



KANSAS ADJUTANT GENERAL'S DEPARTMENT
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**STATE OF THE ADJUTANT GENERAL'S DEPARTMENT
REMARKS OF MAJOR GENERAL (KS) LEE TAFANELLI
JANUARY 26, 2012**

Mr. Chairman & Members of the Committee:

Thank you for the opportunity to report on the state of the Adjutant General's Department.

If you'll allow me, I'd first like to thank the Legislature and the people of Kansas for the continued support given to the members of the Kansas National Guard, Kansas Division of Emergency Management and Kansas Homeland Security. That support is vital to their ability to keep doing what they do for our state and nation. I have been in the military for 31 years, and my team of civilians, soldiers and airmen are among the finest people I've ever served with.

Over the last decade Kansas National Guard soldiers and airmen have been at war in one of the most hostile environments on the planet. Many have been wounded and ten did not return home. I am proud beyond words of their willingness to sacrifice, what they have accomplished, and in their continued commitment to the state and nation. They take their oaths seriously and are constantly preparing for future missions. As I appear before you today, we have over a thousand Soldiers and Airmen deployed around the world in Africa, Afghanistan and Kuwait while others are preparing for deployment in the coming weeks.

I'm equally proud of their civilian counterparts in the Kansas Division of Emergency Management and Kansas Homeland Security who have been dealing with everything that Mother Nature, accidents and terrorists can *or might* throw at our state. This past year we dealt with snowstorms, fires, severe flooding in northeast Kansas and the Tornado that struck Redding. You'll begin to understand the complexity and difficulty of their task if you'll consider for a moment trying to protect and strengthen the defenses of everything in an entire state... from *every* type of disaster and manmade threat... at *all* times. These professionals have done a tremendous job in matching up an almost endless list of requirements and federal demands, with the rapidly shrinking federal resources they have.

The Road Ahead

The Adjutant General's Department has been aggressively analyzing what's ahead; constantly scanning the horizon for emerging threats and trends that we must prepare to face. At the same time, we've also looked at our own department. I have ordered reviews of our organizational structure, our infrastructure, our manning and our business processes. The following lays out the road ahead for us, as best as we can see it.

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Kansas Senate - Federal & State Sn Fed & State
Attachment 1

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the next decade, the Department of Defense will reduce its force structure dramatically. You may have seen some of this discussion on the news. The President's new national defense strategy is based on Pentagon cuts of a half a trillion dollars over the next 10 years. However, if Congress fails to address required spending cuts outside of defense as part of the budget deficit agreement and sequestration occurs, defense cuts will automatically more than double to \$1.2 trillion.

As you might imagine, there is considerable disagreement on how best to transform the military to best address 21st Century threats like cyber-attack, transnational terrorism, nuclear proliferation, the use of biological agents, and the U.S. economy's ability to sustain expensive national security infrastructure and programs.

There are calls for a smaller force much less active in large-scale land wars, but that is more active in limited conflicts or problems areas. Most analysts believe that the military will continue to move to more specially trained units highly integrated with unmanned systems and heavily networked with real-time intelligence support.

Others are concerned about the rise of emerging powers such as China and rogue states like North Korea, and fear that reducing military funding too much will pose too great of a risk.

Buried within all this discussion is another fight about the future role of the National Guard, with its unique dual mission of fighting the nation's wars *and* protecting the homeland. Our National Guard has proven itself as an operational force that is ready, relevant and accessible when called upon and at one-third the cost of its active component counterpart, it is the cost effective solution.

The specific roles and missions of the National Guard will ultimately be a decision that is made by the department of defense. Whatever that final decision is will impact the Kansas National Guard, both on the Army and Air side.

Similarly, homeland security professionals have seen a 25% reduction in our FY11 federal Homeland security grant funding from FY10. Current projections indicate that we may see up to an additional 40% reduction in our FY12 Homeland security grant funds. This reduced federal funding trend is expected to continue as the federal government focuses diminished resources and effort on high-population urban centers in the country, leaving states like Kansas in a very tough situation when it comes to homeland security.

