

# Oregon Military Department 2021-2026 Strategic Approach

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# The Adjutant General's Guidance

The Oregon Military Department's (OMD) #1 priority is Readiness. To that end, we must achieve our end-strength to sustain the foundation that will support the future growth and sustainability of the OMD.

As we look to the future, we must continually scan the horizon to identify emerging mission requirements while maintaining the readiness required to accomplish our current missions. We must ensure we posture ourselves to recognize and accept the missions that we receive, and enabled to accomplish and adjust force structure to support those requirements. Fundamental to any mission and force structure we accept, is ensuring it is sustainable through recruiting, retention and resourcing.

By aligning our organization with national objectives we will ensure our relevance at the federal and state levels now and into the future. Meeting federal mission readiness requirements will enable us to field trained and ready forces to support the State of Oregon during domestic contingencies.

We must ensure that any transformation or alteration to our organization considers future sustainability, relevance and longevity of the Federal mission, State dual-use applicability of equipment, ability to recruit force structure and alignment with OMD vision and values.

As we strive to meet our goals and objectives, the center of gravity for our organization will always be our people. It is our outstanding Soldiers, Airmen and Civilians, who will carry out our strategic plan and ensure its continuous improvement as it adapts to the changes our State and Nation will face. It is essential that we invest in training, certifying and meeting professional military and civilian education requirements to develop leaders as decision makers at every level.

Working together, and in alignment with our core values, I am confident we will achieve not just success, but excellence as we remain "Always Ready, Always There!"

**MICHAEL E. STENCEL**  
Major General  
The Adjutant General, Oregon



**Major General Michael E. Stencel**  
The Adjutant General, Oregon



**Chief Master Sergeant Daniel C. Conner**  
Command Senior Enlisted Leader, Oregon

# Current Operational Environment

Our global operational environment is increasingly complex and ever changing; instances of conflict, turmoil, and unrest span the horizon. Multiple state and non-state actors pose a wide range of threats with ever increasing lethality – everyone everywhere can touch anyone anywhere. With a return to great-power competition, pressure from adversaries is more interconnected and widespread than at any time in history. These challenges overlay trends of exponential technological innovation, including dramatic change in cyber and space capabilities, global population growth and demographic shifts, and continued change to global and regional climates. Managing this change requires a globally synchronized, regionally integrated convergence of operations, with joint and partner capabilities across all domains.

Recurring events, such as disasters and other events requiring response in our communities, State, and region will continue to occur. These events present challenges to meet a wide array of requirements, but also opportunities to leverage the center of gravity of our organization – our people – to increase readiness and develop innovative ways, such as the Cascadia Playbook, to help us prepare for the known and unknown.

The OMD provides the State of Oregon with a ready force of Citizen- Soldiers, Airmen and Civilians manning agencies and units that are equipped and trained to respond to any State or Federal contingency. Aligned with the National Defense Strategy and National Military Strategy, we must prepare for near-peer conflict in a joint, combined, multi-domain and full-spectrum environment.

Units are required to mobilize at a moment's notice with available personnel and equipment. Therefore, readiness is an essential component to the success of the OMD as our readiness drives the success of our organization in support of State missions and the National Military Strategy.

Through activation, mobilization, and deployment of our National Guard Men and Women, whether in a Federal (Title 10), State (Title 32), or State Active Duty (SAD) status, we will prepare to meet every challenge presented to our State and Nation.

# Higher Level Guidance and Priorities

The Oregon National Guard plays a unique role as both the primary combat reserve for the Active Component Army and Air Force and the military first responder for domestic operations. Given these dual roles, OMD strategic documents incorporate a wide variety of plans, policies and strategies to best meet our State and Nation's security needs.

## National

The OMD strategic documents integrate the *National Security Strategy* as it flows through the Department of Defense's *National Military Strategy*, *National Defense Strategy*, and *Defense Planning Guidance* with the Department of Homeland Security's *Strategic Plan* and *Quadrennial Homeland Security Review* into the service and component – specific guidance of Headquarters Department of the Army and Air Force.

## Chief, National Guard Bureau

The 2022 NGB posture statement identifies a complex, evolving security environment that will require a greater reliance on the National Guard. Chief, National Guard Bureau (CNGB) priorities include People, Readiness, Modernization and Reform. These three priorities accomplish the objectives of the NDS and our three core missions of the Warfight, Homeland, & Partnerships. We must "continue to build a National Guard that is stronger and more responsive; a force with greater lethality, global influence and the combat readiness to deter aggression."

## Governor of the State of Oregon

In providing trained and ready forces to respond to contingencies impacting the citizens of Oregon, we are guided by the Governor's priorities. These include healthy and safe communities, responsible environmental stewardship, a seamless system of education with a framework of equity and inclusion, and a thriving statewide economy.<sup>1</sup>

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<sup>1</sup> (Oregon.gov/gov/priorities)

# Oregon Military Department

## Vision, Mission and values

### OMD Vision Statement

The Oregon Military Department is a ready, professional organization of Soldiers, Airmen, and Civilians dedicated to the highest quality service to our Communities, State and Nation. Every Soldier, Airman and Civilian is a leader.

### OMD Mission Statement

The Oregon Military Department provides the State of Oregon and the United States with a ready force of Citizen-Soldiers, Airmen and Civilians, trained and equipped to respond to any contingency, natural or man-made.

### OMD Values

Character, Competence, Courage and Commitment.

#### Army Values

- Loyalty
- Duty
- Respect
- Selfless Service
- Honor
- Integrity
- Personal Courage

#### Air Force Values

Integrity first, service before self, excellence in all we do.

