

**Vision – Our Purpose**

Safe, Secure, Ready and Resilient Washington State.

**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.

**Values**

- P**artnership
- R**eadiness
- E**quity and Inclusion
- P**ublic Service
- A**ccomplishment
- R**espect
- E**xcellence



GOALS	STRATEGIC OBJECTIVES
<p><b>Enhanced Preparedness:</b> Build unified and synchronized statewide preparedness, mitigation and recovery strategies for Washington State emergencies and disasters.</p>	<p>1.1 Ensure the Washington Military Department, state and local government agencies, and private and non-profit organizations can operate following a disaster. (EMD)                      1.2 Ensure Comprehensive Emergency Management Plans (CEMPs) are updated and comply with state laws. (EMD)                      1.3 Increase the mission readiness/capable status of an alternate SEOC. (EMD)                      1.4 Improve Washington State’s resilience to the effects and impacts of all emergencies and disasters with investments in mitigation, public education, training, and warning systems. (EMD)                      1.5 Achieve and maintain Emergency Management Accreditation (EMAP). (EMD)                      1.6 Improve Washington State’s preparedness, resources and capability to respond to and provide disaster assistance for catastrophic level emergencies/disasters. (EMD)                      1.7 Commit state employees to geographic regions to provide direct support. (EMD)                      1.8 Develop and implement the Washington State Disaster Assistance for Individuals and Families program to assist vulnerable populations. (EMD)                      1.9 Achieve Washington National Guard Army and Air readiness, training, reputation, strength and an enhanced bonus/benefit structure for soldiers/airmen serving Washington State and their immediate family. (ARNG/ANG/JFHQ)                      1.10 Ensure individuals/organizations are “2 Weeks Ready” before a disaster strikes. (EMD/COM)</p>
<p><b>Overseas Training:</b> Focused training, coordination and engagement to expand Washington National Guard presence and opportunities in overseas areas of operations.</p>	<p>2.1 Conduct at least 15 virtual exchanges with Thailand and 5 with Malaysia in FY21 if the DoD Stop Movement Order continues to prevent travel overseas. Work to return to FY19 levels of in-person exchanges as quickly as possible once a vaccine is fielded and international travel resumes. (ARNG/ANG).                      2.2 Ensure 100% of our State Partnership Program subject matter expert exchanges are nested with U.S. INDOPACOM objectives. (ARNG/ANG).                      2.3 Begin Air Refueling exchanges with Thailand and Malaysia by establishing at least one exchange (virtual or in-person) with both countries during FY21, and work to expand to two exchanges with each country in FY22 and beyond. (ANG).                      2.4 Increase the Washington Army and Air National Guard partnership with overseas Major Commands and Geographic Combatant Commands. (ARNG/ANG)</p>
<p><b>Outreach:</b> Engagement with our communities, policy makers, media and partners to enhance support, resourcing and teamwork with the Washington Military Department.</p>	<p>3.1 Ensure our communities, tribes, elected officials and policy makers understand the mission, priorities and accomplishments of the Washington Military Department and our commitment to responsive engagement. (COM/IGAP/EMD)                      3.2 Ensure every WMD employee and member of the Washington National Guard understands their mission, are aware of agency priorities/events, and the benefits and resources available. (COM/ARNG/ANG)                      3.3 Improve cyber community outreach to increase participation in cyber emergency preparedness opportunities. (EMD/CIO/JFHQ)                      3.4 Improve State Agency Liaison active collaboration and participation in emergency management activities. (EMD)</p>

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     <b>WASHINGTON MILITARY DEPARTMENT</b>	
<p><b>Modernization:</b> Continuous improvement of department facilities, equipment and processes to improve efficiency and effectiveness.</p>	<p>4.1 Increase the modernization of Washington Army and Air National Guard facilities, equipment and missions to include acquiring the Joint Forces Headquarters, Army Aviation Support Facility #2, Aviation Hangers for the UH-60M and CH-47F, 81<sup>st</sup> Stryker Brigade Combat Team Headquarters, Air National Guard KC-135 Fleet, Gray Eagle Unmanned Aerial System, Stryker Modernization, and command support systems. (ARNG/ANG)</p> <p>4.2 Increase the operational readiness, modernization of facilities and generators through trained personnel, acquiring computerized maintenance management systems and maintenance equipment (ARNG CFMO/ANG BCE).</p> <p>4.3 Improve and modernize the state Emergency Operations Center and Alert and Warning Center statewide emergency communications capability to include shortwave radio. (EMD/CIO)</p> <p>4.4 Continue to implement and support the state’s Next Generation 911 system by: a) increasing access to 911 through the expansion of Text-to-911; b) enhancing resilience through regional 911 continuity of operations planning; and c) improving the interoperability of 911 with other emergency communications systems. (EMD)</p> <p>4.5 Increase the modernization, and decrease utilization of IT equipment services, beyond end of life, to ensure optimal utilization, reliability and resiliency. (CIO)</p>
<p><b>Efficiency &amp; Effectiveness</b> Fostering a lean culture that drives accountability and results within the Washington Military Department.</p>	<p>5.1 Reduce Washington National Guard Government Travel Card delinquency rates and excess federal property on-hand. (USPFO)</p> <p>5.2 Provide timely and accurate state government financial records and information. (CFO)</p> <p>5.3 Ensure goods and services are available when needed in compliance with state law. (CFO)</p> <p>5.4 Identify and appropriately mitigate risks throughout the agency. (CFO)</p> <p>5.5 Increase employee job satisfaction and engagement in the workplace. (HR)</p> <p>5.6 Increase employee development through timely implementation of Performance Development Plans. (HR)</p> <p>5.7 Reduce employee time loss safety related accidents for the maintenance and trades areas. (Safety)</p> <p>5.8 Reduce hiring cycle time length. (HR)</p> <p>5.9 Pay service members for service conducted in State Active Duty status accurately and on time. (CFO, Payroll, J3, J1, ARNG, ANG, CPI)</p> <p>5.10 Identify and maintain agency participation in Business Resource Groups to improve diversity education. (HR)</p> <p>5.11 Decrease commute trips and energy consumption by promoting flexible work schedules and telework with a work environment that maximizes efficient communications and productivity. (HR)</p> <p>5.12 Increase agency support for a diverse, inclusive and equitable (DEI) work environment through implementation of DEI education, training and policy initiatives. (HR)</p> <p>5.13 Sustain zero material weaknesses in Washington Army and Air National Guard internal controls and 100 percent accountability of all resources. (ARNG, ANG, USPFO)</p> <p>5.14 Increase the Camp Murray effective security posture by combining Washington Air and Army National Guard with state agency experience and resources. (PMO, ANG)</p>
<p><b>Youth Development &amp; Education:</b> Serve at-risk youth furthest from educational justice first and build resiliency through right relationships.</p>	<p>6.1 Improve the Washington Youth Academy cadet retention rate biennially thru dedicated respect, commitment, integrity and professionalism. (WYA)</p> <p>6.2 Maintain an average high school credit retrieval rate of 95 percent to inspire a life-long love of learning. (WYA)</p> <p>6.3 Influence growth in job skills, physical fitness, health and hygiene, life coping skills, service, and responsible citizenship to inspire an active, service driven lifestyle. (WYA)</p> <p>6.4 Inspire core values (respect, commitment, integrity, and professionalism) measured in average Cadet retention rate increases biennially. (WYA)</p>