUARD

Our motto is Guardians of the Plains, Kansas Proud. Collectively, we bring an important variety of skills, experience and expertise to the Guard. This document serves to focus our strengths by establishing the Kansas Army National Guard Campaign Plan. It outlines our operational approach and emphasizes my key tasks for subordinate units and leaders to unify our efforts as one team.

The Kansas Army National Guard does many things very well, but it also has a tremendous opportunity for change and growth. Excellence requires continual, relentless self-assessment. Such scrutiny can be painful and humbling, but it is better to learn hard lessons without lethal consequences. In reforming the ways in which the Kansas Army National Guard organizes, leads, trains, develops, supports and equips soldiers, it will be better prepared to serve the nation and Kansas while being a better steward of the resources that the American people provide us.

We strive for ready, relevant and resilient Soldiers who can adapt to an ever-changing, complex environment. As this document addresses my operational approach to meet our missions, let me state clearly, though I realize risk must be taken at the appropriate authority level, safety is paramount.

I am very honored today to be your commander. Allow me to express this by reiterating the thoughts of Gen. Mark A. Milley, Army chief of staff:

*"We have the most skilled, ethical, and combat hardened Army in our Nation's history. No matter where we are around the world, America's Soldiers are displaying courage, commitment and character. We are demonstrating unparalleled competence and agility and no matter the challenge, no matter how complex the environment, or how dangerous the situation, our Soldiers fight and win. I am honored to lead this remarkable team."*

In Army Guard tradition, to punctuate what Gen. Milley said, our salute/response is now -- Soldier: "Guardians of the Plains," Leader: "Kansas Proud!"

Sincerely,

BG Mohatt



**Brig. Gen.  
Anthony Mohatt  
Assistant Adjutant  
General - Army**

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# KANSAS ARMY NATIONAL GUARD

## SENIOR LEADERS' PERSPECTIVES

### *Ethical Leaders*

Adhering to the Army Values is essential to upholding high ethical standards of behavior.

Unethical behavior quickly destroys organizational morale and cohesion. It undermines the trust and confidence essential to teamwork and mission accomplishment.

Consistently doing the right thing forges strong

character in individuals and expands to create a culture of trust throughout the Kansas National Guard.

Ethics indicate how a person should behave.

Values represent the beliefs that a person has.

The Army Values are a set of common beliefs that we are expected to uphold and reinforce by our actions. The translation from ethics and values to actual behavior

creates ethical conduct.

Making ethical choices is essential to the Kansas Army National Guard.

We must consistently focus on shaping ethics-based climates in which the Kansas Army National Guard can achieve its full potential.

Soldiers who build credibility with their leaders and subordinates will enhance trust with the American people they serve.



**Chief Warrant Officer 5  
Michael Smith  
Command Chief Warrant Officer**

**“The greatest leader is not necessarily the one who does the greatest things. They are the ones that get people to do the greatest things.” President Ronald Reagan**



**Command Sgt. Maj.  
Harold Whitley  
Land Component  
Command Sergeant Major**

### *Leadership, Thought, Wisdom*

Over the past two decades, the Soldiers and Noncommissioned Officers of the Kansas Army Guard have demonstrated their ability to be adaptive and agile when responding to our state and federal missions.

As we continue, the importance of our NCO Corps will not diminish.

As the backbone of the Army, we will contin-

ually assess and develop ourselves and those we are charged to care for to enable success in the future.

The high standards and discipline we hold for ourselves and our troops will ensure we are prepared to meet any call to service.

Our charge by nature is to build cohesive teams at the squad and platoon level that positively impact overall readiness and mission success. We must develop Soldiers that possess initiative,

demonstrate sound judgment, and that have the stamina to endure hardship, uncertainty and adversity.

Soldiers and NCOs of today are our future; they grow into the senior commissioned, noncommissioned, and warrant officers of tomorrow. We owe them the best possible inclusive mentorship we can provide to allow for timely personal growth into positions of greater responsibility.

