
KANSAS ARMY NATIONAL GUARD
2020-2023
CAMPAIGN PLAN



Serving Kansas since 1855

Kansas Army National Guard



FROM THE COMMANDER OF THE KANSAS ARMY NATIONAL GUARD

The 2017 to 2020 Kansas Army National Guard Campaign plan has allowed us to focus our attention and unify our efforts to provide a lethal, trained and ready force to meet our State and Nation's call and truly become the Guardians of the Plains. Looking forward, we will now double down on the success of our operational approach and add new programs and initiatives to build and maintain the force and enhance its ability to meet its state and federal missions.

The threats arrayed against us have never been greater. At the national level, our National Security Strategy recognizes the changes in the world as it moves from monopolar world led by the United States to the return of competition between the United States, a resurgent Russia and a rising China. This struggle for influence and finite resources is further complicated by the rogue nations of Iran and North Korea and non-state terrorist groups. At the State level, the need for a ready National Guard to combat natural disaster and support the needs and lives of Kansans.

As such, we will continue to build and maintain the ready, resilient and trained soldiers necessary to meet these needs and threats and meet all missions assigned.

I continue to be honored to be your commander. Allow me to express this by reiterating the thoughts of Gen. James C. McConville, the 40th Army Chief of Staff:

"It is an incredible privilege to lead the world's premier fighting force, made up of the greatest men and women. Our Army – Regular, National Guard and Reserve – is the best-trained, best-equipped, and best-led land force ever to take the field. We stand shoulder-to-shoulder with the Joint Force, Allies, and Partners to protect our interests and uphold our shared values. It is our duty to provide the Nation a professional, lethal and decisive force that will win against any of our adversaries. Thank you and your families for your service and sacrifice. I am proud to serve alongside this Nation's best."

"Kansas Proud!"

Sincerely

BG Anthony V. Mohatt



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

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Kansas Army National Guard

SENIOR LEADERS' PERSPECTIVES

Build an Effective Team

To go from good to great requires not only self-assessment, as mentioned by the commander, but you must make your team effective. To make your team effective you should:

Build trust and respect. Nurture a team-oriented environment based on trust and respect. Without this, there will only be limited success. Uncertainty can be balanced by trust,

which gives the team the ability to work together no matter what reality brings.

Be true to your word. If you promise to do something, be sure you fulfill it. When Soldiers see that you are a reliable person, they will emulate your behavior.

Encourage trust and cooperation within your team. The relationships Soldiers establish among themselves are every bit as important as those you establish with them. Pay close attention to the ways

in which Soldiers work together and take steps to improve communication, cooperation, trust, and respect.

Facilitate communication. Communication is the single most important factor in successful teamwork. Set an example by remaining open to suggestions and concerns, by asking questions and offering help, and by doing everything you can to avoid confusion in your own communication.



**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.
Steve Harmon
Land Component
Command Sergeant Major**

Fitness-Fieldcraft-Fellowship

Citizen-Soldier is more than a slogan. The last 20 years have transformed us from the legacy Strategic Reserve to a lethal operational reserve. We became combat lethal, skilled in insurgency operations, homeland defense and emergency operations. But these skills are perishable and today the majority of our enlisted Soldiers are now noncombat veterans, have few mobilizations on near-peer missions of deterrence or, worst case, war.

Bottom line up front: It's time again to improve and change our fighting force. We must and have moved beyond just the counterinsurgency fight and are becoming ready

for Great Power Conflict.

To support our commander's intent for increased lethality, I, as the Kansas Army National Guard command sergeant major, have focused my efforts on a three-year campaign called "Citizen-Soldier 2023." The vision of this NCO driven campaign is for all enlisted leaders to use our four lines of effort to transform KSARNG Soldiers into a more lethal force through improved comprehensive Fitness, realistic Fieldcraft and keeping and building the bonds of Fellowship through esprit de corps and servant leadership.

We must continue our efforts to refocus our first line

leaders on engaged leadership and not wait for step-by-step instructions. We commonly call this NCO Business. NCO Business is more than just taskings; it is how we conduct ourselves on a daily basis. NCOs should ensure all their efforts at the end of the day have supported our two key missions to train, fight and win our nation's wars and train to mobilize within 48 hours or less to serve the citizens of Kansas and our nation in time of homeland emergency.

