



Washington Military Department Strategic Plan 2009 - 2013





STATE OF WASHINGTON

WASHINGTON

Camp Murray • Tacoma, Washington 98430-5000

✦ Introduction ✦

"Let's work together. Let's be bold & courageous"

Governor Chris Gregoire – Washington's 22nd Governor

I am pleased to present our Washington Military Department 2009-2013 Strategic Plan and believe the words of our Commander-In-Chief Governor Gregoire perfectly symbolize the spirit and teamwork within this department. The discipline, dedication and partnership displayed in the development of this strategic plan are key components in performing daily public safety military and emergency management missions, and during emergency or disaster response. This agency is often challenged well above and beyond the normal call to duty. We must by the very nature of our mission be comfortable with challenge and change as we continue to move forward Washington State preparedness, response and recovery efforts.

I am proud of the hundreds of employees who have contributed to this plan. They reaffirm our commitment to public safety through accomplishing important challenges and monitoring progress for the results-oriented Government Management Accountability Program. This plan details specific accountability expectations, operational targets and performance measures with lead entities to move initiatives forward and keep us on target.

The department achievements reflect great credit upon the dedicated soldiers, airmen and civilian professionals of the Washington Military Department that work so hard in support of Washington state citizen public safety.

Our motto says it all: "**Citizens serving citizens with pride and tradition.**" Thank you for keeping the tradition alive.

Sincerely,

A handwritten signature in blue ink that reads "Timothy J. Lowenberg".

TIMOTHY J. LOWENBERG

Major General

The Adjutant General

Director, Washington Military Department

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The Washington Military Department
Strategic Plan is published annually.
Comments may be submitted to:
Timothy J. Lowenberg, Director
Or
Nancy Bickford, Special Assistant to the Director



◆ VISION STATEMENT ◆

Safe and Secure Washington: Recognized leaders for state, regional, and national emergency support, and guardians of American interests at home and abroad.

◆ MISSION STATEMENT ◆

The Washington Military Department mission is to:

- Minimize the impact of emergencies and disasters on people, property, environment and the economy of Washington State and the region.
- Provide trained and ready forces for state and federal missions.
- Provide structured alternative education opportunities for at risk youth.

◆ STATUTORY AUTHORITY STATEMENT ◆

Washington's organized militia is authorized under the provisions of the U.S. Constitution, Amendment II; the State Constitution, Article X; Title 32 United States Code; and Revised Code of Washington (RCW) Title 38 through 38.48. Washington's Emergency Management program is authorized under RCW 38.52



Washington Military Department Strategic Goals

➤ Disaster Preparedness

Minimize the impact of emergencies and disasters on the people, property, environment, and economy of Washington State.

- **Objective 1.1:** Maintain the Emergency Operations Center (EOC) capability for Washington State.
- **Objective 1.2:** Increase preparedness statewide for local jurisdictions to a base-level capability and capacity for emergency services support to communities during disasters.
- **Objective 1.3:** Maintain state preparedness capability and capacity to provide emergency management during and after disasters.
- **Objective 1.4:** Increase recruiting and retention levels to achieve National Guard personnel target end-strength.
- **Objective 1.5:** Increase military readiness to respond to state, regional and national emergencies and disasters.
- **Objective 1.6:** Increase the maintenance status of agency facilities to meet mission requirements.
- **Objective 1.7:** Maintain leadership for the 2010 Olympics and Paralympics Security Committee security preparation and operations.

➤ Washington Youth Academy

“Dream – Believe - Achieve” – Provide alternative educational opportunities for at-risk youth to produce a program graduate with the values, skills, education and self-discipline necessary to succeed as an adult.

- **Objective 2.1:** Maintain the WYA graduation rate at or above national standards.
- **Objective 2.2:** Maintain staff training levels to provide alternative education for at-risk youth.
- **Objective 2.3:** Maintain a successful post-residential program phase completion rate for graduates.

➤ Organizational Excellence

Strengthen business processes and fiscal effectiveness.

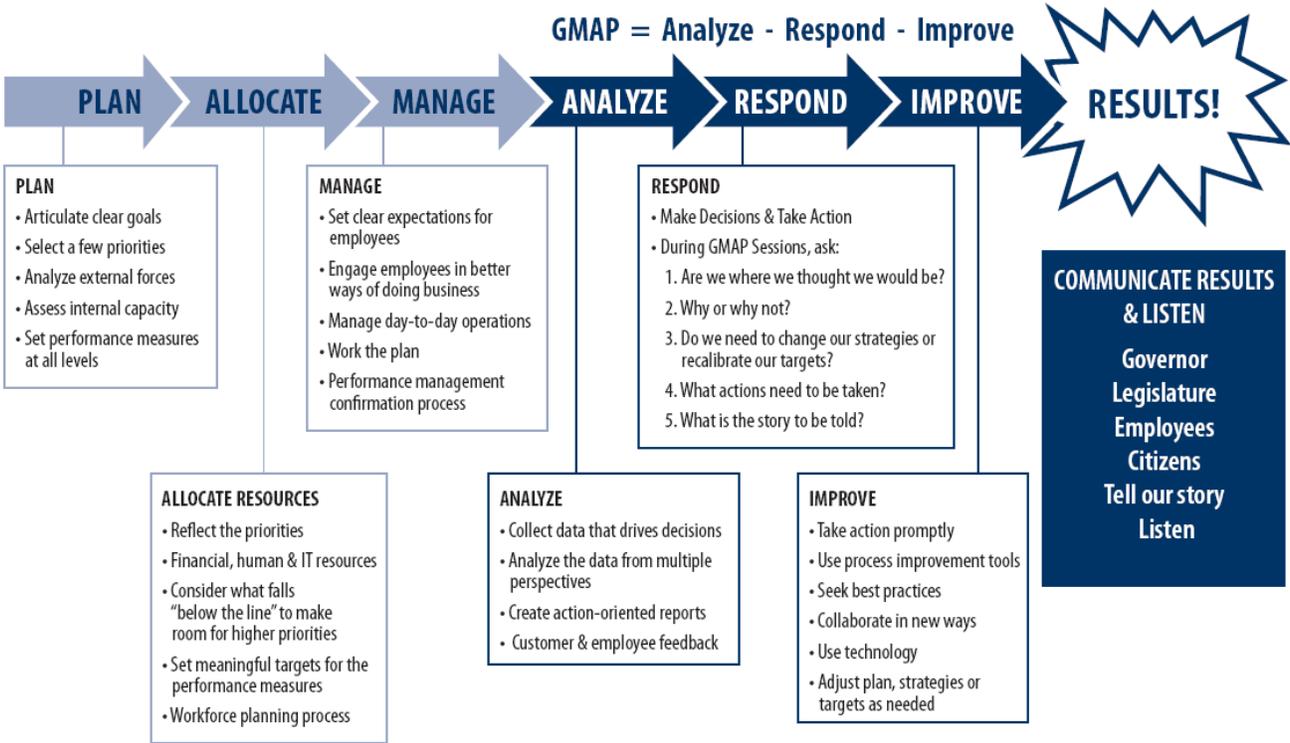
- **Objective 3.1:** Increase agency-wide access to shared electronic communications capability.
- **Objective 3.2:** Increase agency records management compliance with state/federal guidelines.
- **Objective 3.3:** Maintain agency employee diversity levels to mirror the Washington State population.
- **Objective 3.4:** Increase agency staff retention and long-term operational staffing stability.
- **Objective 3.5:** Maintain the agency loss-level paid out in liability claims, fines and penalties.



Management Framework

Our agency’s quality management processes include prioritized strategic planning; targeted performance measurement and analysis; clear articulation of employee expectations; customer and employee feedback; timely recalibration of strategies; collaboration and process action improvements; and effective communication of these actions. We accomplish this using the following tools: Governor’s strategic plan and budget guidelines; logic model; Baldrige self-assessment tool; customer surveys; Priorities of Government (POG) process; personnel performance development plans; performance measure tracking; balanced scorecard; Government Management, Accountability and Performance (GMAP) discussions and reporting; executive management team and divisional staff meetings; work groups; program evaluations; advisory boards and a variety of other consultation and communications tools.

Gregoire Management Framework



Organization Description

The Washington Military Department is organized into five functional areas described below and shown on the following two pages. The agency Executive Management Team structure shown on this page leads the state and federal components of the Washington Military Department.

The Office of the Director (Office of The Adjutant General) includes the functions of Department policy, public information, legal services, strategic planning, homeland security, policy-level interface with executive and legislative branches of state, local, federal and foreign governments, command of all Air and Army National Guard forces, including the Joint Forces Headquarters of the Washington National Guard and subordinate units such as the 10th Weapons of Mass Destruction Civil Support Team, and military support to civil authorities. It also includes 39 state employees in the Human Resources, Financial Services and Information Technology offices that manage the Department's human resources; finance, accounting and budget; risk management; contracting; procurement; consolidated mail; and information technology functions.

The Washington Army National Guard includes command of the following major organizations: The 81st Brigade Combat Team, 66th Aviation Brigade, 96th Troop Command and 205th Training Regiment. These organizations are comprised of 5,950 members operating from military facilities in thirty-four (34) communities statewide. This division also includes support functions in areas such as capital construction, real property, facilities operations, maintenance and environmental protection and has 74 state employees.

The Washington Air National Guard includes command of the following major organizations: The 141st Air Refueling Wing, Western Air Defense Sector, and the 194th Regional Support Wing. These organizations are comprised of 2,200 members operating from military facilities in seven (6) communities statewide. This division also includes the support functions for property, facilities operations, maintenance and environmental protection with 41 state employees.

The Emergency Management Division includes the units of Planning, Exercise and Training; Programs; Mitigation, Response and Recovery; and Enhanced 911. The division is comprised of 121 permanent, project and temporary employees operating from the state Emergency Operations Center (EOC) at Camp Murray, and a satellite office in Pasco.

Washington Youth Academy consists of a 22-week residential and 12-month post residential mentoring phase. The academy, part of the National Guard Youth Challenge Program, is devoted to recapturing the educational and employment potential of 16-19 year old high school dropouts. Through its eight core components, program participants have the opportunity to retrieve high school credits for return to high school, earn a high school diploma or complete GED requirements.

