



Arizona Department of Emergency and Military Affairs

Division of Emergency Management

2018-20 Strategic Plan



“We have a strategic plan. It’s called doing things.”

~ Herb Kelleher

Table of Contents

Foreword.....3

Executive Summary 4

Introduction.....6

 Foundations for the Plan..... 7

 Strategic Planning Methodology 8

Performance Measures 10

 Division Goals..... 11

 Goal 1 12

 Goal 2 14

 Goal 3 17

 Goal 4 20

Implementation and Evaluation..... 25

Foreword

My fellow Emergency Managers,

It is with great pride that I present to you the 2018-2020 Strategic Plan for the Arizona Department of Emergency and Military Affairs (DEMA), Division of Emergency Management. This document will not only guide our progression as an agency over the next several years but also that of the emergency management enterprise within Arizona. The complexity of the hazard environment and magnitude of disaster impacts is on the rise. As a direct result the emergency management community, as the responsible agent for coordinating consequence management during times of disaster, must do more to unify efforts, become more effective, and innovate when necessary to address greater challenges.



*DEMA Deputy Director/
Emergency Management Director
Wendy Smith-Reeve*

This plan builds upon several years of progression in professionalizing efforts to strategically achieve our mission. The advent of the Arizona Management System affords additional resources to contribute toward forward progress. The contents of this plan reflect the collaborative contributions of the staff and stakeholders. It is their expert ideas, suggestions and perspectives that give life to the vision of how the enterprise strengthens our whole community efforts, reduce complexity and close gaps, elevate Arizona's readiness for catastrophic disasters, and increase collaboration with all partners.

I genuinely appreciate the support of the team and whole community partners in assigning a high priority to achieve completion of the initiatives outlined in this plan. We have collective roles and responsibilities before, during, and after emergent events that require a seamless and coordinated effort to support Arizona's communities and residents in their greatest time of need. This plan will help ensure our collective success as well as the success of the mission when we are called upon to assist and support.

You are a vital member of an excellent team. I look forward to working with you as we seek desired progress and results together. Let's elevate our level of customer service in support of the residents and communities of Arizona and exceed their expectations!

Sincerely,

A handwritten signature in blue ink that reads "Wendy Smith-Reeve". The signature is fluid and cursive.

Wendy Smith-Reeve
Deputy Director, DEMA
Director, AZ Division of Emergency Management

Executive Summary

Now in its fifth iteration, the 2018-2020 Department of Emergency and Military Affairs, Division of Emergency (DEMA-EM) Strategic Plan, highlights the agency's efforts to support the whole community in disaster mitigation, preparedness, response and recovery. Building upon the goals, initiatives and results established and accomplished in previous years' planning cycles, the agency is continuing this process into 2020. The Division's goals are intended to tie directly to the Department of Emergency and Military Affairs' (DEMA) mission and vision statements and to enhance the emergency management community within Arizona. The overarching goals identified for DEMA-EM are:



GOAL 1

Strengthen Whole Community

Improve upon the ways we work together by enhancing cooperation, communication, coordination and leadership.

GOAL 2

Reduce Complexity and Close Gaps

Improve statewide coordination and delivery of emergency services.





GOAL 3

Ready Arizona for Catastrophic Disasters

Increase disaster resiliency across Arizona by cultivating partnerships and promoting planning, training and education on all phases of emergency management to the Whole Community.

GOAL 4

Collaborate as a Team

Enhance capabilities by building trust and unifying approaches to problem identification and solving.



The 2018-2020 plan was designed to maintain and improve upon agency priorities and successes achieved in previous planning cycles.

All DEMA-EM employees, including reservists, will be actively engaged and incorporated into the implementation process for each unique initiative through 2020. Staff members created fifty-six (56) specific initiatives, that when executed, will directly support DEMA's mission.

Results will be driven by the hard work and dedication to the mission of the agency by its employees. In a field such as emergency management, which can be so heavily dictated by the unpredictability of disasters, this is a true accomplishment.

The agency will continue the strategic planning process on an annual basis, with employees and our partner agencies and organizations. The agency's strategic planning will continue to advance the whole of community's efforts in making Arizona a more disaster resilient state.

Introduction



DEMA Mission

To provide military and emergency management capabilities to citizens of Arizona and the Nation.