### OEM Values

- Advocacy
- Innovation
- Collaboration
- Leadership

# OMD Priorities

**READINESS.** Develop trained and ready forces for our State and Nation.

- a. Meet service end strength and effective manning goals
- b. Drive individual training, preparedness and deliberate professional development
- c. Prepare ourselves and our families to be self-sufficient in the wake of a major domestic disaster or short notice mobilization

**RELEVANCE.** Pursue and sustain missions relevant to fighting America's wars, protecting the Homeland and building partnerships.

- a. Forge and maintain partnerships across our Communities, State and Nation
- b. Pursue and sustain missions with long term warfighting viability and dual federal/state capability
- c. Exercise world-class stewardship of our resources. Not just material resources, but our greatest resource – our Soldiers, Airmen and Civilian members within OMD

**RESILIENCY.** Building resilient Service Members and Civilians and support networks to meet the challenges of military and public service.

- a. Invest in the OMD community (co-workers, families and support networks), fostering a resilient culture of equity, dignity, respect, and growth/learning
- b. Maintain the highest moral compass; know and model our core values
- c. Empower and call on every Soldier, Airman and Civilian to be a leader

***WE WILL TAKE CARE OF OUR PEOPLE, REMAIN RELEVANT AND READY, WORK WITH OUR COMMUNITIES AND FURTHER DEVELOP OUR PARTNERSHIPS.***

# Priority 1 Readiness

The Oregon National Guard is manned, trained and equipped as part of the overall military's Joint Force focused on fighting and winning our Nation's wars. To that end, our key efforts in maintaining readiness include:

## **READY FOR OUR WAR-TIME MISSIONS, PREPARED FOR LIKELY DOMESTIC EVENTS AND LEVERAGING OUR DUAL-USE CAPABILITIES**

We must adapt our force for the future while maintaining readiness across personnel, equipment and training. Maintaining operational deployments and State, National and International engagements are critical to this effort and must remain an important part of our readiness plan.

## **PERSONNEL READINESS: RETAIN AND RECRUIT OUR STATE AND NATION'S BEST SERVICE MEMBERS AND CIVILIAN EMPLOYEES**

The OMD will recruit and retain the next generation of civilian and military leaders with exemplary character, values, knowledge and abilities to operate in complex environments. These leaders should reflect the diversity of our State, inclusion enhances our strength and adaptability.

## **EQUIPMENT AND FACILITIES READINESS**

We must emplace plans and processes that maintain our facilities and infrastructure, while improving their functionality. We must refurbish and modernize to remain the best equipped and ready force possible.

## **ORGANIZATIONAL READINESS**

We must get the maximum benefit from training with an eye toward increasing our versatility. We must focus on sustainable force generation through manning, equipping and training to increase lethality for high-intensity conflict in a multi-domain environment.

## **DEVELOP AND EXERCISE CONPLANS**

The OMD is focusing on a Cascadia Subduction Zone earthquake and tsunami as the worst-case scenario for disaster response planning. CONPLANS are a starting point, with ongoing planning, training and exercises. The intended result is a more resilient community of empowered citizens and response personnel to minimize the loss of lives and property and expedite recovery.

## **INDIVIDUAL TRAINING AND READINESS**

We must enable leaders at all levels to drive relevant and realistic individual training. This sharpens our ability to perform our respective jobs and it helps us retain our Service Members; enabling us to effectively deploy in our communities and abroad. Individual readiness is the foundation for our collective readiness. Being ready physically, mentally, spiritually and financially is critically important for our organization to meet and exceed the mission when needed.



## **PROFESSIONALLY DEVELOP OUR FUTURE LEADERS**

Deliberate professional development across the ranks is of the utmost importance. We must foster and promote an environment as a learning organization to professionally develop today's leaders to meet the challenges of today and tomorrow. We must develop leaders that are flexible and dynamic. Our vision has to be reaching; core leadership acts merely as a foundation. We need our leaders developing across the spectrums relevant to the profession of arms, this includes furthering their civilian education and seeking developmental opportunities outside the normal scope.

## **PERSONAL AND FAMILY PREPAREDNESS**

To remain relevant and ready, it is imperative that we prepare ourselves and our families in the event of a no-notice catastrophic event. Our preparedness is the cornerstone of our rapid response capability and strengthens our ability to support both our State and Federal missions. Every Service Member must ensure they are disaster resilient and can respond for duty when called upon; which is further emphasized through the OEM *Two Weeks Ready* campaign.

# Priority 2 RELEVANCE

Pursue and sustain missions relevant to fighting America's wars, protecting the Homeland and building partnerships. The OMD must be transparent and above reproach in all we do with the resources entrusted to us by our State and Nation. Key efforts to relevance include:

## **ENHANCE ACCOUNTABILITY (BOTH STATE AND FEDERAL), SO WE ARE AUDITABLE AT ANY TIME**

The OMD will move toward a goal of indisputable auditability across all Federal and State appropriations categories that support the Oregon National Guard and the OMD. To further transparency and ensure accountability, the OMD is committed to maintaining proper documentation for the funds entrusted to us.

## **MAINTAIN OUR EQUIPMENT AND FACILITIES**

We must maintain fiscal and property accountability through oversight, inspections and internal control processes. We must also maintain and upgrade our facilities to meet emerging requirements and new equipment fielding.

## **LEVERAGE ENERGY-SAVING PROGRAMS**

The OMD will continue implementing plans to reduce pollution, reverse environmental damage and embrace energy conservation, while continuing to be a national leader in the area of natural resource management through energy saving programs and initiatives. We will create a culture that values energy savings and sustainability.