Washington Military Department Executive Management Team

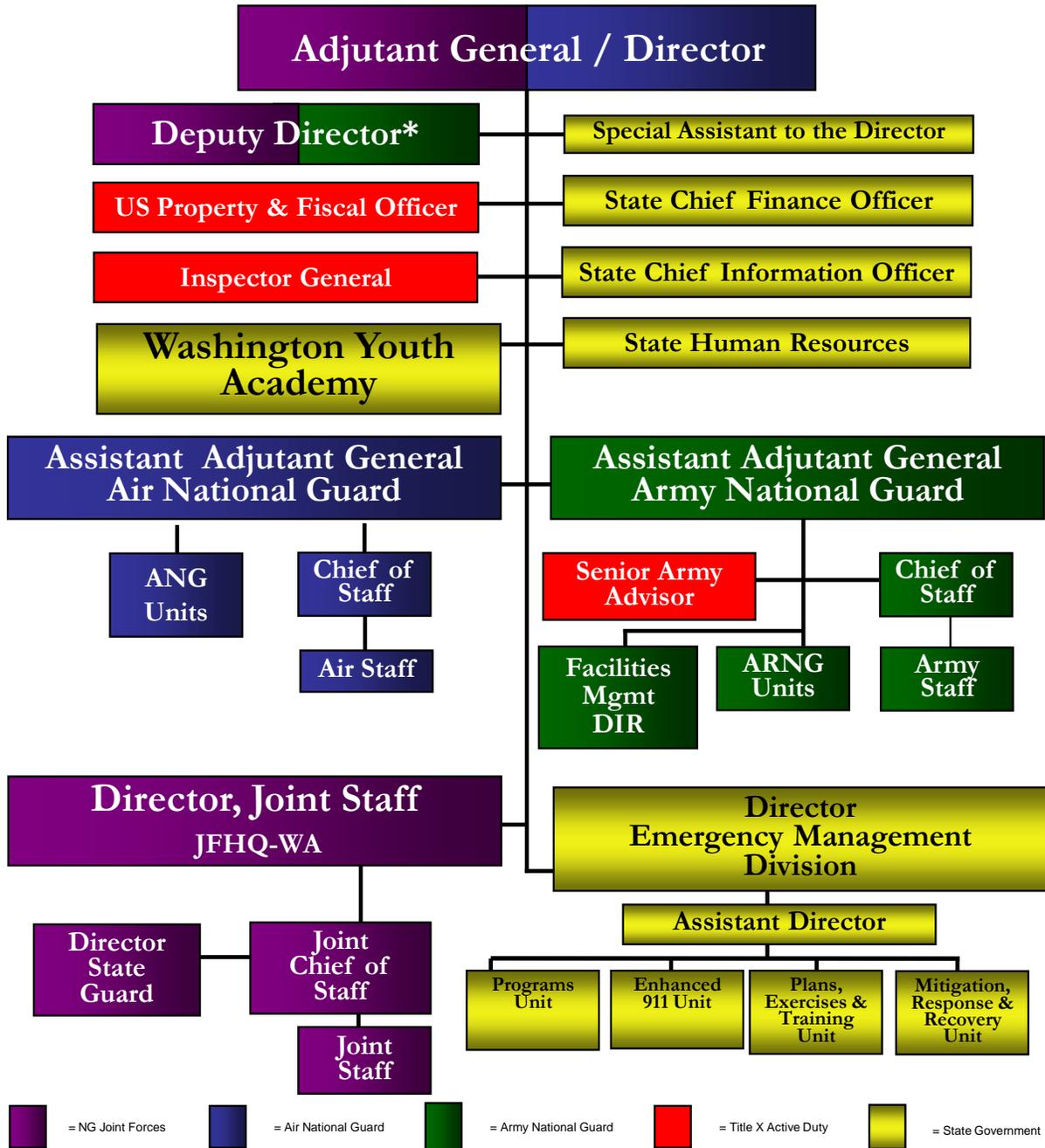




The Washington Military Department

Neighbors Helping Neighbors Through a Tradition of Service
Ready for Today, Preparing for Tomorrow

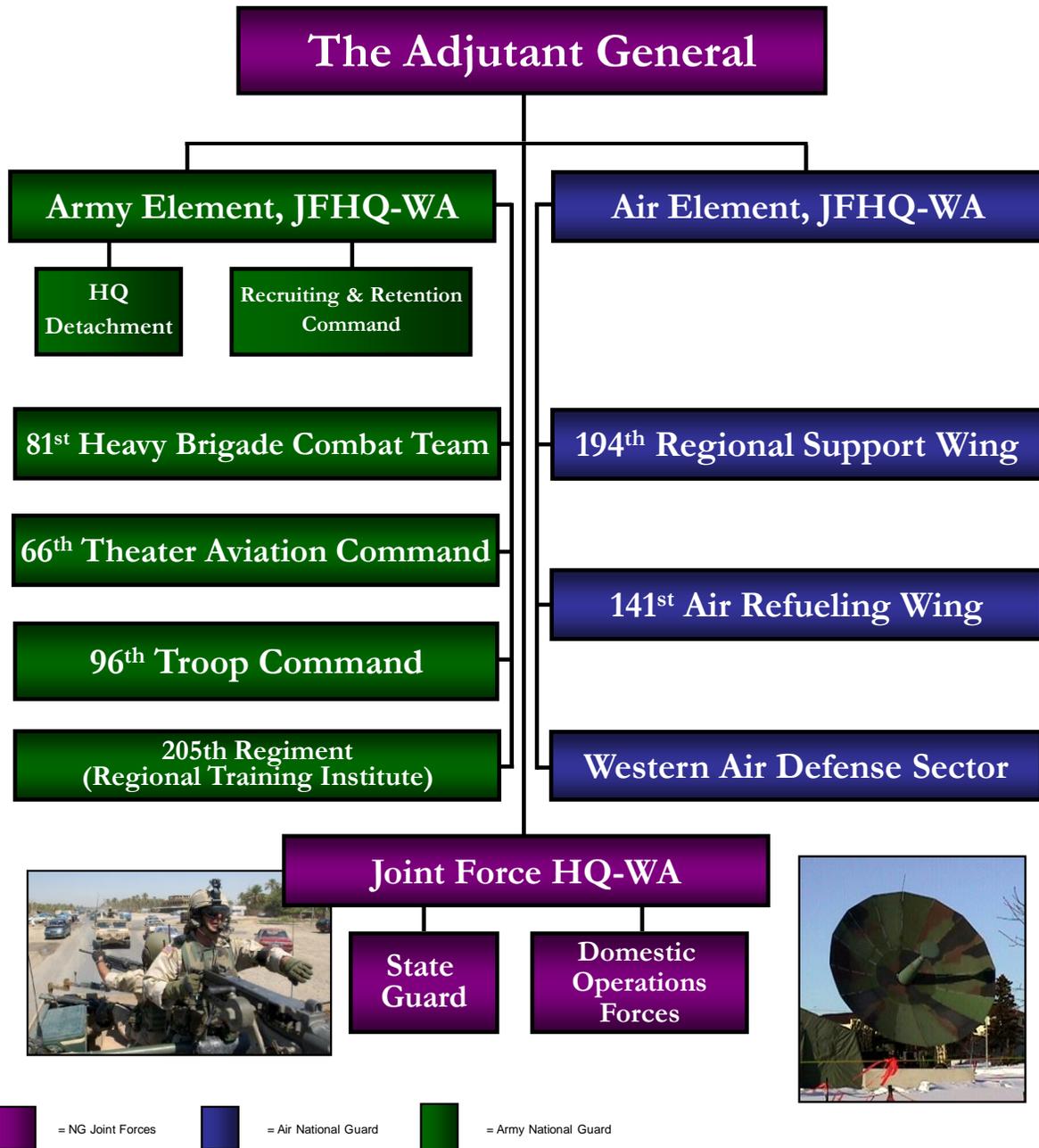
Department Organization



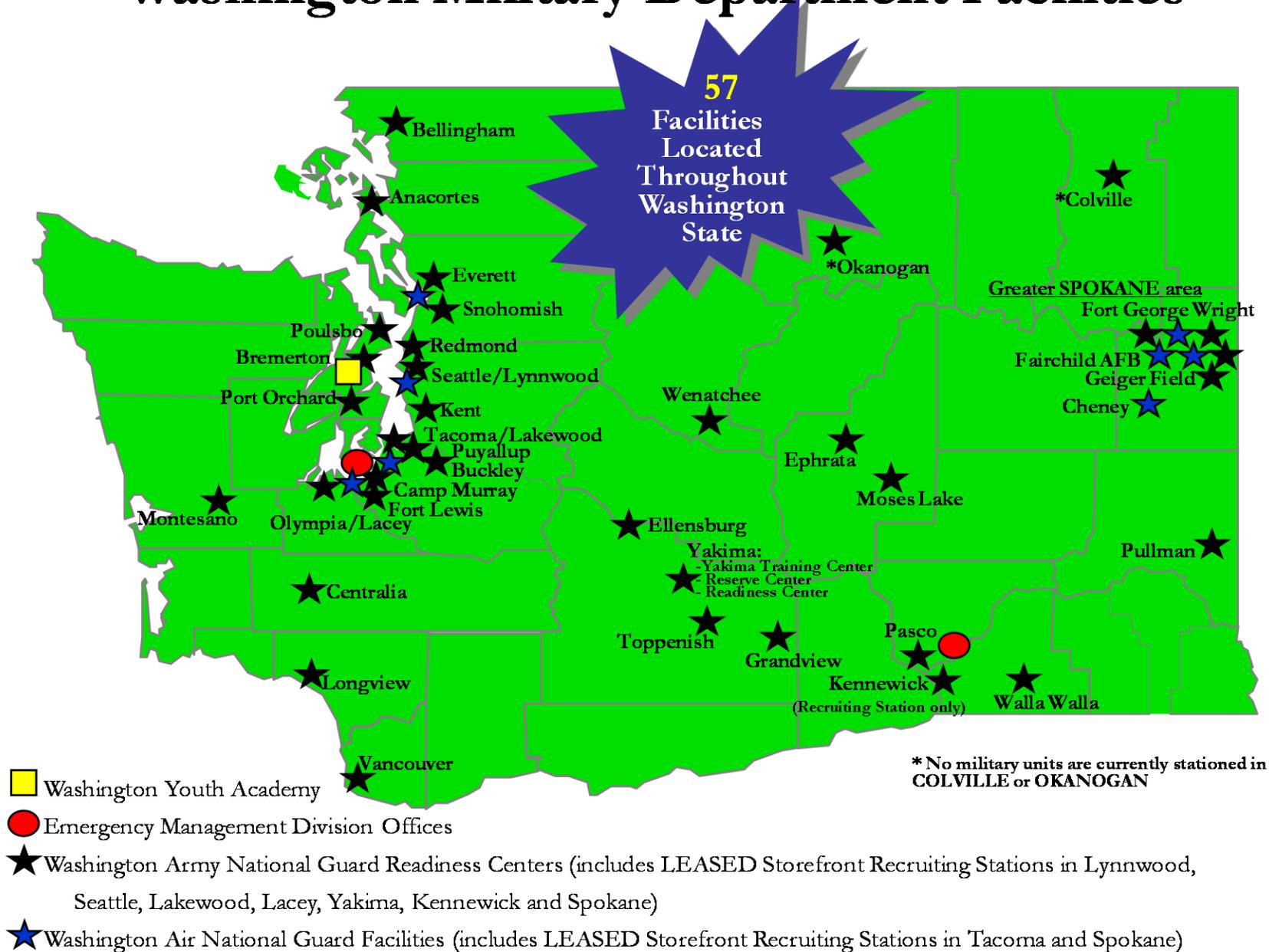


The Washington Military Department
 Neighbors Helping Neighbors Through a Tradition of Service
 Ready for Today, Preparing for Tomorrow

Washington National Guard – Major Military Units



Washington Military Department Facilities





The Washington Military Department

Neighbors Helping Neighbors Through a Tradition of Service
Ready for Today, Preparing for Tomorrow

Washington Military Department

Economic Impact (FY07*)

By Legislative District:

1 st - \$3.7 million	26 th - \$13.3 million
2 nd - \$1.5 million	27 th - \$28.4 million
3 rd - \$9.0 million	28 th - \$142.7 million
4 th - \$1.8 million	29 th - \$68.2 million
5 th - \$4.1 million	30 th - \$5.0 million
6 th - \$9.1 million	31 st - \$9.8 million
7 th - \$4.1 million	32 nd - \$8.7 million
8 th - \$2.4 million	33 rd - \$23.3 million
9 th - \$114.8 million	34 th - \$4.6 million
10 th - \$1.9 million	35 th - \$23.4 million
11 th - \$4.0 million	36 th - \$28.5 million
12 th - \$6.5 million	37 th - \$8.6 million
13 th - \$12.4 million	38 th - \$16.4 million
14 th - \$12.0 million	39 th - \$5.1 million
15 th - \$5.3 million	40 th - \$2.3 million
16 th - \$5.3 million	41 st - \$5.0 million
17 th - \$2.6 million	42 nd - \$2.8 million
18 th - \$3.4 million	43 rd - \$5.0 million
19 th - \$10.2 million	44 th - \$6.2 million
20 th - \$9.9 million	45 th - \$7.0 million
21 st - \$3.7 million	46 th - \$5.0 million
22 nd - \$14.2 million	47 th - \$5.0 million
23 rd - \$5.3 million	48 th - \$5.0 million
24 th - \$6.3 million	49 th - \$5.0 million
25 th - \$6.2 million	

NOTE: Source – United States Property and Fiscal Office and Washington State Emergency Management Division. The economic impact includes State and Federal dollars and the 2007 Federal Reserves “Economic Multiplier” (1.96)

**\$694 Million
Statewide**

*Federal Fiscal Year 2007

Assessment of External Challenges and Opportunities

Disaster Preparedness Challenges

The Department continually reviews the environment in which we operate. We plan for contingencies and make adjustments to meet new demands.

