WASHINGTON MILITARY DEPARTMENT

Strategic Plan 2019-2021

Safe – Secure – Ready & Resilient Washington State

WASHINGTON MILITARY DEPARTMENT

Vision	**Values**
Safe, Secure, Ready and Resilient Washington State.	**P**artnership **R**esourcefulness **E**ngagement **P**ublic Service **A**wareness **R**eadiness **E**mpowerment
Mission Statement Provide trained professionals and operational forces who are ready to defend our state and nation, respond to emergencies and disasters, and build partnerships that improve communities and transform the lives of at-risk youth.	

Goals

Enhanced Preparedness	Overseas Training	Outreach	Modernization	Efficiency & Effectiveness	Youth Development & Education

Overview

The Adjutant General is appointed by the governor and serves as the director of the Washington Military Department, commander of the Washington National Guard and homeland security advisor to the governor. The Washington Military Department administrative support divisions include Communications; Construction, Facilities and Maintenance; Continuous Performance Improvement; Finance; Human Resources; Information Technology; Intergovernmental Affairs and Policy; and Security.

Washington Emergency Management provides mitigation advocacy, planning requirements and guidance, training and exercises, response coordination and administration of recovery programs for the civil sector of the state, regardless of the type of hazards. The Washington Emergency Management Division's organizational structure mirrors the functions that take place in the life cycle of emergency management mitigation, preparedness, response and recovery.
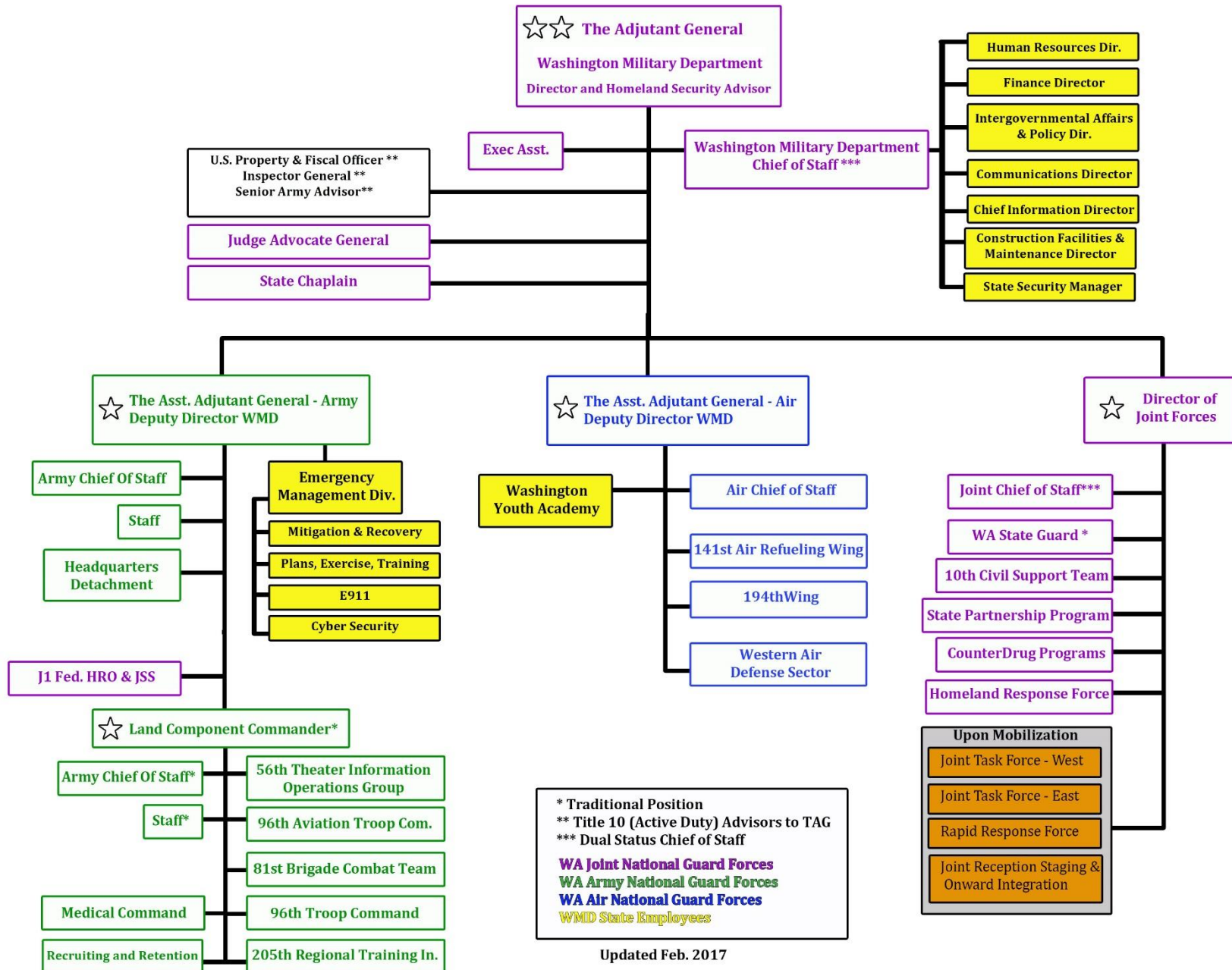
Washington Youth Academy operates as part of the National Guard Youth ChalleNGe Program. Established under authority of both federal and state law, the WYA is a state-run residential and post-residential intervention for youth who have dropped out of high school or at risk of dropping out. The goal of the program is to give youth a second chance to return to high school and graduate or become responsible and productive citizens by helping them improve their life skills, education levels and employment potential.