## **POSITION OURSELVES FOR AND PURSUE FUTURE RELEVANT MISSIONS**

We must pursue and sustain missions with long-term warfighting viability and dual federal/state capability. As our role continues to evolve, we have to position ourselves to answer the call of duty. These calls continue to fall on shorter notice. The OMD is positioned as critical infrastructure to the State and Nation. We have to advance our capabilities and understanding of future missions.

## **BUILD RELATIONSHIPS WITH CIVIC AND GOVERNMENT LEADERS**

In an increasingly complex technological environment with declining resources, we will continue to foster relationships in all we do. Ensuring that our organization strengthens alliances with our community partners will position us to support our communities and Nation in times of need. We will continue to focus efforts toward our State Partnership Program with the countries of Bangladesh and Vietnam, sharing domestic operations and peacekeeping operations.

## **PROVIDE WORLD-CLASS STEWARDSHIP OF OUR RESOURCES**

Our greatest resource is our Soldiers, Airmen and Civilian members within the OMD. We must continue to refine our methods to retain our members. Areas such as Information Technology, Medical, Intelligence and many of the technical trade skills are highly sought after by civilian employers. We must position ourselves as the employer of choice through innovative and deliberate retention efforts.

# Priority 3

## RESILIENCY

Building resilient Service Members and Civilians and support networks to meet the challenges of military and public service. Key efforts in resiliency include:

### **OUR PEOPLE ARE OUR MOST IMPORTANT RESOURCE**

The OMD is a personnel-based fighting force and our most precious resources are our people. In order to remain the most professional and effective force provider to our State and Nation, we have to take care of that resource. Therefore, we must do all we can to invest in, protect and preserve the strength of our force. This includes the network of Service Members, Civilians, their Families and employers. Our people and their network (family, friends and employers) are the cornerstones of our force and if we do not take care of them, we risk their efficacy. Service member and family programs keep our force focused and effective.

### **FOSTER A RESILIENT CULTURE OF EQUITY, DIVERSITY, DIGNITY, RESPECT AND GROWTH/LEARNING**

We will strive to create a workplace that reflects the community we serve. We will continue advancing and evolving as an organization that embraces the values and skills of all its members. We will foster a culture of inclusion by recognizing our differences as a great value to our organization and will invite engagement through respectful interactions. We will promote a safe environment and demonstrate our commitment to excellence and growth through a supportive environment in which different ideas, perspectives and backgrounds create a stronger and more creative work environment.

### **MAINTAIN THE HIGHEST MORAL COMPASS: KNOW AND MODEL OUR CORE VALUES**

As military professionals, we must be committed to and reflective of the highest of values. We are guided by a solid moral compass and will hold both others and ourselves to a high level of ethical standards. As a service organization, we pride ourselves on professionalism and integrity, which is the defining quality of our people and our work. We strive to do the right thing — always — while acting truthfully and honorably, even when no one is watching.

### **EMPOWER AND CALL ON EVERY SOLDIER, AIRMAN AND CIVILIAN TO BE A LEADER**

We are developing tomorrow's leaders today. Aspire as leaders to develop such that our personnel — military and civilian alike — are nurtured in a way that fosters inspired, creative and timely decision-making. We must empower our subordinate leaders to be confident and informed decision makers while continually weighing and balancing risk. Our leaders are learners who focus on building resiliency, that thrive in ambiguity and are capable of managing in challenging times.

# Land Component Strategic Outline

This strategic outline aligns vision, mission, intent, objectives and priority of resources to create the conditions necessary for Land Component to achieve our end state and the three outcomes directed in the Oregon Military Department (OMD) Strategic Guidance.

**VISION:** The Oregon Army National Guard (ORARNG) is a ready, professional force of Citizen Soldiers dedicated to our Communities, State and Nation that is capable of providing options to the Governor and Joint Force Commanders consistent with Army Operating Concepts and community needs.

**MISSION:** The ORARNG provides the United States and State of Oregon with a ready force of Citizen Soldiers manned, trained and equipped to respond to any contingency.

**ORARNG VALUES:** Character, Competence, Courage and Commitment.

**INTENT:** ORARNG builds a full-strength, healthy force comprised of Soldiers of character serving in superior units. Units will develop candidates for leadership positions through military education and growth through core competencies. ORARNG will prioritize resources to meet end-strength objectives. In order to fulfill our intent, we must accomplish five key tasks without fail:

- Build and sustain readiness
- Be effective stewards of our resources
- Care for our Soldiers and their Families
- Develop and maintain community partnerships
- Build Leaders

**ENDSTATE:** The ORARNG is trained and ready to fight and win. Our Soldiers and civilians are professionals of character committed to sustaining readiness and caring for our families and communities. We have the formations to accomplish the missions of today and into the future. The ORARNG is at 100% strength and conditions are set to increase force structure.

# Priority 1 READINESS

The ORARNG is manned, trained, and equipped to provide a decisive operational reserve for the United States Army. We are also the Governor's responsive force, prepared to execute all missions in support to the citizens of Oregon in times of need.

## **READY FOR OUR WAR-TIME MISSIONS, PREPARED FOR LIKELY DOMESTIC EVENTS AND LEVERAGING OUR DUAL-USE CAPABILITIES**

We will conduct both our federal and state missions, ensuring our dual use equipment is always mission ready. We will leverage our domestic response capabilities for recruiting and retention purposes, showing that we are "Always Ready, Always There!"

## **PERSONNEL READINESS: RETAIN AND RECRUIT OUR STATE AND NATION'S BEST SERVICE MEMBERS AND CIVILIAN EMPLOYEES**

Filling our formations is the enduring priority and we will increase recruiting and retention efforts across the formation. Recruiting and retention is embedded in our operations. Every Soldier has a part in this effort through continued emphasis on providing unit-driven leads that serve as a resource multiplier to our recruiting force. Strength efforts will receive priority of resources until the ORARNG achieves 105% end strength.

