
Washington Military Department

Legacy 2005-2012



Citizens serving Citizens with
Pride and Tradition

The Theme: "*Peace of Mind*"

At the Washington Military Department, (WMD) we provide "*Peace of Mind*".

Peace of mind might be defined as the absence of mental stress or anxiety, and the presence of serenity, calm, quiet, comfort of mind. Words often associated with it include "accord, balance, control, harmony, stability and tranquility". One example we found was . . . "*peace of mind* is going to sleep at night with everyone in the family safely in bed".

However it is defined, it certainly leaves an impression of a state we would all like to find ourselves. We believe the WMD, beginning with our Territory Militia members, has offered it to the State of Washington for over 125 years.



Militiamen of the "1st Washington Territory Infantry"



Washington Guardsmen/Medic serving in Iraq, 2009

We clearly understand *peace of mind* is not a "service", but a state of being, it's a condition. And it's a condition that should exist, no matter what. Because providing for a safe and security "State" isn't just essential in the good times, it's essential all the time. How do we do it? How have we done it all these years?

Some background:

Our Mission Statement says we at the Washington Military Department collaboratively leads and unifies, federal, state and local responsibilities for emergency management, defense of American interests at home and abroad, and the conduct of National Guard youth education programs. The Washington Military Divisions are organized to execute and support emergency management/homeland security, defense, and National Guard youth education programs responsibilities.

That probably wasn't the case in the 1880's, but the Territorial Militia was definitely involved in providing a safe and secure environment to the settlers of the Washington Territory. That, providing of *peace of mind*, wasn't easy on the frontier.

Washington Territorial Militia members informally mustered in support of the Territorial government involving conflict with natives in the 1850's and later members formed into the "1st Washington Territory Infantry", but it wasn't until 1885, the Legislative Assembly of Washington Territory "officially" formed and recognized as the Washington Territory Militia.

After Washington Statehood, in November of 1889, the State Legislature met and appropriated \$20,319.33 for a "Brigade Encampment" to be held that summer. Completely uniformed and equipped for the first time, the Washington State Militia trained on the "shores of American Lake". This area was known as "Murray Station", named by the Northern Pacific Railroad when the line between Tacoma, Olympia and Gray's Harbor opened earlier that year. It's believed the name "Camp Murray" originated from the 1850's pioneer settlers John Murray and James Reams.

In 1903, based on recommendations of the *Military Board* of the Washington State Military Department, the purchase of 220 acres of land in two parcels was acquired at a cost of \$6,600. The deed was written by Commonwealth Title Trust Company of Tacoma Washington, recorded June 5, 1903, and transferred the land that is now Camp Murray. Also in 1903, the "Dick Act" or "Militia Act", named after Senator Charles Dick of Ohio, passed in the U.S. Congress and essentially created the "National Guard" we know today.

In fact it's important to remember that at the very beginning of our history on the North American continent, colonists found themselves in a precarious situation. They were surrounded by unfamiliar tribes, unfamiliar land and unfamiliar weather. The common defense was everyone's responsibility regardless of age, gender, religion or background. In order to survive, each member of the community was able to transition into a soldier at a moment's notice. The National Guard of today draws its heritage and strength from that core tradition. We are comprised of professionals from every community, across generations, gender and race. We are 100% citizen, and 100% soldier.

For the Washington Guardsmen, technology, tactics and strategic aims have changed, but our core mission to protect lives and property at home and to serve the

cause of freedom when confronted by adversaries will never change. Our citizen Soldiers and Airmen strive to live our foundational values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage. This is why we are "Citizens serving Citizens with Pride and Tradition." A typical member of the National Guard is someone who believes in serving something greater than themselves. They are willing to make significant sacrifices in order to improve themselves, their community and their nation. They find themselves in a difficult balancing act between the demands of their civilian careers, their families and their military service - completely understanding the importance of each one. In the words of former Adjutant General R.G. O'Brien, "Members of the National Guard say by their actions: I am ready to place myself between all harm, and the good order and happiness of the community, for the protection of life and property, and with my life answer for the preservation of these things most dear to every citizen ..." These words written in the 1890s are as relevant today as they have ever been. And in doing so, bring *peace of mind* to neighbors throughout Washington. But not without a price.



Governor Gregoire in Iraq, Jan 2009

WMD employees assist in Community Clean-up, 2011

War and its price have certainly challenged the nation, the state and the men and women of our organization. Our Soldiers and Airmen have deployed overseas in greater numbers than at any time in history. In the first 3 years of Operation Iraqi Freedom, more Washington Guardsmen were called to federal active service than had been called for World War II. And without growing our force, as is regularly done by active components, the Guard here in Washington, and in other states, re-deployed and re-deployed some of the same young Soldiers and Airmen, putting a tremendous stain on families, employers and communities. When you think about a professional Soldier going off the war, you say, "Ok, that his job. That's what has trained for, what

he's been paid to do." When a Guardsman is called, the first thing he or she does, after talking to their family, is go to their employer and say "I've been called. I'll probably be gone for up to a year. Someone else will need to do my job while I'm gone." If you're the Police Chief in a small town, and that Guardsman is your best patrolman, best community policeman, the rock of your small department, you've got a pretty tough challenge on your hands. If you're the school principle in any town across this state, and that Guardsman is one of key staff, heading up your Math or Science program, you've got a big problem. Some of the our finest, most highly qualified, most dedicated Guardsman are Policemen, School Teachers, County and Cities workers, and Nurses. And some have deployed three and four times in the decade of War just past. So the burden is carried obviously by families, but also Police Chiefs, Principles, and Office and Shop managers and the like, and ultimately by the communities where they live.