DEMA Vision

A Department that will provide the best prepared organization capable of responding to Local, State and Federal missions.

Foundations for the Plan

Arizona is known for its ‘wild west’ heritage and rugged independent inhabitants. It’s with this in mind that we ask ourselves why we need Emergency Management in Arizona. Specifically, what problem does Emergency Management solve? The root cause centers on the fundamental role of government, public service.

Public service is the heart of Emergency Management. The discipline of Emergency Management exists to provide a managerial function to create the framework within which communities reduce vulnerability to hazards and become more resilient to disasters. Emergency Management assists residents and communities by coordinating and integrating all activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from all-hazards.

To be successful in this endeavor, Emergency Management must be strategic in approach and execution. This plan is executed for this purpose. Now in its fifth iteration, the 2018-2020 Department of Emergency and Military Affairs, Division of Emergency (DEMA-EM) Strategic Plan, highlights the agency’s efforts to support the whole community in disaster mitigation, preparedness, response and recovery. Building upon the goals, initiatives and results established and accomplished in previous years’ planning cycles, the agency is continuing this process into 2020.

To provide emergency management capabilities to Arizona we must:

- GOAL 1:** **Strengthen Whole Community**

- GOAL 2:** **Reduce Complexity and Close Gaps**

- GOAL 3:** **Ready Arizona for Catastrophic Disasters**

- GOAL 4:** **Collaborate as a Team**

Each of these goals is necessary, ambitious and achievable through teamwork. Necessary improvements are major undertakings and can occur only when we work together.

How are you making an impact?

“Increasing Arizona’s preparedness through statewide partnerships.”

~ Judy, Public Information Officer

“Strengthening core capabilities while building relationships.”

~ Rebecca, Exercise Coordinator

“Building Arizona capabilities for future risk.”

~ Matt, Assistant Director

“Sharing preparedness messages in unique ways.”

~Aprille, Reservist

“Helping individuals; helping families; helping communities.”

~ Dan, Human Services Coordinator

“Providing clarity for future emergency managers.”

~ Vanessa, Training Coordinator

What motivates you to serve?

"The constant search to find improvement."

~ Jesse, Search Rescue and Warning Coordinator

"An inherent desire to help others."

~ Charlie, Public Information Officer

"Helping communities become whole after disasters."

~ Ana, Grant Specialist

"Helping people on their worst day."

~ Kim, Assistant Director

"Giving back and keeping people informed."

~ Tressa, Reservist

"Supporting our great emergency management community."

~ Tim, Information Technology

Strategic Planning Methodology

This plan is developed and enacted to provide strategic direction for the Division of Emergency Management over the next three years. All staff efforts will be well documented and where appropriate plans for sustainment will be written and adopted to ensure continued success.

Shared Responsibility

It is DEMA-EM's desire to foster a "Whole Community" approach to emergency management, and that begins within the agency itself. While overall agency goals have been presented in this document, it was important to receive meaningful comments and ideas from all within the organization. By presenting the opportunity for the DEMA-EM team to find its own way, and allowing employees to define what is meaningful to them within our agency goals, we have a better chance of collective success. Inclusivity allows for each team member to have ownership of the process and share in positive results.

DEMA-EM also believes this to be true outside of the agency and beyond. Emergency preparedness, mitigation, response and recovery are the responsibility of the "Whole Community." From first responders to community churches, air quality professionals and tribal relations – it takes a village to address all-hazards.

Empowering DEMA-EM staff and the emergency management community assures greater likelihood of success in achieving our vision of providing the best prepared organization capable of responding to local, state and federal missions.

Lessons Learned

Arizona has previously experienced disasters that have left communities devastated. This will not change. The likelihood of recurrence in the future is anticipated to increase.

Disasters and emergencies, originating from natural hazards, in Arizona are often spontaneous and unpredictable. Flash flooding and wildland fires in Arizona are very similar to no-notice terrorist and cyber attacks that are prevalent in the modern threat environment. These hazard dynamics, and the rise in frequency and uncertainty of future occurrences, drive the need for strategic planning on improving emergency management capabilities in Arizona.