All of this must be understood within perspective that we are trying to manage this chaos within a radically changing domestic and global threat environment. As old traditional concerns persist, new threats are increasingly finding their way to the heartland. These are not easy problems to deal with, even in good financial times. But we are facing these increasingly complex problems with diminishing resources and tightening timelines.

Time of Transformation

For the past year, we have been thoroughly examining our organizational structure, our infrastructure, our manning, and our business processes. We know that some of our legacy structures and business practices are not well structured for the severity of emerging threats, technological changes or budgetary challenges in our future. Therefore, I tasked separate Kansas Army National Guard, Kansas Air National Guard and Kansas Emergency Management/Homeland Security teams to examine these challenges in light of projected reductions, and develop courses of action for my

collaboration. That work is nearly complete and the teams have done an excellent job of developing options. We will be prepared to move out when the time is right.

Additionally, we have developed some guiding principles for Kansas' future Public Safety/Homeland Security actions when facing difficult decisions. They are designed to ensure that we are best organized to deal with future problems, are structured to maximize sustainability, and are focused on long versus short-term benefit to the state. The principles include:

- Identify essential functions (core capabilities) – we must clearly identify, define and deconflict a unified list of *essential* public safety/homeland security functions for the state without regard to agency. This must be the first step in reengineering organizational structures to best meet future public safety/homeland security challenges, by identifying the things we absolutely must do, no matter the situation.
- Analyze future trends – we must conduct thorough and ongoing Kansas-specific analysis of potential future environments to determine the likely types of budgets, emerging threats, demographic trends, etc. that Kansas will face in the years ahead. This systematic forecasting is essential to ensuring that we are anticipating what's ahead.
- Transform organizational structures – we must transform organizational structures and existing business practices to make sure we are best prepared to deliver needed capabilities in the most effective way. Legacy bureaucracies are not well structured to handle the rigors of future challenges.
- Consolidate functions – we must consider consolidation of public safety/homeland security functions to reduce overlap and enhance comprehensive resource planning. Fiscal constraint will demand that we aggressively review our functions for duplication.
- Shared use facilities – we must pursue a long-term strategy that encourages the construction of shared use, resilient, low maintenance facilities between all levels of government. Fiscal constraints will require less expenditure of funds on facility maintenance and life-cycle costs.
- Expansion of public/private partnerships – we must significantly enhance and formalize the inclusion of the state's private sector partners in public safety/homeland security collaboration. Given that 80% of critical infrastructure (energy production, food production, transportation, communications, financial networks, etc.) resides in the hands of the private sector, inclusion only makes sense, and will become increasingly important for the private sector.
- Maximize Kansas assets – we must increase utilization of Kansas-based assets that can be valuable to our overall public safety/homeland security. Kansas has a host of experts in our universities, private sector partners and military facilities who are usually more than happy to help out. Making use of these native resources only makes sense.

Going forward, we will use these principles to ensure that our actions are coordinated, strategic and focused on providing Kansas with dependable and sustainable capabilities.

I have unshakable faith in the professionals of my Department and in the hardiness of Kansans across the state. After a decade of war, our soldiers and airmen are still deploying and still performing valiantly. The men and women of the Kansas Division of Emergency Management and

Homeland Security continue to stand watch, endlessly coordinating and preparing for the unthinkable, and quickly responding when it occurs.

Over the next decade, we will collectively be forced to contend with challenges that if unaddressed, will dramatically erode our ability to provide basic public safety/homeland security services. That's a situation we cannot allow to happen. We are operating in a volatile, uncertain, complex and ambiguous environment and the challenges I covered today have no easy answers, but they do have answers. I give you my word that when the time to deal with tough decisions arises, I will do so with decisiveness, clarity and transparency.

Thank you for your time and I stand ready for your questions.

Respectfully submitted by:
Maj Gen (KS) Lee E. Tafanelli
Kansas Adjutant General
26 Jan 2012