## **EQUIPMENT AND FACILITIES READINESS**

Equipment readiness is key to mission success. Commanders will focus on operator 10 level maintenance, their Command Maintenance and Supply Discipline Programs and Organizational Inspection Program compliance. Deficiencies will be noted and an improvement plan identified to ensure equipment is ready. Having a high readiness posture will identify the ORARNG as a top-tier candidate for new equipment and facilities. We will take pride in ownership and do our part to ensure our facilities are well maintained and a place where Soldiers are proud to work.

## **ORGANIZATIONAL READINESS**

Our priority is to man, organize, train, equip and lead our formations to achieve mission success. Our organizational readiness posture will identify the ORARNG as a top-tier candidate for new equipment and facilities.

## **DEVELOP AND EXERCISE CONPLANS**

We will continue to work with our OMD partners to develop and refine our ability to respond to all-natural and man-made disasters. Our primary focus will be to establish command and control functions that can be exercised to build response capabilities available to respond to our State's needs.

## **INDIVIDUAL TRAINING AND READINESS**

Individual readiness is the foundation in our ability to meet mission requirements for both State and Nation. We will provide the optimum environment where Soldiers are individually medically, physically and mentally ready. Leaders will plan and conduct realistic training which will improve our capabilities and retains Soldiers.

## **PROFESSIONALLY DEVELOP OUR FUTURE LEADERS**

Leaders at all levels will ensure every member of our organization provides opportunities to learn, grow and thrive throughout their career. To build a leadership bench and ensure continuity into the future, we will establish and maintain professional development and mentorship programs to develop and groom future leaders. We will

ensure all leaders have the opportunity to complete professional military education and other career-broadening opportunities.

#### **PERSONAL AND FAMILY PREPAREDNESS**

Our Citizen Soldiers are the cornerstone of the All-Volunteer Force. We must take care of them, their families and their employers to ensure their effectiveness. Soldier and family programs keep our force focused and effective. Soldiers and their families will be prepared for all types of contingencies which makes them resilient and in turn, allows the Soldier to respond and meet mission requirements. To that end, we will ensure care plans are complete and with trained Soldiers who are *Two Weeks Ready*.

# Priority 2 RELEVANCE

To be an effective organization, we must be a relevant one. To that end, we must continually seek opportunities to pursue future emerging mission sets while continuing to care for our existing ones.

## **ENHANCE ACCOUNTABILITY SO WE ARE AUDITABLE AT ANY TIME**

We will conduct operations with the mindset that we are always inspection ready. Transparency and documentation are key components to ensure compliance. We will sustain a robust Risk Management and Internal Control Program and welcome external audits of our operations.

## **MAINTAIN OUR EQUIPMENT AND OUR FACILITIES**

We will take pride in ownership and be good stewards of our equipment and facilities. We will be active participants in the programs and systems that generate metrics used to develop budgets and make resourcing decisions.

## **LEVERAGE ENERGY SAVINGS**

Energy savings is a team effort and we will do our part to conserve energy. Everyone will be mindful that every dollar of energy savings provides a direct benefit to the maintenance and upgrade of our facilities.

## **POSITION AND PURSUE FUTURE RELEVANT MISSIONS**

We will identify and pursue force structure to accomplish future missions: Combat Engineering, Medical, Transportation, Air Defense Artillery, Cyber, Gray Eagle Unmanned Aerial Systems and Chemical Biological, Radiological, Nuclear and high yield Explosives Enhanced Response Force Packages (CERFP).

## **BUILD RELATIONSHIPS WITH CIVIC AND GOVERNMENT LEADERS**

The relationships and partnering with local, State, National and International officials will produce long-term bonds and confidence in our professionalism and commitment to our Communities, State and Nation.

- a. **LOCAL COMMUNITIES:** Units will connect with their communities' local government, schools and civic groups to foster bonds between units and the communities in which they serve.
- b. **STATE:** Leaders will continue to enforce the importance of being ready to respond to the needs of our State. Our professional interactions with our State counterparts instills trust and confidence in our ability to meet the needs of the Governor and the Citizens of Oregon.
- c. **FEDERAL:** We will continue to build mutually beneficial partnerships with our active and reserve counterparts as well as other DOD services and agencies of the federal government to ensure interoperability and collaboration during federal mobilization at home or abroad.
- d. **INTERNATIONAL:** We will continue to support our State Partnership Programs. We will demonstrate the long-term value of broadening assignments by providing high-quality personnel to be bi-lateral affairs officers for Vietnam and Bangladesh.

## **PROVIDE WORLD CLASS STEWARDSHIP OF OUR RESOURCES**

In order to maximize readiness and sustain our organization we must take care of our people, equipment and resources. It is the responsibility of every Soldier and Civilian to care for the resources entrusted to them by the American people, ensuring our forces are ready, now and in the future, to accomplish our state and federal missions.

# Priority 3

## RESILIENCY

Resilient Service Members and Families of the ORARNG community are the key to our success as an organization and our ability to meet mission requirements.

### **OUR PEOPLE ARE OUR MOST IMPORTANT RESOURCE**

We will ensure our Soldiers and Civilians are connected to all available resources to ensure resilience across the force. Resources include behavioral health, financial management, family support and spiritual support services.

### **FOSTER A RESILIENT CULTURE OF EQUITY, DIVERSITY, DIGNITY, RESPECT AND GROWTH/LEARNING**

We will develop units that reflect the communities we serve by putting people first and fostering a culture of trust that accepts the experiences and backgrounds of every Soldier and Civilian. We will seek every effort to improve diversity, equity and inclusion across the force and build cohesive teams.

