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Oregon Military Department



Strategic Plan 2012-2016



Always Ready! Always There!

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Forward by the Adjutant General

Welcome to the Oregon Military Department. The long range strategic plan contained within this document provides a road map for the future of the department within the great state of Oregon. This plan sets the groundwork for the continued long-term success all Oregonians have a right to expect from the Oregon Military Department. Our intention with this document is to provide an understandable tool which is available for the citizens of this state to use to begin, or enhance, their understanding of the varied and difficult missions this organization is tasked with accomplishing. It is important for all who read this plan to understand it is a living breathing document. As our mission at home and abroad changes so will our long term plans for success.

The core mission of the Oregon Military Department is defined in Section 1 Article X of the Oregon Constitution, which states "The Legislative Assembly shall provide by law for the organization, maintenance and discipline of a state militia for the defense and protection of the State". The detailed components of this mission reside within Oregon Revised Statute chapters 396, 398, 399, 401 and 403. Our long range strategic plan details the objectives we as an organization feel will allow us to best meet the core mission of the Oregon Military Department: defense and protection of the state. To accomplish this goal and develop a relevant and useful strategic plan we broke the agency into ten functional divisions. These include Command Group, Oregon National Guard, Office of Emergency Management, Youth Challenge, STARBASE, Yellow Ribbon, Counter-Drug, State Defense Force, Operations and Services. This breakdown allowed us to effectively identify the unique missions, challenges and opportunities within each section of this agency. The outstanding people tasked with leading these divisions met the difficult challenge to prepare a document which will be used far into the future with the goal of implementing continuous improvement throughout the agency.

It is with great pride that I invite you to review this comprehensive strategic plan about the future of the Oregon Military Department. Our dedicated professionals, both in uniform and out, are focused on our goal of looking to the future and building upon our successes. I firmly believe this plan has laid out the path to success; all that is necessary is for us to have the courage and commitment to follow it. As citizens of Oregon I ask you to take the time to read this plan and commit to helping us move aggressively in making positive change for all Oregonians.

Thank You.



Raymond J. Rees

Mission – To provide command and control over the Oregon Military Department, including the Oregon Army National Guard, Oregon Air National Guard, the Office of Emergency Management, the Youth Challenge Program and the Oregon State Defense Force.

Strategic Goal 1

Ensure the concepts of customer service and continuous improvement are core components within the operations of all our divisions.

Steps to implement Strategic Goal 1

Develop a customer service training program for all employees.

Foster an environment which eliminates the siloing of agency operations wherever possible.

Enhance and market employee suggestion program to promote new ideas and processes.

Strategic Goal 2

Provide command and control services for executing Homeland Defense and other domestic emergency missions.

Steps to implement Strategic Goal 2

Ensure command staff is properly trained and equipped to respond to a full spectrum of mission requirements.

Enhance current support systems in order to provide critical assistance in responding to action requests.

Improve 24/7 functions within the Oregon Joint Operations Center within the Anderson Readiness Center.

Strategic Goal 3

Continue development of a fully trained and adaptable Oregon Joint Forces Headquarters staff.

Steps to implement Strategic Goal 3

Advance our established training processes with a focus on improving overall performance.

Plan and participate in joint, interagency exercises incorporating Homeland Defense and domestic emergency missions throughout Oregon.

Provide joint military education and training opportunities.



Mission – Provide the citizens of the State of Oregon and the United States with a ready force of citizen soldiers and airmen, equipped and trained to respond to any contingency, natural or man-made.

When we are needed, we are there!

Army

Strategic Goal 1

Mobilize Ready Units for Full Spectrum Operations.

Steps to implement Strategic Goal 1

Achieve excellence on state and federal Personnel Readiness metrics.

Improve soldier medical and dental readiness rates.

Achieve Superior Unit Award Criteria (SUAC).

Strategic Goal 2

Take care of Soldiers and Airmen upon return.

Steps to implement Strategic Goal 2

100% Administrative Reintegration upon return.

Ensure jobs for unemployed or underemployed.

Retention of soldiers and airmen.

Utilization of Yellow Ribbon and Support Programs.

Strategic Goal 3

Be competitive for future missions.

Steps to implement Strategic Goal 3

Surpass End Strength goals, in order to posture for future force structure growth.

Improve property accountability.

Manage Equipment percentage fill Status in Resources, Training Systems (SORTS) report to improve both equipment on-hand rate as well as level of maintenance.



