

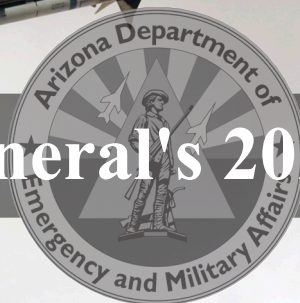
ARIZONA

DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS

DEMA



The Adjutant General's 2021 Annual Report



A REPORT ON THE STRENGTH AND CONDITION of the
ARIZONA DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS and
ARIZONA NATIONAL GUARD

submitted by
THE ADJUTANT GENERAL
MAJOR GENERAL KERRY L. MUEHLENBECK

to the GOVERNOR OF ARIZONA,
the PRESIDENT OF THE ARIZONA STATE SENATE, and the
SPEAKER OF THE ARIZONA HOUSE OF REPRESENTATIVES

1st REGULAR SESSION, 55th LEGISLATURE
SEPTEMBER 2021

TABLE OF CONTENTS

01	INTRODUCTION	
	Deployments	03
05	DEPARTMENT PRIORITIES & STRATEGIC ISSUES	
	Federal Priorities	05
	Expanding KC-135 Fleet	06
	State Priorities	07
	Army Guard Readiness Center Sustainment	08
09	STRENGTH & CONDITION OF THE DEPARTMENT	
15	ARIZONA ARMY NATIONAL GUARD	
	158th Maneuver Enhancement Brigade	21
	198th Regional Support Group	25
	98th Aviation Troop Command	28
	215th Regional Training Institute	33
	Arizona Training Centers	35
	Western Army Aviation Training Site (WAATS)	37
39	ARIZONA AIR NATIONAL GUARD	
	161st Air Refueling Wing	43
	162nd Wing	47
53	JOINT TASK FORCE - ARIZONA	
	Director of Military Support	55
	91st Civil Support Team	57
	Counter Drug Task Force	58
	State Partnership Program - Kazakhstan	59
	Cyber Joint Task Force	60
	Southern Arizona Law Enforcement Support	61
	Operation COVID-19	
	Task Force Logistics	63
	Task Force Medical	64
65	DIVISION OF EMERGENCY MANAGEMENT	
77	DIVISION OF ADMINISTRATIVE SERVICES	
89	STATUTORILY REQUIRED REPORTS APPENDIX	
	Governor's Emergency Fund Annual Report	I
	Statutorily Affiliated Commissions & Funds	X

COVER: F-16s from the Arizona Air National Guard's 162nd Wing flying in formation.

BACK COVER: A UH-60 Blackhawk crew from the Arizona Army National Guard dropping water from a bambi bucket to assist wildland firefighting efforts in Gila County.



OUR LEADERSHIP



The Honorable Douglas A. Ducey
Governor and Commander-in-Chief
State of Arizona



Major General Kerry L. Muehlenbeck
The Adjutant General
Department of Emergency and
Military Affairs (DEMA)



Command Sergeant Major Fidel Zamora
Senior Enlisted Leader
Arizona National Guard



Brigadier General Lonnie J. Branum
Land Component Commander
Arizona Army National Guard



Major General Howard P. Purcell
Air Component Commander
Arizona Air National Guard



Brigadier General Troy T. Daniels
Commander
Joint Task Force - Arizona



Brigadier General Christopher S. Sandison
Deputy Adjutant General
Division of Administrative Services



Allen Clark
Director
Division of Emergency Management

Our Vision

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

Our Mission

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

Our Values

Ready, Responsive and
Reliable with Honor
and Integrity.



INSPIRING SERVICE



This past year demonstrated the important roles of DEMA as we responded to the many state emergencies while simultaneously meeting our federal mission to train, fight, and win our nation's wars. Much like 2020, DEMA answered Arizona's call in every capacity.

We defended local governments from cyber attacks, continued to support the state-wide COVID-19 response and vaccination efforts, supported law enforcement efforts to quell civil disturbance, fought wildfires, battled flooding, and assisted local law enforcement in southern Arizona as they addressed community impacts from increased border migration and transnational crime.

In support of our national duty, we deployed three Arizona Army National Guard units into combat zones, supported world-wide aerial mobility through KC-135 deployments to the Middle East and Indo-Pacific regions, trained 72 F-16 pilots from 13 partner nations, and continued engagement with the Republic of Kazakhstan to enhance U.S. interests and partnerships in a critical area of the globe.



Then-Brigadier General Kerry Muehlenbeck is introduced as The Adjutant General for Arizona and Director of the Department of Emergency and Military Affairs by Governor Doug Ducey on April 8, 2021, following the retirement of Major General Michael McGuire. Photo credit Nick Oza / The Arizona Republic

In the pages that follow, you will see that DEMA runs toward challenges. The continued selfless service of our Citizen-Soldiers, Citizen-Airmen, and Civilians over the past year was truly inspirational. It is this inspiration that motivates others and serves as a force multiplier for the future.

Despite our successes, we will face new challenges. For the National Guard, we must address modernization of the force, shrinking budgets, continued threats of terrorism and cyber attacks, and great power competition in the Pacific. If that were not enough, some distracting voices have suggested that National Guard members should be relegated solely to domestic missions like filling sandbags and handing out water. Fortunately, the National Guard's history of training and service proves otherwise. Our core missions remain: we are the primary combat reserve for the U.S. Army and Air Force, protectors of the Homeland, and key partners with international communities abroad. For Emergency Management, the response efforts will be matched this coming year, focusing on post-fire flooding in communities already scarred by wildfire, the persistence of COVID-19, and the revision of state agency continuity of operation plans. Through it all, DEMA will continue to perform as a cohesive and joint operational force, leveraging the diverse talents of the Arizona Air and Army National Guard and the Division of Emergency Management. Service is our strength and our future.

This year also marks the 20th Anniversary of the terrorist attacks on September 11, 2001. On that day a great people were moved to defend a great nation, and a generation of Arizonans and Americans were called to serve. Over 12,000 Arizona National Guardsmen answered the call, with some making the ultimate sacrifice. They continue to humble and inspire us. Moreover, our service was

also borne on the sacrifices of our families and the employers of our National Guardsmen. We owe a profound level of gratitude to those who contribute to our readiness and ability to respond to the state and nation's call.

As an organization, we stand on the shoulders of all those who served before. It is an honor to be recalled to service, now as the 35th Adjutant General of the Arizona National Guard and Director of the Department of Emergency and Military Affairs. I am confident our mettle will again be tested. I am also confident that we will build on the inspiration of the past and forge ahead in service and in honor.

Always Ready, Always There!

Major General Kerry L. Muehlenbeck
THE ADJUTANT GENERAL OF ARIZONA

DEPLOYMENTS



Arizona Army National Guard

2 x Operation Freedom's Sentinel
1 x Operation Inherent Resolve

Upcoming Year:

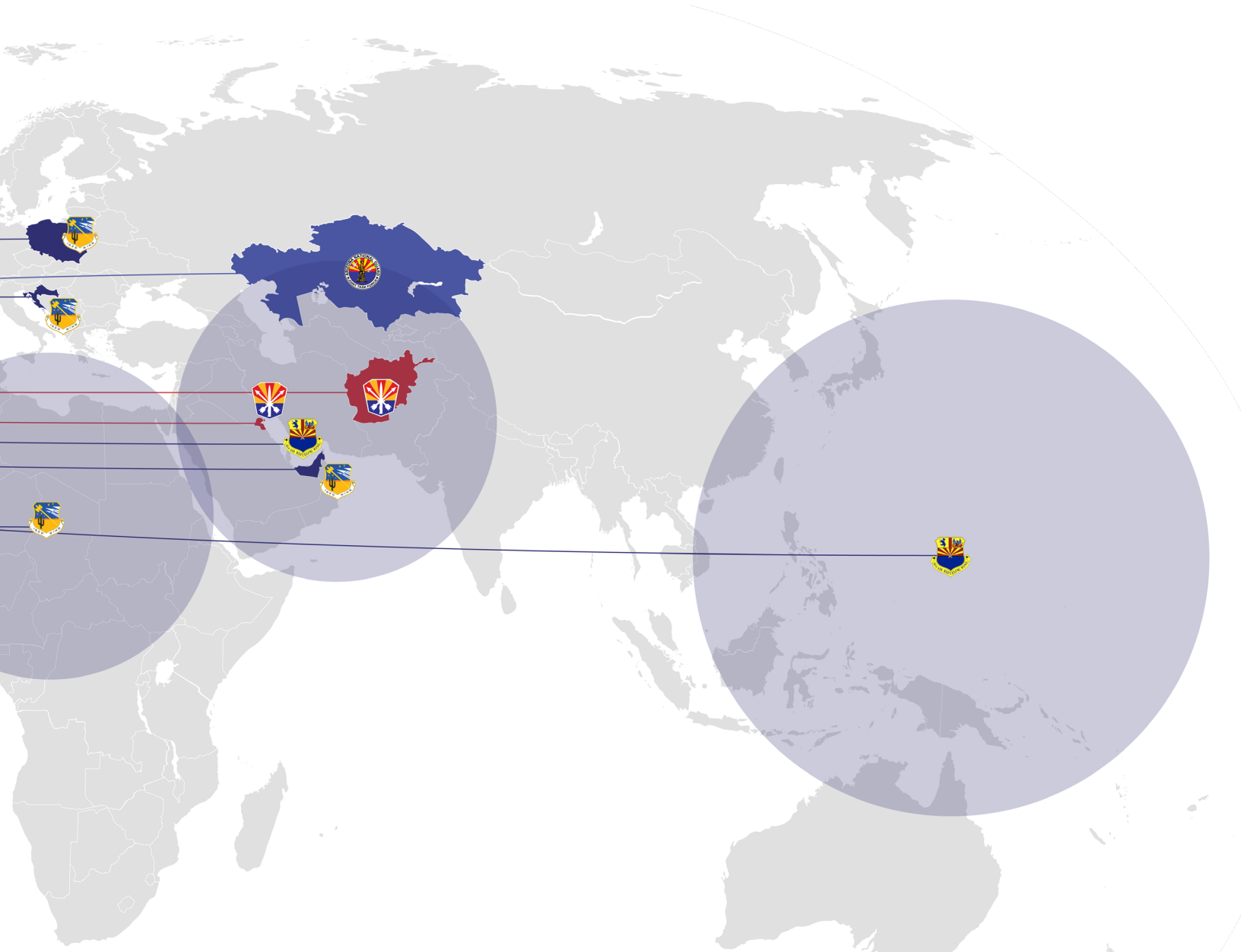
1 x KFOR (Kosovo Force)
1 x Operation Inherent Resolve

Arizona Air National Guard

African Command
Central Command
Indo-Pacific Command
Croatia
Poland
United Arab Emirates

Upcoming Year:

Central Command
Indo-Pacific Command



Joint Task Force - Arizona

Operation COVID-19 Response
California Wildfires (DSCA)
Kazakhstan (SPP)

Emergency Management

In-State only for COVID-19 Response



ARIZONA DEPARTMENT OF EMERGENCY & MILITARY AFFAIRS

FEDERAL PRIORITIES

DEMA's federal policy objectives for 2022 include:

- Capitalize on the Phoenix City Council's unanimous vote to expand Goldwater Air National Guard Base westward and incorporate 40 acres of property currently occupied by cargo operations to allow for an increase from 8 to 12 KC-135 aircraft and posture for the next generation tanker, the KC-46, to better meet refueling demand and enable all Arizona air power.
- Stay in fighters at the 162d Wing for enduring air dominance and prevent divestiture of the 195th Fighter Squadron that will impact fighter pilot training.
- Grow cyber defense capabilities to respond to emerging cyber threats.
- Grow Army rotary-wing aviation force structure to preserve existing knowledge and experience within the Arizona Army National Guard.
- Seek compatible growth of Arizona Army National Guard force structure. Current force structure under-represents the population growth that has occurred in Arizona over the past two decades and ignores the military training advantages that Arizona provides to the nation.
- Concurrent and proportional fielding of equipment and force structure to the National Guard.
- Increased Army National Guard Full-Time Support and End Strength.



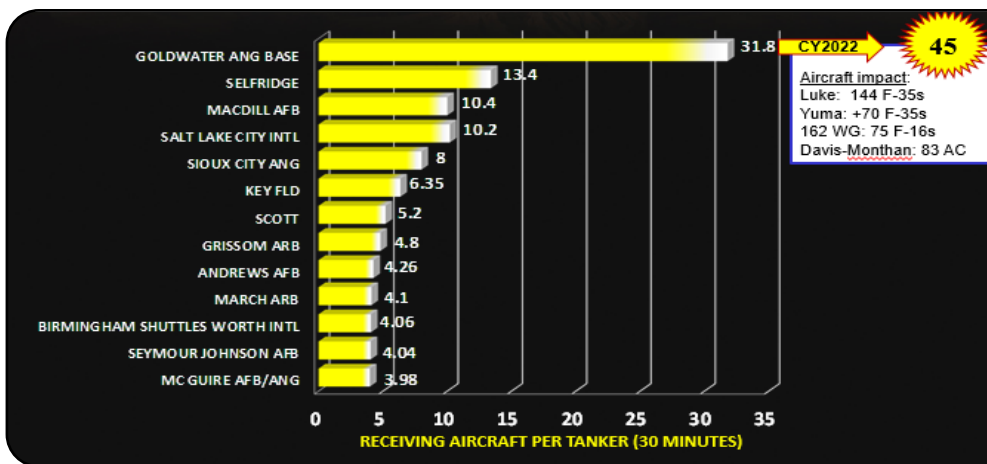
EXPAND 161ST ARW KC-135 FLEET

STRATEGIC ISSUE: For every KC-135 at the 161st ARW, there are 31.8 potential receiver aircraft within a 30-minute flight radius; more than any other tanker base in the country.