### **MAINTAIN THE HIGHEST MORAL COMPASS: KNOW AND MODEL OUR CORE VALUES**

Living and operating within our core values is essential for success and builds trust in our organization. As an ethical and professional organization, the trust and confidence in the ORARNG, grant us the autonomy to exercise the disciplined initiative critical to accomplishing missions under diverse conditions at home, across the nation and around the world.

### **EMPOWER AND CALL ON EVERY SOLDIER AND CIVILIAN TO BE A LEADER**

Leaders must be engaged and assist our Soldiers as they balance the challenges of family, work and the ORARNG. In doing so, our Soldiers are then free to pursue leader and professional development opportunities as they progress through their military careers. A life-long learning attitude is a professional obligation for all ORARNG Soldiers and will allow them to become the future leaders of our organization, community and State.



# Air Component Strategic Outline

This strategic summary aligns vision, mission, intent, objectives and priority of resources to create the conditions necessary for the Air Component to achieve our end state and the outcomes directed in the OMD Strategic Guidance.

**VISION:** The Oregon Air National Guard (ORANG) will continue to support the Governor of Oregon and warfighters across the globe to the maximum extent necessary in order to preserve national security. Our vision is to continue our current missions (aerospace control alert, special tactics and fighter pilot production), while simultaneously exploring new cyber, intelligence and space missions in order to remain relevant in our Nation's future wars.

**MISSION:** The Oregon Air National Guard provides the State of Oregon and the United States with a ready force of Citizen Airmen who are manned, trained, and equipped to respond to any contingency.

**INTENT:** The ORANG will continue to focus on our core state and federal missions while actively preparing for tomorrow's missions in an ever-changing world.

- Train tomorrow's leaders
- Build and sustain readiness
- Be effective stewards of our resources.
- Care for our Airmen and their Families
- Maintain community partnerships

**ENDSTATE:** The ORANG is ready to fly, fight and win; our Airmen and civilian employees are committed to sustaining readiness and caring for our families and communities. We are ready to accomplish the missions of today while simultaneously preparing for the missions of tomorrow. This strategic summary aligns vision, mission, intent, objectives and priority of resources to create the conditions necessary for the Air Component to achieve our end state and the outcomes directed in the OMD Strategic Guidance.

# Priority 1 READINESS

The Oregon Air National Guard is manned, equipped, trained and ready to provide world-class fighter pilot training, air defense of the Pacific Northwest and North America, as well as deployable Airmen prepared to support Combatant Commanders. We will continue to defend American airspace while simultaneously providing Airmen the tools and training they need to deter foreign aggression and combat terrorism around the globe. The ORANG will continue to provide ready Citizen Airmen when needed by the Governor and the State of Oregon. To that end, we will pursue eight objectives:

## **READY FOR OUR WAR-TIME MISSIONS, PREPARED FOR LIKELY DOMESTIC EVENTS AND LEVERAGING OUR DUAL-USE CAPABILITIES**

We will train sufficient and capable Airmen to defeat our challenges and achieve sustainable outcomes that protect the United States. Not only will our focus be on warfighting but on domestic response preparedness as well. Both of these efforts require Airmen who are prepared to deploy in a matter of hours. Commanders at all levels will ensure emphasis on this requirement and find ways to ensure individual readiness. Additionally, we will leverage our training and equipment which allow us to succeed in a federal or state support role. This ability to pivot adds invaluable strength to our capabilities at home and abroad.

## **PERSONNEL READINESS: RETAIN AND RECRUIT OUR STATE AND NATION'S BEST SERVICE MEMBERS AND CIVILIAN EMPLOYEES**

Military and civilian manning is the key to accomplishing our missions and maximizing our capabilities. We will continue to focus efforts on recruiting talented individuals to fill our ranks and build tomorrow's leaders. Both wings will strive to achieve 102 percent end-strength, as well as effective manning rates that exceed 80 percent in all AFSC categories. Our focus will continue to be on recruiting the best and quickly ensure establishment of their core competencies. Through an enhanced selection process, we will ensure that the "best of the best" Airmen are selected to fulfill the demands of excelling as a member of our Strength Management Team. These positions will be force-managed such that individuals will be rewarded through follow-on assignments. In addition to ensuring recruiting involvement down to the unit level, our commanders will know and understand why each and every member of their organization chooses to separate prior to retirement. By understanding these trends, we will better manage our losses by making adjustments within the organization and leadership that may be needed.

## **EQUIPMENT AND FACILITIES READINESS**

We will maintain mission-ready equipment to deploy as required while simultaneously continuing our efforts to modernize our aging equipment. Whether it is the newest avionics and weapons for our F-15Cs, the latest air surveillance capabilities for our air controllers, the latest systems for our Special Warfare Airmen or the newest network capabilities for our cyber warriors, the ORANG will be there! We will enthusiastically embrace the transition from the F-15C to the F-15EX over the coming years, ensuring we have the right personnel, supplies and equipment as we work through the conversion process at both Wings.

## **ORGANIZATIONAL READINESS**

Our aim is a modern and diverse organization that possesses decisive advantages for any conflict while remaining proficient across the entire spectrum of engagement. We are a stand-by organization, made up mostly of Drill Status Guard (DSG) members ready to do the business of a full-time force.

## **DEVELOP AND EXERCISE CONPLANS**

We are capable and worthy of executing a national or state-authored contingency plan. Our Airmen are not only qualified specifically for an Air Force duty but well-rounded to fulfill the orders of the Governor whether in support of the Nation, State or Community.