Leading the Way:

When Chris Gregoire was elected and took office in 2005, one of the agencies being led by extremely capable hands was the Washington Military Department. Maj. Gen. Tim Lowenberg, a veteran Air Force Officer, Tacoma Attorney and Adjutant General since September 1999 had things under control. Nevertheless, significant challenges from the economy, job markets; domestic and worldwide terrorism threat, overseas deployments of the Washington National Guard and activations of the State Emergency Operations Center (EOC) for natural disasters would all take their toll on WMD employees. During Gov. Gregoire's tenure, the department's Emergency Management Division would work through the response to and recovery from numerous disasters. Many activations would result in gubernatorial emergency proclamations; nine of those would be severe enough to warrant major disaster declarations by the President (and one emergency declaration). General Lowenberg and his leadership team would need to be creative and innovative as they used their personnel and other resources in support of the governor and the state of Washington.

Technological innovation is one area that was desperately needed in the WMD. Prior to 2010, Enhanced 9-1-1 services in Washington State were based on telephone network technology that had remained virtually unchanged since the 1960s. Although

extremely reliable, the network could not keep up with the 21st Century's explosion of technological advancement, that is, it was not capable of processing widely used data such as text messaging, photos, video or telematics from vehicles. The replacement of the current E9-1-1 network and database began with a proof of concept migration to an IP-based network (ESI^{net}) for eight selected county Public Safety Answering Points (PSAPs). Completed at the end of 2010, the proof of concept's success prompted the migration of the state's remaining counties to the new system. As of January 24, 2012, 100% of the counties in Washington State had successfully migrated. In addition to counties, 100% of the state's 69 PSAPs have also made the transition. Therefore, Washington State is now recognized as one of a small number of states that has completed the complex and challenging build-out of the Next Generation Network. The next five to seven years will be devoted to completing upgrades that will enable full digital-to-digital voice and data usage, allowing Washingtonians to use text messaging, photos, video and telematics (On-Star) from vehicles when communicating with 9-1-1 centers.

The WMD and particularly the Emergency Management Division have stepped up multiple times using their adaptable skill sets to coordinate the planning efforts for such diverse threats such as the January 2009 discovery of seepage from the U. S. Army Corps of Engineers' (USACE's) Howard Hanson Dam, which controls flooding in the highly industrialized Green River Valley. By September of 2009 the



estimated impacts of flooding in that valley resulted in a Governor-issued directive (09-14) on September 14 that tasked several state agencies to form a sub-cabinet to plan for, and prepare valley residents for, the potential impacts of a large-scale flooding event. The sub-cabinet meeting carried out that mission until the fall of 2011, when the USACE completed engineering of a solution to enhance the performance of the dam, removing it from the state's list of potential hazards.

In June of this year (2012), the Governor once again called upon Major General Lowenberg to lead the state Military Department and Emergency Management Division in an effort to address problems caused by Japanese tsunami debris. As with the Green River Valley, the debris issue was complex in nature with multiple federal and state agencies, and tribal nations owning sections of the

Washington coast. Concerns about radiation contamination and invasive species issues, as well as the need to respect and preserve debris of a personal nature, continue to challenge coordination and planning efforts to this day. The tsunami debris planning effort will test the ability of the Military Department and its Emergency Management Division to develop collaborative, creative solutions to a daunting and unprecedented threat to our coast resulting from the aftermath of a mega catastrophe that struck a nation far from our shores. These are the challenges of a 21st Century state agency that require the highest levels of thinking out of the box and problem solving.

In late July of this year, Major General Lowenberg retired, completing 44 years of distinguished military service. Governor Gregoire appointed Major General Bret Daugherty as the 36th Adjutant General for Washington. General Daugherty came to the Washington National Guard in 1990 and has served at all levels of command. He is an educator and administrator by training, an army aviator, devoted husband and father. Both General and Mrs. Daugherty's adult children serve in the military. General Lowenberg and General Daugherty were preceded in the job by smart, able and dedicated leaders with a rich history of service to Washington State.

The men and women of the Washington Guard have served in every major conflict from the Philippine Insurrection in 1899 to Operation Enduring Freedom in Afghanistan today.



In 1980, Washington National Guard members were called out to support law enforcement's rescue and recovery efforts in the aftermath of the eruption of Mt St Helens. A 1981 University of Denver study of the Mount St. Helens response recognized there was a need for the statewide coordination of search and rescue (SAR) resources for catastrophic disasters. An initial proof of concept was conducted in a joint exercise of the Air National Guard and the Emergency Management Division in 1996 but the project remained a low priority. During flooding events in the early 2000s, it became evident that rescue coordination needed to be physically separated from the State EOC. In 2009, funding from the Federal Emergency Management Agency Emergency Management Preparedness Grant allowed the conversion of what was a former meeting room in a Rescue Coordination Center (RCC). The new RCC

provided all the tools and technology to coordinate life-saving missions statewide. The RCC is now a fully integrated component of the state Emergency Operations Center. Improving life-saving capabilities for future large-scale disasters will provide peace of mind for generations to come.

1990/91 saw Washington Guard men and women federally activated in support of Operations Desert Shield/Desert Storm (Gulf War 1). Again in 1991 and through 1996, Washington Guardsmen were called to assist in winter storms, flood recovery assistance, and fighting wild land fires. In 1994, over 1,200 Guardsman were on duty helping fight 7 different fires in eastern Washington.

In 1997, Washington National Guard members deployed to Bosnia in Federal Active service as part of Operation Joint Guardian in 1997 and the civil unrest at WSU campus and at the Makah Indian Reservation in 1998, in the first dispute regarding “whaling” in over a hundred years.