Further, it is also important to acknowledge the recent devastation from hurricanes and wildland fire and the changing global threat environment from hostile nations that have challenged emergency management counterparts throughout the United States. Arizona must share in the lessons learned by states and territories that have experienced catastrophe and newly emerging threats in 2017, including nuclear intercontinental ballistic missiles. While Arizona used to be considered relatively risk adverse, when compared to states located on coastal regions, this can no longer be the collective mindset. Arizona must ensure a future where residents and communities anticipate catastrophic disasters and build resiliency to their impacts.

Foresight

Emergency Management in Arizona must be progressive to prepare for and address potentially more frequent and consequential disasters and emergencies. Not only do emergency managers need to anticipate future disasters, they also must be creative and innovative in efforts to build disaster-resistant and disaster-resilient communities. This begins with comprehensive assessment of the hazard environment as informed by all available scientific data.

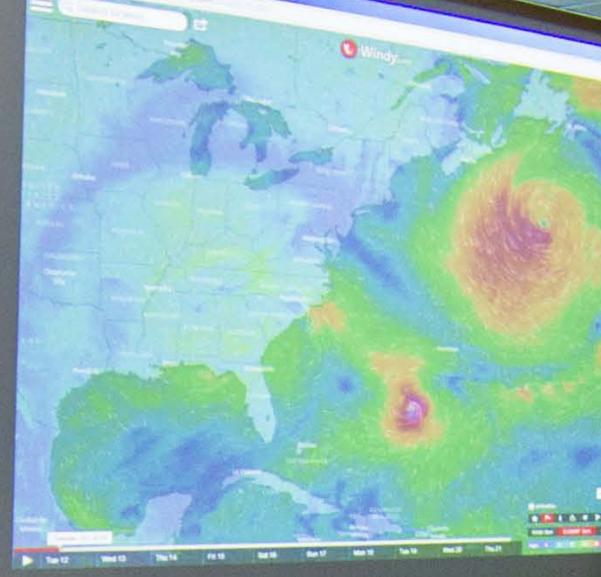
What is certain is that Arizona is geographically located in the Southwest. This is the hottest and driest region in the United States. The availability of water has defined the landscape and civilization historically and is critical to future residency and economy. Negative adaptations to regional climate pose grave challenges to Arizona due to expectations that Arizona will get hotter and drier in the future. Foresight in hazard assessment and risk management require anticipation that water sources, the region's most precious resource, will be increasingly stressed in the future by severe and sustained drought. It should also be anticipated that any worsening drought in Arizona will create environmental conditions that can increase the risk of other hazards such as wildfire, flash flood, landslides and debris flows.

This plan has integrated these themes as a methodology for establishment of aspirational goals intended to bring about adaptive change and continuous improvement to address future risk with the whole of community in Arizona.



“Emergency managers today, at all levels, must be prepared to deal with an ever changing and increasingly complex set of challenges that test traditional approaches to disaster and emergency preparedness and response.”

~ Director Smith-Reeve



Performance Measures

2018-20 Division Goals

The strategic goals in the 2018-2020 plan generated fifty-four (54) specific and unique initiatives that, when executed, will directly support DEMA's mission and the whole community in disaster mitigation, preparedness, response and recovery. As was the case in development, all DEMA-EM employees, including reservists, will be actively engaged and incorporated into the implementation process for each initiative through 2020 and beyond.

- *Implementation steps, timelines, and responsible parties have been established during this process and are essential for monitoring progress. However, these items have not been included in the strategic plan, but can be found in the Excel file that accompanies this plan in the shared network directory.*
- *Any incomplete initiatives, in a calendar year, will be reviewed and revised for completion to continue progress and accomplish the strategy.*
- **Yellow** highlighting denotes Director's Office oversight.



Goals = the broad outcomes

Initiatives = the overall project that is to be accomplished

Steps = the measurable action steps to achieve project completion





GOAL 1: STRENGTHEN WHOLE COMMUNITY

- “Whole Community” is Arizona’s approach to emergency management which frames all-hazard preparedness, response, recovery and mitigation as the shared responsibility of:
 - federal, tribal, state and local governments;
 - non-governmental and faith-based organizations;
 - private sector businesses; and
 - communities, families and individuals.
- It is the shared responsibility of the Whole Community to build disaster resiliency through: understanding and supporting the needs of the community; engaging and empowering all parts of the community; and investing in what works well in the community.
- Constant pursuit of the strongest Whole Community is essential for future consequence management in Arizona. It is our shared responsibility to work diligently on this in a teamwork fashion that places great emphasis on communication, coordination and collaboration.

