

KENTUCKY
COMMISSION
ON MILITARY AFFAIRS



STRATEGIC PLAN



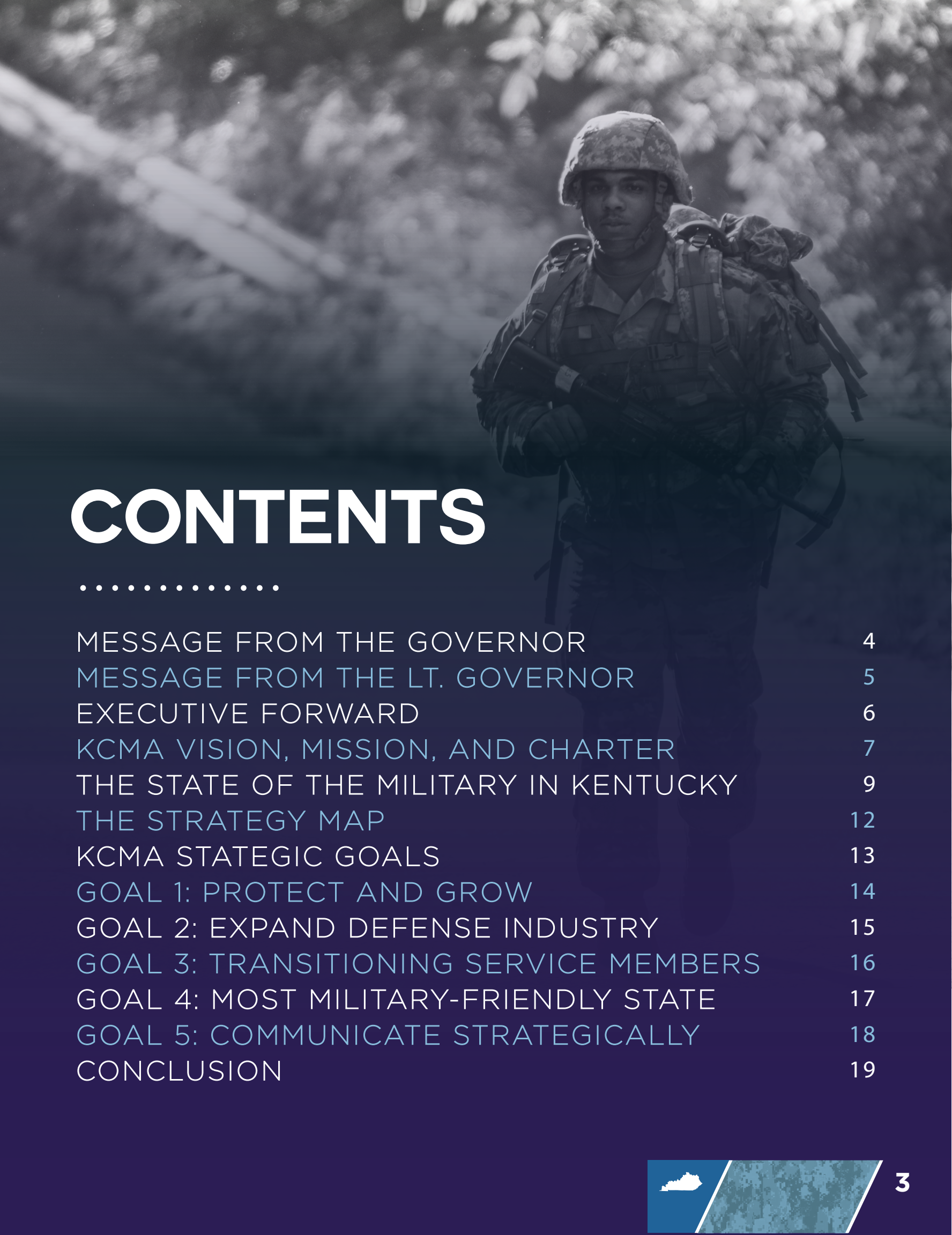
**"THE DIFFERENCE BETWEEN DREAMERS AND
VISIONARIES IS ACTION."**

Mark B. ...