## **INDIVIDUAL TRAINING AND READINESS**

Using our Air Force Specialty Code training plans combined with consistent touch time, we will continue our core focus on providing trained and ready Airmen that are holistically fit to fight, including not only medical/dental readiness but physical, mental, financial and spiritual fitness as well. We will have resilient Airmen ready to mobilize in support of federal and State missions at all times. Our efforts to ensure the health of the force extends to Airmen and their Families during peacetime and before, during and after deployments as they occur.

## **PROFESSIONALLY DEVELOP OUR FUTURE LEADERS**

We will continue to focus on the professional development of our personnel, enlisted and officer, and actively manage their careers through the Force Management Council and through the training and development of responsible supervisors and commanders. We will continue to stress the importance early, and at all levels, of developing one's career as well as tomorrow's leaders. We will emphasize readiness, career progression and professional military education throughout one's career as an individual and as a future leader/mentor. An atmosphere of growth and learning is vital to the success of building the next generation of great leadership. Both Wings will work collaboratively to develop professional development courses and seminars and associated schedules, in order to maximize opportunities for our Airmen throughout the State. In doing so, they will be mindful of Drill Status Guard (DSG) members and their schedules due to their fulltime civilian occupations, student status, etc. Care will be exercised to give DSG's the same level of professional development opportunities as those given to fulltime personnel.

## **PERSONAL AND FAMILY PREPAREDNESS**

As a result of deployments and prolonged absences of our Airmen, it is imperative that we prepare our Families for these experiences as well as help prepare them for potentially disastrous events. Every Airman must ensure they are Two Weeks Ready when called upon by their chain of command and that their families understand these two week action plans ahead of any emergency. We will encourage our Airmen to ensure their emergency action plans are established and practiced with their families. We will strive to provide the same resources available to our Airmen via our established Resiliency Centers to all Family members. Resources include physical and behavioral health, financial management, family support and spiritual support services. We will work with our local and state civilian partners, as well as our active duty Air Force partners, to bring the full weight of our partnerships, capabilities and resources to bear in support of our personnel and their Families.

# Priority 2

## RELEVANCE

With continued uncertainty in both the National Defense and Oregon State Military Department budgets, we cannot take relevancy for granted. The American people and citizens of Oregon rely on us to be ready for America's contingencies, strong community leaders and good stewards of our public resources. We must continue to care for our equipment and facilities and ensure effective use of taxpayer sourced budgets. To that end, our objectives for maintaining relevancy are as follows:

### **ENHANCE ACCOUNTABILITY SO WE ARE AUDITABLE AT ANY TIME**

Leadership at all levels, with the support of our Airmen, will ensure 100 percent accountability of all assigned equipment and supplies. Equipment will be maintained to fully mission capable levels to the extent possible and disposed of only through proper methods. Supplies will be carefully monitored and used only in the manner intended by the Air National Guard. The ORANG will continue to ensure that all fiscal, property books and facility operations will be fully auditable. Transparency and documentation are key components to ensure compliance. We will continue to employ innovative efforts to develop better ways to maximize our limited resources.

### **MAINTAIN OUR EQUIPMENT AND OUR FACILITIES**

We will continue to work with our Major Commands and the National Guard Bureau for the support required to maintain our facilities, upgrade our technology and provide state-of-the-art working conditions for our Airmen. We will follow internal controls and maintain inspection cycles to ensure only the safest mission environments.

### **LEVERAGE ENERGY SAVINGS**

We will follow the lead of the OMD and continue implementing plans to decrease pollution and utility usage, reverse environmental destruction and embrace energy conservation while continuing to be state leaders in the area of natural resource management. The pursuit for energy savings measures must be constant as we aim to give back to our communities whom have faith in us as stewards of their resources.

### **POSITION AND PURSUE FUTURE RELEVANT MISSION**

In addition to preparing our core capabilities, the ORANG will look to modernize the force for the future with a goal of relevancy. We will fight to acquire the latest and greatest weapons and technologies available today and tomorrow. We will utilize our greatest assets, our Airmen and their experience, and identify new missions to maintain our relevance for the fight of tomorrow, to include Cyber, Space and Intelligence/Surveillance/Reconnaissance (ISR). Such missions include defensive cyber operations, offensive and defensive space operations, space intelligence and ISR opportunities. We will continue efforts to modernize our current F-15C/D fleet where possible while simultaneously converting to the F-15EX and working with MAJCOMS on preparations to become fully operationally capable as soon as possible.

### **BUILD RELATIONSHIPS WITH CIVIC AND GOVERNMENT LEADERS**

This is vital for survival. We value strong relationships at the local, state, federal and international levels.

- a. **LOCAL COMMUNITIES:** Wings will continue to connect with their local governments, schools and civic groups to foster bonds between units and the communities in which they serve. We will continue to grow these relationships and leverage our Honorary Commander Program in the State. Large numbers of our ranks have been and will continue to be filled with youth from these communities. Our local communities are filled with many retirees and our continued relationships with that group is

important and will be nurtured. We will also continue to provide county liaison officers whenever needed to ensure effective communication and coordination during disaster response situations.

- b. **STATE:** We will maintain our connections with Counterdrug, Youth Challenge, Camp Rosenbaum, and State Agencies, as well as maintain our ties with Oregon citizens and reinforce our relevance as a gubernatorial-response force.
- c. **FEDERAL:** We will continue to build mutually beneficial partnerships with our federal counterparts. Cascadia, pandemic and other domestic responses will require partnerships and interoperability to ensure we can execute our mission, whether at home or abroad. This includes fostering relationships with personnel at NORAD/NORTHCOM, AETC, ACC, AFSOC, the Air National Guard Readiness Center, National Guard Bureau, the Pentagon, etc.
- d. **INTERNATIONAL:** We will remain engaged in the State Partnership Program and continue to forge new relationships with our partners in Vietnam and Bangladesh in order to demonstrate our professionalism and the National Guard's unique core competencies. We will continue to collaborate with these partners to conduct information sharing, training exercises and develop ways to benefit from one another in terms of skills and abilities related to national security and domestic response issues.

