

Vision: The nation’s premier agency capable of responding to local, state and federal missions.

Mission: Provide military and emergency management capabilities to the citizens of Arizona and the nation.

Agency Description: The Arizona Department of Emergency and Military Affairs (DEMA) is administered and controlled by the Governor and headed by the Adjutant General of Arizona as Military Chief of Staff and agency Director.

The Department consists of the Army National Guard, Air National Guard, Joint Task Force-AZ, Division of Emergency Management, and Division of Administrative Services. Collectively these components provide military and emergency management capabilities and services to the citizens of Arizona in three distinct levels: community, state, and federal.

These components utilize state and federal resources to perform homeland defense and emergency management activities to protect the citizens of Arizona, provide trained military units in support of civil authorities for domestic emergencies, and support federal combatant commanders for national defense and homeland security missions.

Executive Summary: DEMA is the only state agency directly controlled by the Governor per state constitution and statute. DEMA supports the Governor’s priority of Protecting our Communities by ensuring our Commander-in-Chief has state military forces and emergency management capabilities ready and able to respond at a moment’s notice. DEMA continues to be the proven choice for the warfight, the first choice for homeland response, and the enduring choice for fostering strong partnerships both at home and abroad.

To maintain these capabilities, DEMA’s strategic plan focuses on manning and developing our Army and Air National Guard, sustaining our readiness-generating infrastructure, improving the state’s ability to jointly respond to disaster, and further integrating National Guard capabilities into state government to support the Governor and our public safety partners. Our efforts and desire for growth encompass a commitment to more effectively serve domestic and international missions, as well as increase opportunities for Arizonans to serve their state/country closer to home as a way to strengthen a collective commitment to public service and good citizenship.

The challenges we face in achieving our goals include the struggle to recruit and retain Citizen Soldiers and Airmen in a robust economy with competition for the same talent coming from other entities (federal Armed Forces, other states’ National Guards, and the public and private sectors) which often provide better incentives/benefits than we are currently able to offer. To more effectively man/develop the force, we will need to make progress in additional state investment in infrastructure and human capital.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Advance state all-hazard response to planned and unplanned events	2018	Improvement in developing common operating picture and reduction in infrastructure operation/maintenance costs through partnership and consolidation of (total #) disparate ‘emergency operations’ facilities peppered throughout the enterprise.
2	Build a ready and able force of AZNG Soldiers and Airmen for state active duty and federal contingency operations	2018	Air NG: 93% of authorized end-strength (May 2019) Army NG: 98% of authorized end-strength (May 2019)
3	Support Public Safety through further integration of National Guard Resources into state government	2018	Air NG: RPA Incident Awareness & Assessment assets, authorities, and capabilities are individually functioning and prepared for integration. JTF-AZ: Established Joint Cyber Task Force – AZ, supported ADOA for cyber testing
4	Secure additional mission sets relevant to state and national needs	2019	161ARW: Potential base expansion opportunity via Sky Harbor CAMP recommendations 162WG: Environmental Assessment in progress Army NG postured to receive additional force structure

Strategy #	FY20 Annual Objectives	Objective Metrics	Annual Initiatives
1	Document annual facility costs and delineate duplicative technology	<ul style="list-style-type: none"> • Complete 100% analysis on partner agencies 	<ul style="list-style-type: none"> • Develop a technical team (1 person from each agency) that will support analysis. Present information updates to the Public Safety Goal Council. • Crosswalk opportunities to increase communication during planned and unplanned events.
2	<p>Army National Guard (NG): Meet 100% of authorized end-strength goal</p> <p>Negative end-strength reduction</p> <p>Increase retention of reenlist eligible</p> <p>Complete DoD objectives for Readiness Center construction</p>	<ul style="list-style-type: none"> • Increased end-strength • Complete 100% final site survey requirements and A&E design for Southeastern AZ Regional Readiness Center construction • Complete 100% of DoD initial requirements to enable site survey for West Valley Readiness Center construction 	<ul style="list-style-type: none"> • Hire/Train Recruiting & Retention AGR Personnel. • Implement Phase 2 Guard Your Future (GYF) program. • Implement state tuition reimbursement program. • Plan/implement standardized exit interview/survey process. • Ongoing focus on recruit/retention and facilities.
	<p>Air National Guard (NG): Meet 100% of authorized end-strength goal</p> <p>Decrease Air NG new recruit initial time in training status</p>	<ul style="list-style-type: none"> • Increased end-strength • Decrease new recruit status time from initial recruitment through basic mission qualification by 20% 	<ul style="list-style-type: none"> • Implement state tuition reimbursement program. • Target recruiting career fields with lowest manning. • Over-man career fields with long training timelines. • Reduce waiting periods prior to beginning schools • Improve skill level training efficiency within AZ units.
3	<p>Air NG: Validate and practice RPA Incident Awareness & Assessment capabilities to support state needs</p>	<ul style="list-style-type: none"> • Successful integration of all aspects of Remotely Piloted Aircraft (RPA) support operations with state agencies and end users 	<ul style="list-style-type: none"> • Conduct exercises to validate and practice fully integrated capabilities and inter-agency operations.
	<p>Joint Cyber Task Force-AZ (JCTF-AZ): Increase use of cyber assets by state agencies</p>	<ul style="list-style-type: none"> • Increased readiness and capacity (i.e., reservist personnel) to respond to a state cyber event 	<ul style="list-style-type: none"> • Educate state agencies on JCTF-AZ capabilities and how it can assist with protecting cyber infrastructure. • Increase support to requesting state agencies.
	<p>Joint Task Force-AZ (JTF-AZ): Increase support of domestic operations by improving National Guard response time in an inter-agency environment through more efficient processes</p>	<ul style="list-style-type: none"> • Percent fill of NG members supporting the enduring Southwest Border mission • Execute inter-agency training exercises to practice state emergency operations 	<ul style="list-style-type: none"> • Continue to communicate the needs of state agency partners w/ the Southwest Border mission to increase the % fill of required positions. • Increase awareness of all Mission Ready Packages available to all state agencies.
4	<p>Air NG: Secure steps and commitments for future missions at 162WG</p>	<p>162nd Wing:</p> <ul style="list-style-type: none"> • Complete Environmental Assessment 	<ul style="list-style-type: none"> • Prioritize options & demonstrate opportunities to potential tenants in order to secure commitment to relocate to the 162WG.
	<p>Local/national engagement to promote and capitalize on 161ARW expansion opportunities</p> <p>Army NG: Secure additional force structure</p>	<p>161st Air Refueling Wing:</p> <ul style="list-style-type: none"> • Recruit to 105% manning in key career fields • Achieve maintenance mission capable rates of 80% 	<ul style="list-style-type: none"> • Operations & Maintenance Group retention rates of 90%. • Maintenance Group recruitment of 20 airmen over current levels. • Add 12 pilots during upcoming Undergraduate Pilot Training. • Demonstrate mission capability through operational & aircraft mission capable rates. • 161ARW to host 2 Red Flag exercises & 3 Neptune exercises.