Via Vi — “A way by force.”





## COMMANDER'S INTENT

### *Purpose*

#### **Readiness is the KSARNG's #1 Priority.**

Commanders are expected to command and to build sustained readiness in their units. To ready units, commanders must first grow their overall unit end-strength.

Growing strength in the Kansas Army National Guard through community support is the leading factor that enables our units to achieve and maintain top-tier national readiness status

Three decades in service has taught me that units build readiness and grow end-strength by training in the field and not at their Home Station Armory on a drill weekend.

Units can execute Mission Essential Task List (METL) training and administrative tasks in the field through well thought out and planned training strategies, allowing commanders to develop competent and ethi-

#### **Changes you should expect to see:**

- 1) Combat training rotations will once again become a priority.**
- 2) The Army is standardizing training, training evaluations, and assessments through the Enable, Resource, Build, Assess, and Sustain Training Readiness initiative, also known as Objective T or OBJ T.**
- 3) Combined arms maneuver against a hybrid threat for unified land operations and to support civil authorities.**
- 4) Advancements in technology allowing virtual, constructive, and gaming-type training exercises.**
- 5) KSARNG Career Management Program- Develop and manage talent at all levels.**

cal professionals.

The Army is moving away from the Adapted Army Force Generation process, which builds readiness as units are designated for deployment and allows units to reduce readiness during times when they reset after deployment.

Today, Commanders will strive to build and sustain readiness. The recognition that every unit must maintain some level of mission capability at all times has moved the Army to the sustained readiness model.

With the drive for sustained readiness, we cannot look for others to

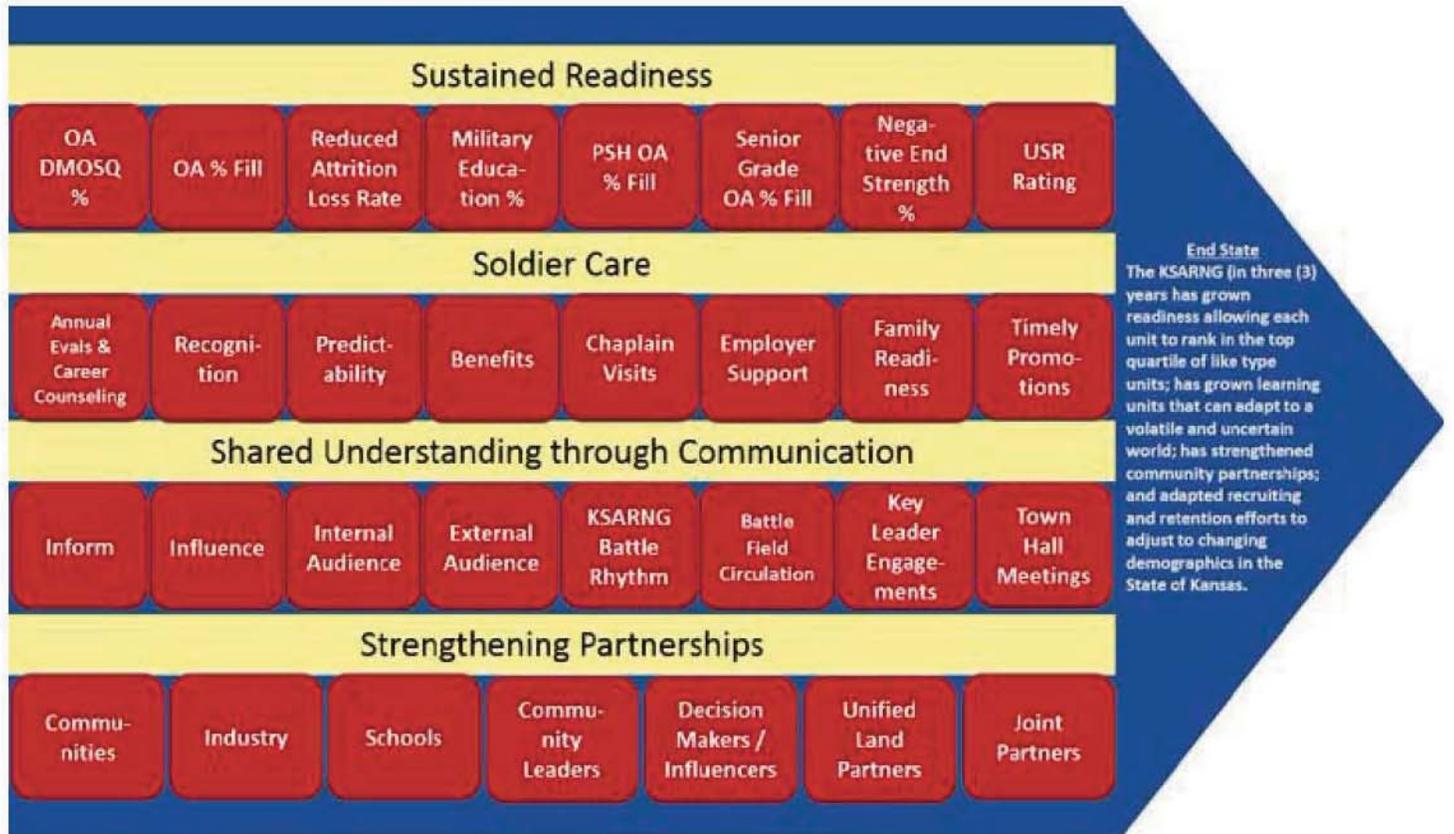
prepare us prior to a mobilization, we must train and support ourselves. Kansas units will support Kansas units and develop partnerships that offer our Soldiers the best training and leader development opportunities possible.