It's that simple: Fitness. Fieldcraft. Fellowship. Let's get busy, take care of our Soldiers and lead the change.



Kansas Army National Guard



COMMANDER'S INTENT

Purpose

Readiness is the KSARNG's #1 Goal.

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

Growing Strength in the Kansas Army National Guard through community support is the leading factor that enables our units to maintain top-tier national readiness status. Commanders must become a partner to the local communities and establish viable and rewarding relationships with these critical supporters.

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. This monthly training can and should include local training areas, state and active facilities such as Salina or Fort Riley, and annual training rotations at the Army's Combat Training Centers every few years. The inclusion of virtual training and simulation is also an efficient,

Focus Areas:

- 1) Readiness starts with accessions and retention** while executing tough, realistic training focused on Warrior Tasks and Battle Drills as a key building component to prepare for high-intensity conflict.
- 2) Modernization:** Employ Multi-Domain Operational concept in concert with new capabilities to ensure overmatch against our adversaries.
- 3) Strengthen Alliances and Partnerships:** Create training opportunities with State, National, and International organizations that builds interoperability in preparation for our domestic and warfighting missions.
- 4) Leadership:** KSARNG Career Management Program creates educated, innovative, and committed leaders of character that can operate from the tactical to the strategic levels of leadership.

cost-effective way to challenge and train our soldiers.

Units can execute Mission Essential Task List training and administrative tasks in the field through well-considered and planned training strategies, allowing commanders to develop competent and ethical professionals at all levels.

The Army has moved to the Sustained Readiness Model and away from the legacy Adapted Force Generation process. This change empowers a contingency force that can meet global and regional needs.

Thus, commanders must continually build and sustain readiness. The need for every unit to maintain some level of mission capability is the cornerstone for meeting our state missions.

With the drive for sustained readiness, we cannot look for others to prepare us prior to a mobilization. We must train 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

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, 14 Aug. 2019
- KSARNG SOP 350-2, TY-17/18 Requirements, 28 June. 2018
- KSARNG Memo Subject: Fiscal Year 2020 (FY20) Kansas Army National Guard Personnel Readiness Guidance, 1 Oct. 2019
- KSARNG SOP 600-100-1, Appendix B, Leader Development Assignment Panel procedures, 8 Feb. 2019





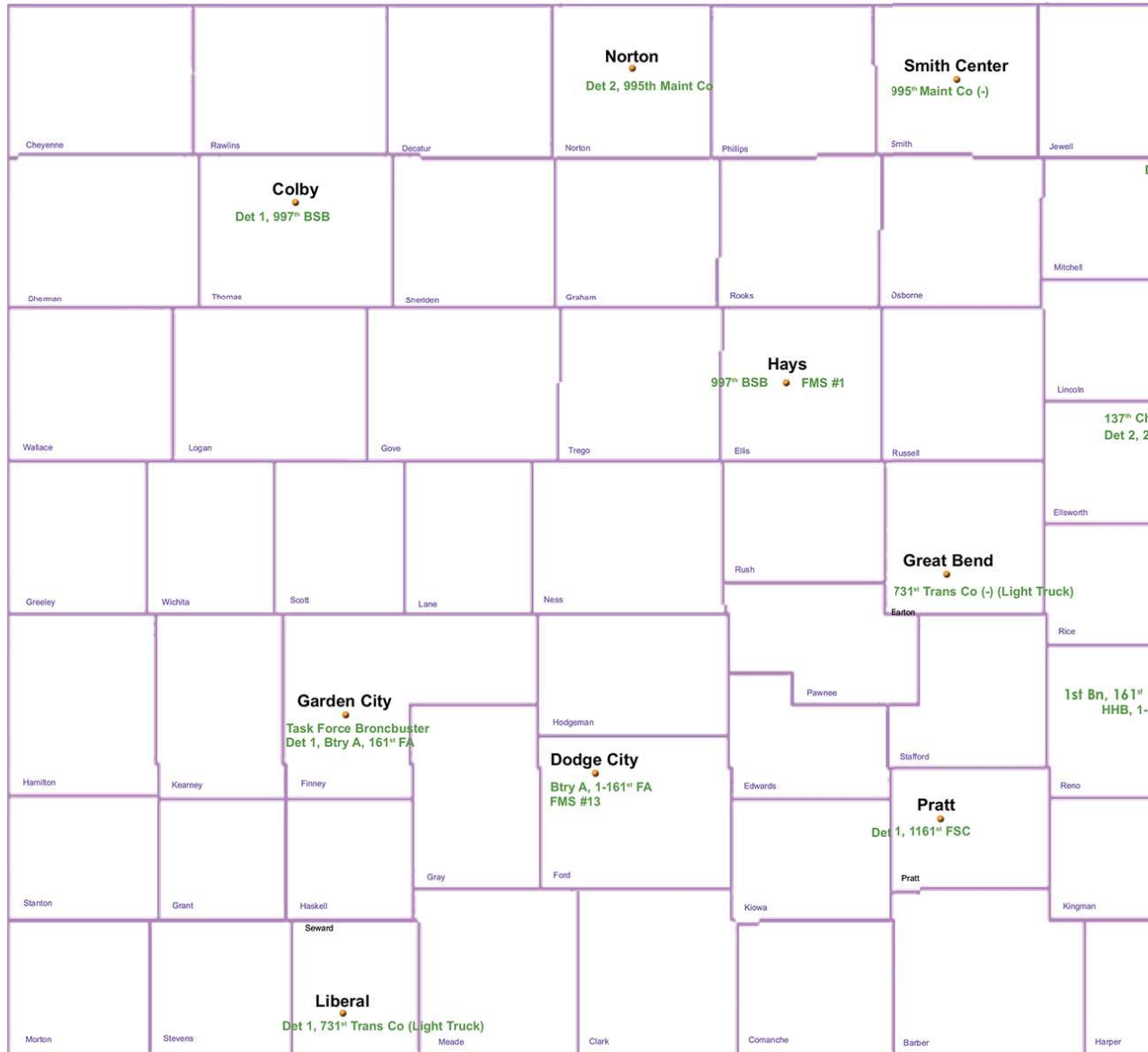
Joint Forces Headquarters Kansas -
Land Component