Washington National Guard is comprised of three significant organizations; the Washington Army National Guard, the Washington Air National Guard, and the Joint Enterprise. The Washington Army National Guard is made up of the 56th Information Operations Group, 81st Stryker Brigade Combat Team, 96th Troop Command, 96th Aviation Troop Command and 205th Training Regiment. The Washington Air National Guard is made up of the 141st Air Refueling Wing, 194th Wing and the 225th Air Defense Group. The Joint Enterprise is made up of the Homeland Response Force, 10th Civil Support Team, the Counter Drug Program, and the Joint Staff.

Washington State Guard is an all-volunteer unit organized under the Military Department of the state of Washington. Its members come from all walks of life. They normally serve without remuneration and meet monthly, or more often as needed, within organized units stationed at strategic locations throughout the state.

WASHINGTON MILITARY DEPARTMENT

★★ The Adjutant General
Washington Military Department
Director and Homeland Security Advisor

Exec Asst.

Washington Military Department Chief of Staff *

U.S. Property & Fiscal Officer **
Inspector General **
Senior Army Advisor**

Judge Advocate General

State Chaplain

Human Resources Dir.

Finance Director

Intergovernmental Affairs & Policy Dir.

Communications Director

Chief Information Director

Construction Facilities & Maintenance Director

State Security Manager

★ The Asst. Adjutant General - Army
Deputy Director WMD

Army Chief Of Staff

Staff

Headquarters Detachment

Emergency Management Div.

Mitigation & Recovery

Plans, Exercise, Training

E911

Cyber Security

J1 Fed. HRO & JSS

★ Land Component Commander*

Army Chief Of Staff*

Staff*

Medical Command

Recruiting and Retention

56th Theater Information Operations Group

96th Aviation Troop Com.

81st Brigade Combat Team

96th Troop Command

205th Regional Training In.

★ The Asst. Adjutant General - Air
Deputy Director WMD

Washington Youth Academy

Air Chief of Staff

141st Air Refueling Wing

194thWing

Western Air Defense Sector

★ Director of Joint Forces

Joint Chief of Staff***

WA State Guard *

10th Civil Support Team

State Partnership Program

CounterDrug Programs

Homeland Response Force

Upon Mobilization

Joint Task Force - West

Joint Task Force - East

Rapid Response Force

Joint Reception Staging & Onward Integration

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* Traditional Position
** Title 10 (Active Duty) Advisors to TAG
*** Dual Status Chief of Staff
WA Joint National Guard Forces
WA Army National Guard Forces
WA Air National Guard Forces
WMD State Employees