# KANSAS ARMY NATIONAL GUARD

## Operational Approach



### Acronyms

- DMOSQ - Duty Military Occupational Skill Qualification**
- OA - Operational Available**
- PSH - Primary Slot Holder**
- USR - Unit Status Report**





# ional Guard

## Forbes Field, Topeka

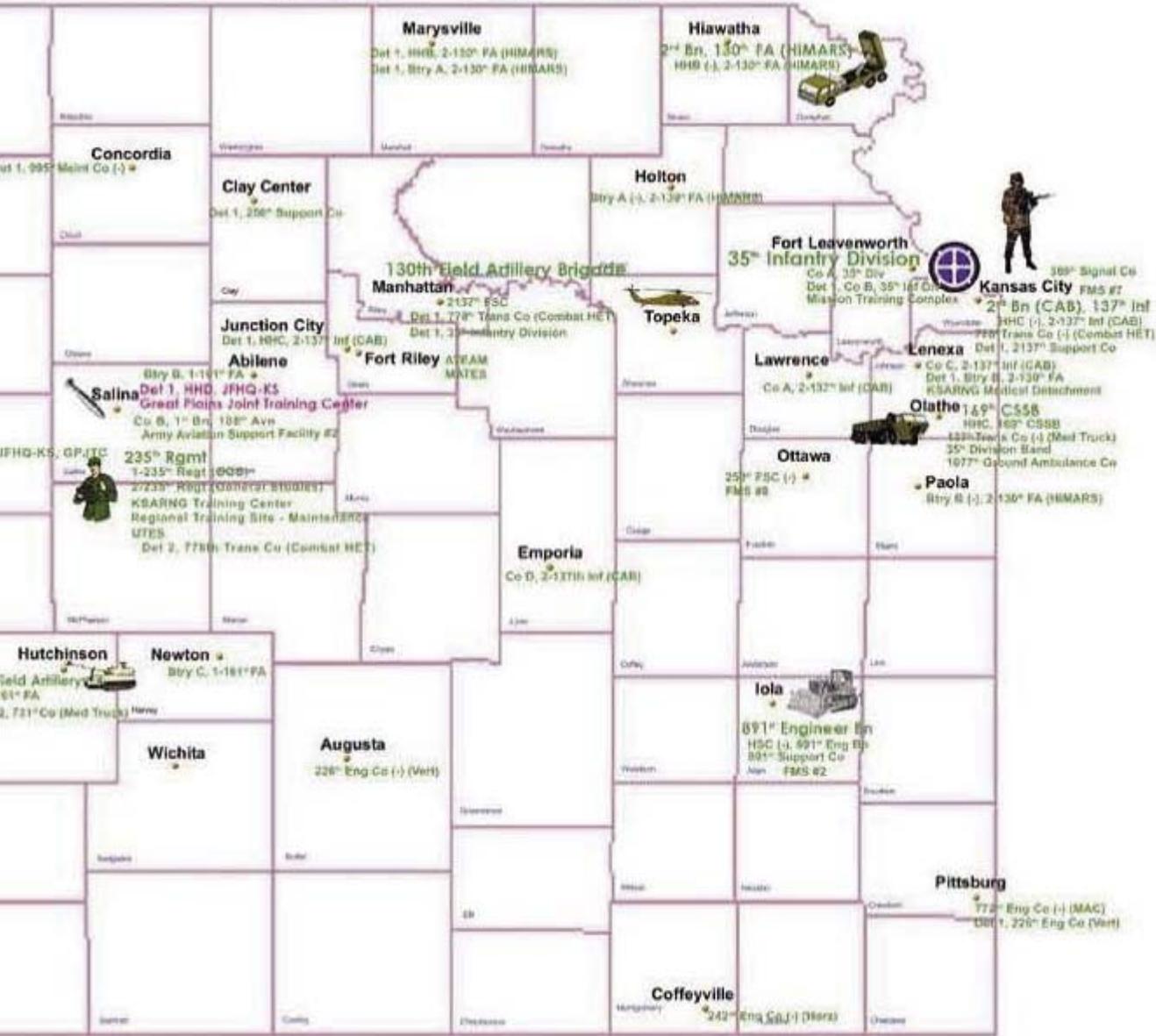


State Aviation Office  
 Army Aviation Support Facility #1  
 Det 37, OSA Cmd  
 2-941st Avn



1<sup>st</sup> Bn, 108<sup>th</sup> Aviation  
 HHC (-), 1-108<sup>th</sup> Avn  
 Co A, 1-108<sup>th</sup> Avn  
 Co D, 1-108<sup>th</sup> Avn  
 Co E, 1-108<sup>th</sup> Avn  
 Co G, 2-135th GSAB  
 Det 5, Co D 1-111th Avn  
 Det 5, Co E, 1-111th Avn  
 Co G, 1-111th Avn

72<sup>nd</sup> Civil Support Team (WMD)



### Wichita

170<sup>th</sup> Maint Co (-)  
 Co B, 2-137<sup>th</sup> Inf (CAB)  
 Det 2, 2137<sup>th</sup> Support Company \*  
 Det 2, 778<sup>th</sup> Trans Co (Combat HET)  
 Det 1, 242<sup>nd</sup> Eng Co (Vert)

FMS #3  
 Co B, Rec and Ret  
 1151<sup>st</sup> FSC (-)  
 Det 1, KSARNG Maint Det  
 330<sup>th</sup> Signal Co

As of:

December 2016



**2017-2020 CAMPAIGN PLAN**

**GUARDIANS OF THE PLAINS, KANSAS PROUD 7**



# KANSAS ARMY NATIONAL GUARD



## KSARNG Command & Control Chart FY 2017

Effective Date: 1 May 2017

The Adjutant General

Commander KSARNG

Staff Element/HQs, Topeka  
Army Element/HQs, Topeka

STATE AVIATION OFFICE Topeka  
AA&P at JADCON, Topeka Fed Dog Co, Topeka  
AA&P at JADCON, Salina