In an unprecedented move in 1999, the Guard assisted local law enforcement’s efforts during the World Trade Organization Conference civil unrest on the streets of Seattle. Dubbed the Battle of Seattle, the event was covered on national television.



1999 also saw Washington National Guard members deployed overseas to Kosovo and Macedonia in Federal Active service as part of Operation Joint Guardian.

And Washington Citizen Soldiers and Airmen are currently programmed for duty in Afghanistan, Kuwait and other places around globe through 2014.

That's a lot of *peace of mind*.

Note: during the two terms of Governor Chris Gregoire, 2005-12 activations for state, federal and overseas duty reached over 12,000 individual deployments, including 300% of the Washington Army and Air National Guard deployed overseas since September, 2001. Also, the State EOC’s Alert and Warning Center has handled more than 32,000 mission or incident requests during that time, representing an average of more than 4,000 mission or incident requests a year.

A very diverse and complex agency:

The Washington Military Department is not just military service members. We're 300 plus dedicated and committed state employees serving in a variety of roles providing safety, security, assistance and *peace of mind* for the 6.8 million citizens of Washington.

The principle of our slogan, “Citizens serving Citizens with Pride and Tradition”, is the motto for all of us at the WMD. And the concept of providing *peace of mind* isn't far from our Emergency Management professionals. Washington's EMD administers the comprehensive emergency management program of the state of Washington. The emergency management responsibilities are to mitigate, prepare for, respond to, and recover from emergencies and disasters resulting from disasters of all kinds— natural, technological or human-caused—and to support search and rescue operations. EMD personnel staff and train to operate the state's 24/7 Emergency Operations Center (EOC); manage emergency management/homeland security grants; coordinate search and rescue operations; and collaborate with FEMA to provide federal disaster assistance to individuals and public agencies post-disaster. EMD works to reduce the impact of disasters by educating the public and private sector on how to prepare before disaster strikes.

EMD has made great progress since 2005 in recognizing the full scope of their mission statement which states, *Minimize the impact of emergencies and disasters on the people, property, environment, and economy of Washington State.*



Washington State Emergency Operations Center

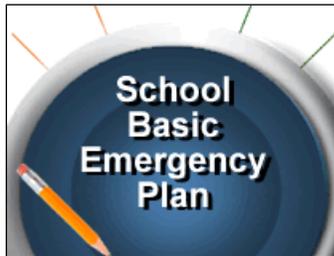
In December 2007, the State EOC helped coordinate one of the nation's biggest air rescue operations since Katrina, as more than 440 persons were rescued from surging flood waters in the Chehalis River Valley by helicopters from the U.S. Coast Guard, U.S. Navy and U.S. Air Force. The operation was directed by the State Emergency Management Division's Search and Rescue Program and State Department of Transportation's Aviation Division.

The windstorms that took place the year before on December 10, 2006 set in motion the need to develop a number of innovative emergency management programs that continue to serve the state well today. The series of storms that struck pinpointed a need to ensure that our private sector infrastructure partners were supported by government in way that allowed them to quickly and effectively respond to disasters. It was noted in the state's After Action Report that there was a need for private sector liaisons to be included in local and state emergency operations centers. By the summer of 2007, a state emergency operations center business liaison program had been set up and was fully operational by the time that another major storm struck in December of 2007. The new Business Liaison program allowed the state to provide critical response information to private industry/infrastructure companies, contributed to keeping food supply chains operational and enabled better coordination of infrastructure restoration than during the 2006 event. The EMD business liaison program is now recognized as one of the cutting-edge programs in the country, having developed a unique partnership with the Association of Washington Business that provides a communications platform to reach thousands of Washington businesses simultaneously. The business liaison program also brought in cash and in-kind donations at an unprecedented rate. The generous corporate donations outreach ensured that children impacted by the pre-Christmas event in 2006 had toys under the tree.

PREPAREDNESS:

Getting Washington residents prepared before disaster strikes is a critical activity for which EMD staff has developed many award-winning public education programs. The "Map your Neighborhood" (MYN) was developed in 2006-2007 and has won three national awards. Last year, it won both the FEMA National Challenge Award and FEMA's National Individual and Community Program Award for Innovative Training and Education Program. One EMD staff member was recognized by the White House as a Champion of Change in the field of Disaster Preparedness. MYN is a program designed to return people to a neighbor helping neighbor approach to responding and recovering for disasters within the communities in which residents live and work. MYN emphasizes that you're most immediate source of help (and *peace of mind*) are the neighbors living around you. MYN is being taught in 39 Washington counties, 40 states, and three international countries.

A quick review of the EMD website provides an array of program offerings under the “Preparedness” section with information presented in a variety of formats such as YouTube videos, a comprehensive one stop shop business portal, and a Kidz page that allows Washington residents to be educated well in advance of a disaster.



Another program that demands attention for all the right reasons is the Tsunami Vertical Evacuation project known as Project Safe Haven.

Many of Washington’s Pacific Ocean coastal communities and tribal reservations lack natural high ground that is of sufficient elevation to escape a tsunami triggered by a Cascadia Subduction Zone earthquake. The lack of natural high ground coupled with preceding earthquake damage, close proximity to the fault (~50 miles), and limited time for evacuation (15-30 minutes) preclude the use of traditional horizontal evacuation strategies. These limiting factors make at least thirteen (13) of Washington’s outer coastal communities extremely vulnerable to significant loss of life from such an incident. The concept of vertical evacuation allows residents and visitors to move upwards to safety in man-made structures (buildings, towers, berms) and is particularly important on peninsulas where traditional evacuation measures are not viable options. This approach was used successfully in Japan during the March 11, 2011 tsunami.