Disaster Response Critical Infrastructure Funding Crisis -- State Emergency

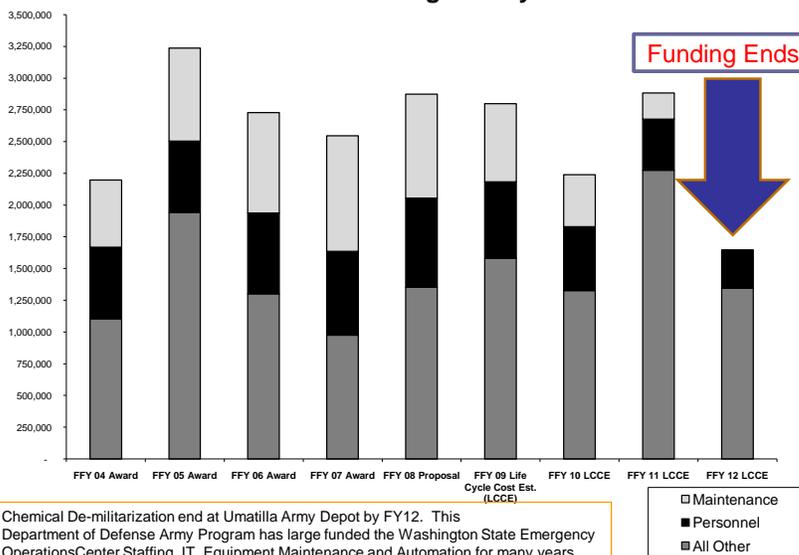
Operations Center (EOC): The Washington State EOC provides a vital public safety capability for coordinating statewide incident response with federal, state, local, non-governmental agencies and the private sector. This critical capability is maintained on a 24/7, 365-days per year

basis. Funding to support 100% of the EOC

information technology and communications systems is primarily from the Chemical Stockpile Emergency Preparedness Program (CSEPP). This federal Department of the Army funding is provided to jurisdictions near sites where dangerous chemical munitions stockpiles are being destroyed. Destruction of the stockpile at the Umatilla Chemical Depot is expected to be

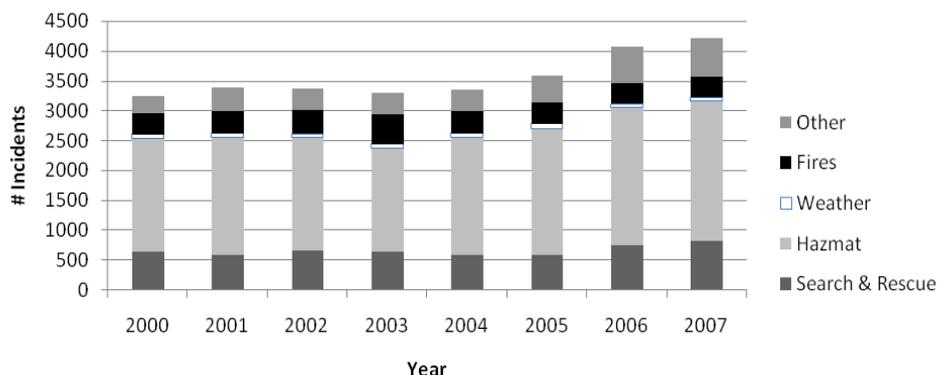
completed by 2011. When the destruction is completed federal funding will no longer be available to support the State EOC. Replacement state funding is necessary to

Washington State
Chemical Stockpile Emergency Preparedness Program
Federal Funding History



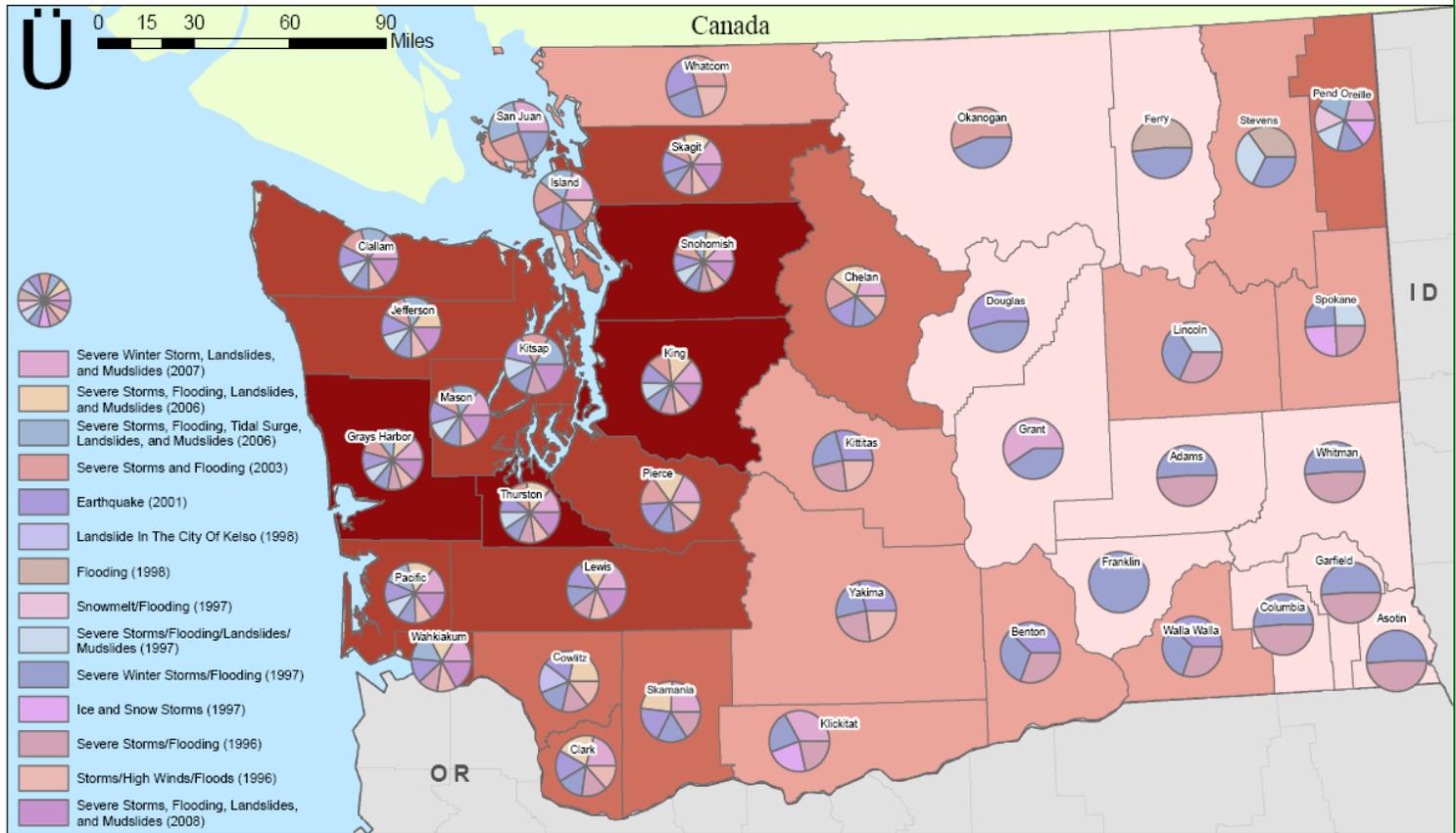
continue this critical public safety coordination capability within Washington State.

Washington Military Department Emergency
Operations Center
Duty Office Logged Incidents



This chart illustrates that the State EOC supports a high volume of incidents performing a

public safety function that needs to be sustained. Disaster events occur throughout the



Location Map

Legend

Disaster Density

**Washington State
Disaster Density/Declaration By County
1996-2007**

FEMA Region X GIU
Washington
05-09-2008
JKELLER
Source: FEMA-Dec-Hist96-2007

state impacting nearly every population center (see above) which further shows the need to maintain a strong state-level emergency operations center.

Disaster Preparedness Emergency Management Requirements: Changes in emergency management missions, roles and expectations are a constant challenge for the Washington Military Department. The operational pace that has been increasing since 9/11/01 is expected to continue well into the future. Catastrophic events nationally and internationally in recent years highlight the need for improved public education, recovery planning, exercises, logistics processing, interstate mutual aid, alert and early warning, and evacuation procedures. Washington State's disasters in the fall of 2006 and in 2007 dramatically show the need to review capabilities at all levels of government. These events, and renewed awareness of the state's natural-hazards increases the need to improve disaster response and recovery operations. After-action reports from the



recent weather related disasters demonstrate the economic vulnerability the state faces.

Enhanced 9-1-1 – The Lifeline for Citizens in the Event of Emergencies or

Disasters: The Washington Military Department Emergency Management Division administers statewide Enhanced 911 (E911) and funds local system and training costs to ensure citizen access to emergency services. Aging E911 systems and increasing call volume demand at Public Safety Answering Points (PSAPs) increases the risk of potential system failure to provide public emergency communications support.

Technology is now available to provide the connectivity throughout the state, replacing aging systems that are increasingly vulnerable to failure. New technology will also provide the needed reliability and redundancy. Next Generation 911 is the first major system change in 30 years. This upgrade will provide increased options for call management, interfaces to accommodate a variety of public access methods such as text messaging, and greater capability to share critical information among the responder community. The 2008 legislature asked the Military Department in consultation with private and public organizations to conduct a study to recommend an appropriate funding mechanism to implement Next Generation 911. Recommendations from that study due in Dec 2008 and the work of the 911 Advisory Committee will provide decision makers with the necessary information to assure that Washington's 911 systems continue to be a strategic statewide asset.