KSARNG REC & RET, Topeka, JADCON 89<sup>th</sup> TC  
A CO, REC & RET, Topeka  
R CO, REC & RET, Winona

US&PO, Topeka  
CPL, Topeka



SURFACE MAINTENANCE (ADCON) Topeka  
KS ARNG Full Shop Topeka  
FMS 1, Topeka  
FMS 2, Topeka  
FMS 3, Winona North  
FMS 7, Kansas City  
FMS 8, Topeka  
FMS 13, Olathe City

UNITES For Rely  
CS&S Topeka  
UTCS Salina  
A/T&M For Rely

38<sup>th</sup> Division (Assigned)  
Fort Leavenworth

HQ 38<sup>th</sup> N. Division  
Fort Leavenworth  
A Co (H) 38<sup>th</sup> N. Div  
Fort Leavenworth  
B Co (H) 38<sup>th</sup> N. Div  
Fort Leavenworth

658<sup>th</sup> REG (Assigned)  
AFRC, Topeka

3,113<sup>th</sup> N Regt, (Assigned)  
Kansas City  
MTC H, Kansas City  
D1, HHC, Junction City  
Co A Emporia  
Co B, Levens  
Co C Winona (Dwell)  
D1, HHC 2,111<sup>th</sup> FA, (Assigned)  
JUNCTION City  
C Co, 108<sup>th</sup> BSB, (Assigned)  
Lawrence  
D1, C Co, Lawrence  
D2, G Co, Winona (Dwell)

69<sup>th</sup> EN BN, (Assigned) OIA  
100<sup>th</sup> 108  
Support Co (F) OIA  
220<sup>th</sup> EN CO (H) (VET), (Assigned)  
Augusta  
D1, 208, Pleasant  
242<sup>nd</sup> EN CO (H) (VET), (Assigned)  
Catherine  
D1, 242, Winona (H)  
77<sup>th</sup> EN Co (ALAC), (Assigned)  
Pleasant  
38<sup>th</sup> 1st AFRC, (Assigned)  
TOPEKA

1,108<sup>th</sup> AV, AFRC, (Assigned), Topeka  
HCC (H) AFRC, Topeka  
CO A, AFRC, Topeka  
CO B, AFRC, Topeka  
CO D, AFRC, Topeka  
CO F, AFRC, Topeka  
D3, D Co, 1-111<sup>th</sup> AV BN, AFRC  
(Assigned) Topeka  
D1, E Co, 1-111<sup>th</sup> AV BN, AFRC  
(Assigned) Topeka  
O Co, 1-111<sup>th</sup> AV BN, AFRC (Assigned)  
TOPEKA  
2,541<sup>st</sup> AV, (Assigned), Topeka  
D1, 2541, Winona (H)  
D1, 31<sup>st</sup> OSA, (Assigned), Topeka

235<sup>th</sup> Regiment (Assigned)  
Salina

1,235<sup>th</sup> Regiment  
Salina  
2,235<sup>th</sup> Regiment  
Salina  
RTCOA (Assigned)  
Salina  
KSARNG Training Center  
(Assigned) Salina  
D1, Training Center, OCS Co, Salina  
1,12<sup>th</sup> Chaplain Det, (Assigned)  
TOPEKA

92<sup>nd</sup> BSB (I), (Assigned)  
Hays  
D1, 92<sup>nd</sup> BSB, Olathe  
340<sup>th</sup> Signal Co, (Assigned)  
Winona (North)  
1,101<sup>st</sup> SC (H) (F), (Assigned)  
Winona (North)  
D1, 1181<sup>st</sup> SC, Pleasant  
240<sup>th</sup> Support Co (H) (F), (Assigned)  
Olathe  
D1, 250<sup>th</sup> Coy, Center  
170<sup>th</sup> Maint Co, (Assigned)  
Winona (North)  
88<sup>th</sup> Maint Co (H), (Assigned)  
Spartan Center  
D1, 88<sup>th</sup>, Concordia  
D2, 88<sup>th</sup>, Norton

