



**Mission Statement:** Provide trained professionals and operational forces who are ready to defend our state and nation, preserve life and protect property, respond to emergencies and disasters, and enhance resiliency in communities through structured alternative education opportunities for at-risk youth.

**Vision:** Safe, Secure, Capable and Resilient Washington State

**Values:** All employees are guided by the following principles:

- Build meaningful and beneficial partnerships to support shared goals
- Proactively collaborate with partners to improve community resiliency
- Be ready and able to respond to emergencies & disasters
- Strive for ever increasing equity and inclusion within the workplace and among our community partners

### **Current Challenges and Opportunities:**

Washington experiences a wide variety of emergencies and disasters including wildfires, floods, tsunamis, earthquakes, volcanic eruptions, cyber-attacks to critical infrastructure, spills and release of contaminants, pandemics, and civil disturbances. Within the governor's emergency authority is the responsibility to prepare for and recover from emergencies or the consequences thereof (RCW 38.08.040). The Washington Military Department serves the people of Washington during disasters and emergencies by coordinating resources through and with tribal and local emergency managers, schools, and other state agencies.

The natural beauty of Washington cannot be understated. The mountains, beaches, rivers, streams, and prairies support a diverse ecosystem and provide enjoyment for those that live and visit here. That ecosystem is fragile and susceptible to harm from natural and manmade disasters. The very same disasters that threaten our natural environment also pose significant risks to our economy, which comprises major industries including aerospace, agriculture, forest products, clean technology, information technology, global health, maritime, and the military and defense sector. Preparing for and mitigating the effects of disasters, as well as responding to and recovering from these events, are responsibilities shared by state, local, tribal, and community partners, as well as individual Washington residents. The Emergency Management Division leads and coordinates mitigation, preparedness, response and recovery in Washington State to minimize the impact of disasters and emergencies on the people, property, environment and economy.

Under chapters 38.52 and 43.06 of the Revised Code of Washington (RCW), the governor has the authority to proclaim a state of emergency and direct into active state service the Washington National Guard, the Washington State Guard, and resources from within state agencies to address an emergency. The threat of the persistent pandemic continues to stress the capacity of the medical logistics systems, hospital capacity, and the broader workforce across all industry sectors, which will likely necessitate the continued use of National Guard assets to support public health efforts. Concurrently, the long-term effects of climate change



are resulting in more frequent and intense weather events which require mobilization of emergency responders and National Guard forces to preserve life and protect property during fires, floods, and winter storms. This environment is further complicated by more frequent civil unrest in response to recent judicial, legislative, and executive branch decisions, prompting the Governor to activate the National Guard to preserve life and property. Our Army and Air National Guard forces must simultaneously train for and deploy to missions at home and abroad in support of our national interests as directed by the President of the United States and the Secretary of Defense. These concurrent challenges will continue to stress our emergency communications capabilities, pre-mission planning, training, and resourcing, as well as recovery and mitigation efforts.

Educational challenges and access to solutions have been magnified and/or exacerbated as a result of the COVID-19 pandemic. Student aptitude in math and science is at record lows, and students are struggling to learn the life skills required to become responsible and productive citizens. Many youth, having completed their secondary education, can only become part of the solution for building and maintaining economic strength in our state if afforded an opportunity to earn trade certifications that open doors to vocations that pay living wages. Our Washington Youth Challenge Academy (WYCA) has partnered with the Office of the Superintendent of Public Education for decades to address this need; however, our current facilities are small and are geographically separated from Central and Eastern Washington, leaving too many youth unable to access this opportunity. Expanding our capacity to accept more students and developing a jobs program to capitalize on the WYCA success will help close a critical gap; empowering young persons to develop into highly accomplished members of our communities.

While the situation appears daunting, the Washington Military Department remains committed to the following five goals in order to accomplish agency missions.



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>	<ol style="list-style-type: none"><li>1.1 Enhance agency continuity of operations planning (COOP) efforts, and support COOP efforts of other government agencies and private/non-profit organizations to ensure uninterrupted operations and services following emergencies and disasters. (Garrison Command/EMD)</li><li>1.2 Increase the mission readiness/capable status of an alternate SEOC in Eastern Washington. (EMD)</li><li>1.3 Improve Washington State’s resilience to the effects and impacts of all emergencies and disasters by investing in mitigation, public education, training, and warning systems. (EMD/ DJS /CFO)</li><li>1.4 Improve Washington State’s preparedness, resources, and capability to respond to and provide disaster assistance for catastrophic level emergencies/disasters. (EMD/DJS)</li><li>1.5 Increase support to local jurisdictions by basing state employees in geographic regions and through training, credentialing and deployment of all-hazard incident management teams. (EMD/CFO).</li><li>1.6 Achieve Washington National Guard Army and Air readiness, training, and strength requirements through an enhanced recruitment and retention program. (ARNG/ANG/JFHQ/CFO)</li><li>1.7 Increase public/media outreach efforts that encourage individuals/organizations to become “2 Weeks Ready” before a disaster strikes. (EMD/COM/DJS)</li><li>1.8 Develop, train, rehearse and maintain a Joint Communications Plan. (DJS, ARNG/ANG/EMD/CIO)</li><li>1.9 Schedule and develop national, DOD, inter-agency, and multi-national exercises, including the Cascadia Rising exercise CR2028. (EMD/DJS)</li><li>1.10 Improve the Emergency Management Division staffing and resourcing to meet programmatic and emergency/disaster activation requirements. (EMD/CFO)</li><li>1.11 Coordinate Washington State Cybersecurity planning, response, and recovery for critical infrastructure threats. (EMD/CFO/DJS)</li><li>1.12 Enhance planning, pre-mission training, and force integration capability to improve service delivery of resources to communities during emergencies by establishing National Guard integration team capability, state funding, and implementation. (CofS/DJS/CFO/IGAP)</li></ol>