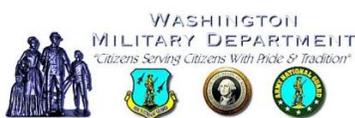
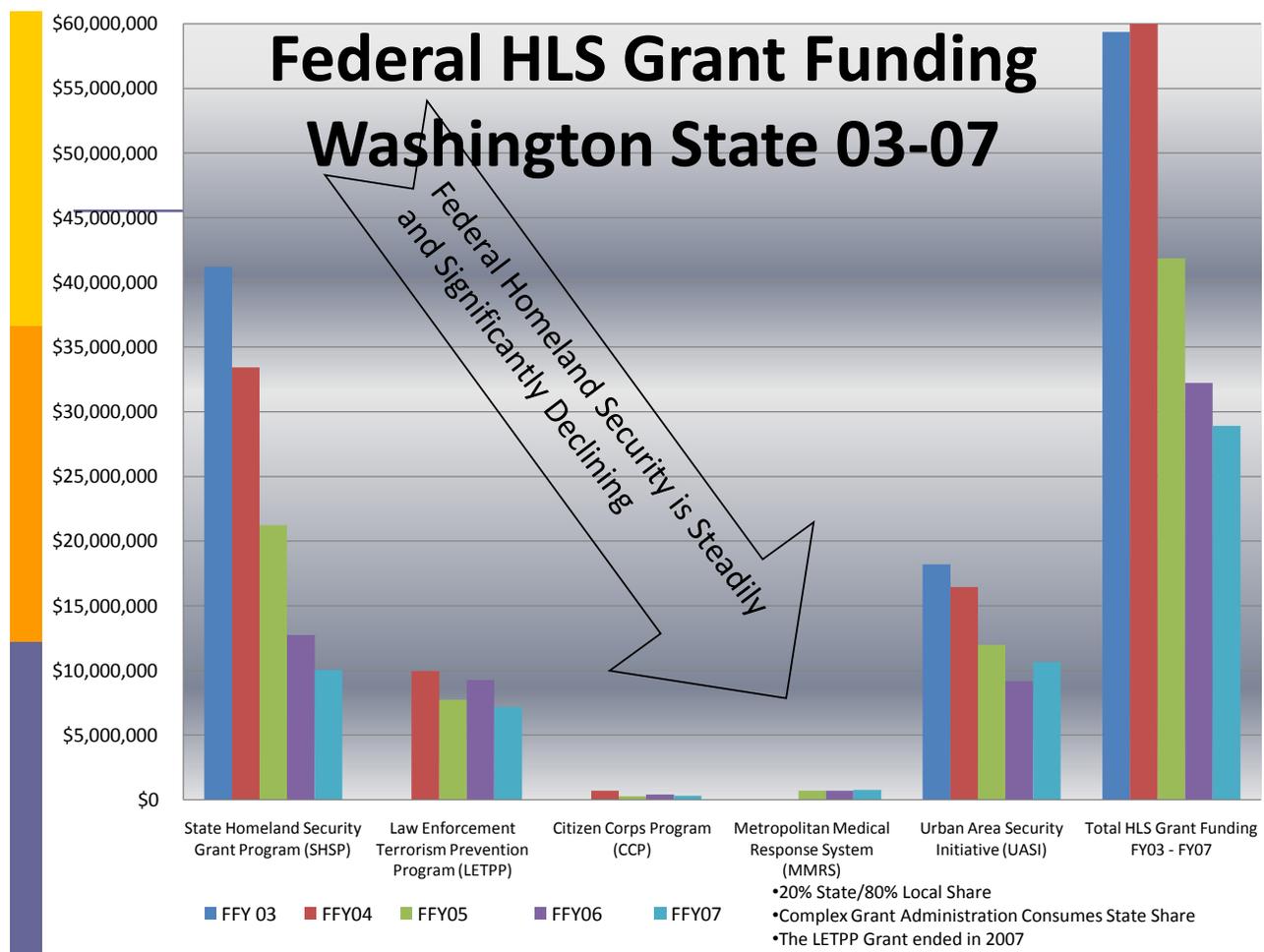
National Guard State Active Duty Funding: The Washington National Guard is a critical response force for state domestic emergencies. To effectively support state missions the Washington National Guard must plan, train and exercise for these events in state active duty (SAD) status. State Active Duty is at state expense and National Guard members remain under the command and control of the Governor. The 2008 legislature created a State Active Duty account for which funds may be deposited and appropriated specifically to prepare the Washington National Guard for domestic emergencies. It is important to appropriate funds for this account to resource state emergency pre-planning, individual and unit skills development, and operational tests (exercises) is conducted.

National Guard Deployments and Transformation: During the 09-11 biennium the Washington National Guard will deploy the 81st Heavy Combat Brigade (3200 soldiers) to Iraq. Multiple large-scale deployments over the last few years are challenging to the soldiers, their families and the remaining units in Washington State. Deployments also challenge National Guard resources to meet state domestic emergency needs, increasing the reliance on use of partner states resources. The Army and Air National Guard are also transforming many units' organizational structure and equipment composition to modernize forces for federal missions.

National Guard Recruiting and Retention: Deployment frequency is increasing. Frequent deployment challenges the ability of the Washington National Guard to recruit new members and retain beyond the first enlistment. Impacts affect not only federal deployment, but also the ability to respond to state domestic responses. Washington State lags behind many other states in retention initiatives, tuition assistance for education and other state benefits. Improving state benefits would attract and retain more personnel.



Homeland Security Grants: The federal Homeland Security Grant Program (HSGP) funding declined 58% from FFY 2004 through FFY 2008. Declining federal contributions creates significant challenges to bridge remaining capability gaps and sustain gains already made. How to resource homeland security and homeland defense may be the greatest challenge we face as a nation. Constantly changing grant limitations has introduced barriers to success. In FY2006 the federal government implemented a personnel cap for State Homeland Security Grant programs that limits personnel staffing to unacceptable levels. Grant personnel caps threaten the ability to sustain homeland security programs and administration. The FFY 2008 grant guidance limitation for intelligence analysts threatens the existence of the Washington Joint Analytical Center (WAJAC). Significant future challenges include cash or in-kind cost match for the state and local jurisdictions. The federal Department of Homeland Security grant programs and processes lacks clear two-way collaborative communications. Lack of clarity makes it exceedingly difficult to anticipate resources and plan multi-year investments to support the Washington Statewide Homeland Security Strategic Plan.



Interstate Mutual Aid for Disaster Preparedness: The interstate Emergency Management Assistance Compact (EMAC) was stretched thin by an unprecedented volume of 2007 fire season support requests, particularly from California. The interstate support requirements revealed many procedural, technical and legal issues not previously seen in state and regional emergencies. Challenges with credentialing, deploying emergency responders, volunteer worker immunity, and many other subjects have been addressed, but others remain to be resolved through legislative actions, internal procedures or interstate agreements.

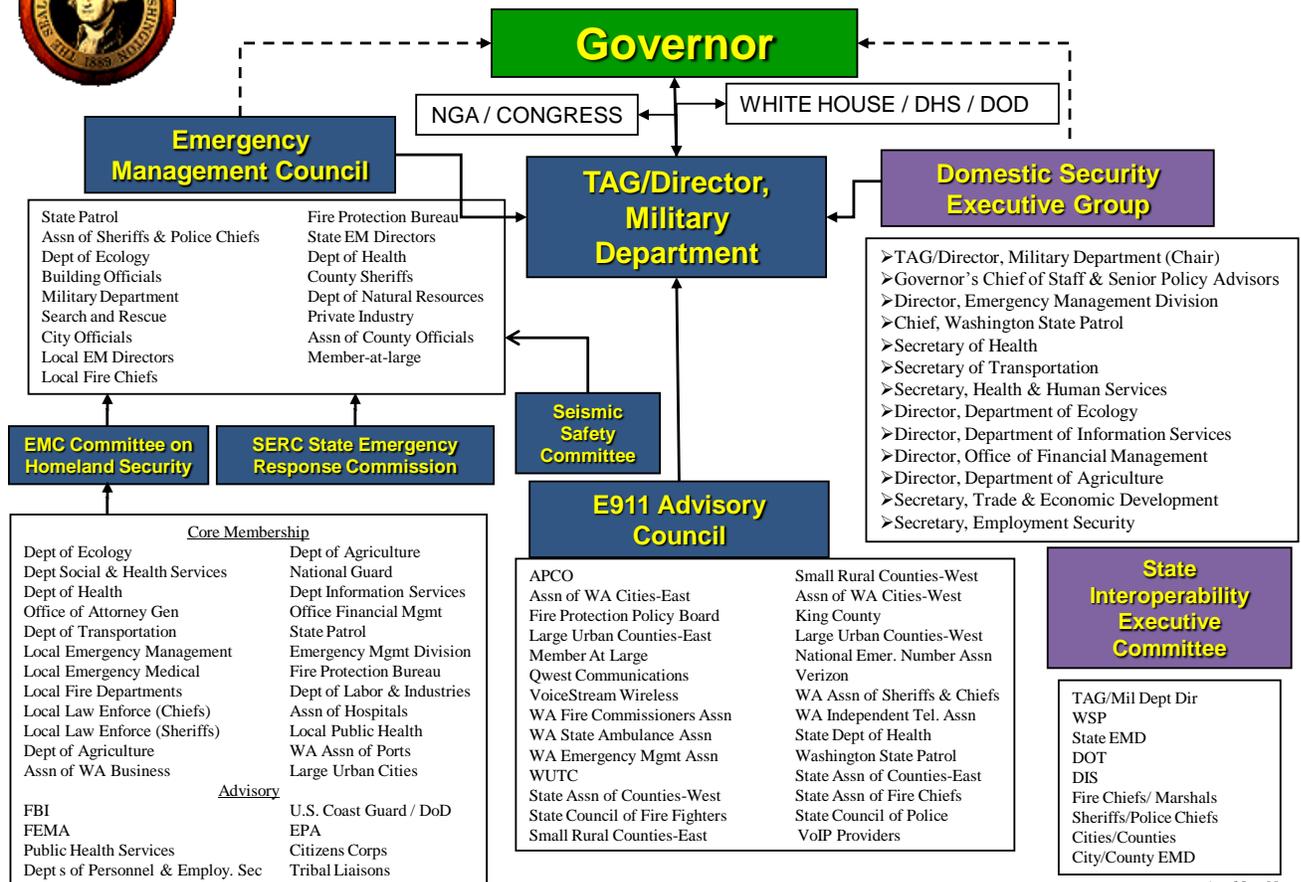
Disaster Preparedness Opportunities

- **Continued Strong Facilitation for Hazard Mitigation, Preparedness, Response, Recovery, National Defense and Homeland Security**

Citizen safety is facilitated by synchronizing the activities of the partners and stakeholders reflected in the Washington State Domestic Security/Emergency Management Infrastructure diagram. The Washington Military Department serves as a central integrator / fusion agent in support of many partners.



Washington State Domestic Security/Emergency Management Infrastructure

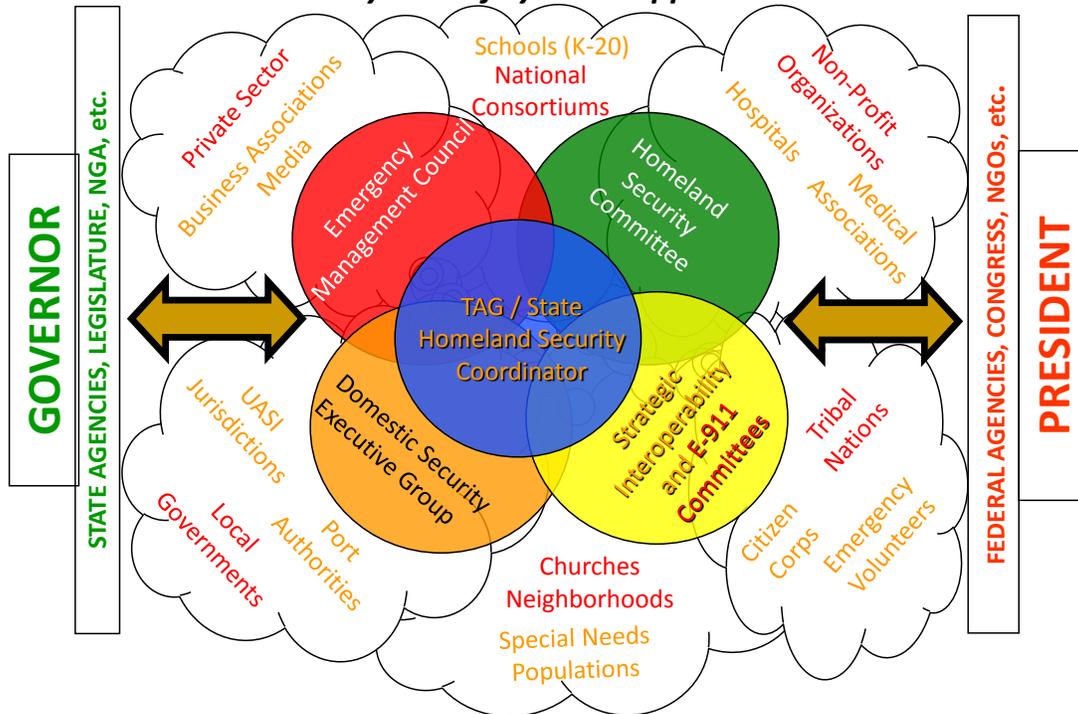


As of Jun 08



The fusion of many partners though, is not linear as in an organization chart, and is better thought of as a system of systems.