By 2022, that will increase to over 45 potential receiver aircraft. More tankers better enable missions at Luke AFB, Davis-Monthan AFB, Tucson (162WG), MCAS Yuma, the Barry M. Goldwater Range Complex, and throughout the Southwest.

OBJECTIVE: Expand the KC-135 fleet at the 161st Air Refueling Wing (ARW) from eight aircraft to 12 to meet demand.

- Goldwater Air National Guard Base has immediate capacity to host additional tankers, and has been approved to acquire 40 additional acres by the recent June 11, 2019, Phoenix City Council vote.
- The larger ramp area makes the base an attractive option for the U.S. Air Force when it selects bases for the bed-down of any larger, next generation refueling aircraft intended to replace the KC-135, and allow for greater support of additional large-scale exercises and the overall National Defense Strategy.




The DoD has projected the bed-down of 232 F-35s in Arizona. This substantial \$21.9B DoD investment in Arizona’s airpower requires aerial refueling support to ensure highest levels of mission readiness. Thus far, no additional investment in Arizona’s tanker fleet has been made despite the increased demand for aerial refueling.

- A 12-aircraft KC-135 tanker wing is the most efficient refueling unit size
- With the space provided by the 40 additional acres granted to the 161st ARW by the City of Phoenix coupled with local population growth, the 161st can easily expand manning for added tankers - producing a 50% increase in mission for only 12.5% more manning
- Phoenix is a strategic location for an expanded fleet due to the training activities found in Arizona and its proximity and availability for deployment to Indo-Pacific Command.

Goldwater ANG Base bed-down layout with 40 acre expansion.





ARIZONA DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS



ARIZONA DEPARTMENT OF EMERGENCY & MILITARY AFFAIRS

STATE PRIORITIES

Recognizing that government's number one responsibility is keeping its citizens and homeland safe, DEMA supports Governor Ducey's vision to provide Safe Communities for all Arizonans with the following state priorities:

DEMA's state policy objectives for 2022 include:

- Increased state appropriation to sufficiently match federal grants for the annual costs to operate and maintain Arizona Army National Guard Readiness Centers.
- State appropriation to sufficiently match federal master cooperative agreements for the operation and maintenance of Arizona Army National Guard Readiness Centers.
- Updated enabling statutes of the Arizona National Guard to reflect the current responsibilities of The Adjutant General, support retention incentives of Arizona's Citizen-Soldiers and Airmen, and continue parity between Guardsmen actively serving in a State Active Duty status with our Federal Active Duty counterparts.
- Establishing a specific budgetary line item for State Active Duty, which would include the previously appropriated funding for DEMA's cyber response capabilities, to support the state's first responders when requested.
- Continued support for critical capital improvement projects, including maintenance funding and anticipating the state-match requirement for future Military Construction projects. The State of Arizona went 30 years without investing in DEMA facilities, which must be avoided in the future.



STRATEGIC ISSUE POLICY PRIMER - ARMY READINESS AT RISK

ARMY GUARD READINESS CENTER FUNDING

STRATEGIC ISSUE: 84% of Army National Guard Readiness Centers are failing to support Soldier readiness due to overcrowding contributed to by deferred maintenance closing facilities.

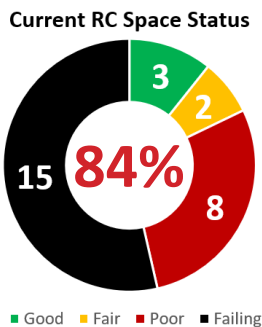
The Arizona Army National Guard has 31 Readiness Centers spread across 20 cities throughout the state. The average age of Arizona's Readiness Centers is 38 years-old - with 11 Readiness Centers built over 50 years ago - when Soldiers were driving jeeps instead of larger HMMWVs or the future Joint Light Tactical Vehicle, and with little anticipation of the equipment, connectivity or training needs of today's Soldiers.

DEMA receives \$1.7M per year in state match for Readiness Center operations and maintenance, but requires \$3.37M to meet the annual expenses. This underfunding has resulted in \$10.3 million of deferred maintenance and the closure of three Readiness Centers. Additional state investment is required to overcome a 30-year gap in state funding.

OBJECTIVE: Increase DEMA's Operations & Maintenance annual state-match appropriation from \$1.7M to \$3.37M to meet minimum annual operational expenses.

Due to a 30-year gap in funding and stagnate maintenance appropriation nearly 85% of the Arizona Army National Guard Readiness Centers fail to support readiness requirements.

Failure to maintain adequate Readiness Center infrastructure hurts National Guard readiness, force structure assignment to keep pace with our state's growth, and the Guard's ability to support state and federal missions.



The space requirements for Readiness Centers are only going to increase. For example, compare the size of the Joint Light Tactical Vehicle (left) that is replacing the HMMWVs (right), which entered Army service in 1984. Oshkosh Photo

30-Year Gap in MILCON State-Match Funding

READINESS CENTER	LAND	FUNDED	BUILT
Mesa Armory	State	1948	1950
Coolidge Armory	State	1952	1954
Glendale Armory	Glendale	1952	1954
Silverlake - Stofft Armory	State	1952	1954
Sunnyslope Armory	State	1952	1954
Flagstaff Armory	State	1954	1956
PPMR - 52nd St Armory	Fed	1955	1957
Douglas Armory	Douglas	1957	1959
Casa Grande Armory	State	1959	1961
Safford Armory	Safford	1960	1962
Nogales Armory	Nogales	1962	1964
PPMR - Joint Force Headquarters	Fed	1970	1972
PPMR - E FSC (former 107th)	Fed	1976	1978
Prescott Armory	State	1977	1979
Bellemont Armory	State	1981	1983
Silverbell- Jordan Armory	State	1984	1986
Show Low Armory	State	1985	1987
Chandler Armory	State	1986	1988
Valencia Readiness Center	State	1986	1988
PPMR- Pettycrew Readiness Center	Fed		1991
Yuma Readiness Center	Yuma		2004
PPMR- Aviation Readiness Center	Fed		2005
Tempe Readiness Center	Tempe		2007
Buckeye Training Site	Fed		2009
PPMR- Personnel One-Stop	Fed		2009
Robinson Readiness Center	Fed		2011
FMR- Kasson RC	Fed		2011
PPMR - Allen Readiness Center	Fed		2011
Silverbell-Armed Forces Reserve Center	Fed		2011
FMR - Browning-Miller RC	Fed		2014
PPMR - Rabjohn Readiness Center	Fed		2014
Tucson Readiness Center (in construction)	State	2019	2023
Surprise Readiness Center (obligated)	State	2022	2025



Strength
&
Condition

8,368 TOTAL
SOLDIERS, AIRMEN, AND CIVILIAN EMPLOYEES



Arizona Army National Guard

5,314 Soldiers 5,317 Authorized

Active Duty	531	Civilian Support:	
Mil-Techs	463	State FTE	177
Drill Status	4,320		



Arizona Air National Guard

2,620 Airmen 2,690 Authorized

Active Duty	563	Civilian Support:	
Mil-Techs	916	State FTE	72
Drill Status	1,141		



Joint Task Force - Arizona

222 Soldiers & Airmen

JFHQ-AZ	35	+ 1,038 COVID-19 Response
Counter Drug	150	+ 250 National Guard Civil
91st CST	22	Support
State Partnerships Prg	1	
Cyber JTF	14	



Emergency Management

87 Employees

62 State Employees
25 Reservists



Administrative Services

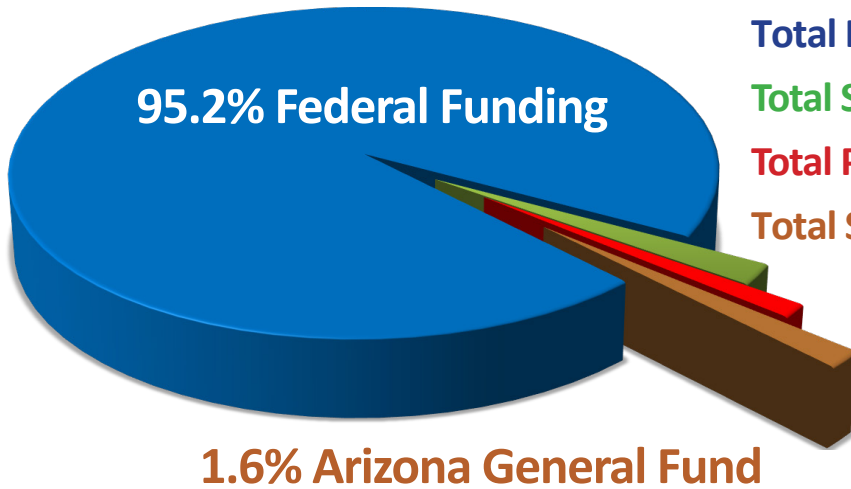
200+ Employees

97 State Employees
100+ Guard Members and Federal Employees



STRENGTH & CONDITION

Operating Budget



Total Budget: **\$666,904,569**

Total Federal Funding: **\$634,739,316**

Total Self-Funded: **\$12,998,944**

Total Pass-Through Funding: **\$8,408,239**

Total State General Fund: **\$10,758,070**

Self-funded programs include the Nuclear Emergency Management Fund and Ordnance Operations at Camp Navajo.

The Division of Emergency Management passes-through state funding in response to declared disasters or approved mitigation projects, and federal funding for emergency management activities and response to state, county, city and tribal governments throughout Arizona.

DEMA Administration

	State	State Match	Federal MCA	Federal	Other Non-Appn	Total
State Pay & Allowance:	\$1,381,772				\$1,275,267	\$2,657,039
Operations & Maintenance:	\$443,214				\$506,999	\$950,214
Total:	\$1,824,986				\$1,782,266	\$3,607,252

Arizona Army National Guard

	State	State Match	Federal MCA	Federal	Ordnance Operations	Other Non-Appn	Total
Military Pay & Allowance:				\$63,088,000			\$63,088,000
Federal Civ/MilTech Pay:				\$37,757,000			\$37,757,000
AGR Pay & Allowance:				\$60,823,000			\$60,823,000
State Pay & Allowance:	\$514,342	\$25,368	\$11,528,440		\$6,470,982	\$16,749	\$18,555,881
Operations & Maintenance:	\$529,294	\$1,053,383	\$25,678,918	\$26,703,400	\$5,763,795	\$2,418,976	\$62,147,766
Other Appropriations:				\$21,516,900			\$21,516,900
COVID-19 Mission:				\$50,522,900			\$50,522,900
Total:	\$1,043,635	\$1,078,751	\$37,207,359	\$260,411,200	\$12,234,777	\$2,435,725	\$314,411,447

Arizona Air National Guard

	State	State Match	Federal MCA	Federal	Other Non-Appn	Total
Military Pay & Allowance:				\$51,380,021		\$51,380,021
Federal Civ/MilTech Pay:				\$53,705,117		\$53,705,117
AGR Pay & Allowance:				\$79,158,193		\$79,158,193
State Pay & Allowance:	\$152,199	\$111,120	\$4,205,719			\$4,469,038
Operations & Maintenance:	\$164,018	\$140,228	\$3,703,027	\$124,578,936	\$14,372	\$128,600,580
COVID-19 Mission:				\$2,139,600		\$2,139,600
Total:	\$316,217	\$251,348	\$7,908,746	\$310,974,867	\$14,372	\$319,465,549

Division of Emergency Management

	State	State Match	EMPG	Federal	NEMF	Gov EM Fund	Total
State Pay & Allowance:	\$628,035	\$1,346,688	\$1,396,969	\$722,295	\$529,859	\$2,080,239	\$6,704,085
Operations & Maintenance:	\$126,154	\$239,244	\$3,923,392	\$7,962,126	\$234,308	\$1,822,774	\$14,307,997
Pass-Through Grants:			\$4,069,266	\$732,825	\$757,116	\$2,849,032	\$8,408,239
Total:	\$754,189	\$1,585,932	\$9,389,626	\$9,417,246	\$1,521,283	\$6,752,044	\$29,420,321

Available Assets



Emergency Management

- 1 Type 2 Mobile Communications Vehicle
- 2 Type 3 Mobile Communications Vehicles
- 2 Strategic Technology Reserve Trailers

Army National Guard

AIRCRAFT:

- 20 UH-60 A/L Blackhawk
- 10 UH-60M Blackhawk
- 18 UH-72A Lakota
- 1 C-12 Fixed Wing

TRANSPORTATION:

- 250 Cargo Trucks (2-1/2 ton to 5 ton)
- 137 Palletized Load System Trailers
- 443 Additional trailer flat rack
- 155 Tractor-trailers
- 224 Flat-bed trailers
- 26 Low boy trailers
- 313 HMMWV heavy variant & expanded capacity
- 186 Up-Armored HMMWV & Armored Support Vehicle
- 40 Ambulances

ENGINEER EQUIPMENT:

- 36 Dump trucks
- 14 Dozers
- 10 Graders
- 3 Loaders
- 6 Scrapers
- 5 Excavators

Air National Guard

AIRCRAFT:

