

# Arizona Department of Emergency and Military Affairs Annual Report 2011-12



*Governor Janice K. Brewer*

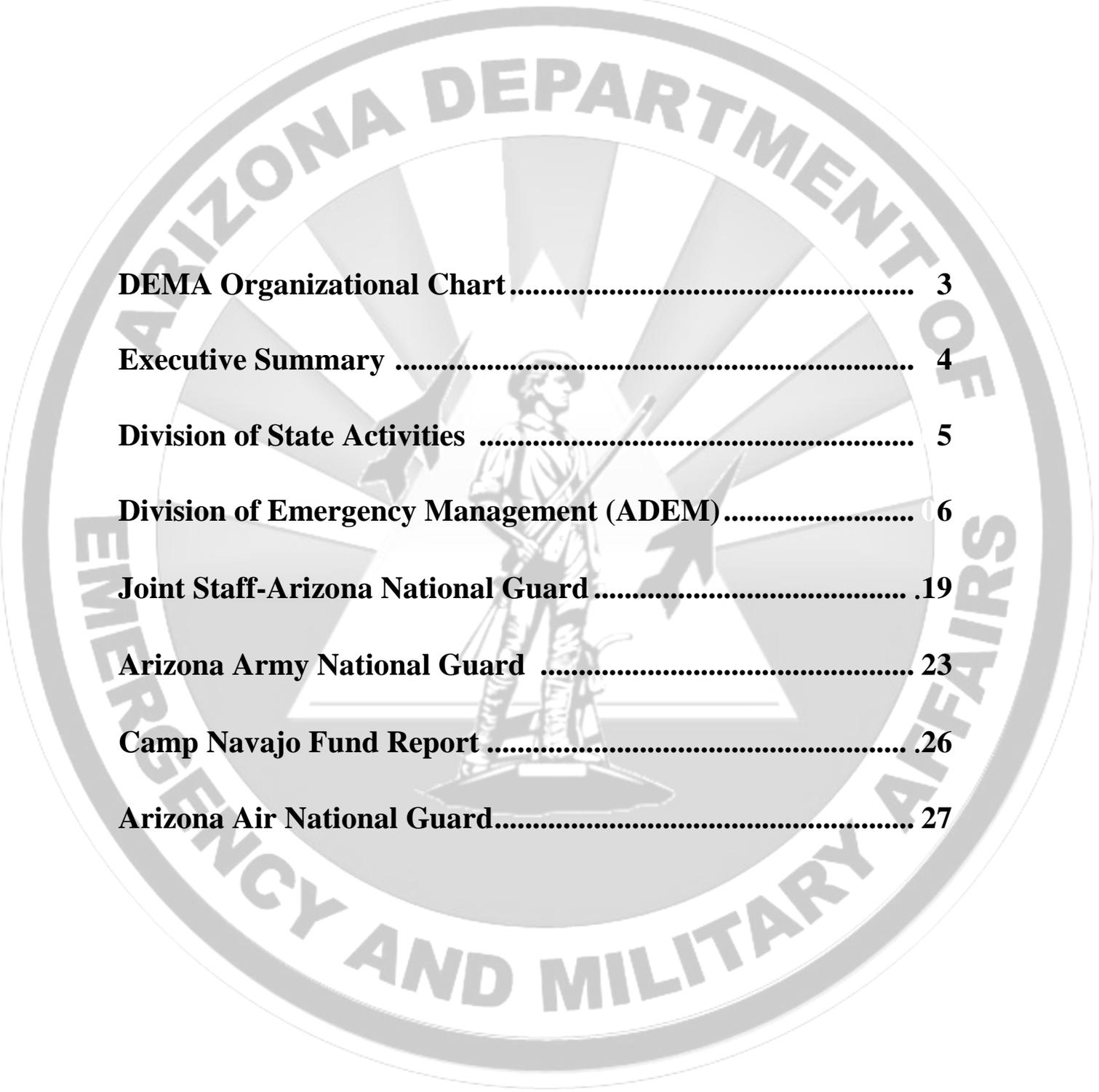


*M.G. Hugo E. Salazar  
The Adjutant General of Arizona*

## *Our Vision*

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

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# Arizona Department of Emergency and Military Affairs Organizational Chart



Janice K. Brewer  
Governor



MG Hugo E. Salazar  
The Adjutant General



Mr. John Burk  
Senior Executive Officer  
Division of  
State Activities



Mr. Lou Trammell  
Director - Arizona  
Division of  
Emergency Management



BG Jose Salinas  
Director - Joint Staff  
Arizona National Guard



BG Alberto Gonzalez  
Asst. Adjutant General  
Arizona Army  
National Guard



Vacant  
Asst. Adjutant General  
Arizona Air National  
Guard

The Department of Emergency and Military Affairs' mission is *"To provide military and emergency management capabilities to citizens of Arizona and the Nation."*

DEMA is divided into three divisions: Administration, Emergency Management, and Military Affairs. The Administration program coordinates the activities of the other programs and provides overall financial, contracting, personnel, and auditing actions, in addition to overseeing Project Challenge which supports at-risk youth. The Emergency Management program prepares and coordinates emergency response plans, training, and exercises for the state while responding to and recovering from disasters. The Military Affairs program contains the Army National Guard and the Air National Guard programs each of which develop, train, and sustain a military force for the protection of life and property, preservation of peace, and support for state and federal missions. Military Affairs also administers the Joint Counter Narco-terrorism Task Force, the Weapons of Mass Destruction Civil Support Team, and the State Partnership Program with the Republic of Kazakhstan.



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## Executive Summary

The Department of Emergency and Military Affairs (DEMA) accomplished its mission to “provide military and emergency management capabilities to citizens of Arizona and the Nation” in fiscal year 2012. The three divisions of DEMA, Administrative Affairs, Emergency Management, and Military Affairs, achieved DEMA’s strategic goals which were to:

- Provide a force structure that is relevant, balanced and capable for current and future missions
- Optimize resources (facilities, equipment, and personnel)
- Increase partnership/value to the community, state, and nation

The state and federal employees of the Agency also lived up to DEMA’s values of being “ready, responsive, and reliable with honor and integrity.” DEMA protected lives and property, deployed and returned Soldiers and Airmen from Overseas Contingency Operations, and prepared citizens for disasters while being an exceptional steward of taxpayer dollars. The following are highlights from DEMA’s activities during the fiscal year.

### Emergency Management

The Arizona Division of Emergency Management developed and strengthened partnerships within the State to protect the health and safety of people and property. Destructive flood potential areas in the Nogales Wash Channel and post-fire flood prone areas of the Gladiator, Horseshoe II, Locust, Monument, Murphy Complex, Schultz, Sunflower, Wallow, and Whitewater-Baldy Complex Fires received special attention. Ongoing emergency planning and mitigation measures addressed the threat arising from these locations where fires burned intensely and changed the runoff characteristics of the watershed. Currently, Arizona has fifteen open state disasters, six of which are also federal declarations. Of the fifteen, seven are in final phases and will terminate in FY13, seven are active and one supports the ongoing drought status for the State.

On November 3-6, 2011, the Arizona National Guard and the Division of Emergency Management conducted the largest emergency management exercise in Arizona’s history called Vigilant Guard. The exercise included over 200 agencies and 8000 participants. One thousand five hundred military personnel participated including National Guard members from five States and active duty members from U.S. Northern Command. The exercise utilized the Arizona Director of the Joint Staff as a Dual Status Commander in charge of active duty and National Guard forces in a nuclear disaster scenario. Vigilant Guard demonstrated the importance of interagency coordination and a unified effort amongst all jurisdictions. Should catastrophe strike, Arizona is better prepared to respond.

### Military Affairs

The Arizona Army and Air National Guard provided trained and ready forces that executed domestic and overseas contingency operations. The Army National Guard has 5,153 Soldiers assigned with 414 deployed worldwide. The Air National Guard has 2,459 Airmen assigned with multiple units and individuals who deployed throughout the year. Both the Army and Air National Guard contributed forces to Vigilant Guard, the State Partnership Program with the Republic of Kazakhstan, and the border security mission (Operations Copper Cactus and Guardian Eye). National Guard Soldiers and Airmen were also called to State Active Duty in support of the Wallow and Monument fires. The operations tempo remains high for all National Guard units as they prepare for and execute their missions daily. Building a resilient National Guard force through individual and family support programs that sustain Soldiers and Airmen on and off duty is a significant focus of the Agency and the top priority of The Adjutant General.

The Department of Emergency and Military Affairs will continue to be a dynamic state agency that is prepared to accomplish its mission while adapting successfully to the inevitable changes in resources and environments in which the agency operates.



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## Division of State Activities

### Division Overview

The Division of State Activities oversees the Agency's administrative affairs of the Department of Emergency and Military Affairs (DEMA) which includes Human Resources, Resource Management, State Contracting, Internal Auditing, and Arizona Project ChalleNGe (at-risk youth program). Additionally, the Division includes the Legislative Liaison office and the Senior Executive Officer, John Burk, serves as the Designated Lobbyist for the Agency. The Division is also responsible for the administration of the Military Installation Fund and staffs the Arizona Military Affairs Commission. The Division develops and maintains DEMA's policies and ensures compliance with applicable State and Federal laws, regulations, and directives.

### Military Installation Fund & Military Affairs Commission

The Military Affairs Commission (MAC) met twice during FY 12 after DEMA took over responsibilities for fund administration. With the restoration of the MIF to approximately \$5 million, the MAC met to discuss past, present, and future projects that included legislative updates and discussion of essential partnerships that support MAC initiatives. A committee was created to revise and submit the rules to the Governor's Regulatory Review Council (GRRC) for approval; the rules revision process is ongoing.

### Project ChalleNGe

The National Guard at-risk youth education program, known as Arizona Project ChalleNGe, was not funded in FY12 but continued its 19<sup>th</sup> year of operations by conducting two classes at its campus in Queen Creek. The program was not funded for FY 13. Consequently, the program was suspended with concurrence from National Guard Bureau while alternative funding sources are pursued. Below is a list of program accomplishments in FY12.

During FY 2011-12, the Project ChalleNGe program achieved the following:

- 250 Number of Cadets Applied
- 90 Academic Credentials/Graduated
- 14 Cadets were Awarded GEDs
- 14 Cadets received High School Diplomas while in-Residence
- 20 Cadets received High School Diplomas while in Post-Residence Program
- 90 Cadets recovered One Semester of High School Academic Credits
- 0 Cadets recovered One full year or more of High School Academic Credits

Post-Residency Program:

- 81 Cadets or 90% of Graduates returned to High School or enrolled in Higher Education, Vocational Programs, or Trade Schools
- 5 Cadets or 5% of Graduates entered into the work force
- 2 Cadets are on delayed enlistment for entry into Military Service
- 2 Cadets are awaiting assignment and start date to serve America through AmeriCorps

Service to the Community Contribution:

- The last two classes have performed a total of 17,935 hours of community service for an average of 199.3 per cadet. The value of this community service is approximately \$376,677.