To reduce the potential life safety impacts from a Cascadia earthquake and tsunami, Washington Military Department’s Emergency Management Division (WA EMD) initiated in 2010 Project Safe Haven to determine vertical evacuation options for the coastal and tribal communities within Clallam, Grays Harbor, and Pacific Counties. Project Safe Haven is an innovative, grassroots, public planning process led by WA EMD with resources supplied by the faculty and graduate students from University of Washington and financially supported by the Federal Emergency Management Agency, National Oceanic and Atmospheric Administration, United States Geological Survey, and Washington Department of Natural Resources.

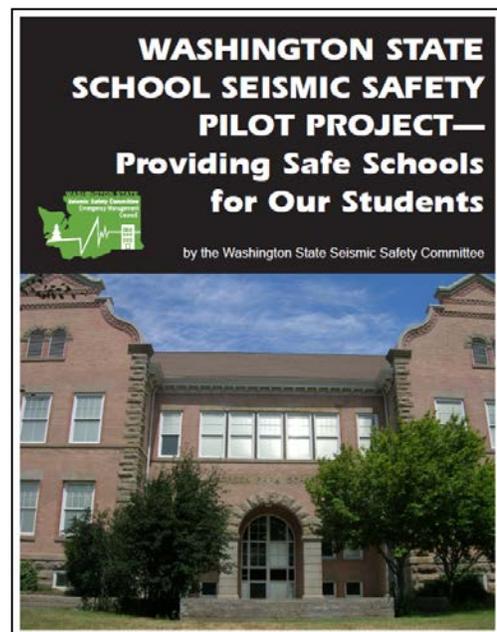
The project uses a ‘bottom-up’ approach, empowering coastal residents to develop community-based plans that integrate multi-purpose vertical evacuation refuges into the natural and built environments. Subject matter experts in land use planning, architecture and urban design, structural engineering, geology, and emergency management facilitate the planning process.

Final plans for thirteen (13) coastal and tribal communities have been completed. WA EMD is currently working with the Federal Emergency Management Agency to determine if FEMA-managed Hazard Mitigation Grant program funds could be used to finance the first demonstration project of its kind in the nation.

Just Click and learn - *more peace of mind.* www.facebook.com/projectsafehaven.

When it comes to preparedness, children and schools remain our top priority. The need to identify and potentially mitigate seismically vulnerable school buildings across our state has been the focus of several Washington state agencies including but not limited to the Military Department’s Emergency Management Division (EMD), Department of Natural Resources- Division of Geology and Earth Resources (DNR), the Office of Superintendent of Public Instruction (OSPI), and Washington State’s Seismic Safety Committee. The goal is to systematically evaluate all public school buildings and critical facilities within Washington in order to establish the seismic risk for each. This will allow for the prioritization of structures in need of seismic retrofiting across the state and permit a strategic, targeted approach for alleviating the risk of potentially dangerous structures.

The aforementioned agencies, with funding support from FEMA’s State Earthquake Assistance Program, began a pilot project starting in April 2010 to evaluate school buildings in two school districts, Aberdeen School District and Walla Walla Public Schools. The assessments were conducted using a nationally accepted methodology known as *ASCE 31: Seismic Evaluation of Existing Buildings* by volunteer structural engineers from the Structural Engineering Association of Washington.



To get a true picture of risk for a particular site, geologists from the Washington Department of Natural Resources assessed the physical site characteristics by conducting site class assessments for each location resulting in information that explains how a site and a specific school structure would perform during an earthquake. The participating districts were provided results that detail the findings for each school facility as well as provide an ordered list of structures that should be targeted for retrofitting or replacement. This is only the start of a project that will ensure that children across our state spend their school years in earthquake hardened buildings. *Peace of mind* for kids. Doesn't get any better than that.

Another way that we prepare for disasters is through exercises and training. State agencies as part of their Emergency Support Functions are now fully integrated into our annual preparedness cycle; the Cabinet now holds annual tabletop exercises, seminars and workshops. The Evergreen Exercise series began its planning in 2010. The June 2012 Functional exercise allowed us to bring in our Canadian neighbors to the north and provided an opportunity EMD and their Canadian counterparts to participate side by side in a functional exercise working jointly out of the state Emergency Operations Center.

Logistics and Resource Management program

Moving and distributing critical disaster supplies (Logistics) is a key component of any state emergency management program. During Governor Gregoire's tenure, much effort has been devoted to ensuring that the Emergency Logistics System now has in place:

- A distribution Network with State and County staging areas, public points of distribution for emergency commodities, 2) a joint reception center with capabilities that support staging of resource; and 3) a movement coordination center.
- Mutual aid procedures available through the Emergency Management Assistance Compact (state-to-state) and the Pacific Northwest Emergency Management Arrangement (state-to-Canada) allow us to move needed resources into place faster to meet disaster needs.

Emergency Management Program Federal Financing

The Emergency Management Performance Grant (EMPG) program is a long-standing program administered by the Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA). The program establishes an emergency management partnership among the Federal Government, States, Territories, and Tribal Governments through a fifty percent investment requirement of recipients. In Washington State, EMPG is considered the “bread and butter” of emergency management and has helped bolster programs throughout the state. It has evolved to better align with the Nation’s hazard landscape, most notably shaped by



9/11 and Hurricane Katrina. It is expected that the impacts of climate change will further force change through increased business, community and individual preparedness requirements.

In Washington the federal grant is administered according to an administrative code established in 1983. The code was aptly written to incentivize investment in emergency management. This was the right approach for a profession still in its infancy at the time and in transition from the civil defense era.