**UNITED WE
STAND**

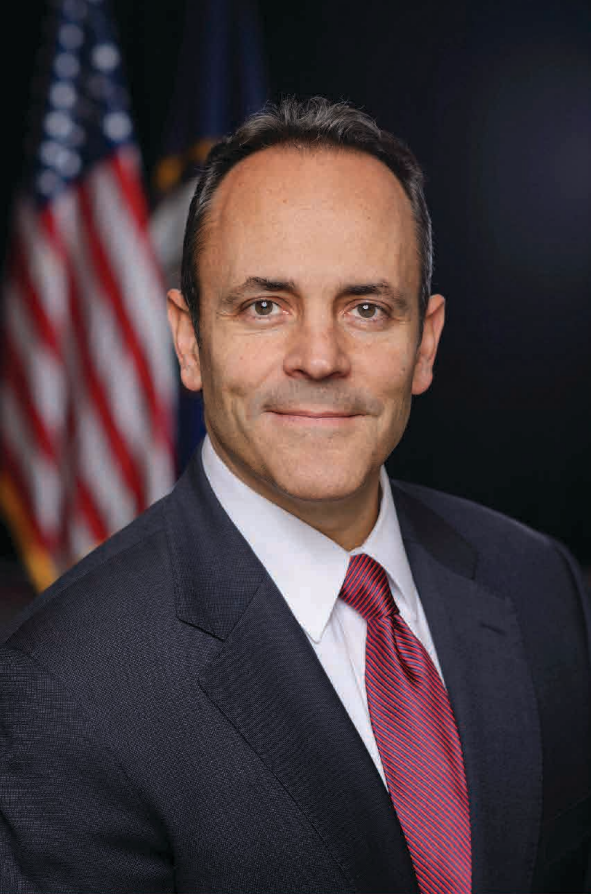
DIVIDED WE FALL



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A MESSAGE FROM THE GOVERNOR

Kentucky has a rich history of military and civilian support for both state and national security. The Kentucky Commission on Military Affairs (KCMA) promotes a strong national defense, protects and enhances the state's military installations and activities, and leverages these assets to the economic advantage of our citizens. In addition, they place strong emphasis on improving the quality of life for our service members, veterans, retirees and their family members.

Our vision for Kentucky is to become the indisputable hub of engineering and manufacturing excellence in America, and the defense industry is a crucial sector of Kentucky's manufacturing output. With airlift, river-ways, roadways, and railways, the Commonwealth has robust logistics capabilities to support its output. We are at the epicenter of new developments in manufacturing techniques and technology.

Kentucky ranks fourth in the nation for most active duty Army personnel stationed in-state, and 12th for the number of active duty military personnel. The Department of Defense's economic engine brings \$12 billion into Kentucky each year, a figure that should continue to grow. During their time in the armed forces, service members develop critical attributes like loyalty, teamwork, and goal-oriented collaboration skills. As personnel departs military service or continues serving in the National Guard or Reserves, KCMA is working to direct them to Kentucky's private sector. This will infuse our workforce with highly trained, dynamic, and disciplined people.

As we improve our state's workforce we also show our appreciation for the sacrifices of members of our Armed Forces and their families by directing them toward a rewarding future career and a permanent home in the Commonwealth. This is all part of my desire to make Kentucky the most military-friendly state in America.

I fully endorse the work of this commission. The Chairman, Brigadier General (Ret.) Jim Iacocca and our Executive Director, Colonel (Ret.) Blaine Hedges are providing exactly the kind of leadership that is needed to play a vital role in accomplishing my vision for Kentucky. They have strong relationships with our Congressional delegation, General Assembly, state agencies, and everyone involved in the Commonwealth's military activities. The goals and strategies outlined in this plan will solidify past gains and increase the role this state plays in national defense.

We are proud of our historic contributions to the country and will remain an integral part of America's armed forces. United we stand, divided we fall: We are Kentucky!

Matthew G. Bevin
Governor



A MESSAGE FROM THE LT. GOVERNOR

I am excited to see the work KCMA is doing as it relates to fulfilling Governor Bevin's vision for the Commonwealth. This commission plays a vital role in promoting Kentucky's capabilities to the defense industry, supporting our military installations, and serving the veterans, service members, and military families who live here.

My office has taken a partnership role with KCMA, and seeks opportunities to be involved so we can ensure they stay on glide path to meet their desired objectives.

As a former member of the U.S. Air Force, I have deep admiration for the military in Kentucky. Because of my appreciation, and based on this strategy, I have made it a priority to support Kentucky's defense industry and all it brings to bear on our great state. I place a strong emphasis on our aerospace and aviation initiatives. During my time in office, it has been exciting to see the progress local industries have made in these areas. Aviation and aerospace products are Kentucky's largest export and this sector of our economy has grown so much that we now rank second in the nation. Defense products make up a substantial segment of this industry in the Commonwealth and we must exploit this relationship as we move into the future.

Lastly, I have the highest degree of dedication to our service members and their families. They have sacrificed more than most Americans truly understand. Less than one percent of our country has served, and we have been at war now for 16 years. As an Operation Desert Storm veteran myself, and being married to a retired Air Force Colonel, it brings great joy for my husband and I to endorse this strategy and all Kentucky's initiatives tied to the defense industry.

Jenean M. Hampton
Lt. Governor





EXECUTIVE FORWARD

The Kentucky Commission on Military Affairs (KCMA) was established in 1996 with the statutory authority to pursue initiatives focused on strengthening Kentucky's relationship with the defense department and improving the quality of life for all who serve (or have served), and their families. This includes protecting and growing our military installations and its defense related economy, filling Kentucky's critical skills shortages with an extremely qualified work force, and promoting the welfare of our Commonwealth's veterans, service members and their families.