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## Arizona Division of Emergency Management (ADEM)

### Division Overview

The Division of Emergency Management serves to develop and strengthen partnerships within the state to protect the health and safety of people and property. Arizona's emergency management community consists of thousands of dedicated personnel working together in a shared partnership between the public and private sectors.

### Division's Goals

1. Reduce or eliminate the effects of disasters through mitigation activities.
2. Increase preparedness to reduce the impact of emergencies and disasters through comprehensive planning, training and exercise programs.
3. Increase state, local and private capabilities to respond to and recover from emergencies and disasters.
4. To implement the Emergency Planning and Community Right-to-Know Act.

### Organization

The division consists of the director's office and the following four functional sections: Preparedness, Operations, Recovery and Logistics, and the Arizona Emergency Response Commission.

### Office of the Director

The Director formulates policy and provides guidance affecting all aspects of division activities. In times of emergency, the Director serves as the Governor's Authorized Representative and administers emergency funds allocated by the declaration. The Director also serves as a Chairman of the Arizona Emergency Response Commission.

### Preparedness Section (Planning, Training and Exercise)

Preparedness strengthens emergency management by building and improving the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk to the security of the State, including acts of terrorism and catastrophic natural disasters. This is accomplished through planning, training and exercise activities designed around the needs of State, local, and tribal governments, non-governmental organizations, private-sector business partners, communities, families, and individuals. Preparedness provides readiness through planning for Access and Functional Needs, the use of the National Shelter System, National Incident Management System integration, the Emergency Management Accreditation Program, Radiological Emergency Preparedness and the State's Emergency Response and Recovery Plan. This is accomplished through a variety of training and exercise programs coordinated through the Emergency Management Institute, the National Training and Education Division and other federal programs that support critical tasks identified in the Core Capabilities List, and are compliant with the Homeland Security Exercise and Evaluation Program.

### Operations Section

ADEM's Operations Section is composed of three groups: Continuity of Operations Programs, Emergency Response, and Mitigation.

Continuity of Operations Programs - coordinates the efforts of 109 state agencies, boards, and commissions in the development of cohesive business continuity plans to ensure the timely delivery of critical business functions in a post-disaster environment.

Emergency Response - functions include the ongoing assessment of natural, civil, and technological hazards; the mobilization of state and federal assets in support of Arizona counties and local jurisdictions; and Search and Rescue (SAR) missions. The Public/Private Partnership maximizes disaster response and recovery capacity through unified government and private sector efforts.

Mitigation - minimizes the impacts of future disasters through state and local mitigation planning and projects that protect public infrastructure and households.



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## **Recovery Section (Public Assistance and Tribal Relations)**

The Recovery Section coordinates the recovery efforts for the state and provides support to communities, local governments and state agencies in recovering from any state or federally declared disaster event. Responsibilities include coordination of state and federal agencies, non-governmental organizations and private entities; administration of the Governor's Emergency Fund in accordance with A.R.S. §35-192 & §26-304; management of short-term recovery efforts to include disbursement of state and federal disaster funds and liaison with the affected communities to get the necessary resources delivered as quickly as possible; and oversight and management of long-term recovery efforts to include development of long-term strategy and assembling a Recovery Task Force to address long-term recovery needs when appropriate.

The Division is committed to strengthening relationships with the tribes in Arizona through effective collaboration and communication. Our goal is to coordinate emergency services in conjunction with tribal government(s), county, state and federal partners to reduce the impact of disasters to tribal culture, land, persons and property. ADEM supports the tribes in Arizona in all phases of emergency management to include Preparedness, Response, Logistics, Recovery, Mitigation and encouraging involvement with the Arizona State Emergency Response Commission (ASERC).

## **Logistics Section**

Logistics consolidates logistics, facilities, telecommunications and information management functions for the division. During emergencies, the section coordinates emergency procurement, availability of state and federal resources and support for the State Emergency Operations Center. During routine periods, the section coordinates procurement activities, manages facilities and asset inventories; and, manages communications resources to support communications during emergencies and disasters.

## **Arizona State Emergency Response Commission (AZSERC)**

The AZSERC implements the federal Emergency Planning and Community Right-to-Know Act (EPCRA) program in Arizona; supervises of Local Emergency Planning Committees, administers state and federal grants, coordinates emergency notification of chemical releases, public disclosure of business and industry, chemical inventories and emergency plans, risk communication, and EPCRA outreach activities to support emergency responders, industry, community and academia.

Major Accomplishments (Emergency Response, Hazard Assessment, Mitigation, Public/Private Partnership, and Continuity of Operations Planning)

## **Gubernatorial Proclamations of Emergency and Current Statuses**

In accordance with A.R.S. §35-192, Authorization for declaration of disaster; authorization for liabilities and expenses and limitations; review and report of expenditures, A.R.S. §26-304 State Emergency Council Membership; Powers and Duties, and Executive Order Number 79-4 which designates the Director of the Division of Emergency Management the responsibility for the administration of any funds made available by the State of Arizona or by any agency of the Federal government for meeting conditions constituting a state of emergency or a Presidential declaration of an emergency or major disaster. On behalf of the Department of Emergency and Military Affairs, Division of Emergency Management, the Director has delegated to the Recovery Section the day-to-day administration of the Governors Emergency Fund. Below is a current accounting of open/active contingencies and declarations of emergency.

## **Open/Active Contingencies and Emergency Declarations:**

### **Statewide Search and Rescue Contingency**

- 653 search and rescue mission identifiers issued during FY2012
- Total reimbursement cost during FY2012 = \$203,405.11
- Funding allocations totaled \$315,000 during FY2012.

### **Hazardous Materials Contingency**

- No hazardous materials incident responses supported by the Governor's HAZMAT Contingency Fund during FY2012
- Costs incurred for this contingency were audit costs for previous fiscal years in the amount of \$94.48
- No funding allocations were made during FY2012.



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### **Statewide Drought Emergency**

- June 23, 1999, the Governor proclaimed an emergency due to the lack of precipitation
- On May 22, 2007, the Governor signed Executive Order 2007-10, Drought Declaration for The State of Arizona. The Order supplements the directives in the Statewide Drought Emergency and shall remain in effect until the Governor rescinds it. Loans that offset economic losses because of reduced revenues to farmers and ranchers caused by drought have been made available by USDA and Small Business Administration. No funding allocation from the Governor's Emergency Fund has been made.

### **Northern Arizona Winter Storm Emergency [Presidential Declaration]**

- December 29, 2004 the Governor declared a state of emergency
- February 17, 2005, the President declared a Major Disaster Declaration
- The Small Business Administration (SBA) declared an emergency for Mohave County
- Five (5) applicants are in their final closeout processes. The remaining thirty-one (31) applicant files have been closed
- We anticipate being able to close out this event with DHS/FEMA in FY13
- Total allocations from the Governor's Emergency Fund are \$2,756,414 to date with no anticipated additional future allocations.

### **February 2005 Winter Storms and Flooding Emergency [Presidential Declaration]**

- February 16, 2005 the Governor declared a state of emergency
- April 14, 2005 the President declared a Major Disaster Declaration
- Two (2) projects are still active/outstanding for this event
- Total allocations from the Governor's Emergency Fund to date are \$4,212,689 with no anticipated additional future allocation needs.

### **Operation Good Neighbor [Presidential Declaration]**

- September 3, 2005, the Governor declared a state of emergency
- The Governor was requested by the Federal Emergency Management Agency (FEMA) to assist with the national state of emergency due to the catastrophic consequences of Hurricane Katrina
- First evacuees arrived in Arizona on September 4, 2005
- September 12, 2005, the President declared an Emergency Declaration for the support efforts provided by Arizona to include 100% federal reimbursement
- Final payments have been disbursed and thirty-nine (39) applicant files are closed. Legal action was taken against citizens who falsely represented themselves as evacuees and subsequently received support from the Federal government. Restitution payments are being received as a direct result. This has impacted our ability to close this event this fiscal year
- ADEM is in the final closeout process with DHS/FEMA; this event will be terminated in FY13.

### **Summer 2006 Monsoons & Flooding Emergency [Presidential Declaration]**

- August 8, 2006, the Governor declared a state of emergency
- September 7, 2006, the President declared a Major Disaster Declaration
- There is still one open/active project for this event. Several applicants are still in the audit review/closeout process
- Total allocations from the Governor's Emergency Fund to date are \$1,926,217 with an anticipated future allocation need of \$1,182,781 for current unfunded outstanding obligations.

### **January 2010 Winter Storm Emergency [Presidential Declaration]**

- January 21, 2010 the Governor declared an emergency
- January 24, 2010 the Governor submitted a request to the President for an Emergency Declaration in support of life sustaining efforts to the citizens of the Hopi Tribe and Navajo Nations. This was a complex incident involving two tribes, three counties and a very large geographical area
- President Obama declared an emergency on January 24, 2010 and authorized Federal relief and recovery assistance for the affected area
- February 16, 2010 the Governor submitted a request to the President for a Major Disaster Declaration



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- March 18, 2010 the President declared a Major Disaster Declaration. by approving Public Assistance for those counties and tribal nations that met FEMA's per capita impact criteria, The Governor's request for Individual Assistance Program and Snow Assistance were denied by FEMA as was our final appeal
  - There were a total of 243 projects associated with this event. Nineteen (19) are still open and active. The remaining projects are in various stages of final inspection, audit and closeout
  - Total allocations from the Governor's Emergency Fund to date are \$3,860,000 with an anticipated future allocation need of \$185,000 for current unfunded outstanding obligations.

### **Schultz Fire Post-Fire Flooding Emergency [Presidential Declaration]**

- July 21, 2010 the Governor declared an emergency
- October 4, 2010 the President declared a Major Disaster Declaration for Coconino County
- November 22, 2010 the President amended this declaration to include the Hopi Tribe
- Total allocations from the Governor's Emergency Fund to date are \$1,500,000. More than half of the projects for this event are still underway.

### **Monsoon 2010 Flooding Emergency**

- August 4, 2010, the Governor declared an emergency
- The heavy rains resulted in unusually strong flooding events and caused extreme peril to public health and safety in two primary areas: Wards Canyon in Greenlee County and the Nogales Wash in Santa Cruz County
- Total allocations from the Governor's Emergency Fund to date are \$315,000 with an anticipated future allocation need of \$400,000 for current unfunded outstanding obligations.

### **December 2010 Flooding**

- January 27, 2011, the Governor signed a declaration of emergency
- An abnormally high flow of water was measured in a tributary of the Virgin River in Beaver Dam/Littlefield, and created considerable damage to both public and private properties, including homes
- The Governor's declaration appropriated \$100,000 to this emergency and there is an anticipated future allocation need of \$70,000 for current unfunded outstanding obligations.

### **Wallow Fire**

- June 6, 2011, the Governor signed a declaration of emergency
- Arizona State Forestry Division received a Fire Management Assistance Grant (FMAG) from FEMA on June 2, 2011. This grant will support the reimbursement of costs associated with suppression of the fire being directed by the Incident Management Team and emergency protective measures and response efforts conducted by agencies at the direction of Apache County
- Funding allocated under the Governor's disaster declaration is to support costs not covered by the FMAG and/or for recovery support following suppression of the fire
- The Governor's declaration appropriated \$200,000 to this emergency. No additional funds will be needed. This event will terminate in FY13.