- 8 KC-135 Stratotankers
- 73 F-16 Fighting Falcons
- 2 MQ-9 Reapers
- 1 RC-26

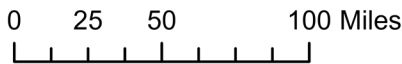
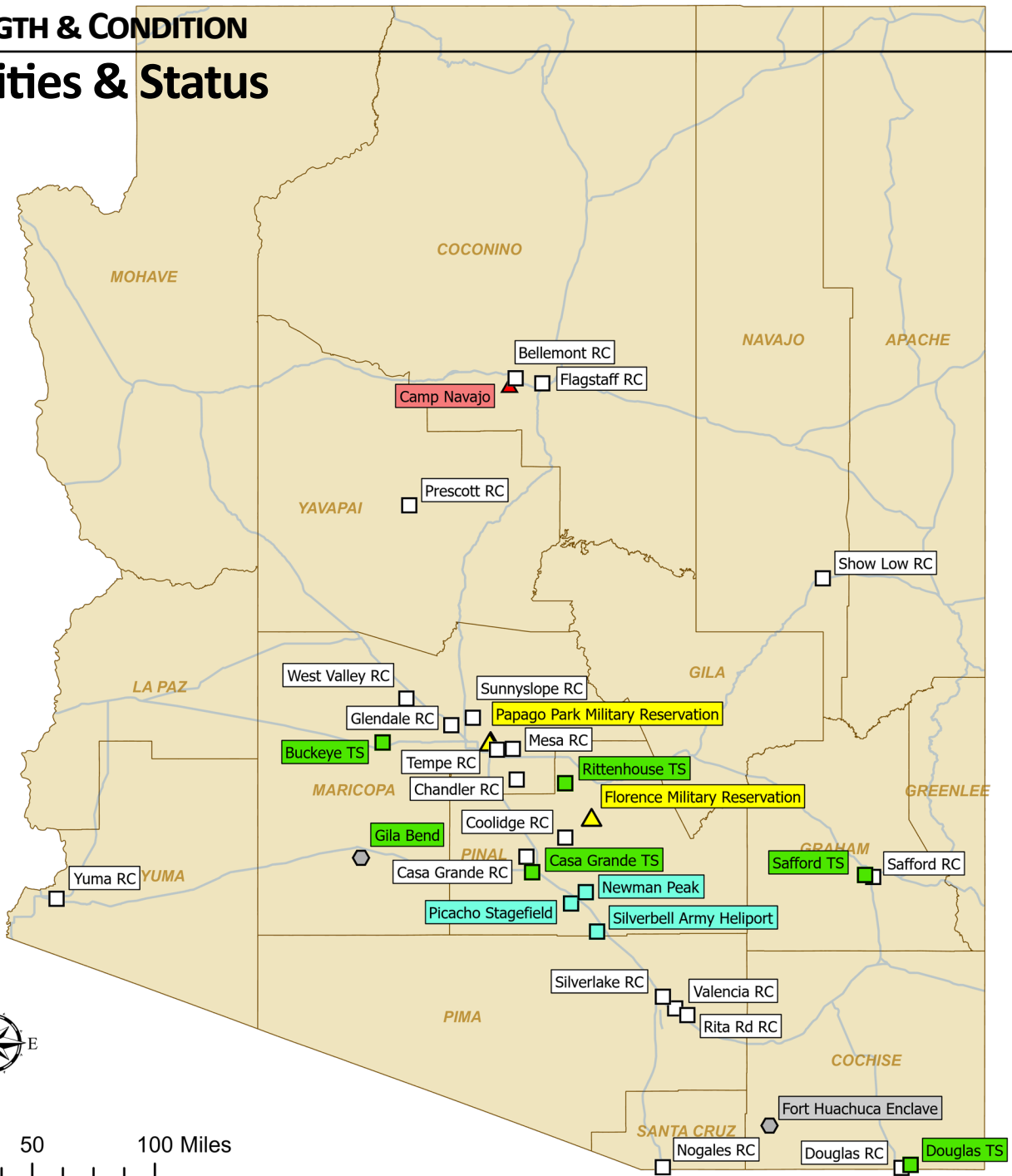
EMERGENCY RESPONSE:

- 1 CBRN Response Trailer



STRENGTH & CONDITION

Facilities & Status



AZARNG FMO P&P GIS 7/26/2021

Installation	Rating	Space	LD	CD	Installation	Rating	Space	LD	CD	Installation	Rating	Space	LD	CD
Bellemont/Camp Navajo					Nogales					West Valley Readiness Center (New)			22	08
Bellemont Readiness Center	■	■	06	01	Nogales Army	■	■	02	03	Prescott	■	■	01	04
Robinson Readiness Center	■	■	06	01	Phoenix Metro Area	■	■	13	03	Prescott Army	■	■	01	04
Casa Grande					Buckeye Training Site	■	■	17	05	Safford	■	■	14	01
Casa Grande Army	■	■	11	01	Chandler Army	■	■	29	07	Safford Army	■	■	14	01
Coolidge					Glendale Army	■	■	25	09	Show Low				
Sgt Elijah Tai Wah Wong R.C.	■	■	08	01	Mesa Army	■	■	24	09	Show Low Army	■	■	06	01
Douglas					PPMR - 52nd Street Army	■	■	24	09	Sierra Vista (Fort Huachuca)				
Douglas Army	■	■	14	02	PPMR - 98th ATC Facilities	■	■	24	09	162d Wing - 214th AG	■	■	14	02
Eloy					PPMR - Allen Readiness Center	■	■	24	09	(Libby Army Air Field)				
Picacho Aviation Training Site	■	■	11	01	PPMR - E FSC	■	■	24	09	Tucson				
Flagstaff					PPMR - Joint Force Headquarters	■	■	24	09	Rita Rd Readiness Center (New)	■	■	03	02
Flagstaff Army	■	■	06	01	PPMR - One Stop	■	■	24	09	Silverlake Army	■	■	02	02
Florence					PPMR - Pettycrew Army	■	■	24	09	Valencia Army	■	■	02	02
Browning-Miller Readiness Center	■	■	08	04	PPMR - Rabjohn Readiness Center	■	■	24	09	162d Wing - Det 1 and Det 2	■	■	02	02
Kasson Readiness Center	■	■	08	04	PPMR - State Emergency Ops Ctr	■	■	24	09	(Davis-Monthan AFB)	■	■	02	03
Marana (Silverbell Army Heliport)					Sunnyslope Army	■	■	28	09	162d Wing (TUS)	■	■	02	03
Armed Forces Reserve Center	■	■	11	01	Tempe Readiness Center	■	■	26	09	Yuma				
Jordan Army	■	■	11	01	161st ARW (PHX-Sky Harbor)	■	■	27	07	Yuma Readiness Center	■	■	13	04

Ratings current as of July 2021

Economic Impact

In 2017, the Arizona Governor’s Office released an updated *Economic Impact of Arizona’s Principal Military Operations* report that shows military installations in the state continue to be major economic drivers, responsible for tens of thousands of jobs and over \$255 million in local and state tax revenue. The report, commissioned by the Arizona Commerce Authority in 2014 and prepared by the Maguire Company, states that Arizona’s six military installations and National Guard operations are responsible for creating over 76,000 direct and indirect jobs and account for nearly \$11.5 billion in annual economic impact.

This is the third study of the Economic Impact of the Military in Arizona. The first study completed in 2002 looked at the activity of federal fiscal year (FY) 2000, the second completed in 2008 studied FY2005, and this study examined FY2014.

Direct employment at the principal military operations in Arizona increased by nearly 10% from FY2000 to FY2005

and by a net 1% from FY2005 to FY2014. Overall statewide employment attributed to those 46,038 positions - direct, indirect and induced employment - declined by slightly more than 20%. During the same period, from FY2000 to FY2014, total economic out from Arizona’s military operations more than doubled, and the direct output increased by just less than 57%.

The Arizona National Guard has the 4th largest economic impact of the state’s military operations.

Overall, the study reiterates that the military is an industry that provides substantial, stable employment, supports private commercial enterprises in the state, and is a traditional "base" industry that serves as an important building block to the state’s overall economy.

Maintaining these operations and the economic output they support should be a priority of state and local government.

A fourth iteration of this study will be performed over the 2022 federal fiscal year (Oct 2021-Sep 2022), and will be released in early 2023.

Installation	Location	Economic Impact	Job Creation
Fort Huachuca	Sierra Vista	\$2.869B	21,327
Davis-Monthan AFB	Tucson	\$2.599B	16,679
Luke AFB	Glendale	\$2.432B	15,070
Arizona National Guard	Statewide	\$1.137B	6,683
Army National Guard	Statewide	\$484.2M	2,545
Silverbell Army Heliport	Marana	\$147.4M	816
161st Air Refueling Wing	Phoenix	\$121.9M	826
162nd Wing	Tucson	\$383.6M	2,496
Yuma Proving Ground	Yuma	\$1.118B	8,089
Marine Corps Air Station	Yuma	\$889M	7,819
Naval Observatory	Flagstaff	\$8.7M	45

¹The Maguire Company, *Economic Impact of Arizona’s Principal Military Operations* (Phoenix, AZ: The Maguire Company, 2017).



Arizona Army National Guard

MUSTERED SEPTEMBER 2, 1865

ED STATES ARMY





**ALWAYS READY,
ALWAYS THERE.**

Leadership

Arizona Army National Guard



MUSTERED

September 2, 1865



COMMANDER

Brigadier General
Lonnie J. Branum



WARRANT LEADER

State Command Warrant
Officer 5 Sheryl Dickison



ENLISTED LEADER

State Command Sergeant
Major Scott M. Flint

HEADQUARTERS

Papago Park Military Reservation

STRENGTH

5,314 Assigned / 5,317 Objective

As we celebrate our 156th year of service, the Soldiers of the Arizona Army National Guard stand ready to meet the needs of our people, our communities, our state, and our nation. We are manned, trained, equipped, and organized for war but, as we have demonstrated so vividly in 2021, are prepared to employ military capabilities wherever and however they are needed. Whether we are called on to defeat our nation’s enemies, defend our national interests, respond to domestic crisis, or alleviate human suffering, the Arizona Army National Guard is **“ALWAYS READY, ALWAYS THERE!”**

While border security, a global pandemic, and widespread civil unrest have required much of the National Guard’s attention this year, enduring and emerging national security threats require that we retain focus on preparing for combat. Our Soldiers train for lethal, complex combat operations while they continue to deploy and engage globally in defense of American interests and domestically to protect and support their neighbors. The military capabilities of the Arizona Army National Guard include

Military Police, Rotary Wing Aviation, Medical, Infantry, Engineers, Transportation, Logistical Support, and many others. Our formations are in high demand to meet the domestic needs of our fellow Arizonans, ongoing overseas operational demands, and warfighting requirements posed by emerging threats to our national security. Our Soldiers, their Families, and their Employers continue to sacrifice and serve as we work together to meet the needs of our nation.

Army Outlook

The U.S. Army remains focused on the readiness to fight whenever and wherever required. Areas of emphasis for current readiness for combat include individual physical fitness and proficiency in warrior tasks, unit training, and equipment maintenance. However, the Army is also making the modernization investments required to ensure we are ready to fight from a position of strength in the future. The Army’s modernization focus is not limited to equip-

ment and weapons; we are looking across the DOTMLPF (Doctrine, Organization, Training, Material, Leadership/ Education, Personnel, and Facilities) spectrum to examine what changes are required now to ensure future combat readiness. Since the terrorist attacks of September 11, 2001, the role of the Guard has radically shifted from that of a strategic reserve to a force integral to the Army’s ability to deploy, fight, and win our nation’s wars.

As we transform the Army for the needs of tomorrow, our Army must remain capable today of meeting the ongoing demand for ground forces overseas, as well as be ready to respond to emergent requirements. As the Army's primary combat reserve, the Army National Guard represents the Army's combat depth and will likely be asked to shoulder an even larger share of the ongoing overseas missions as the Army temporarily pulls Active Component formations off-line for modernization equipping and training over the next several years.

The Guard's commitment to serving both internationally and domestically remains steadfast. However, the requirement to balance a commitment to civilian employers and careers with the demands of military service presents unique challenges for our Citizen-Soldiers. This balancing act has significantly increased the burdens placed on Soldiers, their Families, and Employers, as the Guard stretches itself to meet ongoing operational demands, adapts to the evolving international security environment, stands ready to support civilian authorities, and reorients itself to the Multi-Domain Operations 2028 concept.

We must leverage the emerging technologies essential to training and employing a modernized force to make efficient and effective use of the limited time available for training Army National Guard Soldiers. Inefficient/ineffective training and missed education opportunities reflect costs we simply cannot bear. While some additional training time may be required, a significant increase in training time cannot be sustained long-term. Almost two decades of operational experience has shown that the ability to sustain Soldier morale and employer support through periods of increased training requirements depends primarily on two factors. First, that not every year requires additional training days. And second, that surges in training requirements support deployments or other operational needs. Our country cannot afford to break the Citizen-Soldier model. Soldiers are the foundation of readiness and combat effectiveness. Just as we have since September 2, 1865, we must continue to attract, develop, and retain the best of our fellow Arizonans to serve the state and nation as Soldiers in the Arizona Army National Guard.



Joint Force Headquarters

Papago Park Military Reservation

Mobilizations

During FY2021, the Arizona Army National Guard deployed over 130 Soldiers to the following areas:

- F Company, 1-168th Air Traffic Controllers to Operation FREEDOM SENTINEL
- A Company, 422nd Expeditionary Signal Battalion to Operation INHERENT RESOLVE
- A Company, 2-641st Aviation Regiment Detachment 4 to Operation FREEDOM SENTINEL

The Arizona Army National Guard will deploy nearly 100 Soldiers in FY2022 in support of worldwide contingency operations to include Kuwait and Kosovo. Arizona Army National Guard is poised and ready to respond to any mobilization and carry on our proud traditions, "Always Ready, Always There"

Demobilizations

During FY2021, Arizona welcomed home over 140 Soldiers from deployment in support of our Nation's commitment to securing freedom and peace throughout the world:

- 260th Engineer Firefighting Team to Operation FREEDOM SENTINEL
- 3666th Maintenance Company to Operation FREEDOM SENTINEL

Recruiting and Retention Battalion

The Arizona Army National Guard (AZARNG) Recruiting and Retention Battalion (RRB) is 109 Soldiers strong with 61 recruiters located throughout the state, and three Assistant Professors of Military Science (ASU, UA, and joint NAU/Embry-Riddle). All our personnel are committed to finding great Arizonans in all 15 counties having a desire to serve our state and nation.