Updated Feb. 2017

WASHINGTON MILITARY DEPARTMENT

GOALS Long-term Commitments	STRATEGIC OBJECTIVES What we will do to cause measurable progress towards the goal.	STRATEGIC OUTCOME PERFORMANCE MEASURES/TARGET What we will measure to quantify progress to include how much by when.	LEAD
1. Enhanced Preparedness **Improve Washington State's and the department's culture of preparedness, readiness and response efforts to minimize the impact of disasters and emergencies on the people, property, environment, and economy.**	1.1 Ensure the Washington Military Department (WMD) to include its divisions, other government agencies, as well as private and non-profit organizations are prepared to operate and provide critical services following a disaster or emergency in accordance with RCW 38.52.030(3)-(9).	• % Continuity of Operations Planning (COOP) Base plan completed by Jan 2019. (target: 100%) • % COOP Catastrophic completed by Dec 2020. (target: 100%) • % Continuity of Government COG plan tested by Dec 2020. (target: 100%) • # small/medium business attendees at business continuity planning (BCP) workshops per year. (target: 300) • % of large businesses registered in the Business Reentry System (BRE) by December 2021. (target: 75%) • % of WA State Individual Assistance Program for Disasters funded and implemented by Dec 2021. (target: 25%)	Emergency Management Division (EMD), Joint Enterprise, IT Division
	1.2 Ensure Comprehensive Emergency Management Plans (CEMPs) are updated and comply with state laws.	• # of local CEMP updates by ESF submitted on time with ESF appendices. (target: 57) • % of state CEMP ESFs updated on time. (target: 100%) • # of CEMPs with Limited English Proficiency (LEP) annexes completed within the next local CEMP 5-year update submission. (target: 57 by 2021) • % of Catastrophic Incident Plan established for Emergency Communications and Telecommunications Utilities Restoration by June 2019. (target: 100%) (IT)	
	1.3 Increase the mission readiness/capable status of the Alternate SEOC.	• % transition from non-mission ready status to possessing Initial Operating Capability status by December 2019. (target: 100%)	
	1.4 Improve Washington State's resiliency to the effects and impacts of all disasters or catastrophic incidents caused by a natural or technological hazard.	• # of training courses facilitated annually that support local Emergency Management (EM) or first responders. (target: pending the results of the Annual Training and Exercise Planning (TEPW)). • % progress implementing Resilient Washington Recommendations by June 2021. (target: annual progress on 10% of Actions) • % of Earthquake Early Warning System (EEW) implemented in WA state by December 2021. (target: 60%) • # of All Hazard Alert Broadcast (AHAB) siren installed annually. (target: 2) • % increase in Great Shakeout participation/year. (target: 5%)	

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	1.5 Achieve Emergency Management Accreditation (EMAP).	• Achieve EMAP accreditation by June 2021. (target: Yes)	
	1.6 Improve Washington State's preparedness, resources and capability to respond to, and provide disaster assistance for emergencies and major disaster catastrophic level incidents.	• # State Emergency Operations Center (SEOC) exercises including full ESF representation throughout per year. (target: >6) • # of exercises designed, conducted and/or evaluated annually in support of local EMs. (target: Pending the results of the Annual TEPW) • # of cyber-related exercises conducted/participated in annually. (target: 4 exercises per year, 1 per Qtr.) • % of tribal nations participating in Tsunami workgroups, evacuation drills and/or attending Tribal EM meetings/year. (target: 50%) • % increase of pass-through Federal Preparedness grant funding to local jurisdictions by FY21. (Target: 40% by 2021)	
	1.7 Provide Emergency Management (EM) Regions with geographically committed state EMD employees providing direct support.	• # EM regions that have a geographically oriented EMD employee. (target: >4)	
	1.8 Maintain force of Washington National Guard personnel trained in fighting wildfires.	• # Guardsmen trained and/or recertified during each FY. (target: 200)	
	1.9 Develop and exercise Joint Reception, Staging and On Ward Integration (JRSOI), NG Communication, and National Guard Force Flow plans to support Cascadia Subduction Zone hazard emergency/disaster.	• % of JRSOI plan developed, exercised and disseminated by January 2020. (target: 100%) • % of National Guard Communication plan developed, exercised and disseminated by January 2021. (target: 80%) • % of National Guard Force Flow plan developed, exercised, and disseminated by January 2022. (target: 60%)	Joint Enterprise
	1.10 Increase the mission ready status of Army and Air Washington National Guard members and equipment to provide timely response to state, federal missions and achieve/maintain end strength goals through recruiting and retention.	**WAARNG Targets** • % Duty Military Occupational Specialty Qualified (DMOSQ) by end of FY. (target: 85%) • % medical readiness by the end of FY. (target: 90%) • % mission ready equipment/month. (target: 95%) • # of accessions per quarter by end of FY. (target: 300) • % of attrition loss per quarter by end of FY. (target: 4.5%)	Washington Army (WAARNG) and Air National Guard (WAANG)