101<sup>st</sup> Field Artillery Brigade (Assigned)  
Lawrence

1,101<sup>st</sup> FA Regt (Partial), (Assigned)  
Lawrence  
H&B, Lawrence  
207<sup>th</sup> A, Olathe City  
D1, D, Olathe  
Bry C, Norton  
TF BRNOCDIGR (OCCO), Garden City  
D1, B1, A, 101<sup>st</sup> FA Regt  
Center City

3,101<sup>st</sup> FA (ALAC), (Assigned)  
Lawrence  
M&M&A  
D1, 118<sup>th</sup> Maintenance  
A Bty (H) Hays  
D1, A Bty, M&M&A  
D2, Bty (H) Pella  
D1, D Bty, Lawrence  
1,559<sup>th</sup> CS&B, (Assigned)  
Olathe  
1,137<sup>th</sup> Trans Co (H), (Assigned)  
Olathe  
D1, 137<sup>th</sup> AFRC, Topeka  
773<sup>rd</sup> Trans Co (I), (Assigned)  
Kansas City  
D1, 773<sup>rd</sup>, Abington  
D2, 773<sup>rd</sup>, Olathe (RTG)  
731<sup>st</sup> TC Co (H), (Assigned)  
G&R, Hays  
D1, 731<sup>st</sup>, Lawrence  
D2, 731<sup>st</sup>, Lawrence  
107<sup>th</sup> GMC, (Assigned)  
Olathe

69<sup>th</sup> Troop Command (Assigned)  
Topeka

H&B, #H&B, (Assigned)  
TOPEKA  
1,839<sup>th</sup> S' Cavalry Team,  
(Assigned) Topeka  
Olathe  
1,970<sup>th</sup> Connecting Team,  
(Assigned) Topeka  
State Field TTT, (Assigned)  
Topeka  
1,114<sup>th</sup> S' TDT, (Assigned)  
Topeka  
KSARNG Mission Training  
Complex (Assigned)  
Topeka  
308<sup>th</sup> Division Band, (Assigned)  
Olathe  
1,028<sup>th</sup> AFRC, (Assigned)  
Topeka  
308<sup>th</sup> Signal Co, (Assigned)  
Kansas City  
KSARNG I&B Det (Assigned)  
Lawrence  
D1, I&B Det, Winona  
730<sup>th</sup> CST (M&D), (Assigned)  
Topeka  
100<sup>th</sup> AFRC, (Assigned) G3





# KANSAS ARMY NATIONAL GUARD

## *Vision*

The Kansas Army National Guard is a ready, operational reserve that is state responsive, regionally supportive and globally engaged. The KSARNG is a professional and ethically led force that is an indispensable partner in today's volatile and uncertain environment and prepared to respond to the needs of our communities, state and nation.

## *Mission*

The KSARNG provides professionally led, fully-manned, ready and learning units in defense of our nation to protect and support Kansas citizens and communities.

## *References*

*The following contains more detailed information related to implementation strategies associated with this campaign plan:*

- KSARNG SOP 350-1, Training Management and Leader Development, 1 Aug. 2016
- KSARNG SOP 350-2, TY-17/18 Requirements, 1 Aug. 2016
- KSARNG Memo Subject: Fiscal Year 2017 (FY17) Kansas Army National Guard Strength Maintenance Plan, 9 Sept. 2016
- KSARNG SOP 600-100-1, Appendix B, Leader Development Assignment Panel procedures, 6 Aug. 2016





# *The 4S Model*

*Regulations*

*Commander's Intent*

**Grow readiness that allows each unit to rank in the top quartile of like-type units in the Army National Guard and successfully execute any assigned mission.**