Army cont.

Strategic Goal 4

Ensure our Domestic Operations support capabilities are in place to support homeland missions.

Steps to implement Strategic Goal 4

Oregon National Guard will have validated CERFP (Chemical Biological, Radiological, Nuclear, and Enhanced Response Force Package) by 30 September 2012.

Sustain Joint training exercises with full spectrum incident response to local and state level agencies.

Ensure liaison and operational plans are synchronized between the Oregon National Guard and the Office of Emergency Management.

Sustain the Oregon National Guard Civil Support Team (CST).

Sustain the Oregon National Guard Counter Drug support program, which supports local law enforcement agencies of all jurisdictions in the fight against illegal drug use.

Air

Strategic Goal 1

Excellence – Be recognized as the best Air National Guard in the nation.

Steps to implement Strategic Goal 1

Knowing one's job, doing it by the book, and doing it better than anyone else.

Top 10 percent recruiting and retention programs nationally.

Leading inspection results.

Impeccable safety record.

Strategic Goal 2

Readiness – Always be prepared to rapidly execute state and federal missions.

Steps to implement Strategic Goal 2

Being fully qualified in one's specialty – medically, physically, and administratively prepared to deploy at all times.



Achieving the highest marks on the Status of Resources, Training and Systems (SORTS) report.

Achieving the highest individual readiness ratings, and fit to fight.

Achieving the highest mission capable rate and effective unit strength.

Air cont.

Strategic Goal 3

Investment – We develop and care for our people.

Steps to implement Strategic Goal 3

Taking maximum advantage of military and civilian training and education.

Encouraging In-Residence during Professional Military Education courses and deployments.

Timely Officer and Enlisted Performance Reviews, and timely awards.

Strategic Goal 4

Stewardship – We maximize the use of the resources entrusted to us from all sources.

Steps to implement Strategic Goal 4

Treating our limited resources as if they were our own, eliminating spending that does not directly impact mission readiness - and looking for ways to help us become more efficient.

Pursue efficiency initiatives.

Sustain or upgrade infrastructure and equipment.

Reduce energy consumption.



Mission – *To maintain an emergency services system by planning, preparing and providing for the prevention, mitigation and management of emergencies or disasters that present a threat to the lives and property of citizens and visitors to the State of Oregon.*

Strategic Goal 1

Effectively coordinate the State's response and recovery efforts during emergencies, man-made / natural disasters impacting Oregon.

Steps to implement Strategic Goal 1

Assist local jurisdictions in recovery from non-presidentially declared emergencies via Oregon Local Disaster Loan Account.

Assist local jurisdictions' capabilities through statewide, nationwide and international mutual aid compacts impacted by emergencies.

Establish effective and redundant emergency communications and data sharing with the public safety community.

Strategic Goal 2

Enhance current preparedness and mitigation efforts for emergencies, man-made / natural disasters which could impact Oregon's citizens, visitors, property and environment.

Steps to implement Strategic Goal 2

Allocate resources to facilitate implementation of education and outreach to our citizens, public and private sector stakeholders.

Institutionalize hazard identification, risk assessments and hazard mitigation planning to reduce vulnerability to provide effective tools to reduce incident impacts.

Build capabilities that allow for the education which enhances statewide professional training and credentialing for emergency management and homeland security disciplines.

Strategic Goal 2

Strengthen OEM's operations and management to increase efficiency and effectiveness.

Steps to implement Strategic Goal 3

Lead and align OEM's efforts to achieve overall consistency.

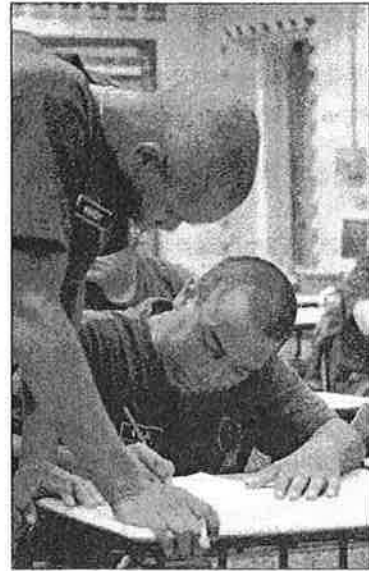
Develop new partnerships / networks which allow for non-traditional systems that lessen the

economic impact to Oregon.