During FY2021, the RRB has collaborated throughout the country with other military branches to enable separating service members to easily continue their service in the AZARNG. In cooperation with Governor Ducey and the Arizona Coalition for Military Families, the RRB has partnered with many local, national, and international corporations to conduct combined recruiting operations that connects service members, their families, and recent military retirees with employment and an opportunity to continue service in the AZARNG.

The AZARNG started the year with 5,340 personnel and an end-strength goal of 5,317 Soldiers by the end of FY2021. Even while decreasing our negative end strength and the lingering pandemic environment, the AZARNG is

projecting to close out FY2021 with 5,354 personnel. As of July 2021, the AZARNG has welcomed 557 new Soldiers, completed 293 enlistments, 199 transfers (including from the Active Component) and 65 new officers.

Our current success in the recruiting and retention of Soldiers is in part due to increased awareness of what makes the National Guard unique from other military opportunities through the support we have provided to civil authorities and the increased morale of Soldiers who have been able to work those critical support missions across the state.

The AZARNG continues to be a national leader in assigned strength relative to authorized strength. This measure is an indicator of a state that can recruit beyond the number of positions authorized by the state's assigned force structure. As of June 2021, Arizona was #4 among the 54 states and territories with assigned strength at 109% of authorized positions, helping to solidify Arizona as a growth state for National Guard force structure and bringing more jobs to Arizona.

As of July 2021, Arizona was #4 among the 54 states and territories, with Soldiers at 109% of authorized positions.

Army Facilities & Maintenance

Arizona's 31 state-supported Army National Guard Readiness Centers form the foundation of a training infrastructure spread across a total of 298 facilities, the balance of which are 100% federally funded. Without state-match funding to support our Readiness Centers, the rest of the federally supported training environment would falter. Construction of new Readiness Centers requires only a 25% state-match, and maintenance of Readiness Centers require either a 25-50% state-match, providing the state an incredible return on investment.

Below are the Future Years Defense Program (FYDP) Military Construction projects that are currently funded by Congress and the State of Arizona for replacement of aged Readiness Centers. The timely appropriation of state-match for these Military Construction projects avoided uncertainty in their allocation to Arizona. Also listed are projects on the Long Range Construction Plan (LRCP) for which federal funding will be sought.

<u>FUTURE YEARS DEFENSE PROGRAM (FYDP)</u>	<u>FUNDING</u>	<u>EXECUTION DATE</u>
Southeast AZ Regional Readiness Center	\$24.125M (Federal \$18.1M; State \$6.025M)	2022
West Valley Readiness Center	\$15.475M (Fed \$11.6M; State \$3.875M)	2024

Note: Projects on the FYDP have been approved by US Congress and National Guard Bureau, and federal funds are committed pending appropriation of State Match funding no later than two-years prior to year of execution.

<u>LONG RANGE CONSTRUCTION PLAN (LRCP)</u>	<u>FUNDING</u>	<u>EXECUTION DATE</u>
Field Maintenance Shop (Southeast RC)	\$20M (Federal \$20M)	2025

Note: Projects on the LRCP are not yet approved by US Congress and National Guard Bureau, and no federal funds are committed.

STATE MATCH REQUIREMENTS FOR MILITARY CONSTRUCTION FOR LRCP:

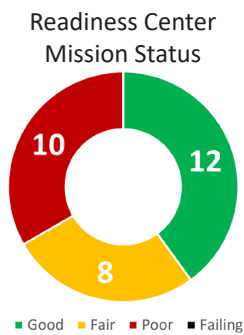
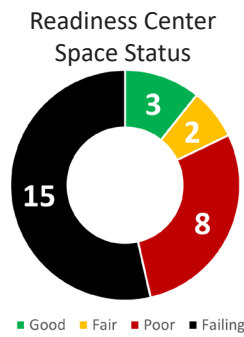
Field Maintenance Shop (Southeast RC)	\$0.0M (100% Federal Funded)
Total LRCP State Match Required:	\$0.0M
<i>Total LRCP Federal Match Provided:</i>	<i>\$20.0M</i>

READINESS CENTER STATUS

Readiness Center Space & Condition

Over several decades, the volume of weapons and equipment and number and size of vehicles have dramatically increased. As a consequence, 23 of 28 rated Readiness Centers fail or poorly meet space requirements resulting in a shortage of 680,826 square feet. Three Readiness Centers are closed due to deferred maintenance.

Additionally, 10 of 30 rated Readiness Centers are in poor or failing condition based on Department of the Army Installation Status Report. The average age of our Readiness Centers is 38 years with 11 Readiness Centers built over 50 years ago. These metrics show a direct correlation between age and condition. Inadequate Readiness Center space affects units' ability to accomplish current pre-mobilization tasks, and poor conditions may result in life-safety hazards for Soldiers and have a negative effect on morale. Three Readiness Centers are closed due to deferred maintenance, but one hosts a recruitment mission.

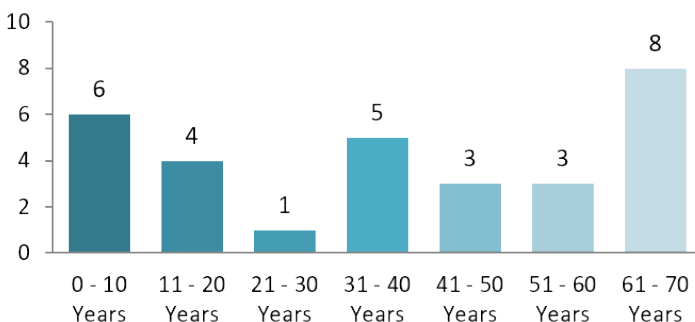


Readiness Center Maintenance

DEMA is currently appropriated \$1.7M per year in state match for facility maintenance, but requires \$3.37M to meet the annual operations and maintenance expenses. For more details, please see pg 8 or DEMA's FY2023 Capital Improvement Plan.

The AZARNG's fire prevention (smoke alarms, fire suppression, and electrical panels), life-cycle replacement (HVAC units and roofs), and preventive maintenance programs focus on improving Readiness Center condition ratings over the next five years through ADOA's Building Renewal Program. Many older Readiness Centers do not have fire suppression systems which places Soldiers at risk.

Age of AZARNG Readiness Centers



TRAINING SITE SHORTFALL

The AZARNG's major training sites are Camp Navajo (Bellemont), Florence Military Reservation (Florence), and Silverbell Army Heliport (Marana). The AZARNG has a 29,000-acre overall shortfall among our available training areas. To offset some of the training land shortfall, the AZARNG has two lease agreements with the Arizona State Land Department. The first agreement is an exclusive Commercial Lease of 1,362 acres of state trust land surrounding Florence Military Reservation that is used for military weapons impact area and buffer zone. The second agreement is a non-exclusive Special Land Use Permit of 10,865 acres of state trust land surrounding Florence Military Reservation, which allows for the utilization of the site for a period not to exceed 30 days each year. The U.S. Department of Defense and National Guard Bureau does not allow federal funds to be used for these type of leases, resulting in about 10% of DEMA's state military affairs appropriation being used to pay for those leases.

TRAINING SITE ENCROACHMENT; COMPATIBLE LAND USE

The AZARNG, as part of its overarching engagement efforts, has been involved in two Joint Land Use Studies (JLUS) in recent years that focus not only on protecting our installations from encroachment concerns but mitigate our impact on communities as well. The studies in Pinal and Coconino Counties cover five of our training sites: Silverbell Army Heliport, Rittenhouse, Florence Military Reservation, Picacho Stage Field and Camp Navajo. Issues addressed included physical encroachment, air/space encroachment, noise encroachment, communication, drones, and compatible development, among others. The studies involved city and county managers and planners, Arizona State Land Department, developers, non-profits, citizen groups, mayors, supervisors, and other stakeholders.

Both JLUS projects are now complete and in the implementation stage. Grants were applied for and awarded totaling \$1,270,000 to implement the goals of both JLUS projects. These goals include the addition of language to the Pinal County plans that supports military training and the associated community outreach. It also includes the execution of an economic feasibility study of private partnerships at Camp Navajo and firefighting initiatives with the local Naval Observatory. Dark Skies initiatives are planned and the grants will partially fund staff and software to affect those efforts.

The Pinal County JLUS won two awards for planning with The National Planning Association and The Arizona American Planning Association.

158th MEB

Maneuver Enhancement Brigade



COMMANDER

Lieutenant Colonel
Peter G. Garver

ENLISTED LEADER

Command Sgt Maj.
Sacha D. Gregoire

HEADQUARTERS

Papago Park Military
Reservation

STRENGTH

2,250 Soldiers

The 158th Maneuver Enhancement Brigade (158th MEB) "Guardians" is a mission-tailored force that conducts support area operations, maneuver support operations, and support to consequence management activities domestically. The 158th MEB coordinates and supervises the activities of subordinate units to provide protection, freedom of movement, logistics support, and various other response capabilities as needed. The Brigade supports federal, state, and local agencies by serving as the command and control element for military units responding to domestic incidents. The 158th MEB is the headquarters for the 1-158th Infantry Battalion, 253rd Engineer Battalion, 850th Military Police Battalion, and 365th Signal Company.

2021 ACCOMPLISHMENTS

- Supported the Task Force Diamondback national Ready Response Unit mission by posturing 350 Soldiers for rapid aerial and ground response for civil disturbance in the western United States.
- Validated personnel, equipment, training, and processes to rapidly respond for Defense Support to Civil Authorities (DSCA), resulting in higher levels of readiness for emergency response.
- Supported COVID-19 response efforts with logistics and vaccination site staffing, and support to southern Arizona law enforcement with Task Force Badge.



**Headquarters and
Headquarters Company**
Papago Park Military Reservation

2021 ACCOMPLISHMENTS

- Supported DSCA Operation Task Force Diamondback designed to deploy 350 Soldiers from the 850th Military Police Battalion to any state in the western U.S. requiring a trained civil disturbance force within 12 hours of call up. HSC supported both logistical and supply space for the 856th Military Police Company, expediting deployment capabilities.
- Continued to provide support for COVID-19 vaccination and screening stations.
- Supported the Joint Reception, Staging, Onward Movement, Integration and deployment of Task Force Badge, a Governor mobilization to southern Arizona to assist local law enforcement.

2022 OBJECTIVES

- Finalize new Modification Table of Organization and Equipment with filling critical equipment and personnel vacancies. HSC will continue building the foundation for collective training and Warfighter Command Post Exercises while remaining postured to respond to requests for Defense Support of Civil Authorities.



365th Signal Company
Papago Park Military Reservation

2021 ACCOMPLISHMENTS

- Achieving mission essential task proficiency standards under the restrictions of a COVID-19 environment while also meeting mandatory training requirements.
- With a company of roughly 44 Soldiers, 12 were on full time orders in support of the COVID-19 mission, supporting state and local elements with medical and other needed resources.
- The unit also supported 158th MEB and the state of Arizona with the Disaster Incident Response Emergency Communications Terminal (DIRECT) system fielding, combining military and civilian first responder communication systems

2022 OBJECTIVES

- 365th Signal Company is postured to continue training and supporting the 158th MEB with full range of signal services and support.



1-158th Infantry Regiment "Bushmasters"

Papago Park Military Reservation, Buckeye, Florence, Prescott, Tucson

The 1st Battalion, 158th Infantry Regiment "Bushmasters" is the largest battalion in the Arizona Army National Guard and traces its origin to the First Regiment of Arizona Volunteers organized in 1865. The 1-158th is the higher headquarters for seven geographically dispersed units: Headquarters and Headquarters Company in Phoenix; Company A in Tucson; Company B in Florence; Company C in Prescott; Company D in Buckeye; Company G, 29th Brigade Support Battalion in Phoenix; and Detachment 1, 1st Battalion, 487th Field Artillery in Phoenix.

2021 ACCOMPLISHMENTS

- Throughout the training year balanced the challenge of performing collective training in the COVID-19 environment by focusing on squad level training.
- Maintained its support of Operation COVID with up to 139 Soldiers, Task Force Diamondback with 70 Soldiers, and Task Force Badge with 4 Soldiers. The Bushmasters also supported the 29th Infantry Brigade Combat Team (IBCT) in two events: War-fighter Exercise 21-05 at Camp Atterbury, IN with 12 Soldiers and a Joint Read-

iness Training Center (JRTC) rotation with 40 Soldiers acting as the Opposing Force.

- The Battalion minus Detachment 1, 1/487th Field Artillery conducted annual training at Camp Navajo to solidify squad level training to enable progression into platoon training next year.
- Detachment 1, 1/487th conducted annual training at Schofield Barracks on Oahu, Hawaii with 1/487 Field Artillery focusing on their live fire requirements.
- Battalion staff utilized the Mission Command Training Support Program (MCTSP) to build individual and collective staff readiness and increase digital tactical systems proficiencies.

2022 OBJECTIVES

- 1-158th Bushmasters' upcoming training year is focused on difficult, realistic platoon level training that will posture the Bushmasters for their upcoming Exportable Combat Training Capability (XCTC) exercise in 2022 and a rotation to the National Training Center in 2023 with the 29th IBCT.



1-158th Infantry "Bushmasters" Medics conduct medical training lanes at Scottsdale Osborn Medical Center. Courtesy Photo



253rd Engineer Battalion "Essayons"

Florence Military Reservation

The 253rd Engineer Battalion is the higher headquarters for the 257th Engineer Team (Water Well Drilling), the 258th Engineer Construction Company, the 259th Quarry Platoon (Rock Crushing), the 819th Sapper Company, the 253rd Forward Support Company, and the 253rd Headquarters and Headquarters Company.