### **Horseshoe Two & Monument Fires**

- June 17, 2011, the Governor signed a declaration of emergency
- The Monument Fire necessitated the evacuation of several communities in the Sierra Vista area. Both fires have consumed over 65 structures, including over 40 residential homes
- Arizona State Forestry Division received a Fire Management Assistance Grant (FMAG) from FEMA for the Horseshoe 2 fire on May 9, 2011 and for the Monument Fire on June 12, 2011. These grants will support the reimbursement of costs associated with suppression of the fire being directed by the Incident Management Team and emergency protective measures and response efforts conducted by agencies at the direction of Cochise County
- Funding allocated under the Governor's disaster declaration is to support costs not covered by the FMAGs and/or for recovery support following suppression of the fires
- The Governor's declaration appropriated \$100,000 to this emergency. No additional funds will be needed. This event will terminate in FY13.



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### **Tombstone Waterline Flooding**

- August 17, 2011, the Governor signed a declaration of emergency
- On June 12th through July 26th, 2011, a series of seasonal monsoon rains swept over the areas severely burned by the Monument Fire in the Huachuca Mountains. The City of Tombstone relies on a group of springs in this area for 50-80 percent of its water supply, and the erosion and debris flow from the burn area caused substantial damage to both the aqueduct and transmission system for this critical water supply. The City had to rely on backup water sources that they share with other jurisdictions until the primary infrastructure could be repaired.
- The City requested assistance with the temporary repair of the facility and related engineering. The Governor's declaration appropriated \$50,000 to this emergency for these temporary repairs. The City intends on pursuing funding from the USDA Rural Development program for the permanent repairs, and is not requesting long-term funding from the State.
- The Governor's declaration appropriated \$50,000 to this emergency for these emergency repairs and there is an anticipated future allocation need of \$48,131 for current unfunded outstanding obligations.

### **Northern Greenlee County Flooding**

- September 9, 2011, the Governor signed a declaration of emergency
- On August 24th, 2011, a powerful seasonal monsoon rain swept over the areas severely burned by the Wallow Fire in Northern Greenlee County causing major road damage on primary ingress/egress routes
- A total of \$300,000 has been allocated from the Governor's Emergency Fund. The Governor's declaration appropriated \$200,000 to this emergency for these repairs.

### **Coconino County Campbell Avenue Flooding**

- September 30, 2011, the Governor signed a declaration of emergency
- On September 13, 2011, a powerful seasonal monsoon rain passed over areas in Coconino County that were severely burned by the Schultz Fire. The debris and heavy sediment flow caused significant road damage. The flooding undermined protective measures (gabion baskets) that were in place prior to the storm on Lower Campbell Avenue, and required major construction to repair these to their pre-disaster condition.
- The Governor's declaration appropriated \$200,000 and there is an anticipated future allocation need of \$180,765 for current unfunded outstanding obligations.

### **Gladiator Fire**

- On May 26, 2012 Acting Governor Ken Bennett signed a declaration of emergency
- A human-caused fire which originated from a structure fire on private property moved onto the Prescott National Forest east of Crown King in Yavapai County on May 13, 2012. The Gladiator Fire burned uncontrolled for over three weeks as federal and state fire suppression resources responded and worked to suppress the fire. Prior to its containment, evacuations were ordered for the residents of Crown King due to the extreme fire behavior and ongoing red flag conditions. Six structures were destroyed and numerous homes in the Pine Flat subdivision were threatened, along with the Towers Mountain communication sites and other public infrastructure.
- All costs associated with the suppression and fire resource responses to the event to date were supported by the Arizona State Department of Forestry. Additionally, Arizona State Forestry Division applied for a Fire Management Assistance Grant (FMAG) from FEMA but was denied.
- The Governor's declaration appropriated \$10,000 to this emergency for these costs.

### **Emergency Worker Training**

The ADEM Training and Exercise Office provided programs in support of entities within the Homeland Security Regions of the State of Arizona. The Training Office coordinates State preparedness and provides the Division's internal and external training and exercise programs available through the Emergency Management Institute, the National Training and Education Division and other training that supports critical tasks identified the Target Capabilities List and the Homeland Security Exercise and Evaluation Program. Programs were funded from Hazardous Materials Emergency Planning (HMEP) funds, Homeland Security Grant Program (HSGP) funds, and Urban Area Security Initiative (UASI) funds.



From July 1, 2011 to June 30, 2012, the following training courses and exercises were conducted:



*Training programs were conducted for emergency response agencies and private sector partners in all fifteen counties in Arizona. The Training and Exercise office utilizes approximately 100 adjunct instructors to support Hazardous Material and Emergency Management Training in the State. Exercise programs were supported in eight Arizona counties, and included the Palo Verde Nuclear Generating Station evaluated exercises.*

### Outlook for SFY 12-13 (1 July 12 to 30 June 13)

#### Emergency Preparedness (Planning, Training and Exercise)

The following Training and Exercise statistical information for July 1, 2012 to June 30, 2013 is based upon submitted, tentative and projected requests for training and exercise programs from both state and county authorities received by the Training and Exercise office.

•Hazardous Materials	55
•National Incident Management System (NIMS)	85
•Emergency Management Courses	36
•Homeland Security Courses (new addition)	37
•Total Projected Courses to be Conducted	213
•Total Projected Number of Students to be Trained	3,847
•Exercise Program Support to be Provided/Requested	45

The Training and Exercise statistical information for July 1, 2012 to June 30, 2013 is based upon submitted, tentative and projected requests for training and exercise programs from both state and county authorities received by the Training and Exercise office. Due to funding reductions in Homeland Security Grant Programs, training for NIMS, Emergency Management and Homeland Security, and well as Exercise Support are projected at 80% of the prior fiscal year. Hazardous Materials Emergency Preparedness grant program funding and projected training will remain consistent with prior years.



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## **Operations Section (Continuity of Operations Planning; Emergency Response Group: Hazard Assessment, Emergency Response, Search and Rescue, Private Sector Partnership; and Mitigation Group)**

### **COOP Programs Group**

The State Continuity of Operations Programs Group assists state agencies, boards and commissions in developing Continuity of Operations Plans (COOP). The group builds on previous planning effort, plan reviews, and enters changes into planning software. The COOP Programs Group develops tools to assist organizations in meeting current guidelines and best practices including FEMA's COOP guidance.

The COOP Programs Group assists state agency's with limited resources by entering their plan data into the statewide enterprise application. Additional training opportunities are offered on a quarterly basis. A continuing goal of the COOP Programs Group is to foster relationships between state agencies during times of crisis.

### **Emergency Response Group**

#### ***Hazard Assessment***

The Hazard Assessment Unit monitors all hazards and disseminates timely threat advisories. A special emphasis continues in destructive flood potential in the Nogales Wash Channel and post-fire flood prone areas of the Gladiator, Horseshoe II, Locust, Monument, Murphy Complex, Schultz, Sunflower, Wallow, and Whitewater-Baldy Complex Fires.

The 2012 wildfire season ended with post-fire flood threat in three burn areas. The Gladiator, Sunflower, and Whitewater-Baldy Complex Fire watersheds present considerable threat to public safety and property for the next three to five years. The Whitewater-Baldy Complex burned 298,000 acres in New Mexico's Gila Wilderness. This will affect Arizona's San Francisco and Gila River drainages with increased flooding, debris flow, and water quality issues.

Burn areas from previous wildfire seasons will continue to threaten public safety and property for the next few years. The 2011 wildfire season resulted in five burn areas with post-fire flood threats. These include the Horseshoe II, Locust, Monument, Murphy Complex, & Wallow Fires. In addition, the 2010 Schultz Fire watershed continues to threaten residential neighborhoods east of northern Arizona's San Francisco Peaks.

Ongoing emergency planning and mitigation measures address the threat arising from locations where these fires burned intensely and changed the runoff characteristics of the watershed. Destructive flood events can occur with routine rainfall amounts in these areas. Due to the time necessary for each forest to rehabilitate, situational awareness, early warning, and timely emergency response are of the utmost importance.

#### ***Emergency Response***

The Emergency Response Unit supports Arizona's incident management capacity through an ongoing partnership with All-Hazard Incident Management Teams (AHIMT). This includes emerging Type III AHIMTs, the State of Arizona AHIMT, and the Southwest Area Wild Land Fire IMTs. An exchange of training opportunities and incident response support is ongoing with federal through local emergency response partners.

ADEM and the AZ AHIMT maintain a cohesive relationship in response to extraordinary emergencies. Although the team was not deployed on an all hazards assignment, members of the team were deployed by the Arizona Division of Forestry to suppress wildfires during the 2012 season.

Due to aging floodway infrastructure, the Nogales Wash continues to threaten public safety and property in the US/Mexico border region. A multi-agency task force achieves response readiness through a current Nogales Wash Emergency Response Plan and periodic response drills. The response plan is reviewed and updated annually. ADEM's Emergency Response Group published the third edition of the plan in 2012.

It's expected that the Nogales Wash and associated International Outfall Interceptor threat will continue for several years as a congressional appropriation of at least \$100M is required to assess the problem, identify the optimal solution, and upgrade the infrastructure to current requirements.



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## ***Search & Rescue (SAR)***

SAR missions involve individuals who are lost, injured, stranded, or deceased in remote, inaccessible regions of the state. In FY 2012, ADEM supported Arizona's fifteen county sheriffs in 653 SAR missions. This includes 201 rescues, 232 searches, and 220 training missions. These efforts resulted in 351 lost persons found, 299 injured or stranded persons rescued, 10 lives saved, and 32 bodies recovered.

Budget cutbacks continue to impact response time and availability of Arizona Department of Public Safety Air Rescue assets, impacting Arizona Sheriffs' SAR mission effectiveness. ADEM's SAR Coordinator mitigates these challenges through relationships with other rescue aviation assets to include the Arizona Army National Guard, Marine Corp Air Station Yuma, the 305th Aerospace Rescue & Recovery Squadron at Davis Monthan AFB, and the Arizona Wing of the Civil Air Patrol.

While military aviation assets are impacted by overseas deployments, other military aviation assets may be acquired through the Air Force Rescue Coordination Center. This includes US Air Force air rescue assets at Nellis Air Force Base near Las Vegas, Nevada and Kirtland Air Force Base near Albuquerque, New Mexico.

Phase III of the WEB SAR Project is complete. This allows agencies to automate the capture of SAR mission's costs including overtime, resource costs, supplies, and replacement of damaged equipment. ADEM is updating the documentation to reflect the changes made in Phase III. The software will mature for a while before ADEM makes any additional changes.

## ***Private Sector Partnership***

The Private Sector Partnership Unit's objective is to advance cooperation between those charged with emergency management as public officials and members of the private sector. The private sector is critical as they control much of the state's critical infrastructure and resources.