Sustain and improve OEM's organizations at all levels that facilitate effective preparedness, response, mitigation and recovery efforts.



Mission – Provide opportunities for personal growth, self improvement and academic achievement among Oregon high school dropouts, teens no longer attending and those failing in school, through a highly structured non-traditional environment; integrating training, mentoring and diverse educational activities.



Strategic Goal 1

Recruit and admit sufficient numbers of applicants to meet the federal/state graduation target of 120 cadets.

Steps to implement Strategic Goal 1

Statewide Outreach.

Recruit a minimum of 250 applicants for each class.

Conduct eight mandatory orientations per class.

Admit 156 applicants at the start of each class.

Begin each 20 week school phase of the program with a minimum of 130 cadets.

Strategic Goal 2

Maintain a service model and related activities that involves the staff in placement activities to meet or exceed 70% cadet placement at the end of the twelve month post residential phase. (Placement = High School, College, Employment, Military Service).



Steps to implement Strategic Goal 2

Maintain a service model that provides the current staffing model utilizing three casemanagers, two counseling staff, one admissions recruiter, and one supervisor.

Develop work schedules and contact schedules that will focus on weekends, late afternoon and early evenings to ensure 70% contact and compliance is maintained on a monthly basis.

Case managers will work with cadets throughout the residential phase to develop a lasting relationship.

Strategic Goal 3

Establish partnerships with local school districts and constituents to develop statewide interest and representation while providing enrollment opportunities to all parts of the state population centers.

Steps to implement Strategic Goal 3

Recruit and admit demographic representation that reflects 70% of the cadets are from West of the cascades population center and 30% east of the cascades for each class.

Recruit and admit a minimum of 20% minorities.

Provide a minimum of eight pre-determined on site visitations and orientations for prospective cadets, schools and stakeholders each class.

Four of the orientations per class will be bilingual (English/Spanish).

Operate a statewide recruiting plan with an adequate budget to support outreach.

Strategic Goal 4

Each cadet will improve in academic achievement and increase their grade level during the 22 week residential phase.

Steps to implement Strategic Goal 4

100% of the cadets will improve their academic achievement as a company average and individually as measured by the TABE (Testing of Adult Basic Education) evaluation.

100% of the cadets will achieve one of the following:

High School diploma.

GED.

Eight Oregon high school certified credits.

100% of the cadets will participate in the required mandatory eight core components as described in the NGB Master Cooperative Agreement and documented in CAIRS, the national data system.



Strategic Goal 5

Develop a service learning model that is an extension of the classroom and focuses on civic responsibility, social action and community involvement.

Steps to implement Strategic Goal 5

100% of attending cadets will complete a minimum of 80 hours of service learning and community service involvement during the 22 week cycle.

Cadets will complete the required tasks identified in the NGB Master Cooperative Agreement.

Maintain the current intergovernmental agreements with our community partner.

Mission – A premier Science, Technology, Engineering and Mathematics (STEM) program. Through the use of a DoD-approved, highly acclaimed 25-hour curriculum, the STARBASE program exposes young minds, including those considered to be at-risk, to Science, Technology, Engineering, and Mathematics (STEM) concepts in a “hands-on, minds-on” interactive learning environment and inspires them to consider careers in these areas. Through the STARBASE program, young people are made aware of the wide range of STEM career opportunities available to them that they otherwise may not have known about. With the addition of an afterschool and summer programs, STARBASE is increasing its ability to reach more youngsters. There are two STARBASE sites in Oregon, one at the Portland Air Base, the other at Kingsley Field in Klamath Falls.

Strategic Goal 1

Deliver all STARBASE program elements to Oregon school children in the Portland Metro Area and communities in Klamath Falls region.

Steps to implement Strategic Goal 1

Continue delivering standard STARBASE curriculum to schools in the Portland and Klamath Falls areas.

Implement STARBASE 2.0 after school program at selected schools in the Portland area (FY13).

Implement STARBASE summer program in Portland Metro Area (Summer FY12).

Expand STARBASE 2.0 in Klamath Falls.

Continue Summer program in Klamath Falls.

Strategic Goal 2

Enhance the quality of STARBASE Oregon programs.

Steps to implement Strategic Goal 2

Achieve level II performance level for both Oregon STARBASE programs in FY12.

Achieve level III performance level for both Oregon STARBASE programs by FY14.



Strategic Goal 3

Increase community awareness and support for STARBASE in Oregon.