GOAL 1: STRENGTHEN WHOLE COMMUNITY

Improve upon the ways we work together by enhancing cooperation, communication, coordination and leadership.

Initiative 1.1

Enhance Intra-agency coordination through “Generalist Reservist” program

Baseline	2018	2019	2020
25%	75%	100%	Sustain

Initiative 1.2

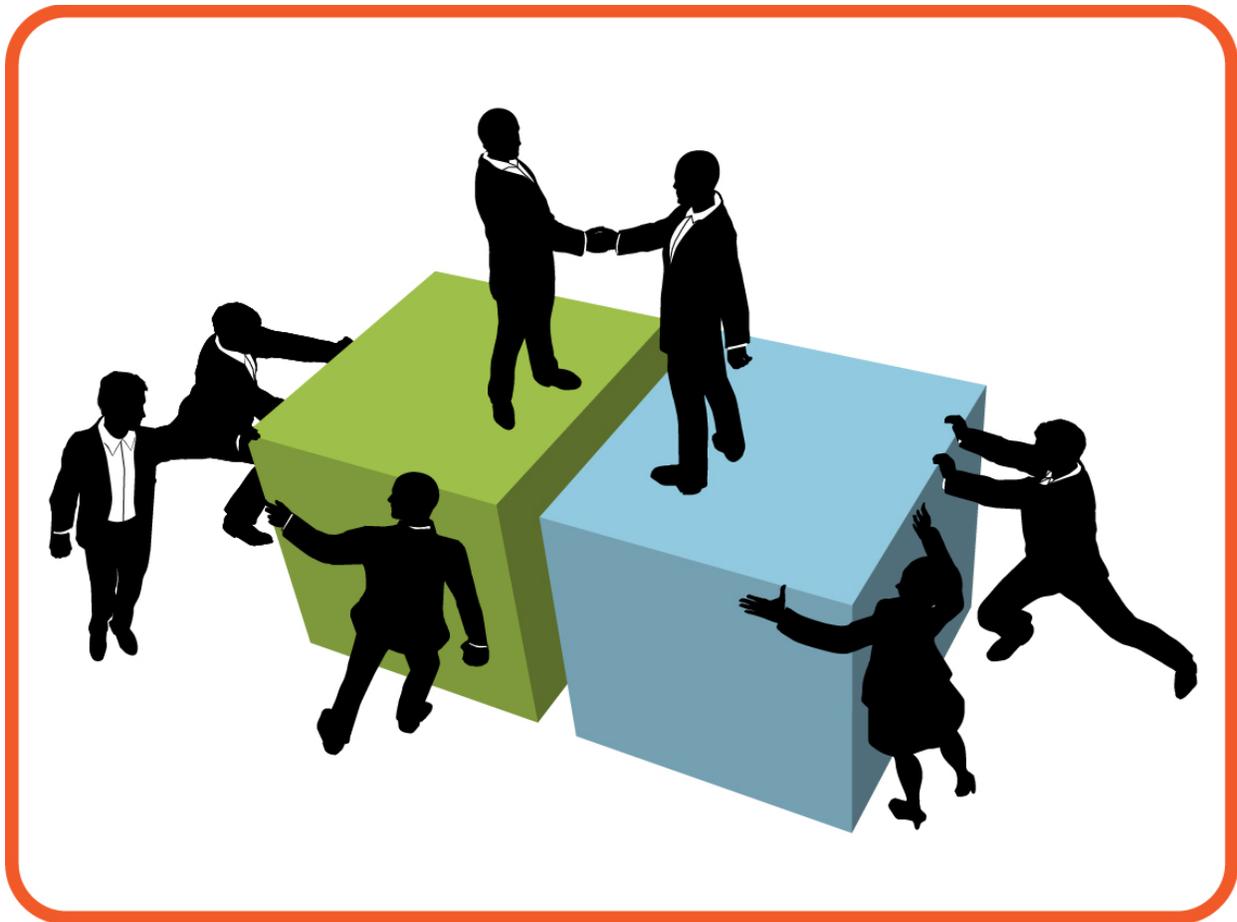
Develop documentation for all Division processes, including emergency management administered grant programs