In FY 2012, the Private Sector Partnership Unit continued to team with local, state and federal public partners in forwarding the concept of preparedness, response, recovery and mitigation of all emergency situations in the private sector. Five locations have been identified to operate as the Business Emergency Coordination Center (BECC). Three locations are private facilities and the two are facilities owned by public agencies.

Partners for Arizona's Safety and Security (PASS) is an intelligence sharing program that provides critical infrastructure information, threat analysis, and training opportunities to over 300 members of the private sector. Through electronic mailings, ADEM provides information collected from the Arizona Counter Terrorism Information Center, U.S. Department of Homeland Security, the Federal Bureau of Investigation, and Arizona's private sector partners. In FY 2012, PASS sent 163 bulletins to over 180 companies in 17 critical infrastructure sectors.

## **Mitigation Group**

The primary purpose of the Mitigation Group is to reduce the risk of future disaster damage and provide financial support to implement cost-effective mitigation measures. The Mitigation Group does this by:

- Administering pre and post-disaster mitigation programs
- Providing mitigation education and outreach to local jurisdictions, state agencies and tribal governments
- Assisting local and tribal governments in the development of multi-hazard mitigation plans. These are required for eligibility to receive mitigation grant funds and other types of disaster assistance
- As part of administering pre and post-disaster mitigation programs, the Mitigation Group provided technical assistance to sub-grantees statewide. Federal pre and post-disaster mitigation funds have been awarded to:
  - Town of Eagar, Le Sueur Flood Mitigation Project, \$132,023 - this project will alleviate the flood hazard to homes and infrastructure which was made worse by the Wallow Fire.
  - Pima County, Wildfire Risk Mitigation Project, \$2,554,183 - the goal of the project is to eradicate buffel grass which is a non-native perennial grass and causes severe wildfire issues.
  - Coconino County, Topographic Risk Assessment in the Schultz Fire/Flood Area, \$53,200 - this will include using Light Detection and Ranging (LIDAR) to gather critical data from the project site to utilize in their future planning and mitigation efforts.
  - Coconino County, Community Outreach & Preparedness Program, \$31,988 – this is a combination of three projects which will educate the community on how to mitigate and prepare against various hazards to include wildfire and flood events.



- La Paz County, Hydrology and Hydraulics Study in the Cibola Secondary Wash area, \$22,500 - this study will provide specific information on the flood risk to the area which may result in additional mitigation funding.
- Arizona Division of Emergency Management, State Hazard Mitigation Plan Update, \$63,750 – these funds will provide funding to update the State’s Hazard Mitigation Plan which is a requirement in order to receive certain types of federal disaster assistance. This plan also contains the State’s risk assessment which is critical in identifying the State’s hazards, vulnerabilities and risks.

As part of providing mitigation education and outreach, the Mitigation Group distributed all-hazards mitigation literature and conducted five mitigation training sessions to local jurisdictions, state agencies and tribal governments. 50 incorporated communities, 11 counties, and 3 tribal governments were assisted in the development of multi-hazard mitigation plans. These plans are critical as they ensure eligibility for mitigation grant programs and disaster assistance.

## Disaster Recovery (Public Assistance and Tribal Relations) Outlook for SFY 2013

### Governor’s Emergency Fund

Current Unfunded Outstanding Obligation Estimates:

1,182,781	Summer 2006 Monsoons & Flooding (27001)
184,975	January 2010 Winter Storm (20102)
165,914	Schultz Fire Post-Fire Flooding (110101)
407,814	Monsoon 2010 (11003)
69,698	December 2010 Storm (73001)
48,131	Tombstone Pipeline Flooding (73004)
100,027	Northern Greenlee County Flooding (73005)
180,765	Coconino Lower Campbell Avenue Flooding (73006)
39,500	Gladiator Fire (73007)
<b>\$2,379,605</b>	<b>Total</b>

With only \$2.9M in allocations to the Governor’s Emergency Fund as we enter into FY2013, if we needed to fund 100% of these outstanding obligations that would leave a remainder of \$520,395 available for any new declarations or events within FY2013.

Arizona currently has fifteen open state disasters, six of which are also Federal declarations. Of the fifteen, seven are in final phases and will terminate in FY13, seven are active and one supports the ongoing drought status for the state.

During FY2013 we will be focusing on closing out the Operation Good Neighbor Emergency (26003), Wallow Fire (73002), Horseshoe Two & Monument Fires (73003), Tombstone Waterline Flooding (73004), Northern Greenlee County Flooding (73005), Coconino County Campbell Avenue Flooding (73006), and Gladiator Fire (73007).

On February 10, 2012 the Arizona Division of Emergency Management finalized Arizona’s Disaster Recovery Framework. Holistic disaster recovery is a complex process which includes partners and stakeholders from all aspects of a community. This Framework defines an approach that addresses the complexity of long term recovery with adaptability and flexibility and provides guidance to all recovery partners and stakeholders. This is the “Basic Plan” portion of the document and in FY13 we are now focused on actively working to develop the Recovery Support Function (RSF) appendices’ to the Framework. These appendices’ are the coordinating structure for key functional areas of assistance. They are organized to mirror the National Disaster Recovery Framework which are divided into six manageable components, bringing together relevant stakeholders and experts during steady-state planning and when activated post-disaster to identify and resolve recovery challenges. These six RSF’s are: Community Planning and Capacity Building, Economic, Health and Social Services, Housing, Infrastructure Systems and Natural and Cultural Resources. Our outreach to, support and partnership from agency stakeholders and subject matter experts has been met with enthusiasm. This project is a wonderful demonstration of positive inter-agency collaboration.



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## **Public Assistance**

In our ongoing efforts for continuous process improvement we will be evaluating and revising the Public Assistance Standard Operating Procedures. Any changes will reflect upgrades to effective and efficient program administration and delivery.

Complete research and selection of viable Program Management software to streamline program records process and provide single point of information collection for program documentation.

Recruitment and training of on-call [disaster reservist] staff to expand potential roles during emergency. These duties could include, but aren't limited to: assistance in collecting and organizing cost data to expedite recovery claims, liaison duties with County or local emergency operation centers (EOC) to provide timely information to State EOC, and other identified needs.

## **Tribal Relations**

Continue to improve relationships between tribes and Arizona Department of Emergency and Military Affairs at the local tribal level by identifying opportunities to support tribal emergency management programs within all phases of emergency management. Seek opportunities to provide training in order to increase the number of certified tribal adjunct instructors throughout the state of Arizona. Tribal instructors and increased training opportunities for tribes will directly support and enhance local tribal plans, exercise design and professional development within the emergency management arena. Through this support tribes would be in a position to develop greater capacity and capability at minimal costs in addition to supporting ADEM's goal of total preparedness within Arizona.

Increase tribal participation in the Arizona Mutual Aid Compact through outreach and education by identifying the need for mutual aid services based on frequency of disasters. This strategy would feed further development of our existing comprehensive mutual aid system throughout Arizona and encourage partnership at all levels of government.

## **Disaster Logistics (Facilities, Telecommunications, Information Management)**

### **State Emergency Operations Center (SEOC)**

The SEOC supports disaster response representatives from state and local governments, volunteer organizations, and to direct and coordinate disaster response. The facility maintains data automation, multimedia distribution and telecommunications systems to support this coordination effort. Numerous upgrades to telecommunications and information technology systems were installed to increase capability.

### **Alternate State Emergency Operations Center (ASEOC)**

The Division partnered with Arizona State University to develop an additional ASEOC in central Arizona. This facility provides ASU an SEOC to be incorporated in their emergency management degree program and provide the state with a "hot" ASEOC should displacement be required.

### **Alert Notification Systems**

The Division is responsible for the administration and operations of multiple emergency notification systems. This includes the Emergency Alert System, National Warning System (NAWAS), and the Division's Alert Notification System. The Division Alert Notification System has recently been expanded to include notification for many state agencies, tribal communities, county emergency management offices and special non-governmental agencies.

### **Information Management**

The Division's local area network automates day-to-day operations and supports a web-based emergency information management system to support a statewide disaster response. The local area network is integrated with Arizona's wide area network "MAGNET." The Division "emergency information system" uses the web-based "WebEOC" system. WebEOC allows city, county, and state to manage disaster information, tasking using a common system which expands to allow additional participants. The division local area network supports the agency's website [www.dem.azdema.gov](http://www.dem.azdema.gov).

### **Telecommunications**

The Division continued to improve the capabilities of the statewide emergency communications system. Communication initiatives included:



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## **Statewide (Fixed-Facility) Interoperability Communications**

This initiative is to provide near-term, low-cost fixed-facility interoperability communications in each county/region. The Arizona Interagency Radio System plans have been completed. New equipment has been installed into 37-sites throughout the state to provide mutual-aid frequencies/channels to all emergency services agencies in VHF, UHF and 800 band, providing interoperability between systems.

## **Mobile Communications**

This initiative is to establish reliable mobile emergency communications and interoperability capabilities in support of the state and county EOCs using communication vehicles for field operations during an emergency. The Division is responsible for the maintenance and continued training and exercising of mobile Communications equipment to support field operations during an emergency. This equipment includes; four 24-foot communications vehicles, one 40-foot operations, communications vehicle, one support/chase vehicle, and one portable Satellite System. This past year, several deployments were made by these vehicles to support, fires, search & rescue missions, and large scale planned events.

ADEM has recently upgraded the Software of Data link Dish systems on the four 24-foot communications vehicles, one 40-foot operations, communications vehicle, one support/chase vehicle, and the five (STACS) portable System.

## **Arizona EOC (800MHz) Network**

This radio network was created as part of an agreement between Arizona Public Service (APS) and the Division. APS allows ADEM use of 3 talk groups on their statewide radio system for emergency communications between the SEOC and County EOC's. Currently we have radio equipment installed in 15 of the 15 counties. APS is in the process of upgrading the 800 MHz Network and make it P-25 compliant. ADEM is reviewing the MOU with APS, to ensure all protocol and user needs are being resolved.

## **DEMA Radio Network**

This radio network was the old Broadway Consumer System that was used primarily by the Arizona National Guard. The radio system stills utilizes military frequencies, but is now managed by ADEM and opened more for state agency use in response to emergencies. The DEMA Radio Network provides VHF military frequency access throughout most of the state on a 9-site network that will provide backup communications to all county EOCs and field operations. We are currently looking to add a site in Greenlee County that would add coverage to Graham and Greenlee EOC. Communications are currently working with DEMA on cost sharing for upgrades. Two (2) state agencies have joined the DEMA Radio Network, those being State Land and Department of Corrections. An upgrade to the Greens Peak in Show Low and the Hualapai in Kingman sites is in progress. The Southern Arizona repeater has been installed by the Department of Public Safety allowing communication along the border. DEMA and DPS are working on a method to replace defective outside VHF Antenna.

## **Government Emergency Telecommunications Services (GETS)**

The Government Emergency Telecommunications Service is a telecommunications service provided by the Office of the Manager, National Communications System that supports federal, state, and local government, industry, and non-profit organization personnel in performing their National Security and Emergency Preparedness missions.