Steps to implement Strategic Goal 3

Active participation in Metro Portland Science, Technology, Engineering, and Mathematics (STEM) Partnership.

Work with National Guard Public Affairs offices to increase media coverage of STARBASE activities, results, and contributions.

Build and sustain relationships with STEM advocate groups including: local school districts, teacher education institutions, Workforce Network, Oregon ASK (state-wide afterschool network), Oregon Education Investment Board, and higher education institutions.

Work with Oregon Institute of Technology in delivering STARBASE 2.0 program in Klamath Falls.

Strategic Goal 4

Increase program capacity in Portland to better meet the demand from local schools (FY13).

Steps to implement Strategic Goal 4

Transition to a new facility on the Portland Air Base. This facility will allow us to locate all program activities in one place; provide capacity for up to 90 classes per year (currently 37); and allow for a much more efficient staffing model.

Strategic Goal 5

Working with 142 Fighter Wing Civil Engineers and local energy consortiums to make STARBASE Portland a demonstration site for energy conservation and sustainability (beginning in FY13).

Steps to implement Strategic Goal (5)

Installation of solar energy system.

Installation of wind energy system.

Strategic Goal 6

Increase available program funds.

Steps to implement Strategic Goal 6

Establish an active non-profit entity capable of generating additional funding for STARBASE Oregon (FY14).



Mission - The Service Member and Family Support program prepares, assists, and supports Service Members and their Families for the challenges of local, State, and Federal military service.

Strategic Goal 1

Provide Service Member and Family assistance, information, referral, and follow-up services.

Steps to implement Strategic Goal 1

Provide crisis intervention and referral.

Provide trained geographically disbursed staff to assist Service Members and Families.

Develop community support partnerships.



Network with community resources and provide education on Service Member and Family needs.

Strategic Goal 2

Assist Service Members and Families obtain family wage jobs or long-term careers.

Steps to implement Strategic Goal 2

Establish cooperative arrangements with National Guard-friendly employers.

Encourage the use of military education benefits to establish long-term career plan.

Develop internship programs with National Guard-friendly employers.

Strategic Goal 3

Prepare, support and reintegrate Service Members and their families during the deployment cycle and other military separations.

Steps to implement Strategic Goal 3

Conduct pre-mobilization, Before They Leave, While They Are Gone, Before The Welcome Home, and 30/60/90 Day post-mobilization events.

Conduct Service Member and Family benefits training dur-



ing the Recruit Sustainment Program prior to basic and advanced individual training.

Conduct Family Outreach calls for any period of separation over 30 days.

Promote resiliency among Service Members and their Families to meet the challenges of military service.

Strategic Goal 4

Educate Family Members on available resources and benefits.

Steps to implement Strategic Goal 4

Conduct annual benefits briefings.

Provide training during events such as: Yellow Ribbon events, Recruit Sustainment Program, Mobility Processing, and Soldier Readiness Processing.

Operate regional Service Member and Family assistance centers and programs.

**Strategic Goal 5**

Promote the quality of life and resiliency of military children and youth.

Steps to implement Strategic Goal 5

Provide secure, timely, flexible, high-quality support services and enrichment programs.

Provide prevention initiatives that mitigate youth violence, gang activities, substance abuse, and at-risk behaviors.

Support youth throughout the deployment cycle and other military separations.

Conduct educator training to increase knowledge and support of military youth challenges.



Mission – Provide uniquely military capabilities to support local, state and federal law enforcement counterdrug operations. Also provides support to community coalitions and schools to help reduce the demand for illegal drugs. The level of support is contingent upon the amount of funding received.

Strategic Goal 1

Continue to provide law enforcement partners with skilled personnel and military capabilities in a manner that best supports state-wide efforts in identifying, disrupting, and dismantling of drug trafficking organizations.

Steps to implement Strategic Goal 1

Provide as many highly-skilled criminal analysts to law enforcement agencies and drug task forces throughout Oregon as funding permits.



Enhance information sharing between law enforcement agencies and task forces through the network of National Guard analysts embedded within those agencies.

Provide aerial observation support to law enforcement agencies in support of counterdrug operations, particularly in support of marijuana eradication as well as for other counterdrug-related efforts. In addition to providing an airborne platform, these airborne operations combine communication support, ground refueling teams, and leadership support.

Provide technological expertise to law enforcement agencies to assist with design and installation of unique investigative tools and systems.