The goals and objectives outlined in this strategic plan reflect input from lead agents and key stakeholders who are actively engaged with KCMA and motivated to add value to its mission. Collaboration and support was provided from members of the KCMA executive committee, the Governor's executive cabinet, Kentucky General Assembly, our Congressional Delegation and other intergovernmental partnerships at local, state, and federal levels. The supporting objectives provide a clear map of how we plan to implement these goals. This strategy will be assessed periodically and strengthened to ensure its vision and intent comes to fruition and remains a vital instrument of the leadership of Kentucky to ensure we all meet Governor Bevin's vision for the Commonwealth. What is contained throughout this document has been fully synchronized with key stakeholders across Kentucky.

Although Kentucky has achieved a great deal already, we continue to seek ways to build on the success of all who played a vital role in establishing our state as an essential part of our nation's defense.

James T. Iacocca, Brigadier General (Ret), USA
Chairman, KCMA

M. Blaine Hedges, Colonel (Ret), USA
Executive Director, KCMA





VISION

To ensure that Kentucky achieves its full potential in supporting and partnering with our military while creating enduring economic opportunity for the Commonwealth.



MISSION

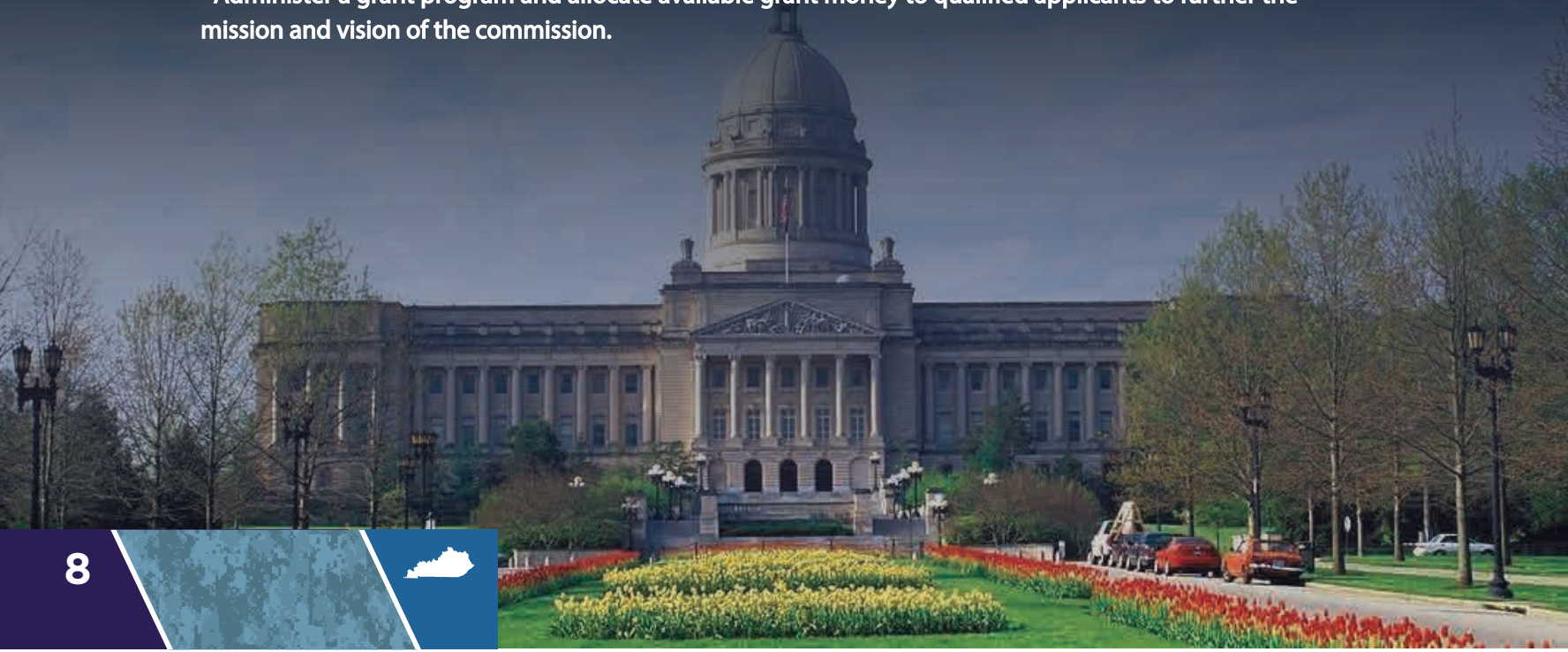
Guided by Kentucky statute, the Kentucky Commission on Military Affairs addresses all matters of military significance by advising and synchronizing efforts with key stakeholders; protecting and growing our military installations and activities; expanding its defense-related industry; and improving the quality of life for our service members, veterans, and their families. We are dedicated to fulfilling our obligation, providing never-ending support to our military population and the citizens of Kentucky.