2021 ACCOMPLISHMENTS

- The 253rd Engineer Battalion supported the state with 72 Soldiers for COVID response and 150 Soldiers to support southern Arizona law enforcement.
- The Headquarters Company and Forward Support Company contributed to a high OPTEMPO training and real-world operations for the Engineer Battalion while still undergoing equipment reset from mobilization. The HHC and FSC still supported Battalion training objectives amidst 30% of the force supporting state initiatives.
- The 257th Engineer Team constructed a second 1,000 foot well for Luke Air Force Base to increase their 56th Civil Engineer Squadron's environmental capability, providing water for their increasing needs.
- The 259th Quarry Platoon crushed approximately 1,000 tons of aggregate for application to ongoing Florence Military Reservation road sustainment and improvement projects conducted by the 258th Engineer Com-

pany. The 259th Engineers initiated and coordinated the beginning stages of a new Cultural and Environmental Assessment that may potentially open a new quarry at FMR, with the expected training life of 20 years.

- The 258th Engineer Construction Company participated in an NGB 2021 Innovative Readiness Training project in Tahlequah, Oklahoma. The 258th constructed post-tension concrete foundations, single-family homes, and substructure sub-grade of the housing development in support of the Cherokee Nation Veteran's Housing Initiative. The training spanned 45 days in April and May, and the 258th Engineers placed and finished 1,213 tons of sub-grade rock, 1,780 tons of aggregate base course, and construction of 3 homes to include their post-tension pads.
- The 819th Sapper Company contributed approximately 40% of their Soldiers to state Task Forces this past year. Meanwhile, they conducted gunnery tasks, maintained demolitions proficiencies, and small arms capabilities in support of the Engineer Battalion mission.

2022 OBJECTIVES

- Create a consistent stream of engineer projects through civil support relationships to train construction skills and strengthen bonds between the Engineer Battalion and community partners.

Soldiers with the 253rd Engineer Battalion supported Coconino County and Flagstaff residents after heavy flooding in July 2021, utilizing their military skills and training to support their local communities. Photo by Staff Sgt. Adrian Borunda





850th Military Police Battalion "Diamondbacks"

Papago Park Military Reservation, Bellemont, Phoenix, Prescott, Tucson

The 850th Military Police (MP) Battalion "Diamondbacks" is the higher headquarters for the Headquarters and Headquarters Detachment (HHD), the 855th Military Police Company, the 856th Military Police Company, and the 860th Military Police Company. All combat support military police companies are capable of conducting support to mobility operations, support to security operations, police operations, Defense Support to Civil Authorities (DSCA), and detention operations.

2021 ACCOMPLISHMENTS

- The entire 850th MP Battalion was activated to support DSCA requests for civil disturbance this past year, an activity named Task Force Diamondback.
- During Task Force Diamondback, the 850th MP Battalion was selected by the National Guard Bureau to serve as the Rapid Response Unit (RRU) for the western U.S.. The Battalion was augmented with Infantry Soldiers from the 1-158th Infantry Battalion, and were able to integrate the Soldiers into civil disturbance training to ensure all Soldiers were proficient in riot control formations. As the RRU, the 850th MP Battalion was required to be able to send a platoon anywhere west of the Mississippi River within 2 hours of activation. The Battalion coordinated with the 161st Air Wing to develop battle drills loading aircraft and wheels up in 2 hours with the remaining company being in the air within 6 hours.

- In addition to the training and preparation for Task Force Diamondback and the RRU mission, Companies within the Battalion were able to complete their Mission Essential Task List training for the year.
- The 856th MP Company validated on National Guard Reaction Force tasks in the month of June to close out FY21 with 100% on all performance measures.
- The 860th MP Company conducted an ECTC at Camp Roberts, CA in support of the 79th IBCT in preparation for supporting the 79th IBCT Joint Readiness Training Center (JRTC) rotation in 2022.

2022 OBJECTIVES

- 850th MP Battalion will conduct support to mobility operations during annual training located at Camp Navajo.
- 860th MP Company will conduct training on detention operations, area security, and mobility operations in preparation for administrative control support to the 79th IBCT for JRTC rotation in 2022.

150 Arizona National Guard Citizen-Soldiers from the 850th Military Police Battalion mobilized to Wisconsin in response to an Emergency Management Assistance Compact request Aug. 28, 2020. Photo by Tech. Sgt. Michael Matkin



198th RSG

Regional Support Group



COMMANDER

Colonel
Chad M. Abts

ENLISTED LEADER

Command Sgt Maj.
Graydon B. Griffin

HEADQUARTERS

Papago Park Military
Reservation

STRENGTH

960 Soldiers

The 198th Regional Support Group (RSG) is a logistics-based brigade that provides command and control for a variety of units to meet training, readiness, and deployment requirements locally, nationally, and abroad. The 198th RSG is the headquarters for the 158th Combat Sustainment Support Battalion, 153rd Combat Sustainment Support Battalion and subordinate companies and detachments that include finance, maintenance, medical, explosive ordnance disposal, and signal.

2021 ACCOMPLISHMENTS

- Continued to provide support to its two subordinate battalions that were activated in support of the state's COVID-19 response.
- Soldiers and staff also continued to volunteer for various State Active Duty missions throughout the year to include missions supporting southern Arizona law enforcement.
- Deployed and redeployed two companies to and from theater.
- Participated in a multi-state exercise at Camp Shelby, MS in support of mobilizing the 447th Military Police Company.

- Spearheaded planning and preparations for the state's newest force structure - two Quartermaster Field Feeding Platoons.

2022 OBJECTIVES

- The RSG's priority is the continued support of its subordinate Battalions and companies. The RSG plans to return to Camp Shelby, MS to participate in another multi-state effort to mobilize an entire Brigade Combat Team of over 3,000 personnel.
- Throughout this upcoming year, units of the RSG will preserve readiness through mitigation of exposure and continued personnel and equipment maintenance.
- The RSG will focus on the Mission Essential Tasks of Coordinate Support for Domestic Disaster Relief and Provide Support to Tenant Units for a Regional Support Group.
- The RSG will also devote resources to ensure effective pre-deployment training and preparation for those units within the RSG that are scheduled for deployment in 2022 and 2023.

Overhead shot of Soldiers from the 198th RSG supporting food bank distribution. Since the beginning of COVID-19 the Arizona National Guard has supported over 135 local food banks throughout the state.





153rd Combat Sustainment Support Battalion "Renegades"

Papago Park Military Reservation, Tempe

The 153rd Combat Sustainment Support Battalion (CSSB) reorganized from a Brigade Support Battalion (BSB) mission to a Combat Sustainment Support Battalion mission set, and took command over the 159th Financial Management Support Detachment (FMSD), 996th Medical Company Area Support, and the 1348th Surface Maintenance Company (SMC) - Arizona's newest Army unit.

Commanded by LTC Jonathan K. Gutierrez and Command Sergeant Major Terry H. Thompson, the 153rd CSSB accomplished its motto "Support the Fight" by providing mission command to the CSSB and attached units, synchronizing and controlling the execution of logistics operations.

2021 ACCOMPLISHMENTS

- The 153rd CSSB took command of Task Force LOGISTICS in response to Arizona's COVID-19 response mission, commanding over 600 Soldiers and Airmen providing support of food distribution, transport of supplies, COVID testing, and state vaccine Points of Distribution Sites (PODS) across Arizona.
- In addition to providing support for COVID-19 response, the 153rd CSSB also conducted its first Annual Training as a CSSB, bringing all subordinate units together at Camp Navajo to exercise Command Post Operations, tactical sustainment, and logistics.

2022 OBJECTIVES

- The 153rd CSSB priority of focus will continue to support the state's COVID-19 response. The staff will continue to develop its abilities to manage command post operations as well as tactical logistics, and will focus on preparing the 996th Medical Company Area Support for an anticipated deployment in 2023. The 153rd CSSB and supporting units stand ready to answer the state and nation's call to "Support the Fight".
- Rapidly organize the 1348th SMC to provide direct maintenance support to the battalion, increasing their equipment readiness to complete its assigned mission.
- The 996th Medical Company Area Support will continue to be a force multiplier to Arizona's response to the COVID-19 pandemic, providing support to Task Force MEDICAL. They will directly engage with Arizona citizens, provide medical support where required, and demonstrate what it means to be a Citizen-Soldier.
- The 159th FMSD Soldiers will maintain their financial management requirements and certifications as well as support Soldiers of the Arizona Army National Guard by working with the Arizona Military Pay Branch.



Soldiers stand at ease during a re-designation ceremony of the 153rd Brigade Support Battalion to the 153rd Combat Sustainment Support Battalion in Phoenix Oct. 18, 2020. Photo by Sgt. John Randall



158th Combat Sustainment Support Battalion "Provide & Defend"

Stofft Armory Tucson, Casa Grande, Coolidge, Phoenix, Tempe

The 158th Combat Sustainment Support Battalion (CSSB) is a multifunctional logistics headquarters with a proud history of providing logistical support to warfighters abroad and to civil authorities domestically. The 158th CSSB supports echelon above brigade units, multi-functional brigades, functional support brigades, and brigade combat teams to enable operational reach, ensure freedom of action, and to prolong endurance of Army forces conducting decisive action and other assigned missions.

2021 ACCOMPLISHMENTS

- Domestically, over one hundred 158th CSSB Soldiers continued to serve on Task Force LOGISTICS to support ongoing vaccine and food distribution missions throughout Arizona in response to the COVID-19 pandemic.
- 158th CSSB Soldiers responded immediately and volunteered to provide logistical support to local law enforcement agencies following Governor Ducey's declaration of emergency and mobilization of the AZARNG to support our counties along the southwest border.
- In addition to fulfilling historic mission requirements in Arizona, the 158th CSSB continued to support multiple deployment operations abroad. During FY21, the 3666th Support Maintenance Company returned from their deployment in support of Operation SPARTAN SHIELD where they provided theater maintenance sup-

port to Transportation, Special Operations, and Signal units operating throughout Kuwait and Saudi Arabia.

- Shortly thereafter, A/422 Expeditionary Signal Company completed their pre-mobilization training and deployed to Kuwait in support of Operation INHERENT RESOLVE where they will provide essential communications and network capabilities throughout the theater of operations.

2022 ACCOMPLISHMENTS

- The 158th CSSB is prepared to support ongoing domestic mission requirements and two additional foreign deployments during FY22. As A/422 returns from deployment, the 160th Finance Detachment will deploy to provide theater pay and finance operations in support of Operation SPARTAN SHIELD. The 363rd Explosive Ordnance Disposal Company will also deploy in support of Operation SPARTAN SHIELD to provide explosive ordnance disposal and counter IED support throughout the theater of operations.
- Given the high operational demands of mobilizing or preparing to mobilize every unit in the battalion during the past two years, the 158th CSSB is focused on conducting relevant and demanding training in order to effectively respond to logistics support mission requirements domestically and abroad.

Soldiers with the 3666th CSSB stand at attention while deployed overseas in support of OPERATION Spartan Shield. Courtesy Photo



98th ATC

Aviation Troop Command



COMMANDER

Lieutenant Colonel
Paul (Greg) Harrell

ENLISTED LEADER

Command Sgt Maj.
Stephen P. Kafton

HEADQUARTERS

Papago Park Military
Reservation

STRENGTH

1,300 Soldiers

The 98th Aviation Troop Command (ATC) provided operational Command and Control to assigned units to provide trained, ready, and equipped forces to support Arizona Army National Guard federal and state missions, including Defense Support to Civil Authorities and Foreign Military Sales Security Cooperation agreements. The 98th ATC serves as the higher headquarters and provides Training Readiness Assistance for the 2-285th Assault Helicopter

Battalion and 1120th Transportation Battalion, and to three Direct Support Companies/Detachments: F/1-168th Air Traffic Services, B/3-140th Security and Support Battalion, and Detachment A/641st Aviation.

Additionally, the 98th ATC serves as the higher headquarters for Peace Vanguard, a Foreign Military Sales program providing continued support and training to our coalition partners from the Republic of Singapore.

A UH-60 Blackhawk from the 98th ATC, 2-285th Aviation Regiment, supporting wildland firefighting on September 22, 2020. Courtesy Photo





2-285th Aviation Regiment “Redhawks”

Papago Park Military Reservation, Marana

The 2-285th Aviation Regiment is an Assault Helicopter Battalion (AHB) that fulfills its wartime mission by providing supported forces with tactical air assault and air movement operations. Capable of providing command and control of multifunctional rotary-wing operations, the 2-285th AHB offers supported commanders extended operational reach and tactical dexterity through its ability to operate autonomously and easily pivot its operational focus between its wartime and state-side mission sets.

At home, the 2-285th AHB rapidly alerts, marshals, and mobilizes Army Aviation forces to provide the requesting state and regional civil emergency coordinators with military support in response to domestic operations and Defense Support to Civil Authorities (DSCA).

Divisionally aligned with the 40th Combat Aviation Brigade and 40th Infantry Division, 2-285th AHB is headquartered in Phoenix with subordinate companies dispersed between Silverbell Army Heliport and Bismarck, North Dakota. Operating a mixed fleet of UH-60L and UH-60M Blackhawk helicopters, the 2-285th AHB retains administrative and operational control of two Forward Support Medical Platoons (Detachments 1 & 2, C/2-149th General Support Aviation Battalion (GSAB)) and an intermediate-level aviation maintenance element (Detachment 1, B/640TH Aviation Support Battalion).

2021 ACCOMPLISHMENTS

- The 2-285th AHB transitioned at the start of the 2021 training year at full speed with the no-notice activation of an Aviation Task Force under both Immediate Response Authority (IRA) and the Emergency Management Assistance Compact (EMAC). Demonstrative of the Arizona Army National Guard’s ability to provide agile, effective, and rapid aerial response options to incident commanders, the Battalion employed a robust, autonomous task force that conducted expeditionary operations for nearly seven consecutive weeks in support of both the Arizona Department of Fire & Forestry Management (DFFM) and the California Department of Forestry & Fire Protection (CALFIRE).