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		WAANG Targets • % mission ready forces/month by 1 Oct 2018. (aggregate of medical and training readiness) (targets: 85% DMOSQ; 82% medical readiness) • % mission ready equipment/month by 1 Mar 2021. (target: 90%) • % personnel end-strength accessed per quarter. (target: >= 55 accessions/Qtr.) • % personnel end-strength retention per quarter. (target: <= 20 losses/Qtr.) • % of state vacancies recruited/total vacancies by 1 Dec 2018. (target: 100%) • # of vacancy and loss briefing to Commanders (CCs)/quarter by need "by when" date. (target: >=1) • % contact/total Airmen expressing intent to separate at Expiration of Term of Service (ETS) by 1 Oct 2019. (target: 100%)	
	1.11 Strengthen the relationship between WAARNG Major Subordinate Commands (MSCs) and WA ANG Wings with Washington State Homeland Security Regions.	• # of MSCs make contact with their corresponding WA State Homeland Security Region at least four times each calendar year. (target: 100%/quarter all MSCs)	WAARNG, WAANG, and Joint Enterprise
	1.12 Sustain effective WA NG integration through participation in the appropriate state exercises and contingency operations.	• # of monthly coordination between Air, Army &Joint Staffs in Calendar Year. (target: 12) • % After Action Reviews (AARs) completed within 45 days/total AAR completions. (target: 100%)	
	1.13 Increase the emergency preparedness of Construction Facilities Management Office (CFMO) State Maintenance by completing the CFMO COOP, develop a generator repair team and parts stock age, complete programmed generator installment projects, and achieve fully operational status.	• % of CFMO COOP and initial training completed and Emergency supplies identified/available by end of FY 20. (targets: 100% COOP; 100% initial training; 100% supplies identified/available) • % of designated equipment operational and operators trained. (target: 100%) • % decrease in related expenses; e.g., out-sourced maintenance by end of FY 20. (target: 100%)	CFMO State Maintenance

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2. Overseas Training **Focused training, coordination and engagement to expand Washington National Guard presence and opportunities in overseas areas of operations.**	2.1 Maintain Washington NG training activities in the U.S. Indo-Pacific Command Area of Operations (AOR).	• # of non-SME training activities per year. (target: 5)	WAARNG, WAANG, and Joint Enterprise
	2.2 Increase our relationship with I Corps in Indo Pacific Command engagements (O5 and above).	• # of senior leaders' engagements per year. (target: 2)	
	2.3 Increase subject matter expert (SME) exchanges.	• # of exchanges per year. (target: 10)	
	2.4 Maintain senior leader operational and strategic engagement in overseas training (O4 and above).	• # of senior leader engagements per year. (target: 10)	
	2.5 Maintain senior leader engagement in the Thailand/Malaysia Washington National Guard State Partnership Program (SPP) in Indo Pacific Command.	• # of General Officer Engagements per year. (target: 2) • # of annual SPP engagements per Wing and Air Defense Group per year. (target: >=1)	
	2.6 Strengthen the Washington National Guard (WA NG) role in the Pacific Pathways.	• # of soldiers participating per year. (target: > 10)	
	2.7 Increase partnership with overseas Major Commands (MAJCOM) and Geographic Combatant Commands (GCC).	• # of annual Wing (WG) and Air Defense Group (ADG) exercises/Wing with overseas MAJCOMs and GCCs per year. (target: >= 1)	
	2.8 Building Partner Capacity and individual relationships at intermediate and Senior Service Schools.	• # of relationships developed between WA NG service member and Thailand and/or Malaysian service member attending in resident course per year. (target >= 1)	
3. Outreach **Engagement with our communities, policy-makers, media and partners to enhance support, resourcing and team-work with the Washington Military Department.**	3.1 Ensure our communities and policy makers understand the mission and importance of the Washington Military Department.	• # of special media events/year. (target: 2) • # of community outreach events/year. (target: 12) • % of Social Media growth. (target: 2.5%/qtr.) • # messages/events produced by Public Affairs/year. (target: 5 videos by 01 Dec 2019; PA and Recruiting partner to host educational tour, by 01 Dec 2020) (WAANG)	Communications
	3.2 Ensure individuals/organizations are prepared to be "2 Weeks Ready" before a disaster strikes.	• # of dollars funded in state budget to print education materials. (target: 50,000) • # of community expos/preparedness fairs/year. (target: 30)	
	3.3 Ensure every WMD employee and member of the Washington National Guard understand their mission, are aware of agency priorities/events, and are aware of the benefits and resources available to them.	• % of WMD intranet completed by 31 Sept 18. (target: 100%) • # of Evergreen Magazines published. (target: 1/qtr.) • # of all-staff informational emails. (target: 1/mo.) • # Employee TAG townhalls. (target: 1/qtr.)	