The Kentucky Revised Statute described here provides a synopsis of the requirements that Kentucky's strategy is designed around. Each of the goals in our strategy is tied directly to this statute.

LEGISLATIVE CHARTER

KRS 154.12-203

- Advise the Governor, the General Assembly, the Kentucky congressional delegation, and other appropriate government officials on all matters in which the military services and the Commonwealth have mutual interests, needs, and concerns.
- Address matters of military significance to Kentucky.
- Maintain a cooperative and constructive relationship between state agencies and the military entities in Kentucky, as necessary to ensure coordination and implementation of unified, comprehensive, statewide strategies involved with, or affected by, the military.
- Take action to promote and optimize state and Department of Defense (DOD) initiatives that will improve the military value of Kentucky's National Guard, active, and reserve military force structure and installations, and improve the quality of life for military personnel residing in the Commonwealth.
- Coordinate, as necessary, the state's interest in future DOD base closure and restructuring activities.
- Recommend state, federal, and local economic development projects which would promote, foster, and support economic progress through military presence in the Commonwealth.
- Promote and assist the private sector in developing spin-off investments, employment, and educational opportunities associated with high-technology programs and activities at Kentucky's military installations.
- Recommend to the Kentucky Economic Development Partnership the long range options and potential for the defense facilities located in Kentucky.
- Develop strategies to encourage military personnel to retire and relocate in Kentucky and promote those leaving the military as a viable quality workforce for economic development and industrial recruitment.
- Administer a grant program and allocate available grant money to qualified applicants to further the mission and vision of the commission.



A blue-tinted photograph of a group of runners, likely Army recruits, running on a paved road. They are wearing white t-shirts with 'ARMY' printed on them and dark shorts. One runner in the foreground is holding a flagpole with a flag. The background shows trees and a utility pole.

THE STATE OF THE MILITARY IN KENTUCKY

HISTORY


Kentucky has been a focal point of military activity and support throughout our nation's history. Today, the Commonwealth hosts more than 60,000 Department of Defense (DOD) personnel supporting the Army, Navy, Marines, Air Force and Coast Guard, at Fort Knox, Fort Campbell, Blue Grass Army Depot, National Guard sites, and government facilities around the state. Many Kentucky businesses and communities surround, partner with, and directly support those military activities. DOD active duty personnel, Reserve Component, civilian employees and military civilian retirees, and contractors make significant contributions to the Commonwealth's economy and workforce. In 2015, the DOD estimated their annual contributions to the state as \$12 billion. KCMA wants to grow this economic contribution by \$2 billion over the next 3 years.

The military presence in Kentucky and its accompanying economic contributions has not been constant over the years. Change on the other hand, has been the constant. For example, the Commonwealth was adversely affected in the 1990s as the end of the Cold War resulted in steep decreases in national defense budgets and reductions in the size of America's military. Conversely, the September 11, 2001 terrorist attacks on the U.S. brought growth to Kentucky's military sector. In 2005, the Base Realignment and Closure (BRAC) process reduced the military presence in the Commonwealth, and as a result the Army's Armor Center and School moved from Fort Knox to Fort Benning, Georgia in 2011. However, the state received gains from realignment, including two infantry brigades and seven new commands. Simultaneously, the Army consolidated its human resource functions to form the Army's Human Resources Center of Excellence at Fort Knox, and moved the United States Army Cadet Command to Fort Knox as well. In addition, the Army relocated a three-star-level headquarters to Fort Knox, the United States Army Accessions Command. This represented a boost of 5,000 new military and civilian employees with a payroll in excess of \$322 million and \$632 million of new on-post construction.

As the United States started withdrawing military service members from Iraq and Afghanistan and began shrinking the Armed Services, the state took another reduction in active military personnel, similar to the reductions of the 1990s. Programmatic actions affected Kentucky based on the changing security environments in Iraq and Afghanistan and budgetary constraints.

The Army's force reductions from 2012 through 2015 inflicted serious economic impacts on the Commonwealth which included the loss of Accessions Command and the 3rd Infantry Brigade Combat Team (IBCT) of the 1st Infantry Division (ID) at Fort Knox, and the 4th IBCT of the 101st Airborne Division (Airmobile) and their Combat Aviation Brigade (CAB).





It is clear from recent history of organizational volatility that Kentuckians must be mindful of changing national defense priorities, and understand, forecast, and anticipate the possible economic impact and implications for the state. Kentucky's leaders, at both the national and state level, are working together to assure that the Commonwealth is positioned to leverage its unique talents and capabilities to continue to provide exceptional military and economic power in support of the Nation's defense.