Provide ground observation support in support of outdoor marijuana eradication efforts.

Provide transportation support. The Oregon National Guard provides specialized military vehicles (aerial or ground) to transport personnel, equipment and large quantities of confiscated contraband. Examples include transporting law enforcement officers using military tactical vehicles; heavy lift helicopters used to help large quantities of marijuana from remote grow sites, and trucks to transport supplies, equipment, and personnel during eradication missions.

Provide specialized training to law enforcement members.

Sustain and nurture existing relationships with law enforcement agencies, as well as the Oregon High Intensity Drug Traffic Area (HIDTA) organization, to ensure highest and best use of Oregon National Guard resources in counterdrug efforts.

Strategic Goal 1 cont.

Support HIDTA initiatives and strategies. These strategies include:

Identify the most serious and prolific drug trafficking organizations operating in Oregon HIDTA areas.

Create intelligence-driven drug task forces aimed at eliminating or reducing domestic drug trafficking of methamphetamine, heroin, cocaine and marijuana.

Share criminal intelligence with law enforcement agencies along the I-5 corridor between Mexico and Canada, neighboring states, and nationwide as appropriate.

Focus task force efforts at identified "high-value" drug trafficking organizations.

Provide an Intelligence and Investigative Support Center (ISC) that serves as a "one-stop research shop" and "coordination umbrella" that provides accurate, detailed and timely tactical and strategic drug intelligence to HIDTA initiatives, HIDTA participating agencies, and other law enforcement agencies as appropriate both locally and nationally.

Provide an Intelligence and Investigative Support Center (ISC) that serves as the primary investigative resource for technical support and equipment, to include state-of-the-art Title III and Pen Register equipment, GPS tracking equipment, crime analysis equipment, surveillance equipment, undercover equipment, video enhancement services, and computer forensic services.



Conduct field operations and investigations, which dismantle drug trafficking organizations through systematic and thorough investigations that lead to successful criminal prosecutions and forfeiture of their illicit assets. Provide quality training to law enforcement personnel to enhance their skills at investigating, prosecuting, and preventing drug trafficking and drug abuse at all levels and promote officer safety.

Counterdrug Training. This mission allows the National Guard to utilize personnel with specific military training to assist drug law enforcement officers and community based organizations. Examples of training National Guard members provide include: marijuana aerial spotting, mission planning, map reading, compass navigation, GPS operations, night vision equipment, ground tactical movement, photo reconnaissance devices, booby trap awareness and tactical vehicle safety. Members of the National Guard Drug Demand Reduction section also provide training to community groups in a variety of subjects including adult mentoring, and drug abuse prevention.

Strategic Goal 2

The Civil Operations (formerly known as Drug Demand Reduction) mission will continue to provide a strong response to substance abuse in each community by helping to build effective local coalitions and supporting the implementation of community-wide drug prevention and education strategies.

Steps to implement Strategic Goal 2

Establish community coalitions as the cornerstone for all drug demand reduction missions and events.

Provide neutral and independent leadership, support and evaluation to community coalitions as a primary mission.

Introduce the Kaizen Project: rapid assessment tool for coalitions (only offered by the Guard).

Act as force multiplier for established coalitions by inviting our partners to join and participate in community coalition efforts.

Continue to provide our signature Guard Adventure program based on community needs assessments.

Strengthen and maintain current strategic partnerships at the local, state and national level, and establish new partnerships that will enhance and strengthen drug prevention and education efforts.

Increase and expand the knowledge base of DDR staff by searching out and making available applicable training opportunities and seminars/workshops.

Strategic Goal 3

Increase organizational efficiency and improve flexibility in order to respond to anticipated changes in program funding.

Steps to implement Strategic Goal 3

Minimize financial liabilities of the Counterdrug Support Program through personnel management policies.

Ensure personnel are trained to provide a wide range of duties in support of program objectives.

Develop contingency cost reduction plans to support potential changes in program funding.



Mission – Augment the Oregon National Guard as an internal force to provide and understanding of county/local emergency operations, to participate in training exercises, to know the National Guard units and their capabilities, to advise the Joint Operations Center and local commanders on emergency needs and to replace the Oregon National Guard as a State force when the Guard is mobilized and ordered into federal service.

Strategic Goal 1

Establish the Oregon State Defense Force (ORSDF) as a professional military organization.

Steps to implement Strategic Goal 1

Provide training & modeling to members of the ORSDF in military courtesies & protocols.