Homeland Defense – Homeland Security - A System of Systems Approach -



Facilitating partnership requires truly selfless and collaborative relationships with other agencies and levels of government, the private sector and the community at large. When disasters strike, we are counted upon to safeguard our fellow-citizens, property, environment and economy. Statutory and ad-hoc committees integrate these partnerships into planning, exercises and operations. In addition to the specific partner arrangements described above, the Department is involved in many national organizations that foster a collaborative network of professionals. These groups include the, Adjutants General Association of the United States (AGAUS), the National Emergency Management Association (NEMA), the National Emergency Number Association (NENA), the National Guard Association of the United States (NGAUS), and the Enlisted Association of the National Guard of the United States (EANGUS). The Department has a number of individuals who are recognized leaders in these national organizations.

The Washington Military Department leads the 2010 Olympics & Paralympics security planning efforts for Washington State. The 2010 Olympics and Paralympics Security Committee includes over 40-federal, state, local and Canadian security partners, more than 300-active members, six-major work groups and many sub-committee planning efforts. The department is actively leading training exercises, operations, resource logistics, public information, communications interoperability and facility planning efforts.

The committee is working in close coordination with the Washington State Congressional delegation to fill key



resource gaps to include providing a multi-agency, multi-jurisdiction federal, state and local security coordination center in close proximity of the border, and training exercise, communications interoperability funding. The security committee provides substantial opportunities to further northern border security efforts that solidify strong partnership bonds and establish operational procedures with bi-national security partners.

Department officials lead and/or actively participate in many homeland security and emergency management-related organizations, including, but not limited to: the National Homeland Security Consortium (a coalition of 23 national organizations); the Adjutants General Association of the U.S. (AGAUS) Homeland Defense / Homeland Security and Strategic Planning committees; the National Emergency Management Association (NEMA) Homeland Security sub-committee, the FEMA Region X Advisory Council; the Washington State Emergency Management Council; the Washington State Committee on Homeland Security; the Washington Joint Analytical Center Advisory Board; the E911 Advisory Board; the Washington State Emergency Management Association; National Emergency Medical Systems Advisory Council, Washington Traffic Incident Management Coalition, National Association of State 911 Administrators, National Emergency Number Association – technical and operation committees, Emergency Services Interconnection Forum, and the Pacific Northwest Economic Region (PNWER) Homeland Security committee. The Department also is an active member of the state Enterprise Active Directory Steering Committee, which, under the guidance of the Customer Advisory Board (CAB), has led the way to create the Enterprise Active Directory Forest to share network resources among state agencies and departments. The Enterprise Active Directory Forest provides a common environment within which agencies can jointly share resources, create effective joint solutions for common problems and take advantage of economies of scale. The following agencies comprise the production and pre-production Enterprise Active Directory: DIS, DOL, DOP, DRS, DSHS, ESD, GA, HCA, LNI, DFI, DOH, MIL, OFM, and WSP.

The Adjutant General and the Emergency Management Division Director are voting members of the State Interoperability Executive Committee (SIEC), a standing committee of the state Information Services Board (ISB). The ISB ensures proper management and coordination of the state's investments in radio communications and licensed spectrum allocation.



Assessment of Internal Capacity and Financial Health

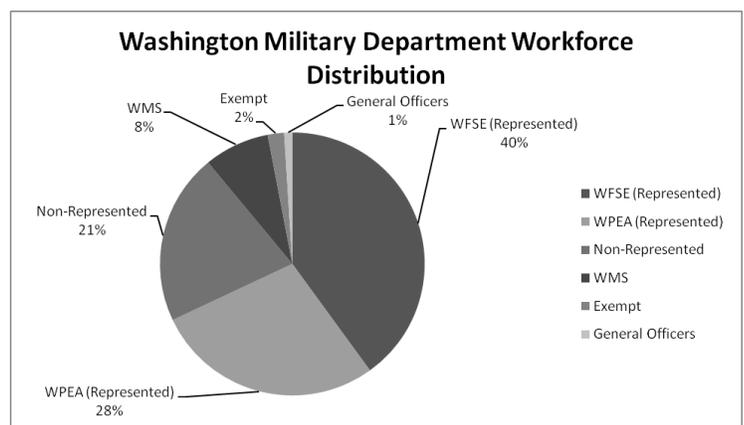
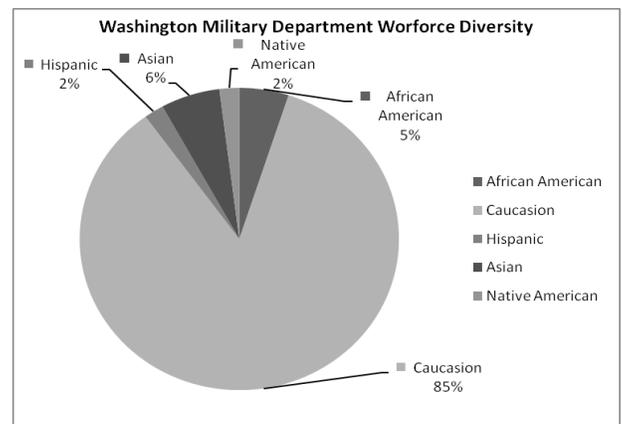
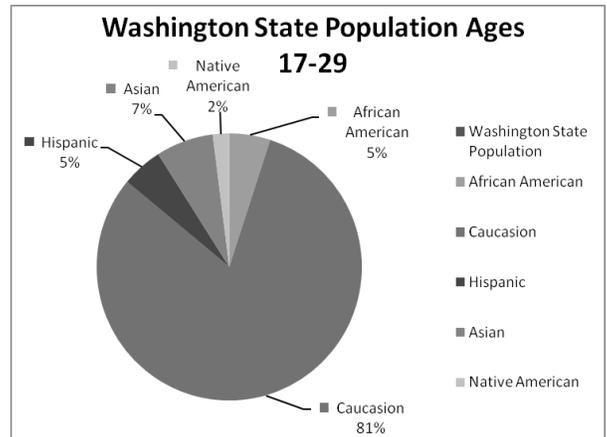
Human Resource Workforce Assessment

Our agency team is working together to build and sustain the personnel strength and readiness of the Washington Military Department state employee workforce through a strategically designed human resource programs and planning initiatives. Our goal is to meet the personnel readiness needs of every employee so that the workforce successfully accomplishes organizational goals.

Growing and maintaining an organization that operates at a level of excellence to sustain the mission and vision of the organization takes a well-trained, informed, focused, innovative workforce that is comfortable to change and grow. The growth and development of the workforce begins inherently with the diverse makeup of the entire workgroup. The Washington Military Department has approximately 326-state employees, 884-federal technicians, 818-Title 32 active duty soldiers and airmen, and over 8000-traditional citizen-soldiers and citizen-airmen. The charts to the right depict the diverse composition of our state employee workforce.

Other Department Diversity Statistics	
Persons with Disability	6%
Disabled Veteran	6%
Vietnam Veteran	14%
Females	29%

Employee experience levels vary by job category. Officials and administrators generally have at least a bachelor's degree or advanced degree and at least five-years of managerial and executive level experience. Professionals have a bachelor's degree or advanced degree and at least one-year experience. Paraprofessionals and clerical employees have some college or equivalent experience. Trades and security employees generally have journey or apprentice level experience. Our security staff have at least one year of specialized security training or experience. **Ninety-five percent of our federal employees and active duty members are**



deemed fully qualified upon hire. The remaining five percent are trainees requiring some additional training before becoming fully qualified.

Maintaining a robust and flexible workforce will require the agency's human resources professionals to provide manager, supervisors and other staff training to ensure they understand workforce management responsibilities. In addition, that employees understand appropriate avenues for communication, and skills necessary to mitigate and resolve internal conflicts should they arise. Accountability for ensuring employees has performance development plans with clear and measurable expectations and an evaluation process for those expectations is important to developing an "excellent workforce". Currently 80% of the department staff receives performance evaluations. We are working to improve in this area by clarifying and redefining manager and supervisor expectations and enforce accountability for timely, effective evaluations. Individual Development Plans are necessary to improve and grow employees both in their current positions, and in the career paths that will increase their tenure and maintain their skills within the Washington Military Department. A strong emphasis on the development and nurturing of managers' ability to effectively and efficiently manage their workforce will be a consistent focus during this strategic plan period.

The Washington Military Department is an exciting and rewarding place to work, but recruitment and retention of a quality workforce will continue to be a challenge in today's job market. Our ability to recruit and retain high quality employees has improved over the past five years. Employees encourage qualified colleagues to seek employment with our organization and often are our best recruiters. Recruitment efforts are routinely successful, even though specialized staffing needs sometime present unique challenges.

There is a need to be responsive and flexible given the changing economic climate and its potential impact on the workforce. The Washington Military Department, similar to many state agencies, is facing a significant challenge with "institutional knowledge" loss as aging and long-tenured employees retire. A critical evaluation of key skills and abilities assessment is necessary. A major strategic focus is to conduct succession planning and identify key losses over the next five years.

On January 1, 2009, the Washington Military Department will open the Washington Youth Academy in Bremerton. The mission of the Washington Youth Academy is to intervene in the lives of at-risk youth and produce a program graduate with the values, skills, education and self discipline to succeed as an adult. The department faces a unique and exciting challenge in recruiting and retaining the men and women as cadre for the academy personnel. A "new" classification of worker will join the ranks of the Military Department as we lead, train, and mentor youth who are between the ages of 16 -19, have dropped out of high school, have not been in trouble with the law, are drug-free, and voluntarily enter the program. Additional training and safeguards will be required as we work in a residential program with minors.



Financial Health Assessment

Current financial situation:

The Washington Military Department is an efficient, effective, fiscally responsible department that is funded from both state and federal sources. The two largest federal funding sources are the National Guard Bureau and the Department of Homeland Security. The National Guard Bureau directly funds National Guard member pay and

allowances, travel and equipment. The chart to the right shows that the federal funds received directly from the National Guard Bureau for member pay, allowances, travel, training and equipment make up over 50% of the entire department budget. These funds are managed by the United States Property and Fiscal Office located on Camp Murray and are not appropriated by the state legislature.