#### **PROVIDE WORLD-CLASS STEWARDSHIP OF OUR RESOURCES**

The American taxpayer deserves a hometown Air Force from the ORANG that is focused on prudent and judicious use of our finite resourcing. We will adhere to governing fiscal guidance and ensure we exercise due diligence to make proper expenditures. In addition to material resources, our Airmen are one of our most precious resources and we must prioritize Airmen First and the Mission Always. Unless at war, our Airmen's Families must always be number one. This allows our Airmen to prioritize correctly and stay focused on the job at hand.

# Priority 3

## RESILIENCY

Our Wings continue to develop new resiliency measures for Service Members, their Families and Civilian employees. While training, technical skills, competencies and medical readiness are crucial, the ability for us to measure resiliency beyond these elements is exceptionally important. Our focus is on comprehensive and holistic health. Our goal is to provide a myriad of resources to Airmen and their Families, as well as Civilian employees, to ensure their health and well-being (i.e., emotionally, physically, spiritually and financially). Only by helping Airmen to achieve wellness and balance will we be able to optimize our force.

### **OUR PEOPLE ARE OUR MOST IMPORTANT RESOURCE**

Our greatest resource is our people. We will continue to provide support and professional development training for our personnel, uniformed and civilian. Our performance and professionalism will remain rooted in the Air Force core values of Integrity First, Service Before Self and Excellence In All We Do.

### **FOSTER A RESILIENT CULTURE OF EQUITY, DIVERSITY, DIGNITY, RESPECT AND GROWTH/LEARNING**

We are an organization that respects and values diversity in thoughts and actions and open to the ideas of others. We will be an organization welcoming to all regardless of race, ethnicity, sexual orientation, gender, religious affiliation, etc. Commanders and supervisors are approachable and respectful and have the responsibility to ensure Airmen under their leadership understand and abide by these expectations as well. Diversity is vital to the success of any mission and thus instills in our organization a culture that is inclusive, transparent and fair.

### **MAINTAIN THE HIGHEST MORAL COMPASS: KNOW AND MODEL OUR CORE VALUES**

Service, Excellence and Integrity are the foundation on which we build our success. Without these, we have nothing. Our Airmen are taught from day one, and reminded frequently, to treat each other with dignity and respect. An unwavering commitment to these values will guarantee a force which is resilient to all obstacles and one that is welcoming of all.

### **EMPOWER AND CALL ON EVERY AIRMAN AND CIVILIAN TO BE A LEADER**

We will emphasize the concept “Every Airman a Leader” through empowerment at the lowest levels of the organization and an emphasis on innovation and change. Commanders and supervisors will be encouraged to delegate to and trust their Airmen. Through increased delegation, lower-level decision making and better autonomy, leaders have the opportunity to demonstrate their confidence in the technical and professional capabilities of their Airmen. As a result, morale will increase, Airmen will feel valued and the organization will rise in efficiency and effectiveness. The bottom line is, regardless of echelon, everyone can function as a leader and anyone can be a mentor.

# Oregon Office of Emergency Management

## Strategic Outline

**VISION:** An established, equitable culture of preparedness that empowers Oregonians to thrive in times of crisis.

**MISSION:** It is the mission of the Oregon Office of Emergency Management to lead collaborative state-wide efforts, inclusive of all partners and the communities we serve, to ensure capability to get help in an emergency and to protect, mitigate, prepare for, respond to and recover from emergencies or disasters regardless of cause.

**VALUES:** Advocacy, Innovation, Collaboration and Leadership.

**INTENT:** OEM's Strategic Plan defines our organization's vision, mission, core values. In updating the plan, OEM conducted feedback sessions with staff to assess our strengths and weaknesses, opportunities and threats. They also reviewed the last three years of Oregon Military Department (OMD) customer service surveys. These efforts helped to identify our five strategic goal areas and articulate what we do well and where we can do better. The OEM strategic plan serves five key purposes:

- Assess progress towards goals and objectives outlined in the 2014 plan
- Incorporate any adjustments given the current environment
- Help prioritize our efforts
- Ensure the entire OEM team sees themselves reflected in the strategy and understands how what they do every day brings us closer to achieving our mission and goals
- Re-assert to our partners and the communities we serve what is important to us, why it is important, how we intend to continue to move the needle towards a state-wide culture of preparedness and to provide a measure of accountability.

This, and every strategy, has its limits. Whatever we do, if we can justify our adherence to these standing orders, we will be okay:

- Take care of the people of Oregon
- Take care of our partners
- Get to "yes" by finding common ground and demonstrating a willingness to compromise to arrive at a solution that we and our partners can support

In addition to these standing orders, the following lenses can be used to help ensure we take care of our people and our partners, and get to "yes" the right way:

Across the organization, OEM will strive to use the lenses to develop projects and prioritize our efforts. The ideal is to have most of what we do fall within the intersection of each of these three lenses. Higher priority projects fall within that intersection; lower priority projects fall within the intersection of two lenses, are wholly within a single lens, or are entirely outside these three lenses.

The success of our office and our ability to continue to evolve is predicated on a passionate, talented team and robust, sincere partnerships. At OEM, we have both. We will continue to do great things. With gratitude for the opportunity to serve and optimism for our future.