## **Volunteer Amateur Radio Network**

Updated an MOU with the state's Radio Amateur Civil Emergency Services (RACES) that is an agreement with the volunteer amateur radio club to support the state in times of emergencies. This agreement provides the state with personnel and radio equipment, operating on amateur radio frequencies of HF, UHF and VHF, in support of state and county EOCs and field operations. Other associated groups include, but not limited to Civil Air Patrol, Amateur Radio Emergency Services, Military Amateur Radio Services, as well as other licensed operators supporting the Red Cross and Salvation Army.

## **State Alert & Notification System**

This system is installed in the State Emergency Operations Center (SEOC) that when programmed will call out over phone lines, e-mail and mobile e-mail to alert and notify key personnel as to threats and activities, requiring deployments and activations. The system is the Cassidian Communications Communicator NxT application that runs on an in-house server, with a backup system in Tennessee. The system has grown since its installation to include thirteen (13) of the County Emergency Management Offices, two (2) tribal communities, twenty (20) state agencies, two (2) federal response groups, Disaster Medical



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Assistance Team (DMAT) and the Disaster Mortuary Team (DMORT). The system also supports five (5) nongovernmental organizations; those are American Red Cross, Desert Search Unit (DSU), Civil Air Patrol (CAP) Southern Arizona VOAD and the Business Emergency Coordination Center (BECC).

### **Strategic Technology Reserve**

A strategic cache of telecommunications equipment has been purchased by ADEM through AZDOHS and the Public Safety Interoperable Communications grant. This cache includes five enclosed equipment trailers forward-deployed to the five regions. The cache will consist of satellite phones, wireless local area network with "ruggedized" laptops, 700/800MHz radios, generators and other telecommunications equipment. A portion of this cache will be housed at the SEOC; satellite phones and laptops will also be forward-deployed to the Governor's key cabinet and staff members. All equipment has been fielded to state agencies and county emergency management agencies. ADEM is looking for alternative funding sources to support the wireless communications systems currently on hand.

### **Long Mesa Project**

This leaning system is being installed for the Supai Tribe as an early alert notification system. This system will alert the tribal authorities of pending flooding within the canyon area allowing early evacuation. This project was completed in December 2011.

### **FEMA National Radio Alert Service (FNARS)**

ADEM is scheduled to receive a new high frequency (HF) tower in support of the FNARS system. This will allow ADEM to be fully functional and talk directly with FEMA Region IX and replace the old Civil Defense Call out System.

### **NIMS Emergency Responder Credentialing (Statewide Emergency Management Credentialing Initiative)**

Logistics Section is facilitating the development of a state emergency management credentialing system. The Logistics Chief has formed a workgroup to review existing federal guidance and state and local programs and determine the best method for instituting a credentialing process that works at all jurisdictional levels. The workgroup is made up of 35 professionals from all relevant sectors, law enforcement, fire, EM, public works, health, etc.

### **Mutual Aid**

ADEM continues as the lead agency for inter-state and intra-state disaster mutual aid primarily through the Emergency Management Assistance Compact (EMAC) and the AZ Mutual Aid Compact (AZMAC). From March 2011 through February 2012, the Logistics Section Chief took over as the Chair of the EMAC Executive Task Force (ETF) and led the National Coordination Group. The Logistics section Chief has completed his tenure and now sits as the past chair in support of the new chair.

In response to Hurricane Irene which affected the eastern coast of the United States, Arizona activated the EMAC National Coordinating Group to coordinate assistance from other states to the impacted areas. Arizona also deployed EMAC personnel to the National Response Readiness Center in DC, Connecticut, Delaware, Virginia, and New York. These missions involved 7 deployments involving 17 personnel deploying to support in areas of Logistics and Supply, Public Assistance and A-Team members. Arizona also continues as the Lead State Representative for EMAC Region IX. Arizona currently has twenty three (23) EMAC A-Team trained personnel.

The Arizona Mutual Aid Compact (AZMAC) was finalized in June 2008. Currently there are a total of 15 counties, 47 cities and towns, 6 Tribal Nations and 26 other jurisdictions as signatories. This intra-state mutual aid agreement facilitates mutual assistance during disasters from one jurisdiction to another in Arizona.

### **Arizona State Emergency Response Commission (AZSERC)**

AZSERC administers the Federal Department of Transportation Hazardous Materials Emergency Planning Grant which has a cycle period of October 1, 2011 to September 30, 2012.

AZSERC held two State Emergency Response Commission (SERC) meetings at separate locations within the state.



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During this period AZSERC has provided training and planning funds to the County LEPC's and will continue to administer the grant program until the end of this Federal Funding Cycle.

During reporting year (RY) 2011- 2012, AZSERC achieved a 100 percent electronic submission rate for Tier II chemical reporting by facilities within the state.

Our goal for reporting year 2012 is to achieve 100 percent or better reporting. AZSERC also continues implementing improvements to the online Tier II reporting system for over 4,000 facilities in Arizona. *(Note: reporting year is January to December of the prior year of the closeout date of March 31st. Tier II RY 2011 is January 1, 2011 to December 31, 2011 due to AZSERC on March 31, 2012).*

AZSERC has a five year program to accomplish this and completed Commodity Flow Studies for the State from 2003 to 2008. The new 5 year program started again in 2009 and presently has completed a commodity flow study in the Flagstaff and Holbrook/Winslow areas. This five year program is solely affected by available funding.

In 2009, AZSERC began a process of working with the federal Environmental Protection Agency (EPA) to gain direct access to the online reporting of Toxic Reporting Inventory data (TRI) reports. Currently AZSERC is able to access the online TRI Form R reports from facilities within Arizona. AZSERC entered into a Memorandum of Understanding with AZDEQ for access to the data. Facilities no longer need to submit hard copy or scanned PDF files and email to AZSERC.

AZSERC will continue to administer the Hazardous Material Emergency Preparedness (HMEP) Grant funding to the Arizona Division of Emergency Management (ADEM) for hazardous materials training to State, County and Local first responders. AZSERC will provide funding through the HMEP Grant to local jurisdictions for Hazardous Material planning activities.

AZSERC will hold at least two State Emergency Response Commission (SERC) meetings at separate locations within the state. The SERC supervises and coordinates the activities of the Local Emergency Planning Committee (LEPC), establishes

procedures for receiving and processing public requests for information collected under Emergency Planning and Community Right to Know Act (EPCRA), and reviews local emergency response plans.

The Commission will continue informing the public of Hazardous Chemicals traveling Arizona State highways and rail. Through this procedure the LEPCs can identify what hazardous chemicals are in their jurisdictions.

AZSERC continues providing guidance to the LEPC's for the implementation of the new planning template the LEPCs are using for their LEPC Emergency Response Plans.

The Commission will attempt to attend at least nine LEPC meetings held within the State as well as conduct at least five monitoring visits of the LEPC's relating to the Hazardous Materials Emergency Preparedness Grant (HMEP) and the State Emergency Response Fund (ERF). AZSERC will continue to administer the HMEP grant and ERF fund.

AZSERC is also the Region 9 representative for the National Association of Sarah Title III Program Officials (NASTTPO) and will continue to represent those states and territories.

AZSERC is also the representative for NEMA on the Emergency Management Accreditation Program (EMAP) Standards Subcommittee and will continue to provide support to NEMA and EMAP.

AZSERC received 34,920 Federal Department of Transportation Emergency Response Guidebooks in English and 2282 Spanish and will distribute those books to first responders within the State of Arizona. Federal DOT would like to have a book in every first responder vehicle within the State of Arizona.

AZSERC will attempt to review all 15 County LEPC emergency response plans in the FY.



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## Joint Staff - Arizona National Guard

### Division Overview

The Joint Staff is led by Brigadier General Jose J. Salinas. The Joint Staff is responsible for five major areas. First, is emergency response using an all-hazards approach to provide Arizona National Guard capabilities in response to natural or manmade disasters to save lives and protect property. Second, the Joint Counter Narco-Terrorism unit works to assist law enforcement in stemming the tide of illegal drugs. Third, the 91<sup>st</sup> Civil Support Team provides an immediate response to threats of chemical, biological, radiological and nuclear incidents. Next, the Arizona National Guard has a partnership with the Republic of Kazakhstan with an interagency focus on building democratic institutions. Finally, the Joint Staff is responsible for developing strategic plans and policies and administering the continuous process improvement program.

### Mission

Provide Ready, Responsive, and Reliable support to the Community, State, Nation, and our International Partners.

### Vision

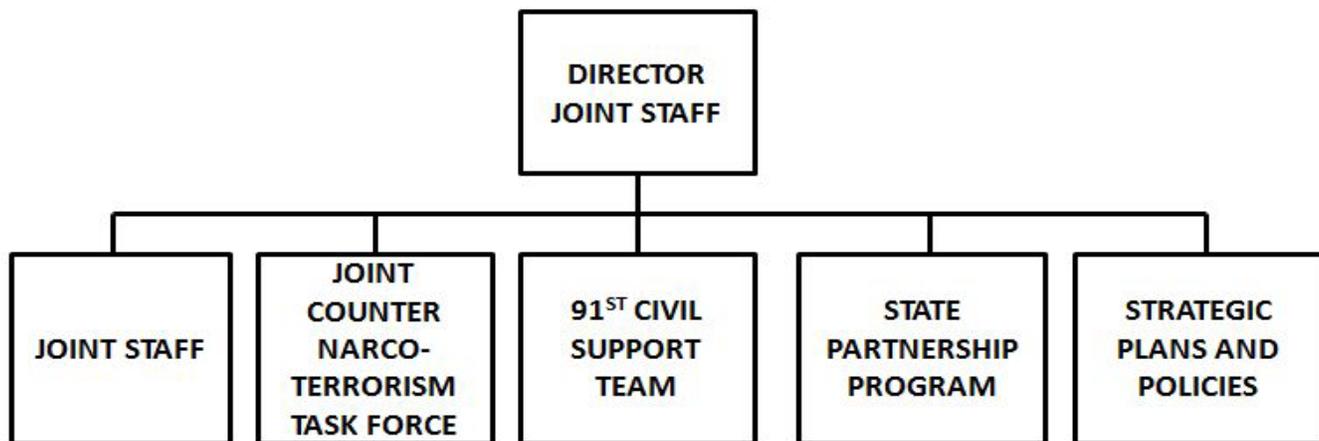
Set the standard of excellence for Joint Staff operations supporting State and Federal missions.

### Values

Ready, Responsive, Reliable.

### Organization

The following diagram depicts the Joint Staff Organization.



### Joint Staff

When directed, the Arizona National Guard mobilizes, deploys and conducts Defense Support to Civil Authorities (DSCA) operations within Arizona and/or potentially throughout the United States and its territories to support civil authorities, mitigate the effects of a disaster, protect life and property, and provide for public safety.

During the past year the Arizona National Guard conducted two major DSCA training exercises, Vital Connection, a large interagency communications exercise, and Vigilant Guard, a catastrophic disaster exercise that used a 10 Kiloton Improvised Nuclear Device (IND) explosion scenario in downtown Phoenix.



