

**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 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 the state’s military forces and emergency management capabilities are 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 Arizona National Guard and civilian workforce, 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 recruiting and retaining Citizen Soldiers and Airmen as well as our civilian workforce 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 staff and develop the agency, 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 an unprecedented 18 months of disasters to include COVID-19 response and wildland fires; established large scale COVID-19 testing and vaccination sites across the state w/ federal, state, county, and private partners that were recognized as national models
2	Build a ready and able force of soldiers, airmen, and civilians to support state missions and federal contingency operations	2018	Army NG: 100.0% of authorized end-strength, plans to sustain growth to support additional force structure assignment. Gained new force structure into Army NG (6 units, 254 Soldiers) Air NG: 97.2% of authorized end-strength
3	Enhance Public Safety through further integration of DEMA resources into state government	2018	JTF-AZ: Supported multiple requests for cyber assistance; Mobilized 1,000 National Guard Members within 72 hrs and completed over 11,000 missions during the COVID-19 response; Assisted local law enforcement during their response to civil unrest; Augmentation of local law enforcement in response to increased migration at the SW border.
4	Secure additional mission sets relevant to state and national needs	2019	161ARW: Potential base expansion opportunity via Sky Harbor CAMP recommendations 162WG: Secured Taiwan relocation to succeed the Netherlands in FY23 Army NG awarded additional Explosive Ordnance Disposal and Engineering Company force structure in FY23-FY25 Emergency Mgmt to assume responsibility for Palo Verde off-site monitoring during nuclear emergency w/ AZNG 91 <sup>st</sup> Civil Support Team

Strategy #	FY22 Annual Objectives	Objective Metrics	Annual Initiatives
1	<p>Increase capability to stockpile and surge necessary resources to stabilize state lifelines</p> <p>Increase operational capacity to address complex operations</p>	<ul style="list-style-type: none"> <li>•Percent of logistical system evaluation milestones completed on time</li> <li>•Percent of infrastructure evaluation to support future requirements that includes pandemic contingencies</li> </ul>	<ul style="list-style-type: none"> <li>•Identify a logistical system that that tracks personal protective equipment and other resources from receipt by the state to final use to support distro/audit.</li> <li>•Identify stakeholders and funding sources to evaluate current facilities and capability knowing that emergency operation centers must stay “active” even with a social distancing requirement.</li> </ul>
2	<p><b>Uniformed Members:</b></p> <p>Army National Guard (ARNG): Meet or exceed 100% end-strength goal</p> <p>Complete DoD objectives for ARNG Readiness Center construction</p> <p>Grow ARNG aviation opportunities</p>	<ul style="list-style-type: none"> <li>•End-strength</li> <li>•Percent of Southeastern Arizona Regional Readiness Center construction milestones completed on time</li> <li>•Percent of Surprise Readiness Center construction milestones completed on time</li> <li>•Percent completion of Aviation Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>•Implement Phase 2 Guard Your Future (GYF) program &amp; Mini GYF Pilot Program</li> <li>•Secure Additional Force Structure to include additional aviation capacity</li> <li>•Upgrading Training Ranges for new training requirements</li> <li>•Ground-breaking ceremony scheduled October 2021 for SE AZ Regional Readiness Center</li> <li>•Receive design authority, select A&amp;E firm, complete Environmental Condition Report, and begin Environmental Assessment for Surprise Readiness Center</li> </ul>
	<p>Air National Guard (ANG): Meet 100% end-strength goal</p>	<ul style="list-style-type: none"> <li>•End-strength</li> <li>•Percent completion of requirements for Federal Tuition Assistance (TA) pilot program</li> </ul>	<ul style="list-style-type: none"> <li>•161ARW: Increase recruiting in preparation for expanded capability                             <ul style="list-style-type: none"> <li>- Maximize support to local/state military refueling training requests</li> </ul> </li> <li>•162WG: Target recruiting career fields with critical manning                             <ul style="list-style-type: none"> <li>- Conduct manning meetings with units to collaborate on meeting end-strength</li> <li>- Re-assign Recruiting assets to broaden reach state-wide</li> </ul> </li> </ul>
	<p><b>Non-Uniformed Members:</b></p> <p>Improve Employee Satisfaction</p>	<ul style="list-style-type: none"> <li>•Percent of study on workplace attrition (EM)</li> <li>•Number of ideas implemented to improve job satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>•Conduct a study that reviews compensation and job classification</li> <li>•In alignment w/ ADOA, identify telework schedules that meet job requirements based on lessons learned during COVID-19 when normal posture returns</li> </ul>
3	<p><b>Joint Task Force-AZ (JTF-AZ):</b></p> <p>Maximize support to stakeholders and partner agencies</p> <p><i>Cyber Joint Task Force (CJTf)</i></p> <p><i>Counterdrug Task Force (CDTF)</i></p> <p><i>National Guard Civil Support (NGCS)</i></p>	<ul style="list-style-type: none"> <li>•CJTf: Readiness and capacity to respond to a State cyber event</li> <li>•CDTF: Number of engagements to reduce demand</li> <li>•CDTF: Number of drug prevention coalitions where overdose deaths are highest</li> <li>•NGCS: Percent of implementation of state Incident Awareness &amp; Assessment capabilities</li> </ul>	<p>CJTf: Build CJTF relationships with AZ agencies promoting available capabilities in the event of cyber attack. Partner with ASU to conduct Cyber TTX. Create and recruit civilian cyber reservist capability through DEMA and internship with ASU.</p> <p>CDTF: Develop overdose death location map. Increase illicit drug seizures 10%. Pursue law enforcement agencies w/ a stronger drug focus.</p> <p>NGCS: Maximize support of requests to local agencies. Maintain relationships and open lines of communications with federal, state, tribal and local agencies from the past 15 months of experiences.</p>
4	<p>Secure steps and commitments for future missions relevant to state and national needs</p> <p><i>Air National Guard (ANG)</i></p> <p><i>Army National Guard (ARNG)</i></p> <p><i>Emergency Management (EM)</i></p>	<p>ANG 162WG percent completion of:</p> <ul style="list-style-type: none"> <li>- Taiwan relocation action items</li> <li>- Design/land acquisition for Main Gate</li> </ul> <p>ARNG percent completion of:</p> <ul style="list-style-type: none"> <li>- MOU for additional mission set in FY22</li> <li>- Application submission for Electronic Warfare Unit</li> </ul>	<p>161ARW: Engage with City of Phoenix/Sky Harbor stakeholders to support competitive Letter of Intent for KC-46; Renew support letters by refueling customers</p> <p>162WG: Explore options to secure 4.5/5<sup>th</sup> Generation fighter pilot training or operational squadron; Facility renovation/manpower transition to meet Taiwan Air Force arrival timelines; Main Gate/Munitions Storage Area Land Acquisition</p> <p>ARNG: Continue to complete requisite work for new mission sets</p> <p>EM: Incorporate JTF-AZ 91<sup>st</sup> Civil Support Team into the Off-site Nuclear Response Plan to support Palo Verde Generating Station in the event of an emergency</p>