Topeka

Joint Forces Headquarters Kansas
 HHBN JFHQ -Land Component
 HHD, JFHQ
 Recruiting and Retention
 Co A, Rec and Ret
 KS ARNG FMS
 Combined Support Maintenance Shop
 U.S. Property and Fiscal Office
 Central Issue Facility
 JFHQ - Air Component
 Det 1, 137th Trans Co. (PLS)
 35th Military Police Co



69th Trp Cmd
 105th MPAD
 1074th Field Trial Defense Team
 1174th Senior Trial Defense Team
 1979th Contracting Team
 73rd Civil Support Team (WMD)



Legend

ATEAM = Advanced Turbine Engine Army Maint
 Avn = Aviation
 Bde = Brigade
 Bn = Battalion
 BSB = Brigade Support Battalion
 Btry = Battery
 CAB = Combined Arms Battalion
 Cmd = Command
 Co = Company
 CSSB = Combat Support Sustainment Battalion
 Det = Detachment
 Div = Division
 Eng = Engineer

FA = Field Artillery
 FMS = Field Maintenance Shop
 FSC = Forward Support Company
 HIMARS = High Mobility Artillery Rocket System
 HHB = HQ and HQ Btry
 HHC = HQ and HQ Company
 HHD = HQ and HQ Detachment
 HQ = Headquarters
 HSC = Headquarters Support Company
 Inf = Infantry
 ISR = Intelligence, Surveillance and Reconnaissance
 Lg = Logistics
 MAC = Mobile Augmentation Company

MATES = Maneuver and Training Equipment Site
 Maint = Maintenance
 Med = Medical
 MP = Military Police
 MPAD = Mobile Public Affairs Detachment
 OCS = Officer Candidate School
 Rgmt = Regiment
 Rec and Ret = Recruiting and Retention
 RSMS = Readiness Sustainment Maint Site
 Trans = Transportation
 Trp = Troop
 UTES = Unit Training Equipment Site
 WMD = Weapons of Mass Destruction



National Guard



State Aviation Office
Army Aviation Support Facility #1
Det 37, OSA Cmd
2nd Bn, 641st Avn