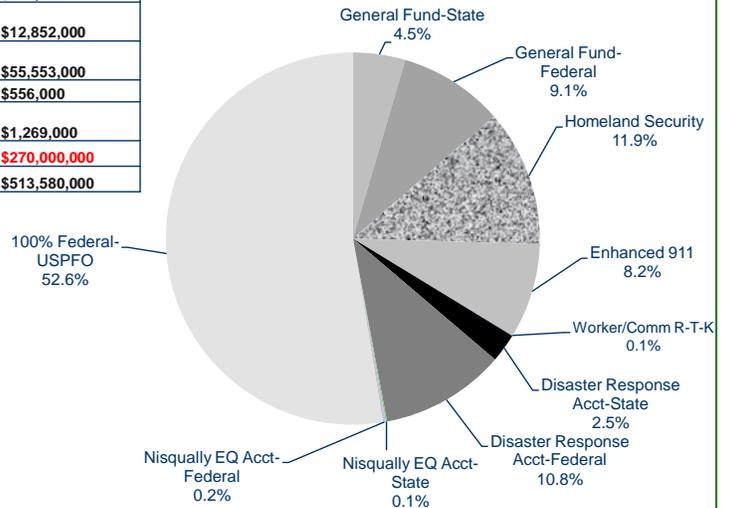
The Department of Homeland Security dollars fund a wide range of emergency management activities from preparedness, planning, training and exercises, to homeland security, pre and post disaster mitigation, and recovery from presidentially

declared disasters. The homeland security grant program funding has been steadily decreasing as noted in previous sections of this strategic plan. This decrease could have impacts on state and local level planning as more requirements are placed upon the state by the federal government.

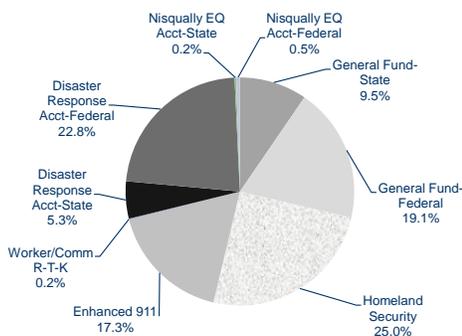
Grant funds for other emergency management activities are also received from the federal Departments of Transportation, Energy, and the Interior (National Oceanic and Atmospheric Administration), totaling less than 1% of all federal

Fund Source	Total
General Fund-State	\$23,251,000
General Fund-Federal	\$46,611,000
Homeland Security	\$61,000,000
Enhanced 911	\$42,114,000
Worker/Comm R-T-K	\$374,000
Disaster Response Acct-State	\$12,852,000
Disaster Response Acct-Federal	\$55,553,000
Nisqually EQ Acct-State	\$556,000
Nisqually EQ Acct-Federal	\$1,269,000
100% Federal-USPFO	\$270,000,000
	\$513,580,000

MILITARY DEPARTMENT 2007-2009 OPERATING BUDGET – INCLUDING 100% FEDERAL NATIONAL GUARD FUNDS



MILITARY DEPARTMENT 2007-2009 OPERATING BUDGET



Fund Source	Total
General Fund-State	\$23,251,000
General Fund-Federal	\$46,611,000
Homeland Security	\$61,000,000
Enhanced 911	\$42,114,000
Worker/Comm R-T-K	\$374,000
Disaster Response Acct-State	\$12,852,000
Disaster Response Acct-Federal	\$55,553,000
Nisqually EQ Acct-State	\$556,000
Nisqually EQ Acct-Federal	\$1,269,000
	\$243,580,000



sources. The Washington Military Department receives a relatively small number of state general fund dollars, averaging less than 10% of the overall state budget each year. These state general fund dollars are used primarily to match and leverage federal dollars, and to pay for state administrative services, facility maintenance and state emergency management administration. State dollars also come from dedicated funding sources for specific programs, (e.g., the statewide management and implementation of Enhanced 911), and from the state disaster response account for the state match for on-going recovery from disasters.

The Military Department is the state administrative agency for federal grants funds and the administrator of the Enhanced 911 systems for the State of Washington. With these responsibilities, we pass-through nearly 68% of all appropriated funds to local jurisdictions, recognized Indian tribes, other state agencies and non-profit organizations as grant directives allow. The remaining 32% of the budget funds department operations and emergency management programs that benefit the entire state.

Funding will continue to be sought for promoting the strategic plan and vision of the Washington Military Department. Fiscal responsibility, the use of best practices, well trained, involved employees and accountability all play an integral part in achieving our goals. We continually strive to improve financial systems and reporting; engage our partners, customers and citizens in new and creative ways; provide training for customers and employees; and implement automation solutions where appropriate.

Future financial outlook:

Future funding requirements will change based on priorities and decisions of other federal and state agencies. The emergence of new technologies, changes in the federal military mission, homeland security and emergency preparedness demands may also impact future funding requirements. Additionally growths in the customer base, new partnership arrangements or changes in public policy provide additional complicating impacts.

One large financial impact looming in the near future is the loss of federal grant funding from the Department of the Army for the Chemical Stockpile Emergency Preparedness Program (CSEPP). This program brings to Washington State on average \$6 million per year to prepare for, respond to, and recover from the potential release of dangerous chemical weapons agent being stored and destroyed at the Umatilla Chemical Depot. The depot is located in Oregon, a few miles south of Benton County, WA, but emergency response planning zones around the facility extend into Washington State.

For nearly two-decades CSEPP has funded the approximately \$2 million per year in acquisition, maintenance, and upgrade of the entire automation and communications infrastructure at the State Emergency Operations Center (EOC) at Camp Murray. In addition, nearly all of the CSEPP-funded equipment is used daily to address “all hazards” issues and represents the backbone of the agency’s emergency response coordination capabilities. This program also provides funding for a dedicated public information and education capability which supports residents in the Umatilla Depot risk area. The



Washington state staff and equipment used to provide this capability are also routinely used to support “all-hazard” events that occur around the state.

Destruction of the chemical weapons stockpile is scheduled to be complete the end of calendar year 2011. The reduction of annual federal awards will begin in the 2009-2011 biennium. Funding will end completely when the stockpile is destroyed. Losing the ability to maintain and replace this infrastructure and staff will have a fundamental impact on EOC operational capacity. There is not any currently identified replacement funding to support the Washington State all-hazards requirement to provide citizens an operations and alert and warning center. Replacement funding will be requested in the Department’s 2011-2013 biennial budget.

Homeland Security grant funding is also steadily decreasing. Funding decreases creates significant challenge to bridge remaining gaps and sustain gains already made. Constant changes in the grant guidance and unpredictable funding make this an increasingly challenging program to manage.

Due to the impact of the global war on terrorism, federal funds from the Department of Defense (DOD) through the National Guard Bureau are declining. Accounts for on-going utility costs at our facilities statewide has been underfunded for several years. Historically however, the funding deficiency was countered by realigning other federal funds within the Army National Guard. Those federal funds, traditionally Army logistics, are now being scaled back due to deployments and will no longer be available to supplement utility costs. Further, the National Guard Bureau has placed caps on the use of federal funding for facility modernization and restoration. Only 10% of the current capital budget is allowed to be used for modernization/restoration type projects. The remaining 90% must go toward sustainment projects. This decision may impact units that have different operational equipment that the facilities can no longer support.



Information Technology Needs Assessment

Impact of Department Structure on Information Technology (IT): The Washington Military Department state services functions include finance, human resources and information technology employees who provide support to the state employees of the Washington Air National Guard (WAANG), the Washington Army National Guard (WAARNG), the Emergency Management Division (EMD), the Washington Youth Academy (WYA), and the Office of the Director and other components of the Washington Military Department. The Washington Army and Air National Guard, Washington Youth Academy and Washington Military Department state services sections have separate IT systems that do not link because the military, K-20 Education Network (affiliated with the WYA) and state have different governing statutes, regulations, and security requirements. These IT systems conform to their respective federal, educational and state component structure and interoperability requirements. The incompatibility of systems among the four major divisions of the department is influenced by separate and independent Department of Defense, Department of Army, Department of Air Force, National Guard Bureau, K-20 Education Network and Washington State network requirements. These factors make it difficult to integrate, fuse or unify department systems so employees can access and share information.

The Washington Military Department's state IT resources were reorganized on May 16, 2008 to support improved IT operations to include; interoperability, sustainment, and risk management. The reorganization combined decentralized IT staff resources into a single division led by the CIO with a matrix-management focus. This reorganization supports the improved integration and interoperability between department divisions, and a vibrant presence on the state IT backbone and interface with other state agencies. Additionally, interoperability with other states agencies and key federal agencies is enhanced by this reorganization and allows integrated focus and coordination.

Information technology is a critical component for each division's operations and overall delivery of services. Beginning with the 2004 IT strategic plan, the Washington Military Department addressed key security limitations and developed synergistic technology projects. The department is in the process of developing an Enterprise Architecture (EA) and is updating the IT strategic plan to optimize resources and share data between divisions with disparate systems. Specific projects will be developed in the following categories to support optimum operations:

Interoperability – The Washington Military department identified internal interoperability requirements to pursue and the need to fund initiatives that improve the ability to share information between divisions and across disparate IT networks. Projects include the new Washington Military Department Portal (SharePoint application); a digital phone book; evaluation of department standards and identification of data stewards; and the creation of a department Geographic Information Systems (GIS) Committee.



Operations: The Washington Military Department IT reorganization created a separate division to provide

optimum delivery of state IT resources. An immediate requirement identified in the reorganization is the need for a Senior Web Design Specialist/Manager. The Washington Military Department has never had a dedicated department Web Master. This position has been recognized by leadership and staff as a key IT operations position that will support a fully functional web presence for the department and establish guidance for all divisions' web development. The department's Web Master Position will also assure a more coordinated effort for the department portal, key web tools and data access on websites.

Sustainability – Investment capacity is needed to enhance the ability of networks, applications and data to survive major man-made or natural events. Potential projects include: participation in the Department of Information Services Business Continuity initiative, development and refinement of the IT communications portion of the department Continuity of Operations Plan (COOP), hot site implementation, and COOP data storage. We will complete an evaluation of EMD-based IT operations for CSEPP replacement-funding requirements, staff, equipment and equipment maintenance.

Communications – The department will pursue funding for initiatives that improve communications systems capabilities and performance. Potential projects include: satellite systems, campus-wide wireless and Voice over Internet Protocol (VOIP).

Productivity – IT staff will partner with program staff to identify functions and business processes that can achieve productivity enhancements through technology. Potential projects include web-based applications and multimedia applications.

Security – Sufficient funding is needed for the department to further initiatives that improve protection from cyber-based threats and vulnerabilities while moving toward “permissions-based” access on a “least privileged” basis that grants the appropriate access to accomplish assigned missions. Potential projects include the Internet Protocol version 6 (IPv6) and improved network/email filtering technology.

Management – Our goal is to engage in initiatives that employ “best practices” to improve the effectiveness of Information Technology. Potential projects include: standardized project management, improved measurement systems, development of an agency intranet and internet public education improvements.

Capital Investment Needs Assessment

Emergency Response and Washington Army National Guard Readiness

The Washington Military Department capital facilities are diverse and include a variety of administrative buildings, classrooms, readiness centers, military vehicle maintenance facilities, temporary housing, dining facilities, and storage buildings. Readiness centers are the primary facilities that provide training areas for the Washington National Guard soldiers/airmen and act as response centers for the public during times of emergency. Currently the agency maintains 240-buildings statewide to include 33-readiness centers.

Over 50% of the Washington National Guard readiness centers are over fifty-years old. Only six readiness



centers meet evolving Army Transformation unit-stationing training requirements.