Three years ago the Emergency Management Division (EMD) began the difficult conversation around revising the outdated funding formula with a goal of establishing a baseline of emergency management capabilities in all counties across our state. A proposed formula was developed in keeping with how FEMA administers funds to states and territories, which is a base plus population model. A series of one-on-one meetings, workshops, advisory and study group meetings were held. EMD soon discovered the difficulty in achieving consensus on this type of an issue. It was known from the on-set that there would be a fiscal impact to urban cities built into the new formula as a means to more equitably support all size counties in their emergency management programs across the state. One-hundred percent consensus will likely not be reached; however, EMD remains steadfast in the belief that a future funding methodology is a necessity to improve emergency management capabilities throughout our state.

Youth At-Risk:

Another group of WMD employees deep-rooted in the motto "Citizens serving Citizens with Pride and Tradition" is the leadership and team members of the Washington Youth Academy and the NEW Evergreen STARBASE programs.

The Washington Youth Academy is part of the National Guard Youth Challenge Program. Seeing a gap and pushing hard to bring a national program to Washington, Governor Gregoire, General Lowenberg and Congressmen Norm Dicks combined forces and the success in the stories and faces of hundreds of young people who've changed their lives for the better, bring peace of mind to more than just their parents and loved ones.

The WYA is devoted to reclaiming the educational and employment potential of 16-18 year-old high school dropouts. The program consists of a 22-week residential and 12-month post residential mentoring phase. Through its eight core components, program participants have the opportunity to retrieve high school credits for returning to high school, earning a high school diploma or completing GED requirements



WMD Strategic Goal: 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.

The STARBASE Program, new to Washington in 2012, is a DoD-funded youth program aimed at stimulating student interest in Science, Technology, Engineering, and Mathematics (STEM). STARBASE targets 5th-grade students from at-risk schools (low socioeconomic) in local communities to participate in a 5-day, highly interactive, “hands-on, mind-on” academic experience where they set and achieve goals and explore STEM careers and observe how STEM learning connects with the “real world”. New, but on its way to making a big difference in young lives. Stay tuned for more success stories as this program takes off.



In remarks provided by Governor Gregoire in March of 2008 at the groundbreaking ceremony of the

WYA facility in Bremerton, she talked about the opportunity for "second chances", about a "safe, professional and disciplined environment" for at-risk kids, and how this new program would set them on a positive path, not based on their past, but on their potential for the future. And after the graduation of the first class of WYA kids in January of 2009, Governor Gregoire said, "I'm very proud of these young men and women, they are proof that when we provide them with the attention they need and deserve, they take pride in their future and commit to turning their lives around. I fought hard to bring this program to Washington. I knew it was the right thing to do." She went on in her remarks and talked directly to the graduates. "Today, instead of facing a future of limited job possibilities, you face a brighter future and you're on a road headed to somewhere, and that somewhere is filled with promise and potential." Bring *peace of mind* to young people, their families and their communities. Since its inception and first graduation in 2010, the Washington Youth Academy has set hundreds young Washington kids on a better path for success. Their stories are full of inspiration, character and determination.

In their own words - success stories from WYA:

"Thank you for all the support you have shown me, I am so proud to now officially be a "high school graduate "I could not have done this without you and all the staff at WYA. I wanted to let you know that I have been hired to work in Alaska on the fishing boat, I will leave Monday. Also, I am very proud to have applied and been admitted to the Clover Park Technical College Dental Assistance Program, I will begin this course of study after I return from Alaska.

Thank you again for all your support, I will keep you posted about my journey to Alaska and college."

Sincerely,

Lillian Navarrete

Graduate of Class 2011-2

Graduate of Choice HS Shelton 2012

"My son Zachary was part of the first graduating class at the Washington Youth Academy. Zachary is a good kid, but was seriously behind in credits to graduate with his class, and lacked direction. Thank goodness, a family friend told us about the Washington Youth Academy. Zach, his dad and myself decided WYA would be the best option for him. Off he went to Bremerton in January. Initially it

was odd to have him gone...but as the months wore on, I missed my boy terribly, and he missed home. He and I both knew that he had to stick it out because it was the only option he had left for himself. I soon developed a rapport with his Cadre, 1LT Byass-Roscoe via e-mail and phone which somewhat kept me abreast of Zach's goings on at WYA. After speaking with James (1LT Byass-Roscoe) and e-mailing back and forth, I was comforted by the fact that I knew my son was good hands. Despite his tough exterior to the kids, 1LT Byass-Roscoe, cares so much for the kids in his care, all the Cadres and staff do. I am so thankful for this program and cannot say enough about the Cadres, especially James, and Staff at WYA. My son left, a boy with a bleak future, and returned a man with direction. Zachary, his family and I will be forever grateful for what you have done with Zach. Thank you all for taking such good care of my son, and caring as much as you do about the kids in the program. I love you guys, seriously."

Sincerely, Molly

Smaller, but no less dedicated and critical to our concept of providing *peace of mind*, are the team members of the WMD Joint Services Support (JSS) program. The JSS was formed after the first large Washington National Guard contingent returned from Iraq in 2004, state leadership, WMD, the WADVA and others saw and seized on a need, a need to help Washington's new Citizen Soldier Warriors.

"Innovative," a new kind of program, filling a significant need.

They believed then and believe now our citizen soldiers, airmen and family members are the most vital resource of the Washington National Guard. In order to more effectively serve and support them, we created a new joint directorate called Joint Services Support (JSS).

The JSS is designed to be a one-stop center for all Washington National Guard Veteran and Family Readiness services, providing peace of mind for initially hundreds, now thousands of military service men and women and their family members.