Forbes Field, Topeka

1st Bn, 108th Aviation
HHC (-), 1-108th Avn
Co A, 1-108th Avn
Co D, 1-108th Avn
Co E, 1-108th Avn
Co G, 1-111th GSAB
Det 5, Co D 1-111th Avn
Det 6, Co E, 1-111th Avn
Co G, 1-111th Avn

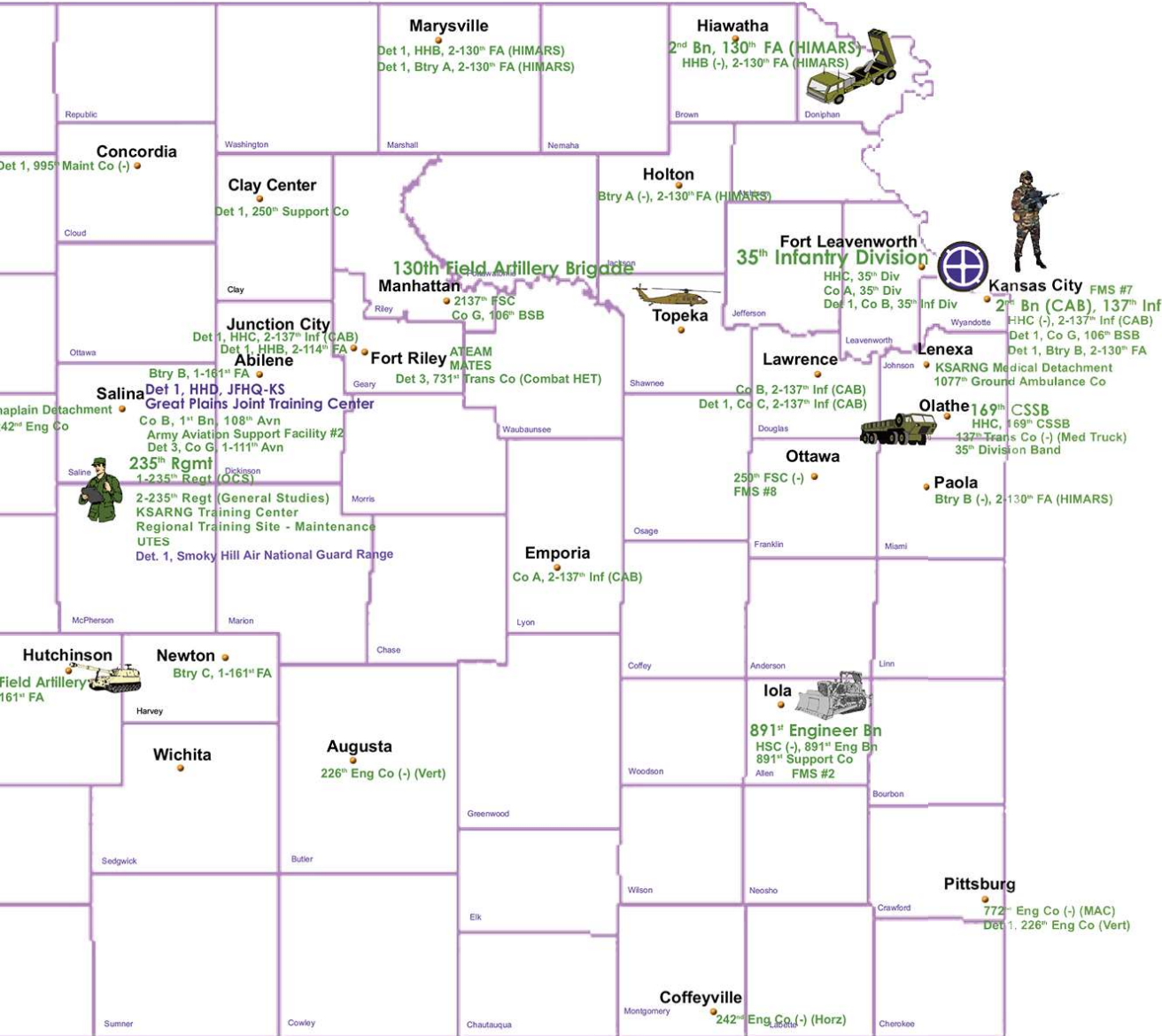
190th Operations Group
117th Air Refueling Squadron
190th Operations Support Squadron
127th Weather Flight
190th Maintenance Group
190th Maintenance Squadron
190th Aircraft Maintenance Squadron
190th Maintenance Operations Flight