# WASHINGTON MILITARY DEPARTMENT

GOALS	STRATEGIC OBJECTIVES
	<p>1.13 Increase support of wildfires and floods in central and eastern Washington by resourcing the ARNG aircraft to another location that supports improved response. (ARNG/CFMO/CFO/ IGAP)</p> <p>1.14 Institutionalize an Individual Assistance program by adopting study recommendations into WAC and/or RCW. (EMD/IGAP)</p>
<p><b>Overseas Engagements:</b>            Focused training, coordination, and engagement to expand Washington National Guard presence and opportunities in overseas areas of operations.</p>	<p>2.1 Prioritize participation in Named Exercises to those being hosted in Thailand and Malaysia. Work toward having representation each year in Cobra Gold, Hanuman Guardian, and Cope Tiger (Thailand); Bersama Warrior, Keris Strike and Cope Taufan (Malaysia). (ARNG/ANG)</p> <p>2.1 Ensure 100% of State Partnership Program exchanges, senior leader engagements and participation in Named Exercises are aligned with US INDO-PACIFIC COMMAND (INDOPACOM) objectives. (ARNG/ANG)</p> <p>2.1 Continue in-person General Officer engagement with INDOPACOM, US Army Pacific Command and US Pacific Air Force Command at least once per year to maintain strong senior leader relationships with key stakeholders. (ARNG/ANG)</p> <p>2.1 Ensure 100% of State Partnership Program subject matter expert exchanges have quantifiable Measures of Effectiveness by which to measure capability and capacity. (ARNG/ANG)</p>
<p><b>Modernization:</b>            Continuous improvement of department facilities, equipment, and processes to ensure a quick and effective response during emergencies.</p>	<p>3.1 Modernize Washington Army and Air National Guard facilities and equipment to improve the training, maintenance, and operational readiness of the force. These priorities 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, Stryker modernization, and command support systems. (ARNG/ANG/CFO)</p> <p>3.2 Modernize the State Emergency Operations Center (SEOC) and Alert and Warning Center, and statewide emergency communications systems by replacing obsolete technology with interoperable, resilient technology. (EMD/CIO/CFO)</p> <p>3.3 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>



GOALS	STRATEGIC OBJECTIVES
<p><b>Diversity, Equity, and Inclusion:</b> Strive for ever increasing equity and inclusion within the workplace and among our community partners.</p>	<p>4.1 Improve outreach, engagement, and inclusion of impacted communities in the decision-making processes (PEAR Team).</p> <p>4.2 Gather quantitative and qualitative data on disparities for people and places impacted by our key service lines to inform agency decision-making (PEAR Team).</p> <p>4.3 Increase the frequency and efficacy of town hall meetings, listening sessions, work groups and after-action teams to gain understanding about the department’s performance on our key service lines and incorporate that feedback into plans, training, and exercises.</p> <p>4.4 Develop and implement diversity recruitment, hiring, and retention strategies and participate in Business Resource Groups. (State HR, Diversity Council, Divisions)</p> <p>4.5 Increase employee engagement, well-being, and retention. (HR and Divisions)</p>
<p><b>Youth Development &amp; Education:</b> Serve at-risk youth furthest from educational justice and build resiliency through right relationships.</p>	<p>5.1 Improve the Washington Youth ChalleNGe Academy cadet retention rate biennially by inspiring respect, commitment, integrity, and professionalism. (WYCA)</p> <p>5.2 Maintain an average high school credit retrieval rate of 95% to inspire a life-long love of learning. (WYCA)</p> <p>5.3 Influence growth in job skills, physical fitness, health and hygiene, life coping skills, service, and responsible citizenship to inspire an active, service driven lifestyle. (WYCA)</p> <p>5.4 Maintain and continuously improve Cadet contact rates at or above 80% during the Post-Residential Phase to inspire a sense of belonging and placement for future success. (WYCA)</p> <p>5.5 Increase the capability to provide Youth Challenge programs to within 180 miles of disengaged youth to improve the resiliency of Washington state communities by better serving youth furthest from educational justice by establishing a second Youth Challenge Academy in eastern Washington. (WYCA/CFMO/CFO)</p> <p>5.6 Increase services to include vocational trade credentialing and job placement support to all program graduates. (WYCA)</p>