Baseline	2018	2019	2020
10%	80%	100%	Sustain

Initiative 1.3

Improve upon planning and execution of annual Arizona Preparedness Symposium

Baseline	2018	2019	2020
75%	90%	95%	100%



GOAL 2: REDUCE COMPLEXITY AND CLOSE GAPS

- All disasters and emergencies begin and end at the local level. The State of Arizona supports the needs of impacted jurisdictions as requested and coordinates information and resources with the Whole Community through DEMA's Division of Emergency Management.
- While simply stated and framed by overarching planning (The State Emergency Response and Recovery Plan) and organization (State Emergency Operations Center), this focus on support and coordination is not void of complexity. When unmitigated, complexity can cause inefficiency and expedite gaps in the support and coordination provided by the State of Arizona.
- Reducing complexity and closing gaps is essential to delivering faster, better mission outcomes for the residents and communities we serve. In the interest of continuous improvement on productivity, quality and service, we will measure, we will perform, and we will deliver results that focus on customer value and vital mission outcomes.

GOAL 2: REDUCE COMPLEXITY AND CLOSE GAPS

Improve statewide coordination and delivery of emergency services.

Initiative 2.1

Refine the NIMS program for Arizona

Baseline	2018	2019	2020
25%	100%	Sustain	Sustain

Initiative 2.2

Develop a policy and work plan for management and administration of the Nuclear Emergency Management Fund

Baseline	2018	2019	2020
10%	65%	85%	100%

Initiative 2.3

Enhance, identify, procure and implement a new learning management system (LMS)

Baseline	2018	2019	2020
50%	100%	Sustain	Sustain

Initiative 2.4

Establish and enhance Arizona's Commodity Capabilities during crisis

Baseline	2018	2019	2020
10%	50%	100%	Sustain

Initiative 2.5

Develop resource inventory and related procedures for state/tribal/county/local resources in Arizona

Baseline	2018	2019	2020
0%	25%	100%	Sustain

Initiative 2.6

Enhance SARFORCE through development and deployment of Geospatial Information Systems capabilities

Baseline	2018	2019	2020
0%	75%	100%	Sustain

Initiative 2.7

Enhance interagency collaboration with the ACTIC (AZ Counter Terrorism Information Center)

Baseline	2018	2019	2020
10%	50%	75%	100%

Initiative 2.8

Develop and implement a beta test course to determine the results of a student made and reviewed mitigation project application

Baseline	2018	2019	2020
25%	100%	Sustain	Sustain

Initiative 2.9

Conduct capability gap analysis from National Mass Care Exercise (NMCE) after-action review and implement improvement plan

Baseline	2018	2019	2020
0%	25%	75%	100%

Initiative 2.10

Enhance information sharing between State agencies, regional Incident Management Teams (IMTs), and private sector organizations before, during and after a disaster

Baseline	2018	2019	2020
50%	100%	Sustain	Sustain



GOAL 3: READY ARIZONA FOR CATASTROPHIC DISASTERS

- Life-altering disasters and emergencies that overwhelm government, threaten security, and cause economic and social harm to communities are on the rise. While continuing to be adverse to catastrophic disaster, Arizona must prepare for a future that is prone to more regular occurrence of incidents of this magnitude.
- Building upon a strengthened Whole Community, a collective readiness will be promoted, advocated for and ultimately enhanced.
- A ready and resilient Arizona is essential for successful and appropriately executed response and recovery missions.

GOAL 3: READY ARIZONA FOR CATASTROPHIC DISASTERS

Increase disaster resiliency across Arizona by cultivating partnerships and promoting planning, training and education on all phases of emergency management with the Whole Community.