190th Air Refueling Wing

190th Mission Support Group
190th Security Forces Squadron
190th Civil Engineering Squadron
190th Logistics Readiness Squadron
190th Force Support Squadron
190th Communications Flight
190th Medical Group
Health Services Division
Aero Medical Division
Dental Division
Professional Services



Joint Forces Headquarters Kansas -
Air Component



Wichita

635th Regional Support Group
HHD, 635th Regional Support Gp

170th Maint Co (-)
Co C, 2-137th Inf (CAB)
FMS #3
Co B, Rec and Ret
1161st FSC (-)
330th Signal Co

Det 1, KSARNG Med Det
Det 2, 731st
Det 1, 242nd Eng Co
Transportation Co
117th ASMC

McConnell AFB, Wichita

184th Wing

184th Regional Support Group
134th Air Control Squadron
284th Air Support Operations Squadron
Smoky Hill Weapons Range
184th Intelligence/Surveillance/Reconnaissance Group
161st Intelligence Squadron
184th Operations Support Squadron
184th Intelligence Support Squadron
184th Det (201 MSS)
184th Cyberspace Operations Group
127th Cyberspace Operations Squadron
177th Information Aggressor Squadron
299th Network Operations Security Squadron

184th Mission Support Group
184th Security Forces Squadron
184th Civil Engineering Squadron
184th Logistics Readiness Squadron
184th Force Support Squadron
184th Communications Flight
184th Medical Group
Health Services Division
Aero Medical Division
Dental Division
Medical Operations Division

September 2019



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GUARDIANS OF THE PLAINS, KANSAS PROUD

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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**

Law

Army Values





Kansas Army National Guard

Sustained Readiness

The key to building and maintaining readiness is people. **We will echo the CSA's priority of people as the Kansas Army National Guard's number one priority.** Having qualified, trained soldiers on hand is the key to Sustained Readiness. 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.