**Sustained Readiness**

**Soldier Care**

**Shared Understanding  
through Communication**

**Strengthening  
Partnerships**

**Strength Management; Fairness; Long term;  
Commanders Command; Leader Development;  
Ethical, accountable professionals; Transparency; Predictability;  
Safety is paramount; Kansas units will support Kansas units**

*LCIW*

*Army Values*





# KANSAS ARMY NATIONAL GUARD

## *Sustained Readiness*

**Readiness for ground combat is and will remain the Kansas Army National Guard's number one priority.** We will always be ready to fight and support today and we will always prepare to fight and support tomorrow. **Readiness is number one and there is no other number one.** As the primary trainer for their units, commanders must place an emphasis on collective training and generating ready forces to support the mastery of skills that support combined arms maneuver and wide area security. To do this, our units must reinvigorate the basic fundamentals of warfighting, focusing on decisive action, basic Soldier field craft and continuous assessment of unit training plans that enable unit collective training readiness.

- (1) Operationally Available DMOSQ Percent
- (2) Operationally Available (OA) Percent Fill
- (3) Reduced Attrition Loss Rate
- (4) Meets Military Education Requirement Percentage
- (5) Primary Slot Holder (PSH) OA Percent Fill
- (6) Senior Grade Operationally Available Percent Fill
- (7) Negative End Strength Percentage
- (8) USR Rating

## *Shared Understanding Through Communication*

Leaders inform and influence audiences, inside and outside the KSARNG. Shared understanding allows for mission command and for unity/synchronization of efforts towards the end state. I will drive this through the KSARNG battle rhythm, battle field circulation, key leader engagements, and town hall meetings, demanding that subordinate commanders do the same.

## *Soldier Care*

We must keep our Soldiers, civilians, employers and their families foremost in our minds every day. We must treat others better than we want to be treated. Our strength depends on commanders developing themselves and other professional ethical leaders in their units through challenging training and leadership opportunities and exercises, allowing for the growth of unit readiness and unit end-strength.

- (1) Annual Evaluations (Technician Appraisals, Officer Evaluation Reports, Noncommissioned Officer Evaluation Reports and Career/Performance Counseling)
- (2) Recognition (awards, press releases, promotions, notes, letters to family and employer)
- (3) Predictability (training schedules, pay, battle rhythm, alert calls during the month)
- (4) Benefits (PHAs and follow-up, insurance(s), education)
- (5) Chaplain visits
- (6) Employer Support (contacts, recognition)
- (7) Family Readiness (events, number of members, size of gathering)
- (8) Timely Promotions (WO1, LTs, and E1-E4)

## *Strengthening Partnerships*

Develop teams within the U.S. Armed Forces and in the communities we support. Commanders at all levels must develop their team within their unit, the larger total force, and the community they serve and live in. The days of leaders having only an inward or "unit-based" focus have passed. As part of developing a professional officer and NCO Corps, we will entrust leaders at the lowest level to work and develop partnerships throughout their sphere of influence.





# KANSAS ARMY NATIONAL GUARD

## END STATE

**Friendly:** In three years, the KSARNG has grown readiness, allowing each unit to rank in the top quartile of like-type units in the Army National Guard through historic end strength growth (110% of force structure allowance for MTOE units in O1-O2s, W1-W4s, and E1-E4s) allowing for force structure growth and leadership development in the KSARNG.

**Enemy:** In three years, the KSARNG has grown units and professional and ethical leaders that can adapt to a volatile and uncertain world with smaller budgets and changing demographics.

**Terrain:** Leaders dominate and strengthen partnerships with industry, schools (universities, colleges, junior colleges, high schools, etc.), community leaders, decisions makers/influencers and unified land and joint partners in their sphere of influence.

**Civil:** KSARNG units have immediately adapted their recruiting and retention efforts to adjust to the changing demographics in the State of Kansas and the new generation of available applicants in Kansas' rural, metropolitan, and military communities allowing them to surpass their yearly strength management goals.