The Reserve and National Guard are a crucial part of the military presence in this state. Since Sept. 11, 2001 the Kentucky National Guard has mobilized and deployed more than 16,000 Soldiers and Airmen in support of the Global War on Terror. Kentucky's National Guard payroll brought \$126 million into the state. There are more than 4,000 Army Reserve soldiers in Kentucky as well. In 2015 the Army Reserve had a positive economic impact on the Commonwealth of more than \$300 million. Many service members in the National Guard and reserve work in the private sector and serve the military concurrently. The cross-pollination of military and private-sector skillsets that these servant citizens provide strengthens both the DOD and Kentucky's civilian workforce.

MILITARY INSTALLATIONS

KCMA has assisted the Commonwealth in navigating the fluctuations of its military force structure and the attendant economic ebbs and flows. Today, the DOD appears to be on an upward trajectory and, as identified later in this strategy, there are tremendous opportunities for growth in the defense industry and for our supporting communities. The Commonwealth is embarking on a path to support and leverage the current changes to national security goals and objectives. KCMA is continuing to advocate for Kentucky's role as a preeminent partner with the DOD in establishing an environment that conforms to today's military realities. This work will posture the Commonwealth to maximize economic benefits from its military activities and improve the quality of life for our military families.

- FORT CAMPBELL

In addition to the deactivations of the IBCT and CAB at Fort Campbell, DOD budget reductions due to Sequestration and Army Downsizing has had an impact on this installation's infrastructure and maintenance. Monetary shortfalls required military leadership to prioritize where the scarce resources would be applied. As everyone would expect, the funding at Fort Campbell went to ensure our warfighters had the training and resources needed to conduct their designated missions. This left infrastructure maintenance and construction without required funds to upgrade and maintain. The compilation of continued underfunding left facilities on the installation in need of repairs and upgrades required to reach the desired DOD standard. Unfortunately, looking back half a decade, the budget cuts left this historic post needing close to \$1 billion to fix this scenario. Our congressional delegation, state leaders and the local community must now band together to assist in remedying this monumental shortfall to ensure we assist with Army readiness requirements. In addition, we need to ensure the DOD understands the available capacity and capability at Fort Campbell.

- FORT KNOX

Over the last several years, Fort Knox and its surrounding community was significantly impacted by DOD's budget reductions. Fort Knox lost the Army's only Accessions Command upon its inactivation, which was a major gain following the 2005 BRAC. This was in addition to the deactivation of 3 BCT, 11D previously discussed. The subsequent reductions in units occurred notwithstanding the Commonwealth's \$251 million infrastructure investment around Fort Knox as a response to the initial 2005 BRAC reorganization efforts. Although Fort Knox lost fewer personnel than Fort Campbell, the effects were magnified based on the installation's population size. The reality now is Fort Knox has available infrastructure and training capacity for many more troops than what it currently hosts. The installation also has unique and state of the art capabilities as they have invested roughly \$1.6 billion since the 2005 BRAC. Clearly, this state and post are poised to support additional missions and functions, and the surrounding community would welcome and remain committed to the increased population.

- BLUE GRASS ARMY DEPOT

The Blue Grass Army Depot is charged to provide ready and reliable ammo to U.S. Joint Warfighters by shipping, receiving, storing, renovating, maintaining and demilitarizing conventional munitions. It is also responsible for overseeing the Nation's final stockpile of chemical weapons until all are destroyed. The installation has three primary organizations, BGAD, Blue Grass Chemical Activity (BGCA) and now the newly constructed Blue Grass Chemical Agent-Destruction Pilot Plant (BGCAPP).

Change has been the constant at BGAD too. BGAD hasn't seen large workforce reductions like Fort Knox and Fort Campbell. As a matter of fact, this installation's personnel will actually grow over the next few years, but the chemical demilitarization function will ultimately end, causing a sharp decline in available jobs, and most recently the depot mission changed to an "archive status" which is alarming to leaders all across the state.

With that in mind, Kentucky must discuss the future of BGAD. Our leadership at every level, the general assembly and congressional delegation must pursue all the joint land use agreements it can muster, promote the capacity and capability it possesses with DOD leadership, and prepare itself for the inevitable loss of the BGCA and BGCAPP. We must band together and have a plan to support the surrounding community and the goal of this initiative should be to maintain a robust workforce with new workload via interagency, intergovernmental and public-private partnerships.

STUDIES AND GRANTS

KCMA has completed four major studies on the Commonwealth's defense industry and the economic impact of the military in Kentucky: 1) The Economic Importance of the Military in Kentucky, 2) Unmanned Aircraft Systems Industry, 3) Kentucky Cybersecurity, 4) The Kentucky Aerospace, Aviation, and Defense Industry. The data and recommendations from the studies have validated the KCMA Strategy Map 2017, and KCMA has begun to build a coalition of stakeholders and is requesting resources to implement the study recommendations as it ties to Kentucky's vision.