Initiate an enlisted refresher course to promote the enlisted leadership.

Provide military leadership for Warrant Officers through sessions with NG WOs & an Officer Candidate Program.

Officer military leadership training will take place during a year long Officer Candidate School & ongoing leadership training sessions.

Strategic Goal 2

Participate in training to increase proficiency in emergency operations.

Steps to implement Strategic Goal 2

Ensure ORSDF members have taken ICS courses commensurate with their rank & position.

Provide emergency operations training during semi-annual trainings.

Participate in Emergency Operations exercises with the OR National Guard (Vigilant Guard), Office of Emergency Management, or county Emergency Operations Centers.

Develop and conduct emergency operations exercises with county emergency management staff locally & regionally.

Strategic Goal 3

Be a force multiplier to the Oregon National Guard during emergency operations.

Steps to implement Strategic Goal 3

ORSDF personnel meet & know National Guard & Emergency Operations personnel in their AORs/ county.



Strategic Goal 3 cont.

ORSDF personnel are prepared to assist in bringing NG personnel onto State Active Duty - perform RSOI function.

Provide training to certify Liaison Officers who are assigned to Emergency Operations Centers during training exercises and emergencies.

Strategic Goal 4

Be a force multiplier for the ORNG Information Security Management Team (J6).

Steps to implement Strategic Goal 4

Provide licensed and trained radio personnel to establish HF, VHF, and wire communication backup at EOCs, the JOC or field locations as needed.

Work with the J6 to establish a VHF/UHF repeater on Mary's Peak.

Ensure SDF communication personnel have CAC cards issued and maintained to ORNGR standards.

Serve as a liaison to the HAM radio community - MARS, ARIES, RACES to ensure strong relationships are built and maintained to enhance overall communications during emergencies.

Operations Division

Mission – *To provide property management, facilities maintenance and modernization, construction, facilities procurement, contracting, environmental and planning support for all Oregon Army National Guard real property infrastructure.*

Strategic Goal 1

Maintain and modernize Oregon's Armories, suitable for housing Army National Guard units and in support of local communities for public use and in times of natural disaster or emergencies.

Steps to implement Strategic Goal 1

Replace the oldest and most inadequate facilities through capitol construction projects when it does not make economic or operational sense to contemplate remodeling the facility.

Remodel the oldest and most inadequate facilities through capitol construction projects where economically and operationally feasible.

Through the State budget process restore an adequate budget and maintenance staff to meet minimum needs for the 2013-15 biennia.



Strategic Goal 1 cont.

Provide maintenance activities that maintain or extend the longevity of Oregon Military Department facilities and training areas.

Manage scarce fiscal resources responsibly and prudently to achieve / maintain minimum service levels.

Utilize the reduced staff creatively to continue to provide maintenance activities that focus on essential elements of the facilities and overall aesthetics.

Perform preventative maintenance activities that extend the life of aging facility systems.

Record and prioritize deferred maintenance to be prepared for funding availability and expenditure on the greatest needs.

Strategic Goal 2

Comply with all applicable regulatory requirements at Oregon Military Department/Oregon Army National Guard facilities throughout the state.

Steps to implement Strategic Goal 2

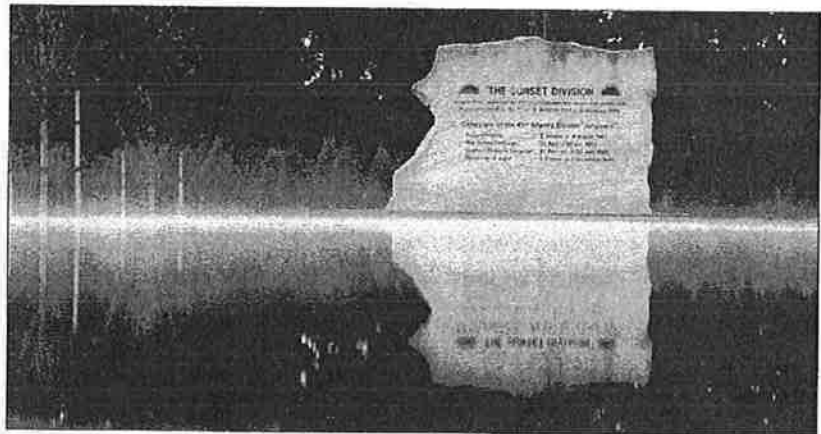
Maintain an organizational structure and current guidance for all personnel.