The Joint Service Support Directorate, manages resiliency programs that provide Washington's Warriors, Veterans, and Family Members support services that enhance their well-being and promote their productive military participation. We

have established vibrant and productive partnerships throughout Washington State to enhance resources available to Soldiers, Airmen, Veterans and their Family members.



Welcome home, 2008

1) Family Programs - A statewide programs that builds strong, resilient Families through a network of direct assistance, information, resources, services, referral, and proactive outreach to Soldiers, Airmen, spouses, and youth. The front line of Family

Programs is the Family Assistance Center Coordinator. Located in armories across the state, these “FACCs” provide direct hands-on emergency assistance to individuals and families. This service enhances unit cohesion and increases Family readiness.

2) Employment Transition Coaches (ETC): Program enhances the well being of Service Members and their Families by mitigating unemployment and underemployment related problems that negatively impact our members. ETC assists troops and families with developing employment opportunities through career guidance, job skills assessment, resume development, and interview skills development. ETCs advocate the benefits of hiring veterans within the community and identify regional employment opportunities through business community outreach. ETCs create apprenticeship programs in partnership with union officials. Employment Transition Coaches are stationed in armories throughout the state.

3) Yellow Ribbon Program: The YR Program provides National Guard and Reserve Members and their Families with information, services, referrals, and proactive outreach opportunities throughout all phases of their deployment cycle.

Welcome home, 2004

The intent of the program is to prepare National Guard and Reserve Members and their Families for the deployment, sustain their Families during the deployment and reintegrate the Service Members with their Families, communities and employers upon re-deployment or release from active duty.



The YR Program unifies efforts among the Services, National Guard and Reserve Components, other federal agencies, and non-governmental organizations in order to provide Members and their Families

with a wide range of programs and options as close as possible to the Service Member's residence.

4) Transition Assistance Advisor Program: Enhances the well being of Service Members and their Families by providing subject matter expertise and assistance with Veteran's Affairs benefits, healthcare services, including TriCare, and access to community resources.

5) Resiliency Care Team: Provides guidance on emerging issues, practical solutions and services to assist commanders with prevention of domestic violence, alcohol and drug related incidents, and suicide prevention. RCT provides clinical and pastoral oversight, reconnaissance, policy development, training and hands-on services as needed. The program goal is to combat stigma about seeking mental health assistance and counseling, suicide prevention/intervention, and sexual assault reporting.

6) Survivor Outreach Services (SOS): Embraces and reassures Survivors that they are continually linked to the Army Guard Family through a unified support program that enables them to remain an important part of the Army Guard for as long as they desire.



After a decade of fighting two wars, during which time the Guard and Reserve became an "Operational Reserve" of the military and living and dying shoulder to shoulder companion of active duty service members, these program evolved. The significant challenges of late 2000's that brought about the new programs that continue today. Our efforts, combining talented people, a variety of fund sources and hard work is a testimony using innovation and creativity in resource short times.

Currently the JSS provides service and support to over 8,000 members of the Washington Army & Air National Guard, their Families, and our state's veteran community. (3rd Quarter of Fiscal Year 2012)

Funding reductions in the Employment Transition Service contract staff from 17 full time employees to 8, a reduction of over 50%, pushed us to aggressively partner with JBLM's Army Career & Alumni Program (ACAP) and Employer

Support of Guard and Reserve (ESGR) to continue operation of core services that are vital to our member's resilience, availability and retention.

Our unique model for Employment and Transition Services provides ACAP capabilities in the local Washington communities to support our members. More *peace of mind* through creative innovation.

Some encouraging data:

From inception until 3rd Quarter 2012, Employment Transition Services (ETS) reduced the Washington National Guard (WNG) member unemployment rate from 14.4% to 7.8% vice 8.3% state unemployment rate. Our unemployment rate remains consistent at 7.8% because of successful placements.

Specific results from the mid 2012:

Employment Transition Services delivered 3rd quarter:

- Direct Job Placements: 34, Year to date: 185
- Apprenticeships Enrollments at entry level wages: 9, Year to date: 71
- Resume Completed: 67, Year to date: 407
- Employment Readiness Assessments Completed: 10, Year to date: 77
- Job Interview Skills Improvement Training: 15, Year to date: 105
- Job Search Skills Improvement Training: 10, Year to date: 128

Additionally, JSS staff completed 212 Veterans Administration claims for compensation. JSS facilitated access to Direct Financial Assistance for 481 members and Families that totaled \$223,912. JSS facilitated 59 events supporting 1,996 attendees for Youth Programs, Marriage Retreats and Family Readiness Group Training. JSS managed 1,312 Customer Service requests for members residing throughout Washington State. In addition, Family Programs staff members supported over 30 NG unit field days throughout the state. JSS facilitates a commander's ability to provide comprehensive, coordinated, and responsive services that promote resiliency and supports the readiness of soldiers, veterans and their Families.

Many of these programs are being reduced or simply not being provided by our federal partners. The WMD, WADVA, the Governor's Office and many others, started a new process in Washington State of bringing much needed help to Guard soldiers, airmen, their families and their communities. Washington's model JSS continues to be copied across the nation, bringing *peace of mind* to over a hundred thousand.

Counter Drug Task Force. An unusual name for a unique mission. Not new to the WMD, CDTF was established and organized nationally in 1988.

We believe a drug-free Washington is in everybody's interest. That's why we are determined to prevent illegal drugs from destroying the lives of our children, the cohesiveness of our families and the viability of our communities. It's a *peace of mind* thing with us.