- As of July 2021, the Redhawks have traveled over 20,000 miles, flew over 400 flight hours, and conducted 959 aerial water drops to deliver nearly 600,000 gallons of water in direct support against 18 wildfires that spanned an operational area ranging from Cochise County to throughout the greater Sacramento Valley area, to include those categorized under Presidential Emergency Declaration as some of the worst in the history of California.
- Further supporting civilian emergency response partners throughout the region in 2021, 2-285th AHB provided on-call MEDEVAC and emergency search & rescue support, and conducted two separate harrowing extractions of stranded hikers off the frozen mountain tops of Sedona and critically injured firefighters over the raging fires in Redding, CA.
- Amidst the high operational tempo in support of domestic operations, the battalion concurrently executed its aircraft conversion and fleet modernization fielding efforts to the new UH-60M Blackhawk. Throughout the year, the majority of the battalion’s Soldiers cycled through aircraft qualification training courses, while others in Arizona deployed to augment its North Dakota-based C Company in support the federal Joint Emergency Evacuation Plan mission in the National Capital Region.

2022 OBJECTIVES

- The 2-285th AHB will focus efforts on sustaining critical skill sets and readiness gained over the past two years.
- Scheduled to complete its transition to the UH-60M, 2022 will include an organizational-level survey by U.S. Army Forces Command, as well as a multi-Battalion collective combined-arms training exercise with the 1-158th Infantry Regiment “Bushmasters.”
- The Battalion plans to participate in a series of combined/Joint Task Force exercises focused on preparing its subordinate detachment for its wartime mission as it readies for a mobilization.



2-285th supporting the National Best Warrior Competition 2021 at Camp Navajo. Courtesy Photo



2-285th rescued three stranded hikers following a snow storm in Sedona. Photo by Maj. Kyle Key



1120th Transportation Battalion “Let’s Roll!”

Glendale, Bellemont, Douglas, Florence, Show Low, Tucson

The 1120th Transportation Battalion supports the movement of various bulk items including water, ammunition, vehicles, palletized items, and cargo containers. Its Transportation Companies (TC) are capable of delivering matériel long distances as well as to remote locations over difficult terrain. The 1120th is comprised of the Headquarters and Headquarters Detachment and three medium truck companies: the 222nd TC, 2220th TC, and 1404th TC.

2021 ACCOMPLISHMENTS

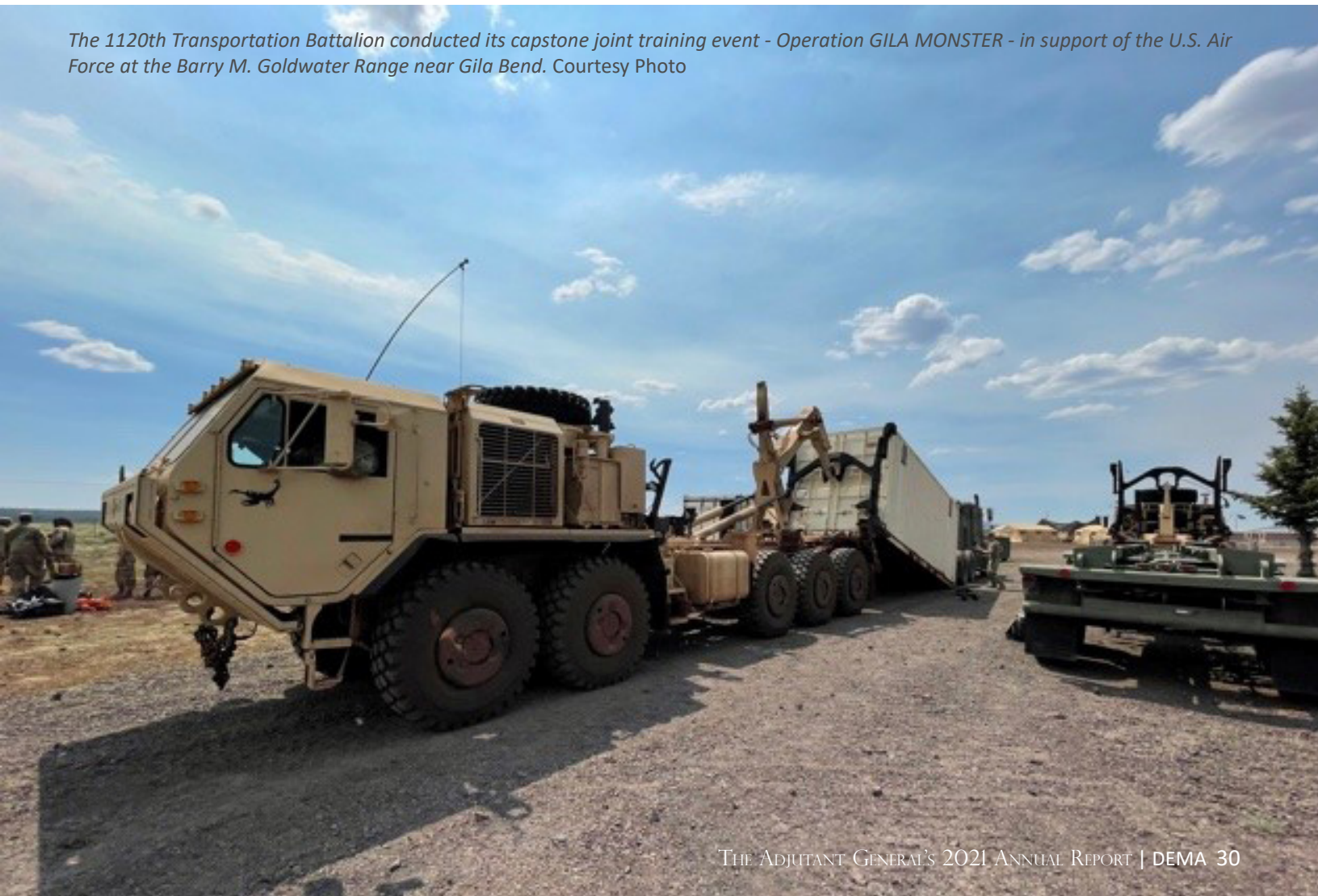
- The 222nd TC conducted its capstone training event during Operation GILA MONSTER and completed joint training with the U.S. Air Force at Barry Goldwater Range, Gila Bend. Operation GILA MONSTER consisted of eight close air support operations with 14 F-35 sorties from 56th Fighter Wing (Luke AFB, Glendale) and eight A-10 sorties from 355th Fighter Group (Davis-Monthan AFB, Tucson), four medical evacuations from the C/2-149th GSAB Forward Support Medical Platoon (Arizona ARNG, Phoenix), and Joint Tactical Air Controller operations (Texas ANG); totaling 10.2 flight hours.

- In addition, the unit conducted platoon-level training on improvised explosive device (IED) defeat lanes and convoy operations. The 222th TC conducted 19 convoy operations totaling 20,284 miles of driving.
- HHD, 1404th TC, and 2220th TC conducted their consolidated capstone training event during Operation Alpine Warrior at Camp Navajo. The units participated in Military Decision Making Process (MDMP) training, platoon-level training on IED defeat lanes, and convoy operations.
- In support of our communities, the Companies moved cargo throughout Arizona and Utah, consisting of 20 convoy operations totaling 38,851 miles of driving.

2022 OBJECTIVES

- The 1120th will focus on the individual and squad level. It is a foundation building year with emphasis on junior Non-Commissioned Officers to work on leadership and training skills.
- The 1120th will emphasize deployability and standards of the Command Deployment Discipline Program.

The 1120th Transportation Battalion conducted its capstone joint training event - Operation GILA MONSTER - in support of the U.S. Air Force at the Barry M. Goldwater Range near Gila Bend. Courtesy Photo



F Company 1-168th Air Traffic Service Chandler Armory

F/1-168th Air Traffic Service (ATS) provides tactical air traffic services, terminal and en route navigational aids, in-flight assistance, precision and non-precision approaches, flight following, division airfields airspace, and Army Airspace Command and Control in support of any theater of operations anywhere in the world.

F Company supports company level training for their organic unit as well as E Company, Detachment 5, 1-168th General Support Aviation Battalion (GSAB), and the 260th Engineer Detachment. The combination of these resources under one command allows for dynamic support in the deployment of our Soldiers to austere locations across the country and worldwide. The 1-168 GSAB is headquartered within the Washington Army National Guard.

2021 ACCOMPLISHMENTS

- F Company underwent Pre-MOB Training at Florence Military Reservation and Chandler Armory in January 2021 and began Title 10 orders in February. After the unit completed its condensed validation at Fort Hood due to severe winter weather, F Company deployed to four forward locations in the CENTCOM area providing airfield management services, tower services, en route flight services, and precision radar approach guidance.

2022 OBJECTIVES

- F Company anticipates a post-mobilization reset starting mid-2022. The unit will focus on maintaining proficiency and cross-leveling skills gained on deployment. The new Soldiers assigned to F Company will benefit significantly from the knowledge and experience of those Soldiers who deployed this past year.

B Company 3-140th Security and Support Battalion Silverbell Army Heliport

B/3-140th Security and Support Battalion (SSB) performs air movement, aerial sustainment, search and rescue, mission command, and reconnaissance/observation in support of Homeland Security/Defense (HLS/D) requirements. B Company can respond to a wide array of emergencies and deployments supporting State Active Duty and Defense Support to Civil Authorities. The unit is a self-sustaining Company with flight operations, one flight platoon, supply section, vehicle ground maintenance, aviation maintenance, and fuel section.

B/3-140th SSB is militarily aligned to the 40th Combat Aviation Brigade and operates the UH-72A Lakota in two variants, the Mission Essential Package (MEP) and the slick with hoist capability.

2021 ACCOMPLISHMENTS

- B Company conducted support missions for the U.S. Department of Homeland Security's Operation Guardian Support and supported Counter Drug aviation operations in support of federal, state, local, and tribal law enforcement partners across Arizona.
- Completed training with the Arizona Department of Forestry and Fire Management, and partner agencies were supported with transport to Newman Peak to repair and maintain radio antenna arrays. These hoist training flights sharpened capabilities in diverse environmental conditions from desert to high altitude mountains.

2022 OBJECTIVES

- Continue to support law enforcement to counter the threats of drug and human trafficking along the Southwest border and provide search and rescue capability.

Soldiers with F Company, 1-168th during their deployment ceremony on February 13, 2021. Courtesy Photo



A Co./2-641st Aviation Regiment DET 4 / DET 31 OSA-A Goldwater Air National Guard Base

A Company, 2-641st Aviation Regiment Detachment 4 operates a C-12, twin engine Turbo-Prop Beachcraft 200 in support of Non-Executive airlift support moving passengers, cargo, and/or information within the continental United States as well as outside the continental United States on an on-demand schedule.

DET 4 is militarily aligned to the 2-641st Aviation Regiment, Washington ARNG as part of its wartime mission. While home the Detachment operates directly for Operational Support Airlift Agency, Washington, D.C., as DET 31.

2021 ACCOMPLISHMENTS

- A/2-641st Aviation Regiment DET 4 completed all training and readiness requirements to deploy in support of Operational FREEDOM'S SENTINEL. A/2-641st DET 4 provided strategic theater capability to move VIPs and cargo across the battlefield. On the return flight, A/2-641st DET 4 had the unique opportunity to fly from the Middle East across Europe and the Atlantic Ocean, safely bringing their aircraft back to Arizona.

2022 OBJECTIVES

- Maintain readiness and availability to support OSA-A operations around the United States. A/2-641st will respond to missions transporting VIP's and cargo to support peacetime operations and the needs of the National Guard.

260th Engineer Detachment Firefighting Team Silverbell Army Heliport

The 260th Engineer Detachment is an engine company that operates a HEMTT M977 Firefighting Truck and M1142 Tactical Water Truck to provide structural fire prevention/protection; aircraft crash/rescue, wildland firefighting, and EMS response capabilities to the state and within a theater of operations to the Ground Forces Commander.

2021 ACCOMPLISHMENTS

- Deployed overseas to Romania to support Operation FREEDOM'S SENTINEL and provide firefighting support to assist NATO forces with ARFF coverage and the Troop Medical Clinic with EMS. While deployed, the 260th responded to multiple fire and medical emergencies and helped isolate, transport, and quarantine dozens of soldiers diagnosed with COVID-19.

2022 OBJECTIVES

- Maintain unit readiness through joint training with the U.S. Air Force as well as focus on individual readiness by attending Civilian EMT, Drivers Training, HazMat, and Fire Officer courses throughout the coming year.



PEACE VANGUARD

U.S. Flight Training Detachment

Started in 2001, Peace Vanguard is a Foreign Military Sales program between the U.S. and the Republic of Singapore. Arizona Army National Guard personnel provide AH-64D Apache helicopter training and maintenance support at Silverbell Army Heliport through the United States Army Flight Training Detachment (USAFTD). USAFTD furthers the operational training of the Republic of Singapore Air Force's Apache Squadron by providing the operational and maintenance expertise of assigned Arizona Army National Guard Soldiers to facilitate continuation training, joint operations, and strengthening ties between Singapore and the United States via the Arizona National Guard.

Over the past year, Peace Vanguard personnel have diligently combated the spread of COVID-19 at work and in their communities. The safety of assigned personnel and family members was always at the forefront of every operation. Peace Vanguard continued to train by implementing unique methods and capitalizing on the power of technology to remain connected.

As the world continues to pose new challenges, Peace Vanguard remains focused on its mission to provide premier aviation training opportunities for RSAF pilots and strengthen our two nations' ties.