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	3.4 Develop legislation and supporting materials to advance policy bills for National Guard tuition assistance, armed forces residential tenant exception requirements, and Emergency Management catastrophic preparedness and disaster assistance priorities.	• % of bills developed, introduced, passed. (target: 100% developed and submitted to Gov. request process, 50% approved/introduced)	Intergovernmental Affairs and Policy (IGAP), Finance, COM, EMD, WAARNG, WAANG, NGAW
	3.5 Sustain Washington Military Department unity of effort and outreach to achieve federal Congressional priorities.	• # of identified Federal Priority achieved by end of FY19. (target: >=1) • # of engagements with Congressional Offices and Members during FY19. (target: >=12)	IGAP, WAARNG, WAANG, Joint Enterprise
	3.6 Improve tribal outreach and engagement.	• # of tribal nations participating in Tsunami workgroups, evacuation drills and/or attending Tribal EM meetings/year. (target: 4)	EMD and Joint Enterprise (HRF)
	3.7 Improve cyber community outreach to increase participation in cyber emergency preparedness opportunities.	• % increase documented cyber partnerships. (target: annual increase of 10%)	EMD and WAANG
	3.8 Improve interagency outreach to increase State Agency Liaison active collaboration and participation in emergency management activities.	• % increase in state agency participants/year. (target: 10%)	EMD and Joint Enterprise
4. Modernization **Relevant modern changes in missions, organizational structure, equipment and facilities that support the Washington Military Department's continuing service to our state, nation, and overseas missions.**	4.1 Modernize CFMO State Maintenance utility vehicles and equipment.	• % completion - scheduled replacement by end of each FY. (target: 75) • % completion on time submission of budgetary decision packages. (target: 100%)	CFMO
	4.2 Purchase and implement a new computerized maintenance management system (CMMS).	• % timeline milestones complete: evaluate need, purchase, and implementation in FY20. (target: 100%)	
	4.3 Improve and modernize state Emergency Operations Center (SEOC) and Alert and Warning Center (AWC) statewide emergency communications capability.	• % of AWC/SEOC project plan funded and complete. (targets: Project plan revised by Aug 2018) • Budget decision package by Sep 2018. (target: 100% funding by Jul 2019)	EMD
	4.4 Improve 911 network mission capable status by implementing Next Generation (NG) 911(NG 911) statewide.	• % of Washington Public Safety Answering Points (PSAPs) with NG911 cutover completion by Dec 2019. (target: 100%)	

GOALS	STRATEGIC OBJECTIVES	STRATEGIC OUTCOME	LEAD
Long-term Commitments	What we will do to cause measurable progress towards the goal.	PERFORMANCE MEASURES/TARGET What we will measure to quantify progress to include how much by when.	
	4.5 Increase modernization of IT equipment and services to ensure continuous optimal utilization, reliability, and resiliency.	• % of operational systems & equipment that fully and continually meet user's business need. (target: 100%)	IT Division
	4.6 Continue to pursue Air National Guard emerging missions and platforms while maintaining/increasing current capabilities.	• # of in-depth mission analyses by 1 Oct 2020. (target: >=1) • # of Guard owned airplane assets gained by end of 2020. (target: >= 2)	WAANG
5. Efficiency & Effectiveness **Fostering a lean culture that drives accountability and results within the Washington Military Department.**	5.1 Reduce Washington National Guard Government Travel Card delinquency rates.	• % Delinquent per month by FY19. (target: <1.5%)	United States Property and Fiscal Office (USPFO)
	5.2 Reduce excess federal property on-hand for the Washington National Guard.	• % Excess per Dollar Value per year. (target: <0.5% by End of Year (EOY) FY19 - <0.5% = Green; >0.5% -5.0% = Amber; >5.0% = Red)	
	5.3 Provide timely and accurate state government financial records and information.	• % of State Active Duty (SAD) paychecks that are on time and accurate. (target: 100%) • % of time sheets, leave slips, and overtime sheets that are submitted to Payroll prior to payroll cutoff. (target: 100%) • % of employee travel costs reimbursed within 8 days. (target: 100%) • % of invoices and journal voucher requests paid within 10 days of receipt. (target: 100%) • % of invoices for Master Cooperative Agreement (MCA) and federal grants sent within 30 days of fiscal month close. (target: 100%) • % of program budgets not overspent. (target = 100%)	State Finance
	5.4 Ensure goods and services are available when needed in compliance with state law.	• % of contracts processed, signed, and returned to customers within 10 days. (target: 100%) • % of requested procurements completed. (target: 100%)	
	5.5 Ensure risks are identified and appropriately mitigated.	• # of top ranked risk items on the risk register that are mitigated in a year. (target: 10)	
	5.6 Increase employee job satisfaction and engagement in the workplace.	• % of employees satisfied with their jobs and engaged in the workplace by Jan 2020. (target: 76% satisfied; 73% engaged)	State HR
	5.7 Increase the development of agency employees through timely receipt of Performance Development Plans (PDs) for all employees.	• % of employees who receive timely PDPs by Jan 2020. (target: 95%)	