KCMA is applying for a \$2.6 million grant from the DOD's Office of Economic Adjustment to drive our strategy to strengthen the Commonwealth's defense manufacturing base and defense installations support. KCMA is also working with the Kentucky General Assembly and Executive Branch leadership to expand benefits for military veterans and retirees and give service members across the country more reasons than ever to settle in Kentucky. By doing so, these trained, skilled and quality veterans will assist with Governor Bevin's initiative for Kentucky to become the engineering and manufacturing center of excellence in America. It will also assist with tackling the current workforce development shortfalls with a quality pipeline of personnel.

A SHARED VISION

Leadership in Washington, D.C. is now working to build up the military so it will continue to be the world's beacon of freedom. Achieving that goal will encompass force structure increases, acquisition of new equipment, and modernization of tactics and techniques for today's battlefields. Kentucky's support will come in many forms that contribute to the nation's security interests. Our great state needs to ensure that Kentucky is recognized for our superb efforts and potential to accept more responsibility on behalf of the greatest military in the world. Kentuckians have been critically important to this nation's defense since its earliest days, and our efforts through a shared vision will ensure the Commonwealth remains a vital partner in the future.



Kentucky Commission on Military Affairs (KCMA) Strategy Map 2017

Vision

To ensure that Kentucky achieves its full potential in supporting and partnering with our military while creating enduring economic opportunity for the Commonwealth.

Mission

Guided by Kentucky statute, the Kentucky Commission on Military Affairs addresses all matters of military significance by advising and synchronizing efforts with key stakeholders; protecting and growing our military installations and activities; expanding its defense-related industry; and improving the quality of life for our service members, veterans, and their families. We are dedicated to fulfilling our obligation, providing never-ending support to our military population and the citizens of Kentucky.

End State

To have grown our installations and National Guard missions, functions, and personnel end-strength; increased Kentucky's \$12 billion dollar defense economic impact by \$2 billion; and enhanced stakeholder advocacy and the veteran and retiree population across the state.

Capabilities

Imperatives

KCMA Strategic Goals

Desired Outcomes



Promote Strategy

Protect and Grow DoD Installations and Activities

Grow Military Personnel Missions/Functions



Partner w/Key Stakeholders

Expand the Economic Impact of KY's Defense-Related Industry

Increase Defense Economy by \$2 B



Assess Success

Develop and Implement the Model for Transitioning Service Members, Veterans & Spouses

Fill KY Critical Job Shortages



Refine Strategy

Establish KY as the Most Military Friendly State in the Nation and Grow Veteran and Retiree Populations

Expand Military Legislative Benefits and Population

Communicate Strategically and Gain Inter-Agency, Inter-Governmental and Public-Private Partnership Support for Strong Military Advocacy

Gain Advocacy with all Stakeholders

Means

Ways

Ends

STRATEGIC GOALS

- 1 | PROTECT AND GROW DEPARTMENT OF DEFENSE INSTALLATIONS AND ACTIVITIES
- 2 | EXPAND THE ECONOMIC IMPACT OF KENTUCKY DEFENSE-RELATED INDUSTRY
- 3 | DEVELOP AND IMPLEMENT THE MODEL FOR TRANSITIONING SERVICE MEMBERS, VETERANS AND SPOUSES
- 4 | ESTABLISH KENTUCKY AS THE MOST MILITARY FRIENDLY STATE IN THE NATION AND GROW VETERAN AND RETIREE POPULATIONS
- 5 | COMMUNICATE STRATEGICALLY AND GAIN INTER-AGENCY, INTER-GOVERNMENTAL AND PUBLIC-PRIVATE PARTNERSHIP SUPPORT FOR STRONG MILITARY ADVOCACY





GOAL – 1

PROTECT AND GROW DEPARTMENT OF DEFENSE INSTALLATIONS AND ACTIVITIES

KCMA is watchful for opportunities to grow military facilities and functions in Kentucky and any threats of downsizing or closure. We also support infrastructure improvements that enhance the military value of DOD activities in the Commonwealth.



LEAD AGENT

Kentucky Military Installation Leadership
Local Community Organizations

KEY STAKEHOLDERS

Governor and Lieutenant Governor
Kentucky Congressional Delegation
Kentucky General Assembly
Kentucky Department of Military Affairs
Cabinet for Economic Development
Education and Workforce Development Cabinet

OBJECTIVES:

Protect existing military facilities, missions and functions

- 1.1 Conduct installation assessments for Strengths, Weaknesses, Opportunities, and Threats (SWOT)
- 1.2 Plan for and proactively engage Base Realignment and Closure (BRAC) initiatives and/or programmatic actions
- 1.3 Protect against non-BRAC “below the threshold” force structure losses
- 1.4 Protect installation ranges, facilities, airspace and readiness from encroachment
- 1.5 Enhance the value of installations to the Department of Defense (DOD) by encouraging the reduction of operational and support costs

Grow military facilities, missions and functions

- 2.1 Increase military force structure, DOD civilians and contractor support
- 2.2 Seek federal and state opportunities for increased capability and military readiness
- 2.3 Support and increase DOD military construction funding



GOAL – 2

EXPAND THE ECONOMIC IMPACT OF KENTUCKY DEFENSE-RELATED INDUSTRY

To stimulate the expansion of defense-related industry in Kentucky, KCMA continues to lead research on the sector, and help shape the state's business environment. This will help Kentucky become more attractive for opportunities to build, expand, and relocate to this newly designated right-to-work state.

