

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	Supported our state, communities, and tribal partners during the Covid-19 response; supported continuous SEOC operations for three months, postured to establish an alternate SEOC to support wildfire season
2	Build a ready and able force of AZNG Soldiers and Airmen for state active duty and federal contingency operations	2018	Implementation of State Tuition Reimbursement Program Air NG: 94.5% of authorized end-strength (May 2020) Army NG: 101.6% of authorized end-strength (May 2020), plans to sustain growth to support additional force structure assignment •Two GYF events resulting in 126 reenlistments
3	Support Public Safety through further integration of National Guard Resources into state government	2018	JTF-AZ: Supported multiple requests for cyber assistance from political subdivisions; within 72 hours mobilized 1,000 National Guard Members to support our state, communities, and tribal partners during the Covid-19 response that provided practical demonstration on AZNG ability to support government and public safety
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 near completion Army NG postured to receive additional force structure

Strategy #	FY20 Annual Objectives	Objective Metrics	Annual Initiatives
1	Increase capability to stockpile and surge necessary resources to stabilize state lifelines	<ul style="list-style-type: none"> • Percent of milestones completed on time 	<ul style="list-style-type: none"> • Identify, analyze, and evaluate options on: <ul style="list-style-type: none"> - Lifeline and essential supplies (PPE, food, water, medical surge capacity, etc.) - Stockpile capabilities at state and local levels - Burn-rate and consumption of critical resources
2	<p>Army National Guard (ARNG): Meet or exceed 100% authorized end-strength goal</p> <p>Complete DoD objectives for Readiness Center construction</p>	<ul style="list-style-type: none"> • Increased end-strength • Percent of Southeastern Arizona Regional Readiness Center construction milestones completed on time • Percent of West Valley Readiness Center construction milestones completed on time 	<ul style="list-style-type: none"> • Implement Phase 2 Guard Your Future (GYF) program & Mini GYF Pilot Program • Secure Additional Force Structure • Covid-19 Crisis Support to State, Local and Tribal Governments • Ongoing focus on recruit/retention and facilities • Complete 100% design, select construction firm and be ready to begin construction of SE AZ Regional Readiness Center in Jan 2021 • Receive design authority, select A&E firm, complete Environmental Condition Report, and begin Environmental Assessment for West Valley Readiness Center
	<p>Air National Guard (ANG): Meet 100% authorized end-strength goal</p> <p>Secure lease renewal for Goldwater ANG Base with Sky Harbor/City of Phoenix</p>	<ul style="list-style-type: none"> • Increased end-strength • Percent of completion of requirements for Federal Tuition Assistance (TA) pilot program • Percent of completion of lease renewal requirements, application and engagement w/ Sky Harbor 	<ul style="list-style-type: none"> • Target recruiting career fields with critical manning • Conduct manning meetings with units to collaborate on projected losses, manning shortages and member interviews • Re-assign Recruiting assets to broaden reach state-wide • Conduct skill level waiver request training • Base Education & Training to provide Federal TA implementation outline • Engage with Governor's Office and stakeholders to support 161st lease renewal
3	<p>Joint Task Force-AZ (JTF-AZ): Increase opportunities to engage with stakeholders and partner agencies</p> <p><i>Cyber Joint Task Force (CJTF)</i> <i>Counterdrug Task Force (CDTF)</i> <i>Operation Guardian Support (OGS)</i></p>	<ul style="list-style-type: none"> • CJTF: Increase readiness and capacity to respond to a State cyber event • CDTF: Percent positive responses from Community Based Operations (CBO) and Arizona Youth surveys to identify strengths and weaknesses for each organization and number of partnership opportunities • OGS: Percent of milestones completed to support transition to Title 10 forces 	<p>JTF-AZ: Coordinate with all partners involved in COVID-19 response to ensure coordination remains in place and processes are synchronized.</p> <p>CJTF: Create and recruit civilian cyber reservist capability; advertise to state agencies on capabilities and how it can assist with protecting cyber infrastructure; increase state agency relationship pool size.</p> <p>CDTF: Coach and lead community-based operations to be more effective at Drug Demand Reduction.</p> <p>OGS: Work closely with the incoming Title 10 federal forces to ensure a seamless transition of all OGS mission sets within the state.</p>
4	<p>Air National Guard (ANG): Secure steps and commitments for future missions at 162nd Wing (162WG)</p> <p>Local/national engagement to promote and capitalize on 161st Air Refueling Wing (161ARW) expansion opportunities</p>	<p>162WG:</p> <ul style="list-style-type: none"> • Completion of Environmental Assessment • Percent completion of Site Activation Task Force (SATAF) Identified Facility Upgrades <p>161ARW:</p> <ul style="list-style-type: none"> • Percent of manning in key career fields • Percent of maintenance mission capable rate 	<p>162WG:</p> <ul style="list-style-type: none"> • Prioritize options & demonstrate opportunities to potential tenants in order to secure commitment to relocate to the 162WG, to include renovations to Squadron Operations and Maintenance facilities to meet arrival timelines. <p>161ARW:</p> <ul style="list-style-type: none"> • Operations & Maintenance Group retention rates of 90%. • Maintenance Group recruitment of 20 airmen over current levels. • Host 2 Red Flag exercises & 3 Neptune exercises.