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	5.8 Reduce employee time loss accidents.	• # of time loss accidents where injured staff miss 3 or more days of work each year.
		(target: Reduce Loss time Claims from 6 in 2017 to 4 loss time Claims in 2018)
		      2019 (TBD)
		      2020 (TBD)	

	5.9 Reduce hiring cycle time length.	• # of days to backfill losses.
		(target: from <u>180 days</u> in 2017 to <u>110 days</u> in 2018
		      from <u>110 days</u> in 2018 to <u>90 days</u> in 2019
		      from <u>90 days</u> in 2019 to <u>80 days</u> in 2020)
			Federal HR

	5.10 Decrease the % of IT resources/equipment utilized past life-cycle through managing, accounting for and replacing IT resources/equipment within life-cycle guidelines.	• % of equipment utilized past life-cycle and/or unsecured all the time. (target: <10%)	IT Division
	5.11 Reduce the number of safety-related incidents within CFMO State Maintenance.	• % reduction of FY safety-related incidents by end of 1st Qtr. FY 20. (target: 90%)	CFMO
	5.12 Increase agency continuous improvement by improving the number of LEAN trained employees in the Washington Military Department.	• # colleagues trained in CY2019. (targets: 65 - Lean Fundamentals; 80 - Lean Six Sigma Greenbelt) • % of Greenbelt level projects completed in CY2019. (target: 20%)	Continuity Process Improvement (CPI) Director
	5.13 Sustain zero material weaknesses in WAARNG internal controls.	• # material weakness per internal controls reporting period during 2019. (target: 0)	WAARNG Internal Controls Admin
	5.14 Sustain 100% accountability of all resources to include funds, equipment and workdays.	• % of accountability of resources/total resources in accordance with regulatory guidance through each fiscal year. (target: 100%)	WAANG
	5.15 Sustain efficient facility utilization by creating an integrated WMD facility utilization and maintenance board.	• % utilization of real property/total WMD real property by Oct 2020. (target: 90%) • # joint facility master plans annually reviewed by board & approved by TAG 1 Oct 2020. (target: 1) • % Secure funding for integrated JFHQ facility in FY 2020 POM. (target: 100%)	WAARNG, WAANG, JHFQ, Chief of Staff

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6. Youth Development & Education **Grow the statewide at-risk youth intervention and education program that produces graduates who succeed as productive citizens and reduces the national security threat of a high-school dropout epidemic.**	6.1 Maintain Washington Youth Academy (WYA)'s national reputation as one of the highest performing programs by increasing graduate Post Residential placement and contact rates.	• % graduate Post Residential placement rates at month 12 for class 17-1 by July 2019. (target: 75%) • % Post Residential contact rates for classes 17-2 and 18-1 by July 2020. (target: 88%)	WYA
	6.2 Remain among the top five programs in the nation for "retention" with increasing retention of residential cadets from registration to phase one commencement.	• % retention in June 2019. (target: 89%)	
	6.3 Update and maintain qualitative and quantitative documentation to support processes, outcomes, and policies that exemplify WYA's excellent reputation.	• % updated policy/procedures in searchable online manual completed by April 2019. (target: 100%)	
	6.4 Create mentor pool aimed at Youth Development and Education.	• # of mentors from WG/ADG by Mar 2019. (target: >= 10)	WAANG & WAARNG
	6.5 Increase interaction/support with Civil Air Patrol, JROTC and ROTC.	• # of partnering events per group attended each year. (target: >= 2 per service)	