**ENDSTATE:** Our Framework includes metrics to evaluate our progress towards reaching our goal, measured and assessed annually. Greater detail on each goal area and the metrics can be found on the OEM website. Our five strategic goals are nested and mutually supporting to the OMD priorities of Readiness, Relevance, and Resiliency. The identified metrics build off of each other from year to year. Each target reached becomes a sustainment objective for the following years. For OEM, a culture of preparedness means Oregonians have a shared set of beliefs relating to our need to be ready to take care of ourselves, our Families and our community during emergencies or disasters.



# Priority 1 READINESS

**EMERGENCY COORDINATION CENTER READINESS.** Oregon state government has the capacity to organize and effectively manage and coordinate state operations in support of local and tribal partners to respond to and recover from emergencies and disasters, regardless of cause. The year 2020 reinforced the importance of readiness in times of emergencies. OEM's statutory role to coordinate the state response in three significant disasters validated that we must always be ready with the State's Emergency Coordination Center (ECC).

Goal metrics to achieve this priority incorporate the Emergency Management Accreditation Program (EMAP) standards and recommendations from previous activations. EMAP standards incorporate Continuity of Operations Plans (COOP) and are consistent with the COOP requirements listed in the Governors Resiliency 2025 plan. Exercises held each quarter in accordance to the Preparedness Plan and Emergency Support Function (ESF) partners, the private sector, local and tribal partners are engaged in each exercise. Annual no-notice exercises have also been instituted with the inclusion of the entire enterprise of partners. The ESF and State Recovery Function (SRF) Capability Maturity Models and self-assessment will be incorporated to validate our readiness and response capability. Each year all ESF and SRF's report their status on the Capability Maturity Model with the goal of all reaching Level 3 by July 2021 and fully capable or Level 4 by July 2022.

# Priority 2

## RELEVANCE

### **BUILD AND MAINTAIN POSITIVE RELATIONSHIPS**

OEM is a trusted ally that proactively supports our partners and focuses on the successful achievement of shared goals. We cultivate relationships across all levels of government, the private sector and non-profit organizations and within the communities we serve. OEM considers diverse perspectives, solicits feedback and seeks to engage non-traditional partners to increase our capacity to serve and achieve our mission.

Regular review of these relationships is critical and customer service surveys with resulting corrective action plans will sustain a path of continuous improvement. Active participation, coordination and leadership as applicable in association meetings in support of 9-1-1, emergency management, search and rescue and other partner disciplines with a goal of 75% (good or excellent rating) in the category of Customer Satisfaction (6 sub-components) as reported in the Key Performance Measures on a biennial basis.

Additionally, critical to the trust of the public and partners is the strategy to meet the identified goals in the Governors Resiliency 2025 vision. The goal to ensure 250,000 homes have a Two Weeks Ready supplies by 2028 will require a multi-disciplined approach with local, tribal, state and federal government, academia, private sector and non-profit organizations to achieve what we are calling our Preparedness Moonshot. This objective will require additional resourcing to implement an action plan and will rely on utilizing six new regional coordinator positions to provide preparedness information, conduct public preparedness workshops, deliver training available to all Oregonians and track the progress of Oregon's households as they report on their achievement of becoming Two Weeks Ready by the end of 2021. Each of the six coordinators will have a geographic area of responsibility, including Coastal, Valley, Cascades and Eastern Regions. While this will be a state-wide effort, the initial focus would be to prepare Oregonians in rural parts of the state and those households comprised of underrepresented and disadvantaged Oregonians. Establishing and sustaining 250k households as Two Weeks Ready would be a starting point and will continue to build the program to ensure half of Oregon's 1.5 million households are Two Weeks Ready.

### **PROGRAM & PROCESS MANAGEMENT**

Programs and processes are documented, defined, associated with outcomes and metrics, regularly assessed and evaluated and resourced based on availability. Best practices and partner feedback incorporate the development of programs and processes. OEM is compliant with each of the 64 EMAP standards evaluated independently.

# Priority 3 RESILIENCY

## **SOUND FISCAL PRACTICES**

OEM will maintain a documented system of financial operations and a clearly defined budget that follows all State, Federal and local regulations. As well as, meets program and process requirements, minimizes new audit findings, and eliminates repeat audit findings allowing OEM to effectively use available resources to attain our strategic goals. As newly identified processes and procedures are identified by the changing fiscal environment, all gaps in administrative rules and timelines will be amended or developed within three months of identification.

## **STAFF DEVELOPMENT**

Adequate resourcing is essential for OEM staff to acquire the skills and experience to be successful and achieve their career goals within OEM. Current and emerging technologies are evaluated and leveraged for integration in support of OEM staff and our mission. All OEM staff develop opportunities as part of their annual performance review and present those opportunities to their manager. The staff will receive at least 24 hours of training annually for professional development and 40 hours annually in training and development for their current position/role in the ECC.

# Conclusion

Leaders at every level understand our strategic guidance and are empowered to execute it accordingly, as it provides the intent and direction of our organization. This is the linkage between what our Soldiers, Airmen and Civilians do every day and the goals and objectives of our State and Nation. It provides the foundation for a culture of resilience and links directly to our National Military Strategy. Our actions, aligned with our core values will provide our State and Nation trained and ready operational forces, effectively steward our resources, sustain our Oregon Military Department community and forge and maintain partnerships – the key efforts to our mission and vision.

As we strive to meet our goals and objectives, the center of gravity for our organization will always be our people. Our current and future Soldiers, Airmen and Civilians will carry out this plan and ensure it adapts to the future challenges our State and Nation will face while always remaining accountable to our values. Through this plan and future iterations, we will posture for the future while remaining Ready, Relevant and Resilient!

*Always Ready, Always There!*