Funding is not currently available to modernize, implement continuity of operations requirements, and energy conservation improvements. The department will focus on four major-areas to sustain and modernize its facilities in upcoming biennium to meet its public safety and readiness goals:

- **Emergency Generation and Seismic Stabilization:** To support the department's incident response mission, facility seismic stabilization analysis is required. Many agency facilities are aged and have not been seismically studied. The most critical are the main regional anchor armories that stage and deploy military response efforts during an emergency or disaster. Similarly, power generation is a major driver in the agency's support plan. The critical facilities on Camp Murray have been addressed while other emergency power generation at key facilities statewide will be included in the department's capital budget.
- **Facilities Restoration and Modernization:** The department priority is to seek resources for long-term restoration and modernization of the facility inventory to include building systems, roofs, and windows. The plan also includes replacing the aging Olympia and Centralia Readiness Centers with a new modern facility.
- **Energy Conservation:** The Washington Military Department recognizes the need to sustain, reuse, and limit the use of environmental resources. The legislature previously funded energy projects that replace old boiler systems with energy efficient systems and implement alternative energy pilot projects. Our department will continue to seek additional funding to replace out-dated energy control systems, boilers, and implement other alternative energy savings initiatives.
- **Anti-Terrorism/Force Protection:** New Department of Defense anti-terrorism and force protection requirements guide improvement priorities. Many readiness centers were built prior to anti-terrorism/force protection guidance with facilities located in urban communities that lack adequate space for set-backs. Necessary security measures to protect forces include, but are not limited to, barriers and blast protection devices. To eliminate community restrictions and concerns we will coordinate with local government and neighborhood groups.

Emergency Management Needs Assessment

The Emergency Management Division has an experienced, flexible and dedicated workforce. However, gaps in capability and capacity identified in After-Action Reports (AAR) from recent large-scale disasters, competing priorities, and decreases in federal funding potentially limit the ability to provide state-level emergency management support to local jurisdictions. Competing priorities also strain staff capacity to respond effectively and result in delayed projects and program activities.

Federal funding previously resourced almost 100% of the Washington State Emergency Operations Center (EOC) equipment, information technology system maintenance and personnel staffing.



A solution must be found for state and local resourcing of emergency management or our ability to meet critical response and communications requirements will become seriously degraded.

Recent storm and flood events have placed a spotlight on local and state emergency management organizations and elevated public expectations well beyond what can be accomplished with existing resource levels. Heightened public interest does, however, provide an opportunity to educate the public about the need for individual citizen, neighborhood and community preparedness.

EMD's three critical needs are:

- Achieve stable resourcing to sustain Emergency Operations Center equipment and personnel as the Department of the Army Chemical Stockpile Emergency Preparedness Program (CSEPP) and Homeland Security funding are reduced and eliminated.
- Enhance current resources to respond to increased expectations from constituents/stakeholders.
- Increase the public's awareness of the hazards they face and ensure they know how to respond.

Washington Youth Academy Needs Assessment



The Washington Youth Academy is one of the 35 National Guard Youth Challenge Programs and will start the first class in January 2009. The academy will have bed-space for 150-students and a target graduation rate of 100+. Since this is a new program, we have forecasted operating

expenses and staffing based on the combined experiences of other existing programs. We are authorized 41-FTE's which does not include the contract teacher and medical support. The cadre positions that are responsible for the 24/7 care of the students in the residential phase will need to be evaluated for necessary staff coverage versus overtime requirements due to sick leave, military leave, etc. Based on this evaluation, additional FTEs and funding may be required. In addition, the existing two case manager positions that are responsible for the 12-month post-residential phase may require adjustment as we learn from the first post-residential period in 2010. Federal funding (60%) struggles to keep pace with program requirements, so it is critical that state funding (40%) remain secure and expand as necessary.



Performance Analysis

➤ Results compared to similar organizations

The Washington Military Department is a recognized national leader in emergency management, E-911, and national defense and homeland security areas. Department leaders are frequently consulted by other states and federal agencies for advice and counsel. Our policies, procedures, strategies and performance measures are consistently rated as better than similarly situated states. Only a handful of states, for example, publish a Military Department strategic plan and fewer still utilize balanced scorecards or other formal performance measurements.

Recruiting and retention of soldiers/airmen is not as high as many other states. State benefits for Washington National Guard soldiers/airmen in some areas, most notably education, lag behind other states making it difficult to assess and retain members.

Emergency/disaster response is functional. We believe that results would improve with stable funding for state emergency management operations and state active duty for Washington National Guard domestic mission training, planning and exercising similar to states like Florida and California.

➤ Is performance different than expected?

The past biennium has been challenging. The department led the efforts for several large-scale disaster responses within the state and assisted other states as well. Response efforts were performed well, but nevertheless impact progress on other initiatives and priorities in the strategic plan.

We actively plan for emergency interruptions and use Government Management Accountability and Performance (GMAP) forums to assess progress and solve problems. The successful deployment of GMAP within the agency improves our communication channels and operational focus, resulting in continuous process improvement.

➤ If performance targets were not met, what has been done to close the gaps?

The Washington Military Department uses a rigorous system of inter-agency work groups, GMAP forums and action planning to solve problems and achieve results. The Department also leads inter-agency state government efforts to improve performance and redress gaps that extend beyond our agency's jurisdiction. We actively share information and team with external with stakeholders to close capabilities and performance gaps.

WASHINGTON MILITARY DEPARTMENT STRATEGIC PLAN

Objectives	Performance Measure <i>Y = PMT Tracked – N = Internal Agency or Other Tracking (i.e. HR Mgt Report)</i>	Strategy	Target	Lead
DISASTER PREPAREDNESS				
Goal #1: Minimize the impact of emergencies and disasters on the people, property, environment, and economy of Washington State.				
1.1 Maintain the Emergency Operations Center (EOC) capability for Washington State.	% budget achieved per year	1.1.1 Replace federal funding with state sustainable resourcing for Emergency Center staffing and IT support.	July 2011	EMD - CFO
	% staff trained & identified per year	1.1.2 Identify and train EOC staff and state agency liaisons to ensure knowledgeable emergency response support for the state.	75% by Apr 2009	EMD (All) - CIO
	% system availability per year	1.1.3 Maintain EOC systems and procedures, (hardware, software, communications, GIS/Analytical tools, and alert & warning), at current or better levels to ensure public safety.	90% systems operational (on-going) 25% procedures updated annually	
1.2 Increase preparedness statewide for local jurisdictions to a base-level capability and capacity for emergency services support to communities during disasters.	% of criteria developed	1.2.1 Develop criteria to define local jurisdiction preparedness, capability and capacity.	Dec 2008	EMD (Programs)
	% assessment complete	1.2.2 Conduct a statewide local jurisdiction EOC assessment.	Dec 2010	EMD (MRR)
	% jurisdictions meeting preparedness criteria elements	1.2.3 Ensure local jurisdictions meet preparedness, capability and capacity elements	50% by Dec 2011	EMD (Programs)
1.3 Maintain state preparedness capability and capacity to provide emergency management during and disasters.	% of essential state agencies having preparedness program elements	1.3.1 Ensure essential state agencies have a functioning preparedness program for disaster	25% by Dec 2009	EMD
	% completed annually	1.3.2 Update the state CEMP and Emergency Support Functions (ESF) every four years.	25% annually	EMD
	% concept developed	1.3.3 Develop and implement a concept for Washington Restoration.	100% by Dec 2009	EMD
	# new statewide education partners	1.3.4 Maintain comprehensive state, local, tribal public education program that focuses on improving personal and jurisdictional all-hazards preparedness.	(10) partners by Dec 2009	EMD
	# programs complete/month	1.3.5 Maintain emergency management corporate relations program.	(1) programs/month	EMD
# new corporate partners		(6) new business MOUs by Jun 09		

WASHINGTON MILITARY DEPARTMENT STRATEGIC PLAN

Objectives	Performance Measure <i>Y = PMT Tracked – N = Internal Agency or Other Tracking (I.e. HR Mgt Report)</i>	Strategy	Target	Lead
DISASTER PREPAREDNESS				
Goal #1: Minimize the impact of emergencies and disasters on the people, property, environment, and economy of Washington State.				
1.4 Increase recruiting and retention levels to achieve National Guard personnel target end-strength. All Dates are State FY	% personnel end-strength accessed per quarter % personnel end-strength retention per quarter	N	1.4.1 Develop and execute a recruiting and retention OPLAN.	Annual Plan and Quarterly AAR ARNG/ANG (A1 & G1)
			1.4.2 Implement recruiting and retention initiatives to maximize results and meet Air National Guard manning goals	>= 65 accessions/qtr & <= 40 losses/qtr by 2009 ANG
			1.4.3 Implement recruiting and retention initiatives to maximize results and meet Army National Guard manning goals.	> 300 accessions/qtr & < 4.5% loss attrition/qtr ARNG
1.5 Increase military readiness to respond to state, regional and national emergencies and disasters.	% of units achieving readiness standards per quarter	Y	1.5.1 Define readiness standards for domestic emergency disaster responses.	Oct 2008 JFHQ (J3/J6)
			1.5.2 Refine contingency plans for events based on the National Response Framework and National Planning Scenarios.	Master Schedule by Aug 2008 and complete one contingency plan/quarter JFHQ (J3/J6)
			1.5.3 Define and document capabilities, equipment/personnel, capability gaps and funding strategies for domestic emergency disaster support.	2009 - 2011 JFHQ (J3/J6)
1.6 Increase the maintenance status of agency facilities to meet mission requirements.	# facilities assessed per quarter % Operationally Ready Facilities per quarter	Y	1.6.1 Develop comprehensive criteria for operational ready condition assessment of agency facilities.	Jun 2009 CFMO
			1.6.2 Establish a baseline assessment for all facilities.	Jun 2010 CFMO
			1.6.3 Educate state congressional staff and key decision makers about needs.	Jun 2010 CFMO
			1.6.4 Upgrade prioritized strategic facilities within available resources.	2011 – 2013 CFMO
1.7 Maintain leadership for the 2010 Olympics and Paralympics Security Committee and security preparations for Washington State.	% of core/liaison agencies able to communicate and collaborate per the 2009-2010 athletic games planning and execution period	N	1.7.1 Develop the U.S. federal, state and local 2010 Olympics and Paralympics Security Standard Operating Procedures/OPLAN	Jan 2009 SAD – JFHQ
			1.7.2 Develop 2010 Olympics 2009-2010 training exercises.	Jan 2009 JFHQ - EMD
			1.7.3 Assist federal and local partners to develop and operate a multi-agency 2010 Olympics Security Coordination Center	Jun 2009 – Feb 2010 EMD – SAD – CFO - JFHQ