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## Vital Connection

The Arizona National Guard hosted the Vital Connection communications exercise, designed to test mobile communications and interoperability capabilities of various military and civilian agencies to prepare for emergency crisis response-locally, regionally, and nationally. The exercise is USNORTHCOM sponsored and was conducted 12-15 September 2011 at Papago Park Military Reservation. Vital Connection included 39 agencies to include Federal, State, County, and local cities. Vital Connection exercised five core communication target capabilities:

- Emergency Operations from mobile platforms.
- Volunteer amateur radio operators.
- Emergency Public Information and Warning.
- Interoperable communications capabilities.
- Information Management and Knowledge Management (IM/KM).

Vital Connection was a great success and provided excellent preparation for the follow on Vigilant Guard/Statewide exercise.

## Vigilant Guard/Arizona Department of Emergency Management (ADEM) Statewide Exercise 2012

From 3-6 November 2011, the Arizona National Guard and the Arizona Division of Emergency Management conducted the largest emergency management exercise in Arizona history, a defense support to civil authorities full scale exercise utilizing the Federal Emergency Management Agency's Homeland Security Exercise and Evaluation Program. This exercise, titled "VIGILANT GUARD/STATEWIDE EXERCISE," featured local, state, regional, and federal participation from organizations in Arizona, California, Colorado, Nevada, and Utah. The Vigilant Guard Region IX Arizona Exercise was designed to establish a learning environment for players to exercise emergency response plans, policies, and procedures. The first scenario dealt with a response to a tropical storm event resulting in flooding; road, rail, and bridge outages; erosion; and evacuation issues. The second scenario dealt with a coordinated response to an explosion of a 10 kiloton improvised nuclear device. The field training exercises within the exercise were designed to provide specialized units with hands-on training opportunities tailored to potential response mission assignments in a Chemical, Biological, Radiological and Nuclear (CBRN) environment. Field training exercises included an engineer assessment at White Tanks Number 3 flood retardation structure, relocation of role player prisoners at the Perryville Prison, a \$250,000 specially designed rubble pile at the Phoenix fire special operation training facility, a terrorist weapons making factory at the Glendale Fire Training Academy, and multiple hospitals conducting mass casualty training. Vigilant Guard comprised over 200 agencies and 8000 participants. Over 1500 military personnel participated including National Guard from five States and active duty USNORTHCOM Joint Task Force Civil Support. The exercise utilized the Director of the Arizona Joint Staff, Brig Gen Salinas, as a Dual Status Commander in charge of active duty and National Guard forces for the first time in a CBRN environment. Vigilant Guard Region IX Arizona exercise was a tremendous success. The exercise demonstrated the importance of coordination and a unified effort. Should a significant disaster strike the State, Arizona and its Region IX partners are better prepared to meet the challenges.

## Joint Counter Narco-Terrorism Task Force

The Joint Counter Narco-Terrorism Task Force (JCNTF) is a fulltime 135 member joint Army/Air National Guard program that provides Investigative Case and Analyst Support, Communications Support, Ground Reconnaissance, Aerial Reconnaissance with the OH-58 and RC-26 platforms, Civil Operations (formerly known as Drug Demand Reduction), and Joint Substance Abuse support to the Arizona National Guard, community coalitions, and over thirty local, state, federal and tribal law enforcement agencies (LEA) throughout the state of Arizona resulting in \$103,819,546.64 known drug related seizures. Sixty percent of JCNTF's personnel had a direct impact on the Arizona/Mexican border.

The JCNTF FY 13 budget will drop from \$9.7 million to \$4.5 million. Due to the 54% reduction in funding, JCNTF end-strength will drop to approximately 60 personnel on October 1<sup>st</sup> 2012 with an estimated loss of \$89 million in known drug related seizure assists. Although all mission sets will be affected, the JCNTF will no longer be able to provide Communications Support and will greatly minimize the Civil Operations mission. Civil Operations is currently supported by 13 Air and Army service members operating out of four cities throughout Arizona, but is projected to drop to one service member operating out of only one city by October 1<sup>st</sup> 2012. The JCNTF's primary focus will be supporting illicit drug interdiction along the southwest border. Eighty percent of those assigned will have a direct impact on the Arizona/Mexican border.



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## Director of Military Support (DOMS)

The Office of Military Support is responsible for the overall security and safety of three Arizona Army National Guard installations and a multitude of Arizona Army National Guard owned and leased facilities. The Military Support Office provides physical security, electronic security, anti-terrorism protection and security forces to combat criminal and terrorist threats. Every year we continue to enhance the security initiatives despite budget constraints. This year the Electronic Security Systems (ESS) department maintained all weapon vaults, ammunition storage facilities, and Arizona National Guard Buildings in accordance with stringent Army Regulations. In addition, continuously monitored all Department of Emergency and Military Affairs facilities Access Control and Close Circuit Television (CCTV) systems. The ESS department installed a CCTV system for Project Challenge and CCTV for three additional buildings. ESS department also completed four military constructed weapon vaults, rewired vault systems in two Armories and two ammunition bunkers.

## 91<sup>st</sup> Civil Support Team (CST)

The 91<sup>st</sup> CST (WMD) is a fulltime 22 member joint Army/Air National Guard unit that provides assessments and presumptive identification to analyze most Chemical, Biological, Radiological, and Nuclear (CBRN) agents and substances. The CST's sophisticated detection, analytical, and protective equipment allows for operations to take place in environments that contain many different Toxic Industrial Materials (TIMs) and CBRN materials. The 91<sup>st</sup> CST has a unique ability to assess CBRN events by means of: computer-based modeling programs; advanced medical training; sample collection; and advanced analytical identification of CBRN agents and substances. The CST also provides the ability to act as a CBRN reconnaissance force that can provide an enhanced view of the incident site.

The 91<sup>st</sup> CST has four mission categories that support emergency first responders: Respond; Stand-by; Assist; and Training. Between July 2011 and June 2012 the 91<sup>st</sup> CST has supported the Federal, State, Tribal, and Local authorities during numerous support and training events including but not limited to:

- MLB All-Star Game, July 2011
- Multi-CST/Flagstaff Fire Full-scale Exercise, September 2011
- Vigilant Guard/State-Wide Full-scale Exercise, November 2011
- Insight Bowl, December 2011
- Fiesta Bowl, January 2012
- Butterfield Landfill Recovery ISO FBI/HMRT & Glendale PD, February – June 2012
- Waste Management/Phoenix Open, February 2012
- Republican Primary Presidential Debate, February 2012
- Phoenix International Raceway/NASCAR "Subway 500", March 2012
- Tucson/Santa Cruz County Full-scale Exercise, April 2012

## Border Security Mission

Brigadier General Salinas was the Joint Task Force Commander for Operation Copper Cactus and Operation Guardian Eye which were both in support of the Department of Homeland Security's Operation Phalanx. In 2010, the President authorized 1200 National Guard members to protect the Southwest border states of which 560 were authorized in Arizona. Operation Copper Cactus was a "boots on ground" mission with nearly 500 Soldiers and Airmen conducting ground surveillance missions within the vicinity of four Customs and Border Protection stations in southern Arizona. In March, 2012, the mission transitioned to Operation Guardian Eye and aerial surveillance by National Guard helicopters from Arizona and several other states. The mission is set to end on December 31st, 2012.

## State Partnership Program

The Arizona State Partnership Program links Arizona and Kazakhstan in support of common national interests. The program seeks to establish and maintain long term relationships between Arizona and Kazakhstan through the National Guard at all levels of society (military, civil, and business). During the past year, the Arizona National Guard participated in nine events with personnel from Kazakhstan's Ministry of Defense. During those events approximately 30 Arizona National Guard personnel traveled to Kazakhstan to participate in events. These events include the following.

- Three HMMWV Maintenance Exchanges
- The Peace Keeping Training Exercise Steppe Eagle, which includes 2 planning conferences, a Military Decision Making Process seminar taught by the Arizona National Guard, and the exercise in Kazakhstan.
- Air Wing Exchange



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- Arizona National Guard Senior Leader visit to Kazakhstan

### **Strategic Plans and Policies - Continuous Process Improvement**

Continuous Process Improvement functions include ensuring strategic project selection goals and priorities cascade across the Department with supporting implementation and initiative priorities. Ensure all CPI/Lean projects are to improve effective and efficient operations across the Department. Develop a formal strategic plan, which must be approved by senior leaders. The strategic plan must represent the roadmap to accomplish the highest priority objectives. This plan sets the desired level of performance and assigns accountability for the results. Review the elements of the strategic plan regularly with a standardized format to review strategic measures and progress toward goal accomplishment. Communicate the strategic plan throughout the entire organization and ensure proper alignment. Partner with the Executive Council to identify and map improvement opportunities and ensure continuous improvement efforts are aligned to Department objectives and achieving results. Between July 2011 and June 2012, the Strategic Plans and Policies Officer led projects and coached key individuals in the deployment of improvement initiatives including but not limited to:

- Improve the Cycle Time for Medical Readiness Packets, July 2011
- Improve Collection, Processing and Reporting of Maintenance Data, August 2011
- Army Vacancy Identification Process, March 2012
- Joint Staff Officer Evaluation Reporting Process, March 2012

### **Outlook for FY 12-13 (1 July 2012 to 30 June 2013)**

The Joint Staff is better trained and prepared to meet the challenges of tomorrow than ever before. Excellent training exercises have provided a well trained Joint staff capable of responding to State Emergencies. The Joint Staff will conduct two more major training exercises FY 12-13. The Joint Counter Narco-Terrorism Task Force will be reduced from 135 personnel to 60 October 1<sup>st</sup> 2012, and take a 54% reduction in budget. This will result in an estimated loss of \$89 million in known drug related seizure assists. Our primary focus will be supporting illicit drug interdiction along the southwest border. Despite a 20% reduction in funding, the Office of Military Support will start several new projects to include reworking Access Control Points at PPMR and the Silverbell Army Heliport, and two military construction projects for weapon vaults. And as always, we will continue to maintain a high level of security and vigilance for protection of personnel and property. The 91<sup>st</sup> CST remains viable for the next year and is fully engaged in missions nationally. New to our mission set will be the support of the newly formed FEMA Region IX Homeland Response Force (HRF) for CBRN incidents in Region IX.

The State Partnership Program will continue its close ties to the Republic of Kazakhstan to foster democratic institutions abroad and build valuable international relationships. The Strategic Plans and Policies section is continuing to drill down best practices and process improvement projects to streamline Arizona National Guard operations and create a more efficient organization. Fiscal year 2012-2013 promises to be a rewarding and challenging year with excellent opportunities for us to support our Local Communities, State, Nation and International Partners.



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## Arizona Army National Guard

### Division Overview

The Arizona Army National Guard (AZ ARNG) continuously provides a trained and ready force capable of performing full spectrum contingency operations at the state and federal level whenever needed. Entering our eleventh year of combat operations in Afghanistan and completing our 8<sup>th</sup> year in Iraq, coupled with further development in support to civil authorities, our challenges are neither new nor insurmountable and our force stands ready to meet those challenges. In this year, we will continue deploying our units to support our nation's overseas contingency operations, refine our ability to coordinate defense support of civil authorities in support of the Arizona Division of Emergency Management.