Complete annual inspections of all facilities to measure the level of compliance and required corrective actions.

Provide annual training on installations duties and program policies and procedures.

Maintain an OMD "Environmental Management System (EMS) that conforms to Army and ARNG Directorate policy and ISO 14001 standards.

Report to leadership (via Facilities Environmental Management Board) on a quarterly basis.



Strategic Goal 3

Conserve natural and cultural resources at Oregon Military Department/Oregon Army National Guard facilities.

Steps to implement Strategic Goal 3

Maintain Integrated Natural Resources Management Plans for Biak Training Center, Camp Adair, and Camp Rilea in accordance with applicable Department of Army and Army National Guard Directorate guidance.

Maintain qualified personnel on the OMD Environmental staff to manage natural resources.

Update natural resources management plans, when required.

Conduct annual reviews of Integrated Natural Resources Management Plans (INRMP) status with, at a minimum, US Fish and Wildlife Service and Oregon Dept of Fish and Wildlife.

Participate on the Natural Resources Working Group, sponsored by Legislative Commission on Indian Services.

Complete timely evaluations and maintain a list of OMD properties "eligible for the National Register of Historic Places".

Participate on the Cultural Resources Cluster Group, sponsored by Legislative Commission on Indian Services.

Obligate environmental funding provided by ARNG Directorate for valid natural and cultural resource management requirements.

Strategic Goal 4

Increase Oregon Military Department energy independence and reduce energy consumption.

Steps to implement Strategic Goal 4

Submit programming documents for Energy Conservation Investment Program federally funded projects.

Resource Efficiency Manager contracted staff support the Energy Program by development of energy projects and pursuit of alternative fund sources.

Pursue contracts for commercial/utility scale electric development such as Photovoltaic at Christmas Valley, Wave and Wind energy at Camp Rilea.



Strategic Goal 4 cont.

Conduct facility energy audits and submit programming documents for identified efficiency projects.

Successful completion of federal SRM projects reducing consumption and increasing efficiency.

Ensure that our capitol construction projects contemplate measures to produce energy, and reduce the use of energy.

Seek alternative funding to achieve a Net-Zero condition for capitol construction projects.

**Services Division**

Mission – Provides accounting, financial reporting, budget, human resources, payroll, procurement, contracting, analytical oversight and internal/external distribution services to the Oregon Military Department.

Strategic Goal 1

Publish policies addressing agency interpretations of state wide policies.

Steps to implement Strategic Goal 1

Conduct annual review of new state policies .

Continue to promote visibility/accessibility of policies by posting them to the agency website.

Strategic Goal 2

Explore the concept of agency wide consolidation of state information technology systems.

Steps to implement Strategic Goal 2

Create an IT consolidation committee with a charter and list of responsibilities.

Determine a time line for the implementation of IT consolidation.

Strategic Goal 2 cont.

Determine implications to current and future agency budget levels.

Determine necessary staffing requirements.

Consult with other state agencies who have consolidated IT functions.

Strategic Goal 2

Develop an efficient mechanism for allowing timely reimbursements from National Guard Bureau sponsored Cooperative Agreements.

Steps to implement Strategic Goal 3

Conduct an analysis of current reimbursement processes focusing on identifying areas in need of improvement.

Create a revised process map to show “value” time vs. “waste” time.

Engage federal representatives in the improvement process.

Use the information from the analysis and process map to help build a revised time line for the reimbursement process.

Strategic Goal 4

Full implementation of an agency wide Enterprise Risk Management plan.

Steps to implement Strategic Goal 4

Utilize internal audit function to bolster the implementation of agency Enterprise Risk Management.

Institute and empower an internal audit committee made up of representatives from each agency division.

Develop process associated with contracting internal audit functions to an outside third party



Strategic Goal 5

Develop an interactive database to allow supervisors to access/utilize reports to enhance personnel management actions.

Steps to implement Strategic Goal 5

Identify a method to reliably download and export data from Position Personnel Database (PPDB).

Identify an appropriate data management system for import.

Identify a secure means of providing updates to users.

Develop reports and electronic reporting systems for use by federal and state supervisors.

Strategic Goal 6

Recruit and retain a more diverse workforce.

Steps to implement Strategic Goal 6

Educate managers and make them aware of the benefits of expanded applicant pool.

Educate employees to be accepting of a diverse and inclusive workplace.