LEAD AGENT

Cabinet for Economic Development
Kentucky Commission on Military Affairs
Kentucky Aerospace Industry Consortium
Leadership

KEY STAKEHOLDERS

Governor and Lieutenant Governor
Kentucky Congressional Delegation
Kentucky Military Installations
Kentucky Department of Military Affairs
Local Government/Economic Development
Local Community Organizations
Kentucky Procurement Technical Assistance Center

OBJECTIVES:

Increase defense-related industry sector and workforce opportunities

- 1.1 Grow existing and attract new defense-related businesses to the Commonwealth
- 1.2 Expand business development within aerospace, aviation and cybersecurity disciplines
- 1.3 Leverage existing DOD high technology investments

Promote Department of Defense contracting opportunities

- 2.1 Grow the number and value of DOD prime and sub-contracting opportunities
- 2.2 Partner in hosting defense contracting symposiums annually

Increase Department of Defense grant funding

- 3.1 Seek additional state DOD Office of Economic Adjustment (OEA) grant funding awards
- 3.2 Encourage military-communities to pursue DOD Office of Economic Adjustment (OEA) grant funding
- 3.3 Encourage Kentucky universities and the private sector to pursue DOD research opportunities
- 3.4 Analyze nationwide grant awards by state and identify additional funding sources

Recommend state tax policy reforms that encourage defense-related business growth in Kentucky

- 4.1 Attract out-of-state defense-related companies to Kentucky
- 4.2 Grow existing defense-related businesses in Kentucky





GOAL – 3

DEVELOP AND IMPLEMENT THE MODEL FOR TRANSITIONING SERVICE MEMBERS, VETERANS AND SPOUSES

KCMA is improving the way Kentucky attracts veterans and service members who are leaving the military, and plans to establish Kentucky as the paramount, national model for transitioning service members into the civilian workforce. This goal is closely nested with the Governor's emphasis on making our Commonwealth the most military-friendly state in America and growing the military and veteran population. Alongside legislators, state agencies, universities, and defense industry partners, our team is working to fill the critical skills gaps across our state and ensure military service members (both past and present, and their families) are gainfully employed in Kentucky.



LEAD AGENT

Kentucky Commission on Military Affairs
Public Protection Cabinet
Labor Cabinet
Kentucky Community & Technical College System
Post-Secondary Education System
Kentucky Military Installation Leadership

KEY STAKEHOLDERS

Governor and Lieutenant Governor
Department of Military Affairs
Department of Veteran Affairs
Cabinet for Economic Development
Education and Workforce Development Cabinet
Personnel Cabinet

OBJECTIVES:

Develop and implement a statewide model

- 1.1 Implement the service transition model
- 1.2 Establish inter-agency partnership roles and responsibilities
- 1.3 Establish inter-Governmental partnership roles and responsibilities
- 1.4 Establish Public-Private Partnership roles
- 1.5 Develop a state-recognized bridging strategy to fill Kentucky critical skill gap shortages
- 1.6 Establish a Veteran Education Center Transition Resource (VECTR) within the Fort Campbell and Fort Knox military-communities
- 1.7 Develop an accelerated Licensing, Certification and Credentialing program for veterans based on occupational specialty, schooling and experience
- 1.8 Coordinate efforts with public-private partnerships for educators to provide accreditation for military training and experience
- 1.9 Recommend and implement state legislative reforms that remove barriers for employment
- 1.10 Promote veteran, service member education benefits in the Commonwealth (include pre-k to 12, college and postgraduate benefits)

Implement the statewide model for nationwide application and recruitment

- 2.1 Establish a Kentucky national recruitment strategy and team
- 2.2 Recruit nationally to fill critical workforce skills shortages



GOAL – 4

ESTABLISH KENTUCKY AS THE MOST MILITARY FRIENDLY STATE IN THE NATION AND GROW VETERAN AND RETIREE POPULATIONS

This goal is critical to Kentucky as it sets the foundation to accomplishing the first three goals. KCMA works closely with the Kentucky Department of Veterans Affairs, the Department of Military Affairs, and the state legislature to continually improve the quality of life for the whole military family, and bring more veterans and retirees into the Commonwealth regardless of their original state residency.