WASHINGTON MILITARY DEPARTMENT STRATEGIC PLAN

Objectives	Performance Measure <i>Y = PMT Tracked – N = Internal Agency or Other Tracking (i.e. HR Mgt Report)</i>	Strategy	Target	Lead	
WASHINGTON YOUTH ACADEMY					
Goal #2: “Dream – Believe – Achieve” – Provide alternative educational opportunities for at-risk youth to produce a program graduate with the values, skills, education and self-discipline necessary to succeed as an adult.					
2.1 Maintain the WYA graduation rate at or above national standards. <i>(Note: This is a new program and alternative school within Washington State and the first class will graduate in Jun 2009)</i>	# of graduates per year (240)	Y	2.1.1 Develop an outreach program and on-line applications to target at-risk youth across Washington State.	July 2008	WYA Program Manager
		Y	2.1.2 Conduct face-to-face interviews with candidates and parents/guardians and select candidates in accordance with proven success criteria.	Dec 2008	WYA RPM Coordinator & Director
		Y	2.1.3 Employ retention and motivational techniques to ensure dedicated candidates remain engaged in the course.	Jan 2009 and throughout all classes	WYA Staff
2.2 Maintain staff training levels to provide alternative education for at-risk youth.	% of staff trained per year (50%)	N	2.2.1 Pre-schedule training classes for staff annually based on NCI/AOC training offered within available resources.	Dec 2009 and annually	WYA Deputy Director
		N	2.2.2 Maximize the opportunity to send staff to visit other National Guard Youth Challenge Programs.	Dec 2009 and annually	WYA Deputy Director
2.3 Maintain a successful post-residential program completion rate for graduates.	% of residential phase graduates who successfully complete the 12-month mentorship phase per year (75%)	Y	2.3.1 Provide residential graduates with a compatible matched mentor to follow them through the 12-month process.	Week 20 of each residential phase course. (Beginning Apr 2009)	WYA RPM Coordinator
		Y	2.3.2 Case managers concentrate tracking efforts on poor performing mentor-graduate matches.	Post residential monthly (Beginning Jul 2009)	WYA RPM Coordinator

All Dates are State FY

WASHINGTON MILITARY DEPARTMENT STRATEGIC PLAN

Objectives	Performance Measure <i>Y = PMT Tracked – N = Internal Agency or Other Tracking (i.e. HR Mgt Report)</i>	Strategy	Target	Lead
ORGANIZATIONAL EXCELLENCE				
Goal #3: Strengthen business processes and fiscal effectiveness.				
3.1 Increase agency-wide access to shared electronic communications capability.	% agency with access to shared online collaboration capability per the total # of agency sections	Y 3.1.1 Develop and implement a shared department intranet portal.	Oct 2008	CIO/J6
		3.1.2 Develop a shared agency digital phone book.	Jul 2009	
		3.1.3 Install wireless access to Washington Military Department buildings that have access to the State Network.	Jul 2008	
		3.1.4 Optimize and restructure agency IT resources to improve customer service.	Dec 2009	
3.2 Increase agency records management compliance with state/federal guidelines.	% of agency sections that meet state records retention criteria per the total # of agency sections	N 3.2.1 Define criteria for federal and state National Guard records.	Jul 2008	JFHQ - SJA
		3.2.2 Maintain an agency records management work group.	Aug 2008	SAD
		3.2.3 Develop an agency records management policy.	Nov 2008	
		3.2.4 Create and execute a section records coordinator training program for the agency.	Feb 2009	
		3.2.5 Develop a records management intranet site.	Mar 2009	
3.3 Maintain an agency employee diversity levels to mirror the Washington State population.	% Employee Diversity Composition per year % Diversity Score on the Employee Climate Survey per year	N 3.3.1 Develop an agency diversity analysis, initiative and council.	Jul 2011	State HR & Federal HRO-J1
3.4 Increase agency staff retention and long-term operational staffing stability	% of manager and key staff positions that are filled per quarter % Ultimate Outcomes Score on the Employee Climate Survey per year	Y 3.4.1 Develop an agency succession strategy for key managerial and staff position planning.	95% Ongoing	State HR
		3.4.2 Develop an agency training and education strategy.	July 2009	State HR
		3.4.3 Create a communications committee and leverage available communications means so that staff understand how they contribute to the agency and feel valued.	Increase Ultimate Outcomes Score .5% by 2011	State HR

WASHINGTON MILITARY DEPARTMENT STRATEGIC PLAN

Objectives	Performance Measure <i>Y = PMT Tracked – N = Internal Agency or Other Tracking (i.e. HR Mgt Report)</i>	Strategy	Target	Lead
ORGANIZATIONAL EXCELLENCE				
Goal #3: Strengthen business processes and fiscal effectiveness.				
	% of supervisors/managers and employees with current Position Description Forms/Performance Standard per quarter % Workforce Development Score on the Employee Climate Survey per year	3.4.4 Use GMAP reporting and management discussion to facilitate ensuring accountability for having current manager, supervisor, and employee Position Description Forms, Position Development Plans and federal Individual Development Plans and Performance Standards.	95% Ongoing (State and Federal) Increase Workforce Development Score .5% by 2011	State HR
	# employees participating in the PSRW State Recognition Event per year % employees with current Individual Development Plans (HR) per quarter % members with current performance appraisals per quarter	3.4.5 Create an agency recognition committee that evaluates and updates the recognition program.	250 state/federal employees annually (State and Federal) Increase Employee Climate Survey Overall .5% by 2011 (HR)	State HR & Federal HRO-J1
3.5 Maintain the agency loss-level paid out in liability claims, fines and penalties	# of potential loss issues identified, analyzed and rated per year	Y	3.5.1 Develop an effective loss prevention working group.	5 Items identified and analyzed/quarter CFO

All Dates are State FY

WASHINGTON MILITARY DEPARTMENT

"Citizens Serving Citizens With Pride & Tradition"



Appendix A: Acronyms

AAG	Assistant Adjutant General (Army and Air)
ANG	Air National Guard
AFRS	Agency Financial Reporting System
AGAUS	Adjutants General Association of the United States
ARNG	Army National Guard
BRAC	Base Realignment and Closure Commission
CBRNE	Chemical, Biological, Radiological Nuclear and High-Yield Explosive
CEMP	Comprehensive Emergency Management Plan
CFO	Chief Financial Officer
CFMO	Construction, Facilities, Maintenance Office
CIO	Chief Information Officer
CHS	Committee on Homeland Security
CMS	Contracts Management System
COOP	Continuity of Operations
CONUS	Continental United States
CSEPP	Chemical Stockpile Emergency Preparedness Program
CSRA	Civil Service Reform Act
DHS	U.S. Department of Homeland Security
DOD	U.S. Department of Defense
DOE	U.S. Department of Energy
DSEG	Domestic Security Executive Group
E911	Enhanced 911
EANGUS	Enlisted Association of the National Guard of the United States
EAS	Employee Advisory Service
EMAC	Emergency Management Assistance Compact
EMC	Emergency Management Council
EMD	Emergency Management Division
EMT	Executive Management Team
EOC	Emergency Operations Center (EMD)
EQ	Earthquake
FEMA	Federal Emergency Management Agency
FTE	Full-time Equivalent (staffing)
GIS	Geographic Information System
GKO	Guard Knowledge Online
GMAP	Government Management Accountability Program
GWOT	Global War on Terror
GMS	Grants Management System
HRMS	Human Resource Management System
HR	Human Relations (State)
HSGP	Homeland Security Grant Program (DHS)
J1	National Guard Joint Forces Headquarters Personnel Office



J6	National Guard Joint Forces Headquarters Command, Control, Communications and Computer Systems
HRO	Human Relations Office (Federal National Guard)
IT	Information Technology
JFHQ	Joint Forces Headquarters (National Guard)
JIC	Joint Information Center
JOC	Joint Operations Center (National Guard)
LEED	Leadership in Energy and Environmental Design
LRCP	Long-Range Construction Plan
NEMA	National Emergency Management Association
NENA	National Emergency Number Association
NGA	National Governor's Association
NGAUS	National Guard Association of the United States
NGB	National Guard
NIMS	National Incident Management System
NRP	National Response Plan
PAO	Public Affairs Officer (National Guard)
PIO	Public Information Officer (EMD)
POG	Priorities of Government
PNWER	Pacific Northwest Economic Region
QDR	Quadrennial Defense Review
RC	Readiness Center (National Guard Armory)
RCW	Revised Code of Washington
RPM	Recruiting, Placement and Mentoring Coordinator (WYA)
SAD	Special Assistant to the Director
SIEC	State Interoperability Executive Committee
SRA	Statewide Results Areas
TCL	Target Capabilities List
TAG	The Adjutant General
TVS	Travel Voucher System
VoIP	Voice over Internet Protocol
WAC	Washington Administrative Code
WAJAC	Washington Joint Analytical Center (intelligence fusion)
WANG	Washington National Guard
WAANG	Washington Air National Guard
WAARNG	Washington Army National Guard
WFSE	Washington Federation of State Employees
WPEA	Washington Public Employees Association
WMD	Washington Military Department
WYA	Washington Youth Academy

WASHINGTON MILITARY DEPARTMENT

"Citizens Serving Citizens With Pride & Tradition"



Appendix B: Major Collaborative Partners

* State Agencies:

- Office of Financial Management (OFM)
- Department of Natural Resources (DNR)
- Department of Ecology (DOE)
- Department of Fish and Wildlife (DFW)
- Washington State Patrol (WSP)
- Washington Utilities and Transportation Commission (UTC)
- Department of Health (DOH)
- Department of Agriculture (WDA)
- Department of Social and Health Services (DSHS)
- Department of Community Trade and Economic Development (CTED)
- Employment Security Department (ESD)
- Department of Information Services (DIS)
- Office of the Attorney General (AG)
- Department of Transportation (WSDOT)
- Department of Labor and Industries (L&I)
- Department of Revenue (DOR)
- Department of Personnel (DOP)
- Department of General Administration (GA)
- Washington State Department of Veteran's Affairs (WDVA)
- Office of the Superintendent for Public Instruction (OSPI)

* Federal Agencies/Offices:

- US Department of Homeland Security (DHS)
- Federal Bureau of Investigation (FBI)
- Customs and Border Protection (DHS)
- CBP Border Patrol (DHS)
- CBP Air and Marine (DHS)
- Bureau of Immigration and Customs Enforcement (DHS)
- Federal Emergency Management Agency (DHS)
- Transportation Security Agency (DHS)
- United States Coast Guard (DHS)
- US Secret Service (DHS)
- US Department of State (DOS)
- US Department of Defense (DOD)
- US Army
- US Air Force
- US Department of Justice (DOJ)

- US Attorney's Office
- Environmental Protection Agency (EPA)



- US Department of Energy (DOE)
 - National Oceanic and Atmospheric Administration (NOAA)
 - National Aeronautics and Space Administration (NASA)
- * Canadian Security Partners:
- Royal Canadian Mounted Police (RCMP)
 - Canadian Forces
 - Canadian Coast Guard – Pacific
 - Emergency Management and National Security Public Safety and Emergency Preparedness Canada
 - Canadian Security Intelligence Services (CSIS)
- * Local Government:
- Cities and Counties
 - Schools (K-12 through Universities)
 - Power, water, sewer and other special service districts
 - Emergency first responders (fire, health, police, sheriff, E911, emergency managers)
 - Search and Rescue
 - Emergency Medical Services
 - Public Health
- * Tribal Government:
- Washington's 29 federally recognized tribes
- * Organizations and Associations:
- Citizen Corps
 - Fire Protection Bureau
 - Washington Association of Sheriffs and Police Chiefs
 - Washington Association of Building Officials
 - Washington Association of County Officials Washington Joint Analytical Center (WAJAC)
 - Washington Association of Hospitals
 - Association of Public Safety Communications Officials
 - Association of Washington Cities
 - Fire Protection Policy Board
 - National Emergency Number Association
 - WA Fire Commissioners Association
 - WA Independent Telephone Association
 - WA State Ambulance Association
 - Washington State Emergency Management Association
 - Washington Association of Counties
 - Washington Association of Fire Chiefs
 - State Council of Fire Fighters
 - State Council of Police Officers
 - Cascadia Region Earthquake Workgroup
 - Washington Public Ports Association
 - Association of Washington Business (AWB)
 - Pacific Northwest Economic Region (PNWER)
- Private Industry: Many large and small companies, corporations and associations.