The demands of these organizational efforts will not distract us from our mission of maintaining trained and ready units. We continue to have the most combat-proven leaders and Soldiers in the AZ ARNG since World War II. We will continue to educate and develop family readiness within our organization in order to empower and prepare our family members for the unique challenges associated with reserve component military life. We continue to recruit, train, retain and equip quality Soldiers capable of meeting the unique challenges of providing an all-volunteer and ready force. We will continue effectively managing resources and adding value to the community, state and nation. The AZ ARNG stands ready to meet the federal and state level emergencies of both today and tomorrow.

### Major Arizona Army National Guard Commands

- **158<sup>th</sup> Maneuver Enhancement Brigade:** A mission tailored force that conducts support area operations, maneuver support operations, and support to consequence management and stability operations in order to assure the mobility, protection, and freedom of action of the supported force. They are the garrison higher headquarters for the 253<sup>rd</sup> Engineer Battalion, 850<sup>th</sup> Military Police Battalion, 1-158<sup>th</sup> Infantry Battalion, 158<sup>th</sup> Brigade Support Battalion and separate engineer, signal, and military police companies.
- **198<sup>th</sup> Regional Support Group:** Provides command and control structure for non-major combat operations, and assists assigned units in meeting training, readiness, and deployment requirements. They are the garrison higher headquarters for the 158<sup>th</sup> Combat Sustainment Support Battalion, 1120<sup>th</sup> Transportation Battalion, and separate Finance, Transportation, Medical, Explosive Ordnance Disposal (EOD), Signal, Public Affairs companies.
- **98<sup>th</sup> Aviation Troop Command:** Provides command, control, and supervision of Army National Guard units and provides trained, ready and equipped units for combat deployments, Defense Support to Civil Authorities, and State emergencies. They are the garrison headquarters for the 1-285<sup>th</sup> Armed Reconnaissance Battalion (AH-64D), 2-285<sup>th</sup> Assault Helicopter Battalion (UH-60) and separate Air Traffic Control, Aviation Maintenance, and Medical Evacuation companies.
- **Arizona Training Center:** The Arizona Garrison Training Center's mission is to command, operate, manage, and administer the use of resources of an Maneuver Training Center - Light (MTC-L) and Collective Training Center (CTC) to accomplish all assigned missions by providing year-round service through administrative, engineering, logistical, training and operational support to assigned, attached, or transient (support component) units and joint forces for multiple battalions.
- **Western Army Aviation Training Site (WAATS):** Conducts aviation training at Silverbell Army Heliport as directed by NGB, TRADOC and JFHQ-AZ in support of Army Aviation readiness. Training includes individual aviator qualification and refresher training, aviation combat skills and readiness training, selected enlisted crew member and non-crew member training. The WAATS currently conducts training in the AH-64A/D Apache, UH-60A Blackhawk, UH-72 Lakota, and OH-58A/C Kiowa.
- **Arizona Joint Force Headquarters:** Provides trained, equipped, and ready forces capable of mobilizing in support of both federal and state missions. Serves as the single focal point at the State level for establishing, coordinating, and implementing procedures related to interagency, intergovernmental, and international affairs pertaining to joint and service related military support for homeland defense, disaster response and other civil support missions.



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## Arizona Army National Guard Operations and Training Highlights

- **Vigilant Guard.** In November 2011, the AZ ARNG supported Operation Vigilant Guard. Vigilant Guard was a full scale, statewide exercise sponsored by the Arizona Department of Emergency and Military Affairs designed to ensure effective coordination between local, state, private sector, non-governmental organizations and federal partners. Vigilant Guard focused on the coordinated response to widespread flooding and an improvised nuclear device detonation in the Phoenix metropolitan area. The 158<sup>th</sup> Maneuver Enhancement Brigade acted as the AZ ARNG Joint Task Force Headquarters, providing command and control for over 200 AZ ARNG guardsmen and 6 helicopters support the training exercise.
- **State Partnership Program with Kazakhstan.** During the past year, the AZ ARNG participated in eight events with personnel from Kazakhstan's Ministry of Defense. During those events, approximately 30 AZ ARNG personnel traveled to Kazakhstan to participate in events. These events include the following.
  - Three HMMWV Maintenance Exchanges
  - A Helicopter Maintenance Exchange
  - Steppe Eagle Training Exercise. Steppe Eagle is an annual multi-lateral peacekeeping exercise hosted by the Kazakhstan Ministry of Defense in Almaty, Kazakhstan, which includes two planning conferences, a Military Decision Making Process seminar taught by the AZ ARNG, and the two-week Steppe Eagle Training Exercise.
- **Military Immersion Training.** Arizona's Total Force Team (TFT) and the Arizona Coalition for Military Families (ACMF) conducted Military Immersion Training for 100 Community Partners in March 2012 at Papago Park Military reservation in Phoenix, AZ. This training included an introduction to various aspects of military life and provided various breakout sessions on military topics that enabled community partners to learn the basic culture of the military by hands-on experience. This effort increased community partner awareness of the AZ ARNG mission and the training Soldiers conduct during unit training events.
- **Operation Copper Cactus.** Operation Copper Cactus was Arizona's contribution to the Department of Homeland Security's Operation Phalanx through February 2012. The AZ ARNG provided over 500 guardsmen for Entry Identification Teams, conducting ground surveillance missions within the vicinity of four Customs and Border Protection stations in southern Arizona. The AZ ARNG also provided Criminal Analysts and Command & Control and Liaison Officers (LNO) to Customs and Border Protection and Immigration and Customs Enforcement throughout southern Arizona.
- **Operation Guardian Eye.** Operation Guardian Eye commenced in March 2012 in support of the Department of Homeland Security's Operation Phalanx. The AZ ARNG has 38 guardsmen supporting Operation Guardian Eye, providing aerial and surface detection with air assets and Criminal Analyst support to Customs and Border Protection and Immigration and Customs Enforcement. The mission is set to end on December 31, 2012.
- **Total Force Team.** The Total Force Team was developed to promote mission readiness and retention by increasing the resilience of each Service Member and their Family. The program focuses on best practices and customization of programs for the Arizona National Guard, along with strategically training and equipping key personnel throughout the force to respond to issues of stress. It serves as a centralized point of engagement and coordination for internal (Guard) and external (community) assets and resources. The 'Be Resilient' Program focuses on integrating and coordinating the efforts of all resilience and support programs for AZ Guard Members and their Families. It is important to have a comprehensive program like the 'Be Resilient' Program in order to provide the right resources, at the right time to Service Members of all branches, Veterans, and their Families. The 'Be Resilient' Program offers a menu of training, resources, and support that can be customized to meet the unique needs of the Service Members and Families throughout the Arizona National Guard. The program focuses on engaging and coordinating internal Guard and external community resources to ensure that Guard members and Families have the best support possible. With the proper training and engagement of our entire force, the Total Force team goal is to extend support to every AZ Guard Member and Family, and reduce the incidence and impact of crisis, stress, and suicide. The AZ National Guard has developed an invaluable relationship with the community, which has helped make this program sustainable. The 'Be Resilient' Program is my number one priority and the AZ Guard has embraced this program. Not only are we paying forward the valuable skills throughout the force, but also throughout the community in order for them to better assist the military.



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## Arizona Army National Guard Deployments

- Number of deployed Soldiers currently deployed in support of Overseas Contingency Operations: **414** Soldiers
- Number of Soldiers deployed in support of Overseas Contingency Operations since 11 September 2001: **7,074** Soldiers
- Units currently deployed: **159<sup>th</sup> Finance Detachment, 1971<sup>st</sup> Contracting Team, A Company 1-285 AVN, B Company 1-285<sup>th</sup> Aviation, C-12 Detachment 31, 258<sup>th</sup> Engineer Company and three Security Force Assistance Advisor Teams** are currently deployed to Afghanistan in support of Operation Enduring Freedom. **850<sup>th</sup> Military Police Battalion Headquarters Company** is deployed to Qatar in support of Operation Enduring Freedom. **257<sup>th</sup> Engineer Company** is deployed to the Horn of Africa in support of Operation Enduring Freedom.

## Strength and Condition of the Army Guard as of 31 July 2012

- State-end-strength: The AZ ARNG is currently at 5,153 assigned personnel against an end strength ceiling of 5,176.
- Recruitment activities and status: The AZ ARNG recruited 736 personnel into its ranks during FY12. 222 of these new Soldiers joined the AZ ARNG as interstate transfers from the National Guard organizations of other states or as in-service recruits transitioning from the Active Army. The AZ ARNG began FY12 with a National Guard Bureau assigned end strength mission of 5,176 Soldiers. On 31 July 2012, the AZ ARNG had 5,153 Soldiers or 99.6% of the required strength. The AZ ARNG is positioned to achieve the anticipated National Guard Bureau assigned end strength mission of 5,176 Soldiers for FY12.

## Arizona Army National Guard outlook for Current State Fiscal Year (1 July 2012 to 30 June 2013)

- The AZ ARNG will remain ready to meet the federal and state level emergencies in State Fiscal Year 2013.
- Mobilizations: The AZ ARNG will mobilize **three** units during FY13 totaling **238** Soldiers. The 860<sup>th</sup> Military Police Company and 819<sup>th</sup> Engineer Company will be deployed to Afghanistan in support of Operation Enduring Freedom. The 363<sup>rd</sup> Explosive Ordnance Disposal Company will be deployed to Afghanistan and the Balkans.
- Demobilizations: The AZ ARNG will bring seven units home from deployment during FY13 totaling 311 unit Soldiers and 26 individually deployed Soldiers.
- In order to set the conditions for future growth in force structure, the AZ ARNG is actively seeking resolution on land shortfalls and encroachment issues that impact our training areas. The two major training sites for the State of Arizona, Camp Navajo and Florence Military Reservation, provide the majority of the training resources and facilities for the state. Based on the Army Range Requirements Model, we currently have a 29,000 acres shortfall (FMR – 15,200 acres and CN – 13,800 acres) in available training areas. We also have an issue with encroachment at each site. Massive home developments are pushing right up to the FMR borders to include the rented land and CN has home and industrial growth creeping up to its installation as well. This encroachment means that eventually we will not be able to train up to the borders of our installation and may even have to shut down some of the ranges. Arizona continually works closely with local stakeholders at the Camp Navajo location to develop Army Compatible Use Buffers areas around the installation. Land at the Florence Military Reservation that is available for range development has reached its maximum capacity, with half the installation rented from the State in the form of State Trust Land. The AZ ARNG will continue to work with state and national agencies in resolving our training area shortfalls. The purchase of additional land and buffer support will enable Arizona to develop the required ranges and maneuver space to support its current and future force structure.



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## Camp Navajo

Camp Navajo is a Multi-Service Training Site. Not only is Camp Navajo used for training by all branches of the military service; Army, Air Force, Navy, and Marines (Active and Reserve), Camp Navajo is the primary training site in the State of Arizona for maneuver training and is capable of supporting battalion size units.