LEAD AGENT

Kentucky Commission on Military Affairs
Kentucky Department of Veteran Affairs
Kentucky Department of Military Affairs

KEY STAKEHOLDERS

Governor and Lieutenant Governor
Governor's Executive Cabinet
Kentucky General Assembly
Local Governments/Economic Development
Post-Secondary Education System
Local Community Organizations

OBJECTIVES:

Improve the quality of life for military service members, veterans and their families

- 1.1 Expand Kentucky veterans and family member's benefits through legislative actions
- 1.2 Research state level best practices and national military benefit rankings to establish new benefits

Increase military retiree population in Kentucky

- 2.1 Identify and advance policy issues
- 2.2 Recommend and implement state tax reforms that encourage military veterans to retire in the state

Increase veteran population in Kentucky

- 3.1 Identify and advance policy issues
- 3.2 Recommend and implement state tax reforms that encourage transitioning service members and veterans to locate to the Commonwealth



GOAL – 5

COMMUNICATE STRATEGICALLY AND GAIN INTER-AGENCY, INTER-GOVERNMENTAL AND PUBLIC-PRIVATE PARTNERSHIP SUPPORT FOR STRONG MILITARY ADVOCACY

The state military- and veteran-focused organizations are working closely together to ensure our message flows out to all stakeholders. This coordination is converging a wide array of efforts into one cohesive endeavor: Build and sustain strong military advocacy in Kentucky and bring this strategy to fulfillment.

LEAD AGENT

Kentucky Commission on Military Affairs

KEY STAKEHOLDERS

Governor and Lieutenant Governor
Governor's Executive Cabinet
Kentucky Congressional Delegation
Kentucky General Assembly
Kentucky Military Installation Leadership
Department of Defense
Kentucky Department of Military Affairs
Kentucky Department of Veteran Affairs
Kentucky Procurement Technical Assistance Center

OBJECTIVES:

Protect and grow Department of Defense Installation and activities

- 1.1 Expand communications and cooperation between Kentucky military installations and state agencies
- 1.2 Coordinate key installation challenges with local community organizations
- 1.3 Obtain best practices on key installation issues through collaboration with key national level organizations
- 1.4 Assist military-communities with partnering and integration efforts on Kentucky's military installations

Expand the economic impact of Kentucky defense related industry

- 2.1 Communicate the strong economic contribution of Kentucky's military industry and the Kentucky Commission on Military Affairs Strategic Plan
- 2.2 Communicate to Kentucky State Legislators the significant economic contribution of the Commonwealth's military industry

Develop and implement the model for transitioning service members, veterans and spouses

- 3.1 Create strategic partnerships with key Installation Commands focused on the Army Career Skills Programs
- 3.2 Create strategic partnerships with statewide agencies and educational institutions to further promote service member and veteran employment
- 3.3 Synchronize efforts across education areas with cabinet secretaries and key stakeholders

Establish Kentucky as the most military friendly state in the nation

- 4.1 Promote population growth for veterans and retirees
- 4.2 Establish tax incentives to promote hiring service members and veterans
- 4.3 Establish tax incentives to promote Kentucky as a destination of choice for service members, veteran and retirees, and for defense business expansion, relocation and new business ventures
- 4.4 Pursue legislation that supports service members, veterans and their families

Promote KCMA goals and initiatives through consistent strategic communication

- 5.1 Educate Cabinet Secretaries and establish advocacy and partnerships
- 5.2 Serve on select state boards promoting military-related initiatives
- 5.3 Establish communication with Kentucky's US Congressional Delegation and their key staffers
- 5.4 Leverage membership in defense-related support and local community organizations
- 5.5 Inform and gain advocacy from Congressional Delegation and elected community leaders





CONCLUSION

Your Kentucky Commission on Military Affairs recognizes the value of the defense industry and the Commonwealth's military installations. As a result, we have strategic goals designed to enhance those relationships and to ensure we improve the quality of life for our service members, veterans, retirees and all their family members. By working in partnership with the Military leadership, advocacy groups, the cabinet secretaries, Kentucky's state legislators, its congressional delegation and government leaders, we will continue to pursue new functions and expanded missions and defense related businesses.

As Kentucky moves forward into the future, we will remain synchronized with the United States military, and the defense industry will be an increasingly influential part of this state's economy. Our pursuit of the objectives outlined in this strategy will ensure that Kentucky becomes the most military friendly state in America. We expect to see more military veterans and retirees choosing to move to Kentucky, a vibrant defense industry with more jobs for Kentuckians, and our military installations recognized as some of the strongest in the country. The stakeholders are in place and the future is bright!





KCMA.KY.GOV

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KENTUCKY COMMISSION ON MILITARY AFFAIRS

700 Capital Avenue

Frankfort, Kentucky 40601

502.564.2611