Initiative 3.1

Enhance post-disaster recovery plan template

Baseline	2018	2019	2020
50%	75%	100%	Sustain

Initiative 3.2

Develop course delivery framework for Arizona's field delivery of EMI's emergency management Basic Academy

Baseline	2018	2019	2020
20%	100%	Sustain	Sustain

Initiative 3.3

Explore feasibility of incorporating private sector resources into the Emergency Management Assistance Compact (EMAC)

Baseline	2018	2019	2020
20%	80%	100%	Sustain

Initiative 3.4

Develop ten Mission Ready Packages (from resource inventory developed under Initiative 2.5) for use in the State Emergency Operations Center and with the Emergency Management Assistance Compact (EMAC)

Baseline	2018	2019	2020
0%	50%	100%	Sustain

Initiative 3.5

Enhance Arizona's Firewise program, in partnership with the Arizona Department of Forestry and Fire Management, through incorporation of Arizona's Community Organizations Active in Disasters (COAD)

Baseline	2018	2019	2020
0%	50%	75%	100%

Initiative 3.6

Improve and complete Arizona's Disaster Housing Strategy based upon lessons learned from the 2018 National Mass Care Exercise

Baseline	2018	2019	2020
50%	75%	100%	Sustain

Initiative 3.7

Support Development of State of Arizona cabinet agency and legislature Continuity of Operations (COOP) / Continuity of Government (COG) planning, training and exercise through coordination with Capitol Mall agency emergency/risk managers

Baseline	2018	2019	2020
10%	100%	Sustain	Sustain

Initiative 3.8

Develop a formal orientation course for new emergency managers in Arizona

Baseline	2018	2019	2020
0%	50%	100%	Sustain

Initiative 3.9

Develop a "Tribal Considerations in Shelter Operations" course in partnership with the Salt River Pima-Maricopa Indian Community

Baseline	2018	2019	2020
0%	100%	Sustain	Sustain

Initiative 3.10

Develop monsoon social media preparedness graphics in English and Spanish

Baseline	2018	2019	2020
0%	33%	66%	100%

Initiative 3.11

Define and display DEMA's role in coordinating with and supporting the Whole Community through all phases of emergency management

Baseline	2018	2019	2020
0%	33%	66%	100%

Initiative 3.12

Increase disaster resiliency by developing social media content for the Whole Community

Baseline	2018	2019	2020
0%	33%	66%	100%

Initiative 3.13

Enhance rapid assessment of localized disaster impacts and initial post-disaster recovery planning through unique application of emerging technologies

Baseline	2018	2019	2020
0%	50%	75%	100%



GOAL 4: COLLABORATE AS A TEAM

- The most effective and efficient form of emergency management is one that is team based and collaborative. To be a team requires every individual understand their role and its criticality to success. This is what we strive for on a daily basis.
- When unified in Arizona, emergency management represents a powerful collaborative force capable of making our residents and communities stronger and more resilient.
- A strong Whole Community that is ready for tomorrow's catastrophe is only possible with teamwork founded on trust and focused on collaborative solutions to identified problems.

GOAL 4: COLLABORATE AS A TEAM

Enhance capabilities by building trust and unifying approaches to problem identification and solving.

Initiative 4.1

Enhance the Emergency Management Accreditation Program (EMAP) in Arizona

Baseline	2018	2019	2020
25%	50%	75%	100%

Initiative 4.2

Support County and Tribal Nation emergency managers in their implementation of mitigation measures identified in FEMA approved mitigation plans

Baseline	2018	2019	2020
25%	50%	100%	Sustain

Initiative 4.3

Implement all-hazard model into off-site nuclear plant response and Arizona Reasonable Assurance Program

Baseline	2018	2019	2020
25%	50%	75%	100%

Initiative 4.4

Revise and implement internal training program for all DEMA-EM staff

Baseline	2018	2019	2020
25%	50%	75%	100%

Initiative 4.5

Enhance exercise program through inclusion of priorities from incident and exercise improvement plans and the State Preparedness Report and THIRA

Baseline	2018	2019	2020
25%	75%	100%	Sustain

Initiative 4.6

Enhance State Mutual Aid Response Team (SMART) program

Baseline	2018	2019	2020
50%	75%	100%	Sustain

Initiative 4.7

Support County Sheriff Association and Arizona Search and Rescue Coordinators Association in establishing position specific training and certification program

Baseline	2018	2019	2020
25%	50%	100%	Sustain

Initiative 4.8

Revise and enhance Public Assistance Standard Operating Procedures

Baseline	2018	2019	2020
25%	50%	100%	Sustain

Initiative 4.9

Create deployment map to showcase nationwide mutual aid provided through the Emergency Management Assistance Compact (EMAC)