215th RTI

Regional Training Institute



COMMANDER

Lieutenant Colonel
William P. Fay

ENLISTED LEADER

Master Sergeant
Justin M. Daily

HEADQUARTERS

Papago Park Military
Reservation

STRENGTH

70 Soldiers

The 215th Regiment - Regional Training Institute (215th RTI) trains Soldiers in the Officer Candidate School, Warrant Officer Candidate School, Military Police career field, and Common Faculty Development Instructor Course in order to build and maintain a ready and capable operational force in support of the Total Army.

The 215th RTI provides operational, training, administrative, logistical, and resource management support as required to accomplish the mission to train the Army Warrior within Arizona as specified and approved by The Adjutant General.

The 215th RTI is a quality-focused organization, committed to providing skilled Soldiers and leaders for the dual missions required by the Arizona Army National Guard. The 215th RTI positions the Arizona National Guard with manned, trained, and capable leaders at the platoon and staff level in order to support federal and state missions.

The 215th RTI plays a vital role in meeting the nation's warfighting requirements. Courses taught at the 215th RTI meet all United States Army Training and Doctrine Command (TRADOC) accreditation requirements. The 215th RTI stands ready to build Arizona warrior leaders, **"Train to Lead!"**

2021 ACCOMPLISHMENTS

- Renewed Regimental U.S. Army Training and Doctrine Command (TRADOC) Schoolhouse Accreditation
- Added the Maneuver Tactics Foundations Course, Platoon Trainer Qualification Course, and Small Unmanned Aerial System Operator Course
- Commissioned five Army Second Lieutenants
- Graduated five Army Warrant Officers
- Qualified 28 Army Military Police Soldiers, 34 Army Instructors, nine Platoon Trainers, and eight Raven operators
- Validated 32 Company Commanders and First Sergeants
- Supported COVID-19, southern Arizona law enforcement support, and civil disturbance missions

- Competed in the Arizona Instructor of the Year competition, and supported the Arizona Best Warrior and National Best Warrior Competitions
- Supported pre-mobilization training for Arizona National Guard Soldiers and units deploying overseas
- Supported the Recruit Sustainment Program



Officer Candidate School

Trains, develops, and commissions Army Second Lieutenants to meet the needs of the Arizona Army National Guard. The 215th RTI conducts Phase 0 (Pre-OCS) and Phase II instruction to prepare candidates to lead Soldiers in the Arizona Army National Guard. Proponent is the US Army Infantry School, Fort Benning, Georgia.

Warrant Officer Candidate School

Trains qualified applicants to serve as technical or aviation warrant officers in the Army National Guard and the United States Army Reserve. The 215th RTI conducts Phase I of WOCS. Proponent is the US Army Warrant Officer Career College, Fort Rucker, Alabama.

Military Police Qualification

Trains qualified Soldiers to serve as Military Police. The 215th RTI conducts Phase I and Phase II training for Soldiers in all three components. Proponent is the US Army Military Police School, Fort Leonard Wood, Missouri.

Modular Training Section

Provides Common Faculty Development Instructor Course (CFDIC) training at least twice per year, and facilitates the Company Level Pre-Command Course annually. Proponent is the US Army Training and Doctrine Command (TRADOC), Fort Monroe, Virginia.



AZTC

Arizona Training Center



COMMANDER

Colonel
Joseph A. Haro

ENLISTED LEADER

Command Sgt Maj.
Michael G. Lamme

HEADQUARTERS

Papago Park Military
Reservation

STRENGTH

80 Soldiers

Arizona Training Center (AZTC) is the garrison command for the Arizona Army National Guard (AZARNG), operating several ranges and training areas at Camp Navajo, Papago Park Military Reservation (PPMR), Florence Military Reservation (FMR), and Buckeye Training Area in support of operational readiness generation within the AZARNG, other DoD elements, and designated inter-agency partners.

AZTC's primary role is providing unit Commanders ranges and space to train and prepare Soldiers year-round. Our training locations offer various weapons ranges up to .50 caliber, training areas allowing for land navigation, bivouac locations, quarry pits, drop zones, landing zones, confidence course, NBC chambers, and cantonment facilities including billeting, dining, and classrooms. Arizona Training Center has the resources to enable AZARNG Commanders to complete Army Warrior Training, and individual soldier pre-mobilization training.

AZTC is continuously working to sustain and adapt its training locations for future readiness and training needs, and range capabilities are constantly updated for current

and future forces within the AZARNG. The Army Record of Fire range for M16/M4 along with the M9/M17 is now updated to the new individual weapons qualification standard. FMR will soon be able to conduct mounted unstabilized gunnery up to 7.62 mm.

AZTC is a partner with local communities and other government authorities to preserve our training areas, encouraging compatible use and development around our installations to avoid encroachment through tools such as the Pinal and Coconino Counties Joint Land Use Studies and the Army Compatible Use Buffer program. AZTC takes seriously its role as steward of our training sites and ensures compliance with state and federal environmental requirements, as well as the protection and preservation of our natural and cultural resources.

Papago Park Military Reservation

Phoenix

Papago Park Military Reservation (PPMR) was established as a training range for the Arizona Army National Guard on April 21, 1930 and serves as the location for the headquarters of the Arizona Department of Emergency Military Affairs.

Buckeye Training Site

Buckeye

Buckeye Training Site was created in 1910 for use by the Arizona Army National Guard as a maneuver and training area. The site includes a single range encompassing 1,480 acres and remains a joint maneuver and training area for light forces from both the Arizona Army National Guard and U.S. Army Reserve.

Arizona Army National Guard Soldiers with Bravo Company 1-158th Infantry Battalion perform an air movement operation as part of their annual training at Camp Navajo, July 13, 2021. Each unit in the Arizona Army National Guard conducts annual training for at least two weeks a year as part of unit readiness. U.S. Army National Guard photo by Sgt. Thurman Snyder



Florence Military Reservation Florence

Florence Military Reservation is the second largest AZARNG training location at 18,616 acres, of which 12,227 is leased State Trust Land. FMR is a desert training environment with pleasant weather during the fall to early spring.

- 15 live-fire ranges providing training and qualifications for pistol, rifle, light-medium-heavy machine gun, thrown and launched grenades, anti-tank rockets, mortars, and artillery
- Military restricted air space up to 30,000 ft for indirect fire weapons systems with a compatible impact area
- One Helicopter Landing Zone
- Virtual Training Systems for weapons and operations
- Support facilities to include classrooms, tents, administrative offices, billeting for 200 personnel, computer labs, dining facilities, and maintenance facilities
- Non-live fire training, including forward operating base operations area, Military Operation in Urban Terrain site, driver's course, land navigation, IED-defeat lanes, practice hand-grenades, mine-detection course, individual movement and training lanes, obstacle courses, bivouac sites, and dismounted/mounted training areas

Camp Navajo Bellemont

Camp Navajo is the largest AZARNG training location encompassing over 28,000 acres. At approximately 7,300 feet in elevation, Camp Navajo offers a high altitude and winter training environment.

- Three live-fire ranges for pistol, rifle, light-medium machine gun, and launched grenades
- Virtual Training Systems for weapons and operations
- Support facilities including billeting for 600 personnel, classrooms, computer labs, dining facilities, 3 loading ramps, rail load capability, with 24/7 fire department and security
- Non live-fire training opportunities, including a Military Operation in Urban Terrain (MOUT) site, driver's course, land navigation, IED-defeat lanes, munitions ranges, practice hand grenade range, obstacle courses, bivouac sites, and dismounted and mounted training areas
- Two Certified Drop Zones supporting HALO (High altitude low opening) parachute operations
- Multiple Helicopter Landing Zones - Administrative, Tactical, and FARP sites

WAATS

Western Army National Guard Aviation Training Site



COMMANDER

Colonel
Jeremy G. Pfeifer

ENLISTED LEADER

Command Sgt Maj.
Lyle O. Bringhurst

HEADQUARTERS

SILVERBELL ARMY NATIONAL
GUARD HELIPORT

STRENGTH

160 Soldiers

Located at Silverbell Army Heliport in Red Rock, the Western Army National Guard Aviation Training Site (WAATS) is a TRADOC accredited institution. Entrusted to the State of Arizona, the WAATS was established in 1986 to train professional Army Aviators. The WAATS mission is to enhance Army Aviation force structure through basic and graduate level training.

In addition to aviation training, the WAATS supports Non-Commissioned Officer professional development and military occupational specialty qualifications. These courses strengthen the U.S. Army's Aviation Enterprise as directed by Headquarters, Department of the Army (HQDA), U.S. Army Training and Doctrine Command (TRADOC), National Guard Bureau (NGB), and the Arizona National Guard Joint Forces Headquarters.

2021 ACCOMPLISHMENTS

- Forecasted to graduate over 1,170 students with over 580 trained to date.
- Forecasted to execute over 6,000 flight hours in support of the schoolhouse mission with over 3,200 flown to date.
- Successfully implemented a new program of instruction: Airframe and Power-plant. This course is the first of its kind in the nation for military schools of record.
- Successfully implemented Aviation Mission and Tactics course for foreign military students (FMS). This course provides FMS students additional graduate level training in the UH-72 Lakota.
- Silverbell Fire Department responded to 280 calls for emergency assistance and 38 mutual aid requests from our municipal partners.
- WAATS Troop Medical Clinic Staff provided Periodic Health Assessments, flight physicals, and urgent care for over 4,000 patients.



2022 OBJECTIVES

- Posture for organizational growth in mission by the addition of programs of instruction and innovative training aids.
- Continue to provide dedicated instructors and training to students of all components, facilitating military aviation demands.
- Continue to modernize and update aging infrastructure.
- Continue to build upon relationships with foreign military allies and develop training specific to their needs.



Arizona Air National Guard

MUSTERED DECEMBER 12, 1946

An F-16 from the 148th Fighter Squadron, 162nd Wing, vertically accelerates over the southern Arizona desert.
U.S. Air National Guard photo by Master Sgt. Jeffrey Allen



**INTEGRITY FIRST,
SERVICE BEFORE SELF,
EXCELLENCE IN ALL WE DO**

Leadership

Arizona Army National Guard



MUSTERED

December 12, 1946



COMMANDER

Major General
Howard P. Purcell

HEADQUARTERS

Papago Park Military Reservation



ENLISTED LEADER

State Command Chief Master Sergeant
Rachel L. Landegent

STRENGTH

2,620 Assigned / 2,692 Authorized

The Arizona Air National Guard is trained and ready to serve. When called to State Active Duty by the Governor, The Adjutant General, Air Component Commander, and Airmen support their fellow citizens and local communities. When called to federal active duty they pivot to support the President of the United States. The Airmen that make up the three major components of Arizona's Air National Guard are dedicated men and women who embody the Air Force Core Values - **Integrity First, Service Before Self, and Excellence in All We Do!**

The Arizona Air National Guard reports to Governor Doug Ducey as Commander-in-Chief and provides protection of life and property, and preserves peace, order, and public safety. These missions are accomplished through emergency relief support during natural disasters; search and rescue operations; Defense Support to Civil Authorities; maintenance of vital public services; and counter-drug operations.

The Arizona Air National Guard's federal mission is to maintain well-trained, well-equipped units available for

prompt mobilization during war and provide assistance during national emergencies such as natural or human-caused disasters.

During peacetime, the combat-ready units and support units are assigned to U.S. Air Force major commands to carry out missions compatible with training, mobilization readiness, humanitarian, and contingency operations. Our Airmen serve in finest tradition of the 156-year heritage of the Arizona National Guard.

Air Outlook

This year, the Arizona Air National Guard continued four key lines of effort (goals) for FY20 and FY21 that are critical to meeting both federal and state missions:

- a. Inspire service to fill the formation and meet current and future mission capabilities.
- b. Grow tanker fleet to increase refueling capabilities.
- c. Modernize training and grow combat capabilities for fighters and remotely piloted aircraft.

- d. Provide forces supporting community safety and security through cyber assurance, border sovereignty, counter drug, and anti-terrorism.

Success in each line of effort is required for the Arizona Air Guard to remain the enduring choice as the most effective and lethal Air fighting force for the state and the nation. We strive to help every Airmen understand their role, provide an inclusive environment, and empower them to make positive and innovative changes throughout the organization.



Joint Force Headquarters

Papago Park Military Reservation

Mobilizations

161st ARW Deployments

Since 11 September 2001: 2,989 personnel

Between July 2020 – June 2021: 109, to include:

- Central Command 50
- Indo-Pacific Command 59

2022 Deployments: 105

- Projected Deployments to Central Command

162nd WG Deployments

Since 11 September 2001: 2,075 personnel

Between July 2020 – June 2021: 98, to include:

- Central Command 10
- Africa Command 88
- Military Training Team Deployments: Croatia, Poland, United Arab Emirates

2022 Deployments

- Projected deployments to Central Command

Air Facilities & Maintenance

161st ARW Facilities & Property

The Joint Use Agreement (AJUA) with Phoenix Sky Harbor International Airport is under current negotiations. The annual payment was previously \$10,525.

In June 2019, the Phoenix City Council included the expansion of Goldwater Air National Guard Base from its current 60 acres to 100 acres as part of its 20-year Comprehensive Asset Management Plan (CAMP), enabling increased mission opportunities.

162nd WG Facilities & Property

The Joint Use Agreement (AJUA) with Tucson Airport Authority (TAA) has been renewed through 30 Sep 2021. The annual payment is \$427,457.

Military Construction (MILCON) Future Fiscal Years:

- **New Base Entry Complex:** The project provides a new entrance access to meet anti-terrorism standards and enhanced security measures. Project budget is \$11M and is currently at 95% design, with a separate project required for land acquisition from the TAA.
- **New Munitions Storage Area (MSA):** 162WG is working with USAF, NGB, Raytheon Missile Systems, Pima County, and TAA to develop an Aerospace & Defense Corridor that will include a new MSA for the 162WG for Explosive Class 1.3 munitions used for student pilot training. The facility will replace the current MSA located in the middle of Morris ANG Base, limiting explosive weight capacity and creating an unnecessary danger. The new MSA will improve the efficiency, effectiveness, safety, and security. Project budget is \$25M, with a separate project required for land acquisition of \$1.9M.