Other new and emerging Missions for the Guard:

In the late 1990's, as a result of ongoing threats around the world, the National Guard begins forming and establishing a new, highly specialized and quick response unit to support domestic terrorism. The Civil Support Team (CST) was to help local and regional law enforcement identify and assess suspected Weapons of Mass Destruction. A new term for America, the use of a strategic Weapon of Chemical, Biological, Radiological, Nuclear or High Yield Explosives was incredibly frightening. Because the National Guard is uniquely positioned in each state, the mission naturally came to the Guard. By the early 2000's these teams were stationed across the U.S. Washington's team, the 10th CST deploys in support in the state under the direction of the Governor and under the command of the WA Adjutant General. They can launch within 3 hours, 24/7 to an incident across Washington in their own vehicles and can be moved by air or rail. The 10th CST has been called upon in several "suspected" situations in recent years, but thankfully not for a significant event. This is a reoccurring "theme" but we're certain it gives the Governor and other leaders of the state, *peace of mind*, knowing the 10th CST is there.

Sometimes the program or events take place outside Washington State and outside the U.S. Never the less, Washington's citizens defiantly benefits from

Washington's partnership with the Kingdom of Thailand. How, you ask? Think "location, location, location", international trade and the economic viability of Washington business. Though a national program, now 50 state partnerships with 59 countries around the world, Washington unique position as the Asia Pacific trader is critically important. The "State Partnership Program", or SPP, actively supports the U.S. military's mandate to shape the international security environment. WMD teams, both military and civilian, working with Kingdom of Thailand counterparts have shared "best practices" for military support to civilian authorities, emergency management, disaster planning, port security, hazard material and Weapons of Mass Destruction response initiatives and airport security, as well as other security and economic issues and programs. SPP also facilitates economic, commercial, social and cultural government interactions in addition to military-to-military expert exchanges. WMD members, as well as other Washington state agencies and Port operations, Fire, Police, Medical professionals have travel, trained and exercised in Thailand since 2002.

Profiles: WMD people, making a difference, providing *peace of mind*

John Schelling - A not so typical, maybe. John is Earthquake\Volcano\Tsunami Programs Manager at EMD. John worked previously at the City of SeaTac and the City of Long Beach, Washington where he specialized in strategic land use planning and implementing smart growth strategies. He is responsible for managing the seismic and natural hazard safety efforts in the state through the earthquake, tsunami, and volcano programs.

He serves on the State Seismic Safety Committee, Chairs the State/Local Tsunami Work Group, which coordinates efforts to improve tsunami preparedness and mitigation efforts in tsunami hazard zones and is currently serving as the State Co-Chair of the National Tsunami Hazard Mitigation Program's Mitigation & Education Subcommittee. John also represents the National Emergency Management Association on the USGS Advanced National Seismic System Steering Committee and will serve as the President of the Cascadia Region Earthquake Workgroup (CREW) starting in October.

John received his Bachelor of Science degree from the University of West Florida and Master's Degree from the University of South Florida. John is an internationally

recognized expert on seismic risk reduction and is frequently interviewed by local and national media on earthquake and tsunami issues, usually following an event that has happened outside of Washington State. Under his tenure at EMD, the Military Department has won numerous awards for its innovative approach to community preparedness, leading the nation in tsunami vertical evacuation planning, and collaborations with our leading research institutions on policy research. At EMD, John is typical of the background, education, experience and dedication at every level, in all the programs and functions throughout the division.

Chris Fowler - It's not unusual to find an experienced, dedicated and exceptional police officer who is also a Washington National Guardsman. We have many law enforcement officers throughout our ranks. What is somewhat unusual about some is their depth of experience and years of service. Such an example, is Chris Fowler. Chris is an 18 year veteran Lieutenant with the Seattle Police Department.

Colonel Chris Fowler is also commander of the 81st Heavy Brigade Combat Team (BCT). He's spent his life serving others and finding the balance between Soldier and Citizen. Fowler didn't join the National Guard to become a colonel or a general - he joined to serve.

So, how is he able to successfully juggle two careers plus be a father of three? The key, he says, is communication. He encourages National Guard Soldiers to talk to their employers and each other when establishing priorities, and to be flexible when changes occur.



Chris at home.....

George Washington, the founding president of our nation, once said, "When we assumed the Soldier, we did not lay aside the Citizen." This simple yet poignant phrase encompasses the heart of the Citizen-Soldier. Our Guard men and women simultaneously carry out the dual mission of protecting their state and nation.

They are never at once a Soldier or only a citizen.

Johnny Moses - Perhaps not so usual, is the story of WMD Security Officer, Johnny Moses. In November of 2009, Johnny bought a Washington Lottery ticket. The jackpot was up to \$6.5 million, but Johnny had no expectation, but his life did change on November 25th when he stepped forward with the winning numbers. "My wife is the big spender; she spends about \$5 a week on the Lottery but I'm cheap," he laughed. "I only spend a dollar a week". That's all it took for Moses to be the 557th millionaire created by Washington's Lottery since inception. Moses is a security guard for the Washington State National Guard at Camp Murray. Moses had planned to throw his Lottery tickets away, but decided to check them first before he tossed. "I almost threw them away several times, but I had a feeling I should check them." Moses checked the ticket early Wednesday evening at a local Safeway store and couldn't believe it when the machine read, 'Jackpot.' A call to Moses boss the next day at Camp Murray went like this: "I quit!" Moses joked. "I won the Lottery!" "Yeah, right," his boss laughed. "I have to go--I'm busy".

Moses had planned to travel and visit family, and had planned to quit his job that August when he records ten years with the National Guard. After all, Johnny had already served in the Army for 25 years. The unusual part might be that Johnny is still working at the Military Department, another example of the kind of people who help provide *peace of mind* to Washington every day.

Here is a different kind of story, but a great example and reason for a lot of pride. This is not an unusual story for the Washington Military Department.

