

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	Acquired a federal Disaster Declaration for northern Arizona flooding, co-managed a \$100M fund to support recovery from wildfires and post-fire flooding, managed a \$55M fund for southern border initiatives, to include coordinating bus and barrier missions to mitigate immigration issues impacting the state and local communities.
2	Build a ready and able force of soldiers, airmen, and civilians to support state missions and federal contingency operations	2018	Army NG: 94.2% of authorized end-strength Air NG: 96.1% of authorized end-strength; 162WG/214ATKG delivered hi-def MQ-9 live-fly video to SEOC Began Purple Resolve implementation with train-the-trainer courses.
3	Enhance Public Safety through further integration of DEMA resources into state government	2018	JTF-AZ: Cyber vulnerabilities scans of 17 state agencies and 5 incident responses, saving the State an estimated \$5M. Mobilized 250 National Guard Members to support 18 state and local law enforcement agencies performing 64 different mission sets – fulfilling every resource request received in response to impacts from increased migration along the southwest border.
4	Secure additional mission sets relevant to state and national needs	2019	Army NG gained Tactical Unmanned Aircraft (TUAS) Force Structure 161ARW: Secured lease extension and base expansion Letter of Intent from City of Phoenix 162WG: Taiwan AF Beddown: Facility and Manpower requirements finalized (\$35M in related construction, +186 manpower positions), MSA Land Acquisition funded (FFY22, \$1.9M) JTF-AZ State Partnership Program applied for selection as Oman’s state partner.

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1	Develop capabilities related to physical infrastructure and technology to prepare for and respond to emergencies in Arizona.	<ul style="list-style-type: none"> • Percent of completion for construction of new State Emergency Operations Center (SEOC) • Percent of WebEOC Platform integration to include logistical tracking component • Avg days to distribute Border Security Fund 	<ul style="list-style-type: none"> • Complete scope of work and contract for SEOC construction project. • Complete WebEOC design and determine feasibility of logistical function of the systems tracking software and acquire funding to implement. • Prepare for new FEMA mitigation grant program guidance (STORM Act, etc) • Continue to support partners dealing with border-related impacts.
2	Uniformed Members: Army National Guard (ARNG): Meet or exceed 100% end-strength goal Complete DoD objectives for ARNG Readiness Center construction Grow ARNG aviation opportunities	<ul style="list-style-type: none"> • End-strength percent • Percent of Southeastern Arizona Regional Readiness Center construction milestones completed on time • Percent of Surprise Readiness Center construction milestones completed on time • Percent completion of Public/Private Partnership to support aviation opportunities 	<ul style="list-style-type: none"> • Implement changes to federal Retention Incentives Program and the State Tuition Reimbursement program to improve End-strength. • Secure Additional Force Structure to include additional aviation capacity • Upgrading Training Ranges for new training requirements • Ground-breaking ceremony scheduled October 2022 for SE AZ Regional Readiness Center • Receive design authority, select A&E firm, begin biological and archaeological surveys for Surprise Readiness Center
	Air National Guard (ANG): Meet 100% end-strength goal	<ul style="list-style-type: none"> • End-strength percent 	<ul style="list-style-type: none"> • 161ARW: Increase recruiting in preparation for expanded capability <ul style="list-style-type: none"> - Maximize support to local/state military refueling training requests - Fly all budgeted flying hours in FY23 • 162WG: Target recruiting career fields with critical manning <ul style="list-style-type: none"> - Conduct manning meetings with units to collaborate on meeting end-strength - Re-assign Recruiting assets to broaden reach state-wide
	Non-Uniformed Members: Improve Employee Satisfaction	<ul style="list-style-type: none"> • Number of ideas implemented to improve job satisfaction 	<ul style="list-style-type: none"> • Implement ideas to improve job satisfaction based on feedback from 2022 Employee Engagement Survey
	All Members: Implement Purple Resolve	<ul style="list-style-type: none"> • Percent of course completion by members (<i>Breakthrough Project</i>) 	<ul style="list-style-type: none"> • Continue Train the Trainer courses • Begin trainings for members throughout the year and around the state
3	Joint Task Force-AZ (JTF-AZ): Maximize support to stakeholders and partner agencies <i>Cyber Joint Task Force (CJTF)</i> <i>Counterdrug Task Force (CDTF)</i> <i>National Guard Civil Support (NGCS)</i>	<ul style="list-style-type: none"> • CJTF: Readiness and capacity to respond to a state cyber event • CDTF: Number of engagements to reduce demand • CDTF: Number of drug prevention coalitions • CST: Readiness level for NGCS Support • NGCS: Percent of valid and actionable requests to a declared response 	CJTF: Build CJTF relationships with AZ agencies, internship and partner with ASU to conduct Cyber TTX, and create and recruit civilian cyber reservists. CDTF: Develop overdose decadent location map. Pursue law enforcement partnerships with a stronger drug focus to increase illicit drug seizures. CST: Strengthen and build inter-agency partnerships w/ civil authorities and regional partners to educate and strengthen combined response capabilities. Conduct planning and provide CST support at planned events ISO civil authorities. NGCS: Maximize support to requests from federal, state, tribal and local agencies.
4	Secure steps and commitments for future missions relevant to state and national needs <i>Air National Guard (ANG)</i> <i>Army National Guard (ARNG)</i> <i>Joint Task Force (JTF-AZ)</i>	ANG 162WG percent completion of: <ul style="list-style-type: none"> - Taiwan relocation facility/manpower actions - Main Gate land acquisition/construction - MSA land acquisition/design JTF-AZ percent completion of: <ul style="list-style-type: none"> - Requirements if selected for State Partnership Program w/ Oman 	161ARW: Seek additional KC-135s to support regional refueling need; Prep for potential KC-46 site visit in Fall 2022 to support future KC-46 basing decision. 162WG: Explore options to secure 4.5/5th 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 ARNG: Continue to complete requisite work for new mission sets JTF-AZ: Complete State Partnership Program requirements for additional partner.