Baseline	2018	2019	2020
25%	75%	100%	Sustain

Initiative 4.10

Develop and implement statewide Ready, Set, Go! Public awareness campaign

Baseline	2018	2019	2020
0%	75%	100%	Sustain

Initiative 4.11

Evaluate, identify and implement an outside DEMA call center option

Baseline	2018	2019	2020
0%	25%	50%	100%

Initiative 4.12

Evaluate, identify and implement a refresh to the AzEIN website that includes American Sign Language (ASL) database and the key components of Emergency Kit Cookoff (EKC)

Baseline	2018	2019	2020
0%	25%	50%	100%

Initiative 4.13

Streamline the public records request process to minimize time to complete

Baseline	2018	2019	2020
0%	25%	50%	100%

Initiative 4.14

FirstNet Phase #1: evaluate and prioritize private sector providers for cellular, wireless and data services

Baseline	2018	2019	2020
25%	50%	75%	100%

Initiative 4.15

FirstNet Phase #2: evaluate and prioritize private sector providers for cellular coverage in Arizona and potential application impacts on deployment with DEMA-EM Division

Baseline	2018	2019	2020
0%	50%	75%	100%

Initiative 4.16

FirstNet Phase #3: Implement FirstNet within DEMA-EM Division

Baseline	2018	2019	2020
0%	0%	25%	100%

Initiative 4.17

Explore Verizon OneTalk Voice over Long Term Evolution (VOLTE) for potential application with mobile satellite interoperable platforms

Baseline	2018	2019	2020
0%	50%	100%	Sustain

Initiative 4.18

Assess alternatives for and future viability/sustainment of DEMA-EM Division mobile communications vehicle

Baseline	2018	2019	2020
0%	50%	100%	Sustain

Initiative 4.19

Complete implementation of and full migration to Google platform

Baseline	2018	2019	2020
25%	100%	Sustain	Sustain

Initiative 4.20

Transition to cloud environment for data storage

Baseline	2018	2019	2020
0%	50%	100%	Sustain

Initiative 4.21

Assess viability and process for single point user login

Baseline	2018	2019	2020
0%	0%	50%	100%

Initiative 4.22

Develop and implement plan for end of life computer hardware transition to Google products

Baseline	2018	2019	2020
0%	50%	100%	Sustain

Initiative 4.23

Develop new WebEOC instance with Whole Community partners

Baseline	2018	2019	2020
0%	25%	50%	75%

Initiative 4.24

Develop and automate a standard incident reporting processes utilizing WebEOC platform

Baseline	2018	2019	2020
50%	100%	Sustain	Sustain

Initiative 4.25

Implement enterprise solution for statewide mass notification capability

Baseline	2018	2019	2020
25%	50%	75%	100%

Initiative 4.26

Situational Awareness Phase #1: Finalize implementation of singular centralized web-based communication platform between DEMA and the Governor's Office

Baseline	2018	2019	2020
75%	100%	Sustain	Sustain

Initiative 4.27

Situational Awareness Phase #2: Finalize implementation of singular centralized web-based communication platform within the enterprise of State of Arizona government agencies

Baseline	2018	2019	2020
25%	50%	100%	Sustain

Initiative 4.28

Situational Awareness Phase #3: Finalize implementation of singular centralized web-based communication platform within Whole Community stakeholders (tribal nations, counties, non-governmental organizations, etc.)

Baseline	2018	2019	2020
10%	50%	75%	100%

Implementation and Evaluation

The consequence management environment is very fluid and ever evolving. The Emergency Management Division must remain adaptable and flexible in its pursuit of success. As a member of the Whole Community, the Division will routinely engage with partners soliciting their analysis and feedback. The Division will consider challenges to success against performance measures throughout the life of the 2018-20 Strategic Plan. As a whole, the Division will meet at the end of each year to review accomplishments and best practices where goals were achieved, as well as lessons learned and areas for improvement.

Implementation of this plan has already begun and progress will be sustained through established internal governance structures. To ensure success, each initiative will be led and championed by assigned and accountable staff members. These initiative leaders will work directly with assigned support staff in cross-organizational teams to advance the plan and its goals. A summary of the year's activities will be compiled and made available to all staff, setting the stage for development of refined and new initiatives each year.



Arizona Department of Emergency & Military Affairs
5636 E. McDowell Road, Phoenix, AZ 85008
(602) 267-2700 | (602) 244-0504 | dema.az.gov