Camp Navajo encompasses 114.3 square kilometers (km<sup>2</sup>) (28,255 acres) in a temperate climate and is classified as an intermediate training area (ITA). Training Ranges and Areas available consist of:

- \* 16 point Qualify For Record (QFR) automated M16 Range
- \* 4 point M249 SAW qualification
- \* 20 point M9 qualification
- \* Practice hand grenade range
- \* Land Navigation Course
- \* Maneuver and Bivouac Areas
- \* Vertical / Horizontal Operations for Engineers
- \* Airmobile (Sling-Out) Operation Areas, Mountain and Winter Training Areas
- \* Company and Battalion size TAM, Lanes Training / Evaluations and CTT Training Areas

Camp Navajo has 227 miles of paved or maintained surface roads and 38 miles of railroad track. Camp Navajo has access to the main line of the BNSF Railroad and Railhead Operations. Camp Navajo has its own exit approximately 12 miles west from Flagstaff on I-40 West, exit 185. Close to Flagstaff Pulliam Airport (12 miles).

## Camp Navajo Fund

The Camp Navajo fund was established for the operation, maintenance, capital improvements and personal services necessary for the National Guard to operate a regional training site and storage facility at Belmont. The fund is administered by the Adjutant General and consists of monies received from storage of commodities and services provided as approved by the Adjutant General.

Beginning Fund Balance @ 07/01/2011	\$ 292,977
<b>Revenues:</b>	
Revenues from Operations	<u>\$12,596,812</u>
Total Funds Available	\$12,889,789
<b>Expenditures:</b>	
Personal Services & ERE	\$6,493,016
Operating Expenditures	\$3,337,466
Transfers	<u>\$138,474</u>
Total Expenditures	\$9,968,956
Ending Fund Balance @ 06/30/2012	<u>\$ 2,920,833</u>



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## Arizona Air National Guard

### **Division Overview**

The Arizona Air National Guard is comprised of four major elements. The Air staff provides overall direction, coordination, and support to all Air National Guard units in the State. The 162nd Fighter Wing is located at Tucson International Airport and conducts International Pilot Training. The 162<sup>nd</sup> Fighter Wing is postured to accept the F-35 Fighter in the near future. The 161st Air Refueling Wing is located at Sky Harbor International Airport in Phoenix and provides aerial refueling in support of global missions. The 107th Air Control Squadron is located at Luke Air Force Base and provides training for Air Force weapons directors. The 214th Reconnaissance Group is located at Davis-Monthan AFB in Tucson and supports overseas contingency operations. The Arizona Air National Guard is prepared for significant force structure impacts to include the potential closure of the 107<sup>th</sup> Air Control Squadron which is pending the final outcome of the Department of Defense budget for FY 13.

### **162<sup>nd</sup> Fighter Wing (FW), Tucson International Airport**

Tucson International Airport is home to the Air National Guard's premier F-16 fighter pilot training unit, the 162nd Fighter Wing. It is the largest ANG fighter wing in the country. The wing shares use of the runway, security and fire control with the airport. Approximately 1,450 people work at the base. About 900 are full-time employees and the balance are drill status Guardsmen providing forces in support of wartime operations.

The wing manages a fleet of more than 70 F-16 C/D and Mid-Life Update (MLU) Fighting Falcons. There are three flying squadrons and numerous maintenance squadrons and flights assigned to the wing. Under the 162nd Operations Group are the 152nd, 195th, and 148th Fighter Squadrons. Supporting these units are the Mission Support Group, the Maintenance Group, the Medical Group and Headquarters Squadron.

### **162<sup>nd</sup> FW Mission**

Since its activation in 1956, the 162nd Fighter Wing has fulfilled a federal and state mission. The dual mission, a provision of the U. S. Constitution, results in each Guardsman holding membership in the National Guard of Arizona and in the National Guard of the United States. Specifically, the wing serves the United States and allied nations by providing the finest fighter training programs in the world while partnering with the U.S. Air Force in overseas contingencies and Aerospace Control Alert.

Under state law, the wing provides protection of life, property and preserves peace, order and public safety. These missions are accomplished through emergency relief support during natural disasters such as floods, earthquakes and forest fires; search and rescue operations; support to civil defense authorities; maintenance of vital public services and counterdrug operations.

### **Mission Elements**

*F-16 Fighter Training:* The 162nd is the "face of the USAF to the world" providing the best-trained coalition war-fighting partners for the United States Air Force. The wing has trained pilots from 28 countries that fly the F-16 today while developing strategic partnerships and building strong international relationships based on performance, friendship and trust.

*Homeland Defense:* From Davis-Monthan Air Force Base, the wing operates a 24/7 alert detachment to provide a rapid reaction force ensuring air sovereignty over the Southwest.

*Operation Snowbird:* Also located at Davis-Monthan, this 162nd detachment provides support for visiting flying units from around the world looking to train in the optimal weather conditions and ample ranges of Southern Arizona.

The 162nd Fighter Wing is the 37th largest employer in Southern Arizona bringing \$280 million into the local economy. The 162nd has more than 43 years experience in fighter training, and more than 23 years experience in international military training. The wing will continue to modernize fighter training operations for the USAF Total Force and international air forces, defend the homeland, provide trained personnel for the Air and Space Expeditionary Force and fulfill its state mission.



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## **161<sup>st</sup> Air Refueling Wing (ARW), Sky Harbor International Airport**

The 161<sup>st</sup> Air Refueling Wing, located at Sky Harbor International Airport in Phoenix is a stand-alone operational Air National Guard KC-135R tanker unit with 8 aircraft assigned. The unit consists of approximately 818 authorized positions. About 273 are full-time employees and the remaining are drill status Guardsmen.

### **161<sup>st</sup> ARW Mission**

The 161<sup>st</sup> Air Refueling Wing is a combat force multiplier for rapid mobilization, worldwide deployment, airlift, MEDEVAC and sustained aerial refueling operations for the United States and its allies.

The Unit strives to enable global engagement by maintaining all-weather war fighting capability in support of conventional and nuclear operations, special operations, contingency tasking and homeland defense.

### **Mission Elements**

The 161<sup>st</sup> Air Refueling Wing is organized, trained and equipped to flow smoothly between State and Federal missions which are routinely accomplished throughout the year. The crews and equipment are seamlessly interchangeable with the Active duty, including the KC-135 "R" model, the newest version of the KC-135 in the fleet. This aircraft meets the highest navigation requirements worldwide, is capable of refueling US, NATO and foreign nation sales aircraft and has both satellite and ground voice and data linking.

The 161<sup>st</sup> Air Refueling Wing is the primary source of air refueling support in this area of the Southwest. The Unit is dedicated to its state mission of disaster response, partnership with the Scottsdale Health Care System in the Coyote Crisis Campaign and border missions with the Joint-Counter Narco-Terrorism Task Force. Over the last 18 years, the Wing has been in support of the Start I Verification Treaty which is unique to Arizona.

## **107<sup>th</sup> Air Control Squadron (ACS), Luke Air Force Base**

The 107<sup>th</sup> Air Control Squadron is an Air National Guard Tenant Unit on Luke AFB, executing a Flying Training Syllabus for AETC. They are an 80-person Total Force Team with 20 Active Duty, 9 Air National Guard, 39 Dual Status Civil Servant Technicians, 1 Drill Status Guardsman, 10 Civilian and 1 Contract Employee working in the Maintenance, Operations and Command Support and Services sections. This blended team of professionals work together seamlessly to make their mission a total success. The Mission of the 107<sup>th</sup> Air Control Squadron is to train Weapons Directors for the Air Force and they are the only unit in the Air Force doing this mission.

Weapons Director Graduates serve in Air Control Squadrons, Range Control Squadrons, Air Defense Squadrons and Air and Space Operations Centers for the Air Force and Air National Guard. Weapons Director graduates earn 23 credit hours with the Community College of the Air Force and the Unit's Training Production Rate is 80 students per year. As of 2012, we have graduated more than 500 Weapons Directors who have made a huge impact providing Command and Control in support of the Global War on Terrorism.

### **107<sup>th</sup> ACS Mission**

The 107<sup>th</sup> Air Control Squadron is the premiere command and control squadron, training and preparing expeditionary airmen for the Combat Air Forces.

### **Mission Elements**

The Wing consists of Air National Guard and Active Duty training professionals providing the highest caliber command and control expeditionary war fighters for the Combatant Commanders.

The 107<sup>th</sup> Air Control Squadron has seen Total Force success and is the only Unit in the Air Force training Weapons Directors. The Unit has integrated with the 56<sup>th</sup> Fighter Wing/944<sup>th</sup> Fighter Wing and 162<sup>nd</sup> Fighter Wing and 49<sup>th</sup> Fighter Wing using advanced and innovative technologies.

## **214<sup>th</sup> Reconnaissance Group (RG), Davis-Monthan Air Force Base**

The 214<sup>th</sup> Reconnaissance Group (RG), located on Davis-Monthan Air Force Base, is a direct result of the Guard's expanding role in the Total Force Initiative, which was outlined by the Secretary of the Air Force and Chief of Staff of the Air Force in November 2004. The 214<sup>th</sup> RG known as "The Black Sheep" is divided into two squadrons; the 214 Reconnaissance Squadron and the 214 Operational Support Squadron.



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The 214th Reconnaissance Group flies the MQ-1B Predator over Iraq and Afghanistan via satellite from ground control stations in Tucson, Arizona. Air Guardsmen fly 24/7 operations saving American lives through the vital information they provide to troops on the ground. The MQ-1 Predator is a medium-altitude, long-endurance, remotely piloted aircraft. The MQ-1's primary mission is interdiction and conducting armed reconnaissance against critical, perishable targets.

### **214<sup>th</sup> RG Mission**

The 214<sup>th</sup> RG provides superior armed reconnaissance capabilities to Overseas Contingency Operations (OCO) and defend the nation and state while enriching our local community.

### **Mission Elements**

The 214<sup>th</sup> RG provides persistent, actionable intelligence, surveillance, reconnaissance, and weapon delivery capability to combatant commanders. The Group's continued performance demonstrates their commitment to the Air Force Core values.

The 214 Reconnaissance Squadron Trains, maintains, and utilizes over 25 highly proficient and qualified aircrews ready to answer our nation's call for OCO missions. The 214 Operational Support Squadron provides safe, readily deployable manpower in support of all worldwide contingencies.

### **Arizona Air National Guard outlook for Current State Fiscal Year (1 July 2011 to 30 June 2012)**

The 162<sup>nd</sup> Fighter Wing is in the process of conducting an Environmental Impact Statement for consideration of future basing for the F-35. The 214<sup>th</sup> Reconnaissance Group will continue to support combat orbits overseas and continues to work the process for construction of a Launch Recovery Element to enhance their operations. The 161<sup>st</sup> Air Refueling Wing continues to be heavily tasked in support of global contingency operations. The Arizona Air National Guard is prepared for significant impacts to include the potential closure of the 107<sup>th</sup> Air Control Squadron which is pending the final outcome of the Presidential Budget for FY 13.