Travis Delaney - A Washington National Guardsman who helped repel a massive ambush by more than 200 Taliban insurgents in a 13-hour battle last year received a Silver Star for his heroism.

Technical Sgt. Tavis Delaney's honor represents the third Silver Star for the Washington National Guard to emerge from the wars in Iraq and Afghanistan. Delaney received his medal in a ceremony on May 6, 2012.

He distinguished himself by putting himself in mortal danger to call in close air strikes against Taliban fighters who held the high ground in an ambush against a U.S. patrol on May 25, 2011 near the village of Do Ab in Nuristan Province.

"His gallantry under fire saved the lives of more than 64 coalition forces and contributed to the destruction of more than 200 Taliban insurgents," his

commendation reads. For seven intense hours, the battle could have resulted in multiple U.S. and Afghan army casualties. In that time, Delaney "bravely stood upright" as bullets and rockets rained down on coalition positions so he could establish communications with aircraft overhead and call in the coordinates of enemy positions.

"To save his fellow soldiers, he repeatedly sprinted back and forth between the huts and the sheep pen positions for the next 6 hours, exposed to frighteningly effective enemy fire from every direction," his commendation reads. It took 13 hours for coalition aircraft to run down the Taliban forces aligned against the American and Afghan troops who entered Do Ab that day. "They owned the high ground," Delaney told Air Force times in an August 2011 interview. "They had fire superiority. They had hundreds of people. It was seven hours of full-blown, slugfest, back-and-forth, rounds-smacking-right-over-your head battle."

The Delaneys



Delaney serves with the 116th Air Support Observation Squadron, which is made up of tactical air control party members who provide expertise on close air support during ground missions. The National Guard calls them "the furthest extension of the Air Force influence on the Army's battlefield." About 20 airmen from Delaney's unit deployed from March 2011 to July 2011.

"Time after time, they have been the decisive difference on the battlefield, and Technical Sgt Delaney is deserving of this high honor," said Maj. Gen. Timothy J. Lowenberg, the commander of the Washington National Guard.

Travis is a husband and father (with a second on the way) and works for BNSF Railway, when not providing *peace of mind* for soldiers and airmen in Afghanistan.

Peace of mind is the theme of this legacy piece. But sustaining our missions, our programs and our great roll-call of dedicated and skillful employees will continue to be a challenge. It's not just about money, though it helps. It's about a spirit of commitment, a sense of pride and our ability to sustain the harmony, stability and

tranquility. Those critical words often associated with the "state" we call *peace of mind*.

Challenges for next decade: Some serious reality.....

The WMD certainly has not been immune to the recession, the effects of a diving economy that precipitated budget cuts and job uncertainty for all our employees, both state and federal. Our numbers are similar to other government agencies, doing much the same great level of work, accomplishing new tasks, new programs and continue on-going service, all on about 38% less general fund state. And, like other agencies, we have adapted systems, processes and in some case, do thing quite differently.

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."

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. Sometimes, peace of mind for a great employee is retirement. Understandable.

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. 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 have 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.

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.

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.

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.

The Washington Military Department is in the process of transforming and re-discovering itself. Sound like something you've heard before? Well, maybe. But any state agency that is not changing and re-discovering itself, isn't keeping up. We're not

just professing "Look for us on Facebook, Flickr, YouTube, and Twitter, we're professing - look for us to be there as very new technology emerges.

We're looking internal for a lot of answers. LEAN and other way of thinking smart about our business. Not for the short term, but for the decades ahead.

In closing, the story of the last decade would not be complete without honoring and recognizing the Washington Military Department members who made the Ultimate Sacrifice in service to their state and nation.



Sergeant Jeffrey R. Shaver - killed in action May 12, 2004

Sgt Shaver was 26, of Maple Valley, Washington. He died in Baghdad, Iraq, when his convoy vehicle hit an improvised explosive device. He was assigned to the Army National Guard's 1st Battalion, 161st Infantry, Spokane, Washington.

Specialist Jeremiah W. Schmunk - killed in action July 8th 2004

SPC Schmunk graduated from Warden High School, Warden, Washington in May of 2002 and immediately joined and began training with the Washington Army National Guard. Before deploying with his unit in March of this year, Jeremiah attended Columbia Basin College.

Sergeant Damien T. Ficek- killed in action December 30th 2004

At Washington State University, where he was a student in the Athletic Training Education Program, Damien was outstanding performer; having made the President's Honor Roll on several occasions and had been granted an academic scholarship. Damien was guided and influenced by many families and friends including grandparents with whom he spent a great deal of time throughout his life.

Corporal Glenn J. Watkins - died of wounds April 5th 2005

He is survived by his wife who resides in Tacoma WA, his four children, three of whom live with his wife, and a son in the 82nd Airborne Division at Fort Bragg, his mother who resides in Silverdale WA, his father who resides in Elk Grove CA, his brother who resides in Baltimore MD, and his sister who resides in Port Orchard WA.

Specialist Samuel D. Stone - died of injuries sustained in combat logistical patrol accident on May 31st 2009

Specialist Stone was born in Bremerton, WA on June 10th, 1988. He worked as a construction worker and a carpenter by trade. He is survived by his parents Nancy & Stephen Stone of Port Orchard, WA, his sister Sarah Sorensen, and his brothers Jay Stone and Todd Conrad.

Sergeant William Spencer - died from injuries sustained in support of Operation Iraqi Freedom, February 25th, 2010.

Sergeant Spencer, age 40 from Tacoma, died Thursday, February 25, 2010. "I am deeply saddened by the loss of Sergeant Spencer. The entire State stands with me in expressing our gratitude for his service and our condolences to his family," said Governor Chris Gregoire.