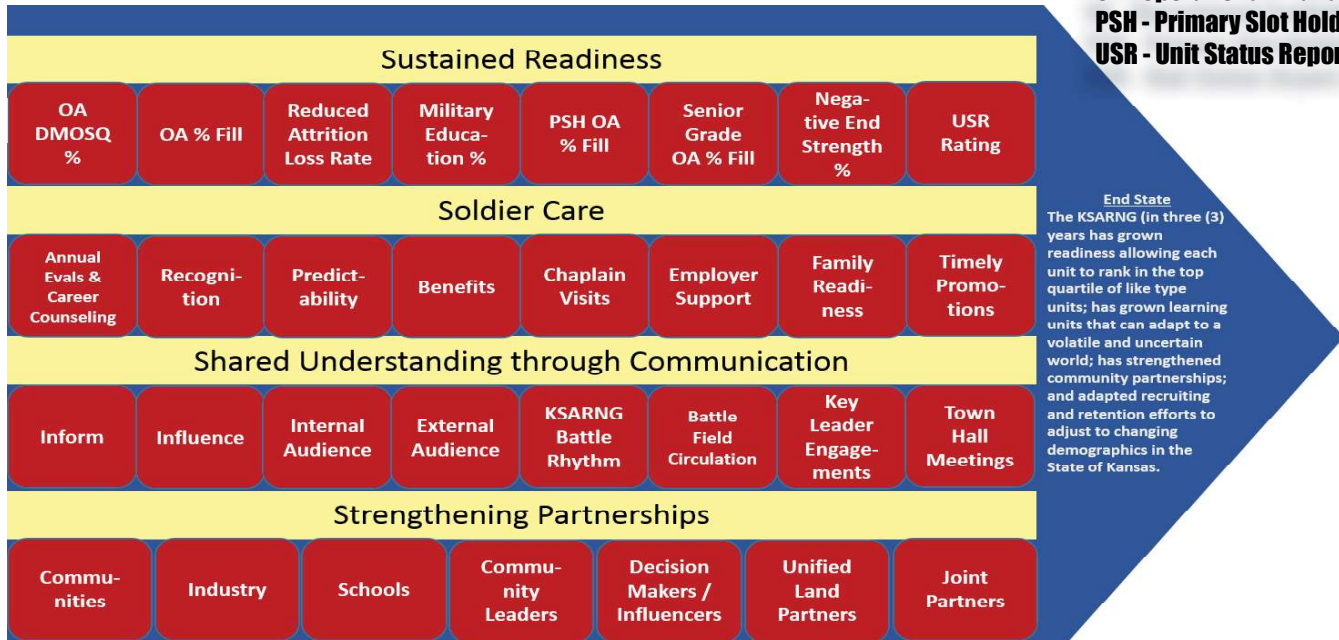


Kansas Army National Guard

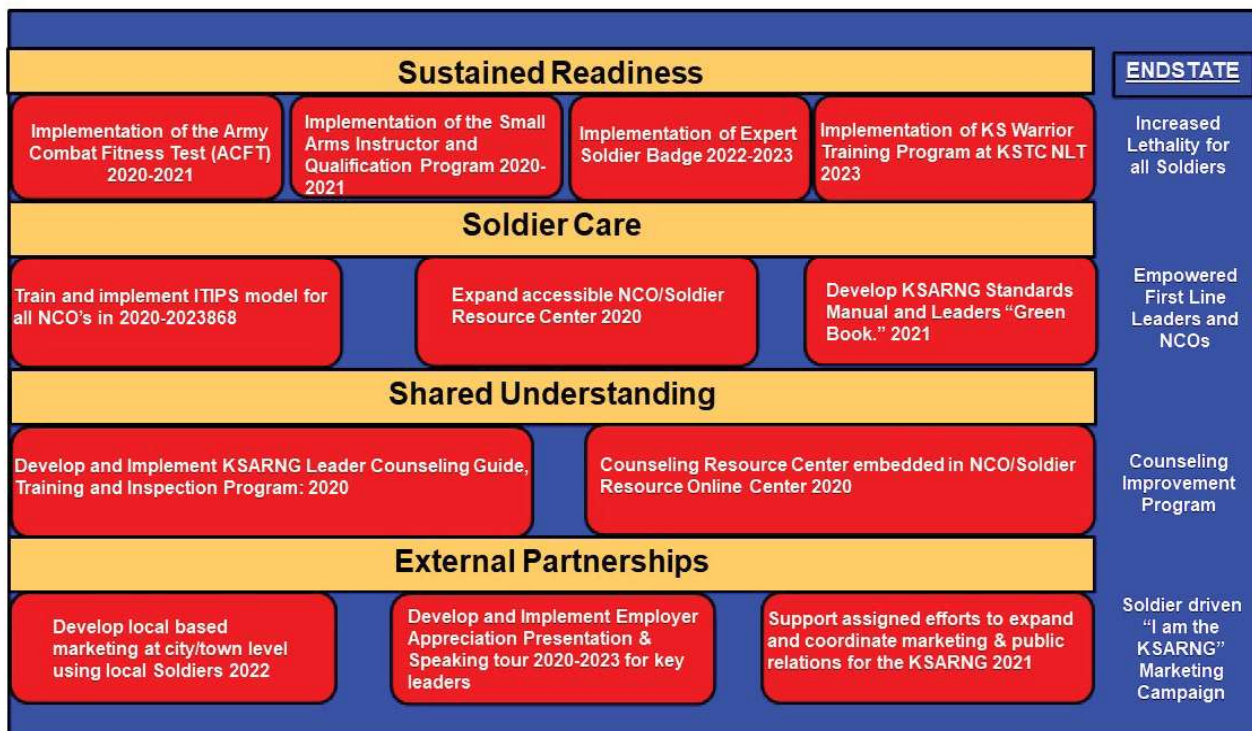
Operational Approach

ATAG's Lines of Effort

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



CSM's Support Initiatives



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Kansas Army National Guard



KSARNG Command & Control Chart FY 2020

Effective Date: 1 October 2019



The Adjutant General

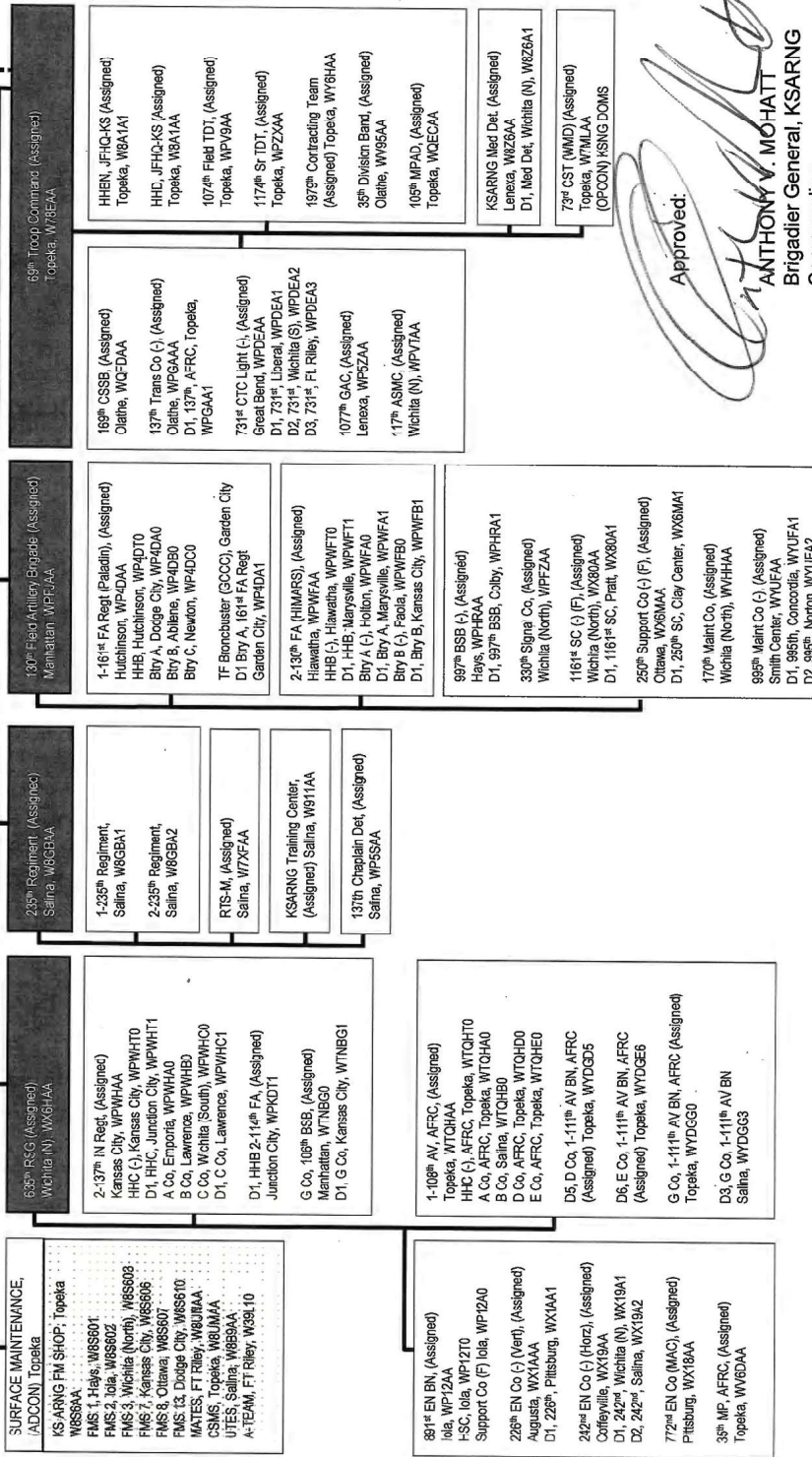


Commander KSARNG

Staff Element JFHQ-KS, Topeka, W8A1AA
Army Element JFHQ-KS, Topeka, W928AA

STATE AVIATION OFFICE, Topeka
AASF #1 (ADCON) Forbes Field, Bldg 636, Topeka, W882AA
AASF #2 (ADCON) Salina, W8NAAA
2-641st AV, (Assigned), Topeka, WY48C1
Det 37 OSA, (Assigned), Topeka, WY437
KSARNG REC & RET, Topeka, W907AA, (ADCON) 68th TC
A Co, REC & RET Topeka, W907A1
B Co, REC & RET Wichita, W907A2
USFFO, Topeka, W7M6AA
C/F, Topeka, WTM925

ADCON



Approved:

Anthony V. Mohatt

ANTHONY V. MOHATT
Brigadier General, KSARNG
Commanding



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GUARDIANS OF THE PLAINS, KANSAS PROUD

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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.