Military Construction (MILCON) Future Fiscal Years:

- **Wing Expansion Opportunity:** This project would move the Main Gate and retrofit the cargo facilities currently utilized by civilian cargo operations for military operational needs such as a Ready Room and various maintenance support sections. The COVID-19 pandemic imposed significant hurdles in pursuit of this opportunity for the near future and results in little projected change until after the pandemic resolves.
- **Existing Runway BAK 12/14 Aircraft Arresting Systems (AAS):** Runway 3-21 was previously covered by a cable chain AAS that did not meet U.S. Air Force AAS standards. This AAS has been removed and requires replacement with an updated system to support aircraft flying operations. The anticipated award date for this fully designed project is early August 2021 at a cost of \$4.3M with arresting system equipment funded separately.
- **New Civil Engineer Complex.** Base Civil Engineer (BCE) functions are in facilities that are inadequate, with infrastructure systems that are beyond their expected useful life. The new BCE Administrative and Emergency Management facility (to include a new Wing Emergency Operations Center) and separate BCE Maintenance Facility will add operational efficiencies by housing like functions in one area. The project budget is \$10M funded through two separate projects.

ARIZONA AIR NATIONAL GUARD

161st ARW Air Refueling Wing



COMMANDER

Colonel
Patrick W. Donaldson

ENLISTED LEADER

Command Chief Master
Sergeant Bert A. Reid

HEADQUARTERS

Goldwater Air National
Guard Base

STRENGTH

800+ Airmen

Goldwater Air National Guard Base at Sky Harbor International Airport is the home of the 161st Air Refueling Wing, known around the world as the Copperheads.

The base is named in honor of one of the Arizona Air National Guard's founding members. On December 12, 1946, Barry M. Goldwater and a handful of World War II veterans successfully activated the 197th Fighter Squadron at Luke Field under the direction of then Governor Sidney Preston Osborn. Equipped with F-51D Mustangs, these 13 officers and 40 enlisted men were the first members of the Arizona Air National Guard – the first of many to follow. In 1952, the squadron moved to Sky Harbor Airport, due south of the terminal, and eventually grew to become the air refueling wing it is today.

Today, Arizona's KC-135 Stratotanker unit performs its operational mission with over 800 Airmen and eight permanently assigned refueling aircraft and one additional "borrowed" refueler for a total of nine. The 161st is a recognized powerhouse for mobility operations and a primary source of air refueling support in the Southwest. Additionally, the 161st hosts a C-12 Detachment of the Army National Guard on the installation.



Federal Mission

The wing's federal mission is to organize, train, and equip Airmen and units who are ready to meet worldwide requirements in support of the U.S. Air Force's Global Reach mission. It is a combat force multiplier for nuclear deterrence, rapid mobilization, worldwide deployment, airlift, aeromedical evacuation, and sustained aerial refueling operations for the United States and partner nation air forces.

State Mission

As a component of the Arizona National Guard, the Wing's state mission is to protect life and property, and preserve peace, order, and public safety. These missions are accomplished through emergency relief support during natural and human-caused disasters, search and rescue operations, defense support to civil authorities, maintenance of vital public services, and counter-drug operations.

Mission Elements

The 161st has a number of mission sets it satisfies, including Alert Commitment for Nuclear Deterrence, Air-Refueling Support to Local Pilot Training Missions, World-wide Deployments, World-wide Mobility, Airlift, and Evacuation, Crashed, Damaged, Disabled Aircraft Recovery (CDDAR), and Defense Support to Civil Authorities (DSCA).

2021 ACCOMPLISHMENTS

Deployments for FY2021 and FY2022

The 161st continued its deployed operations throughout 2020 and 2021, despite the COVID-19 challenge. Over 105 Copperheads performed exceptionally in both Central Command and Indo-Pacific Command theaters and will repeat those performances through 2022, adding AFRICOM once again to its catalogue of mission support operations.

Air Refueling Never Stops

In FY2021, the 161st flew 596 sorties and 2,410 flying hours to deliver 777,280 gallons of fuel to 1,194 receivers worldwide.

Continued Arizona COVID-19 Response

Following the execution of magnificent flying feats around the world and 1,000 feet above the valley floor, the 161st transitioned to a long duration fight against COVID-19 by pivoting to vaccination and supply chain support. Through personnel and equipment contributions to Joint Task Force-Arizona, 161st members assisted in the setup and proofing of multiple early vaccination locations, including the initial site at State Farm Stadium. Additionally, members traveled the state and Navajo Nation to ensure a continuous supply of vaccinations and masks to the more remote areas of Arizona. Finally, the 161st supported the on-call efforts at local food banks when help was required.

Base Mobility and Resiliency Exercise 2021

The Spring of 2021 brought a long awaited and COVID-19 delayed readiness effort to train personnel for operations in austere and contested environments. This readiness exercise manifested as an in-garrison exercise that challenged members to rapidly deploy to a notional location with minimal resources and equipment, establish a base with flying operations, and sustain those operations for a period of time. This exercise revealed key lessons learned, offered great leadership experience opportunities, and provided great insight toward future growth areas in base innovation, resilience, and sustainment.

Domestic Response Alert Force

The 161st served the state's primary alert organization poised to host Rapid Response Unit personnel and deploy on a condensed timeline to points across the nation should assistance to law enforcement have been requested. Multiple no-notice exercises were executed to ensure timing of assemble-to-deploy processes could meet timeliness requirements. In addition to providing aircraft, aircrew, and force assembly areas, the wing provided domestic response trained airmen with appropriate professional equipment.

Top DV Destination

As a preferred host to Distinguished Visitors coming to Arizona, the 161st played host to the Vice President of the United States, Arizona Governor Doug Ducey, then-Senator Martha McSally, the Chief of the National Guard Bureau, the Director of the Air National Guard, and various NGB and DOD Directors. While the purpose of each occasion varied from local area visits to installation assessments of GANGB, the substantial logistics planning effort, multi-agency coordination, and flawless execution remained constant.

Allied Nation and Foreign Military Sales Port

The 161st has become a convenient and efficient port of embarkation for limited cargo and airlift efforts supporting worldwide allies. In 2020, the wing completed AH-64 Apache embarkation services to an allied nation during their lengthy acquisition effort and began support to an additional ally.

State Partnership Program

The 161st deepened the roots of cultural and professional exchange with the armed forces of Kazakhstan. The 161 ARW hosted two senior Kazakh officers for their nation's liaison officer swap out during the Kazakhstan Security Cooperation Working Group. Upcoming focus areas for specialist exchange are projected for Maintenance and Medical Operations.

Airman 1st Class Schiermeyer, an aircraft flight equipment technician, inspects a helmet. ANG Photo by Staff Sgt. Jayson Burns

Keep 'em flying. The 161st Maintenance Group ensures 60 year-old KC-135s are ready to meet the demands of one of the busiest refueling wings in the nation. ANG Photo by 2nd Lt. Wes Parrell.



The 161ARW has been flying the KC-135 Stratotanker since 1977.



161ARW Airmen supporting Food Banks as part of the COVID-19 response mission. ANG Photo by Tech. Sgt. Michael Matkin.

CHALLENGES TO ADDRESS

Aging Fleet and Parts Availability

Given the aging KC-135 fleet across the services, parts availability becomes a challenge. Most airframes date to the late 1950s and 1960s and have outlived their manufacturers, thereby losing the supply chain availability that once existed. Procuring new replacement parts has become a battle of acquisitions and proprietary rights against force/fleet needs.

Installation Resilience and Innovation

Informed by recent exercises focused on installation agility and flexibility, the 161st is working to bolster all security formats, from physical to cyber, through off-the-shelf innovation, while investing in infrastructure solutions that equate to installation survivability, scalable energy independence, and operations portability. In essence, the 161st will meet the challenge of 21st century warfare to 'fight where we live'.

2022 OBJECTIVES

Renewed Airport Lease

The 161st seeks to secure the path to future mission prosperity and ensure the Wing's continued presence through a renewed lease at Sky Harbor International Airport. A renewed lease presents the National Guard Bureau and the Secretary of the Air Force with an opportunity for greater investment in the 161st and the Arizona National Guard's future.

Attract Enhancing Mission Sets

Given the Wing's comfort with steady operations tempo, a large, available recruiting source in Phoenix, and the variety of professions from which to draw, the 161st seeks to attract mission sets that enhance its existing Air Refueling mission, complement its elevated level of readiness, and provide the nation and state greater utility by its placement at the 161st.

Recruit to Expand

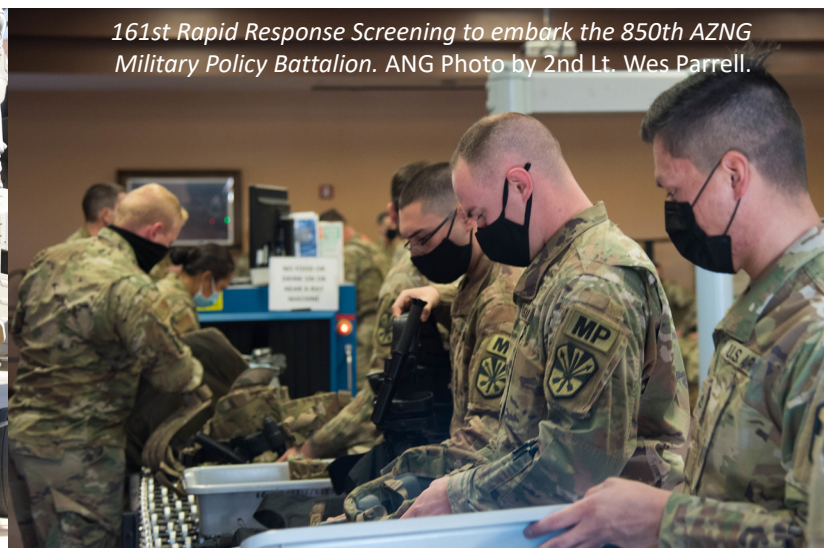
Recently, the 161st met its previous goal of 105% manning. The Wing continues to recruit beyond its mandate to ensure ready, trained successors and capitalize on the massive pool of potential Guard Members in the state. Medical, law enforcement, communications/information technology, and engineering professionals complement the large pool of aviation professionals that call Arizona home and form the expertise targeted by the 161st. The wealth and diversity of professions across the city and state afford the Wing great appeal and potential as a prime location for expanded mission sets.

Grow the Fleet

Increase unit end strength to 12 PAA and beyond in order to meet the hefty and growing demand for refueling in the southwestern United States as well as sustain continuous operations tempo worldwide.



The 161st loading a United Kingdom AH-64 Apache Helicopter aboard a C-17 for delivery. ANG Photo by 2nd Lt. Wes Parrell.



161st Rapid Response Screening to embark the 850th AZNG Military Policy Battalion. ANG Photo by 2nd Lt. Wes Parrell.

162nd WG Wing



COMMANDER

Brigadier General
Jeffrey L. Butler

ENLISTED LEADER


Command Chief Master
Sergeant Terry L. Oliver

HEADQUARTERS

Morris Air National
Guard Base

STRENGTH

1,800 Airmen



Morris Air National Guard Base at Tucson International Airport is home to the Air National Guard's premier F-16 fighter pilot training unit - the 162d Wing. The 162d Wing has more than 50 years' experience in fighter training and more than 30 years' experience in international military training. The Wing will continue to modernize fighter-training operations for the U.S. Air Force, Total Force, and international air forces; defend the homeland; provide trained personnel for the Air and Space Expeditionary Force; and fulfill its constitutional state role.

The Wing manages a fleet of more than 70 F-16 C/D and Mid-Life Update (MLU) Fighting Falcons and commands the steady-state combat and homeland defense role of the 214th Attack Group (214 ATKG). In 2021, the 214 ATKG expanded operations with the activation of the 214th Aircraft Maintenance Squadron (AMXS) located at Fort Huachuca, AZ. In total, the 162d Wing has a military force of over 1,700 members with over 900 full-time employees, making the 162d Wing the 41st largest employer in Southern Arizona injecting \$384 million in the local economy.

Since its activation in 1956 the Wing has fulfilled its dual mission, a provision of the U.S. Constitution that results in each Guardsman holding membership in the Arizona Air National Guard and National Guard of the United States.

Federally, the 162d Wing maintains F-16 aircraft and qualified instructors for training personnel in support of U.S. and partner nation requirements; provides persistent, armed MQ-9 Intelligence, Surveillance, and Reconnaissance and precision attack support overseas and local Incident Awareness and Assessment capabilities to sustain national and state interests; and supports NORAD Aerospace Control Alert directives with 24/7 immediate response aircraft in the defense of North America.

When not mobilized under federal control, the 162d Wing reports to the Governor and stands ready to provide for the protection of life and property and preservation of peace, order, and public safety.

Federal Mission

The Wing's federal mission is to promptly mobilize during war and federal contingency operations, to include defense of North American airspace. The 162nd Wing deploys its members as part of the Air and Space Expeditionary Force to provide combat forces in support of U.S. Air Force missions.

State Mission

When not mobilized under federal control, the 162d Wing reports to the Governor of Arizona. Under state law, the Wing provides protection of life and property and preserves peace, order, and public safety.

Mission Elements

The 161st has a number of mission elements critical to National Defense, including the F-16 Fighter Pilot Training, 214th Attack Group, and Homeland Defense 24/7 Alert Detachment



SUBORDINATE COMMANDS

148th

Fighter Squadron



152nd

Fighter Squadron



195th

Fighter Squadron



214th

Attack Group



2021 ACCOMPLISHMENTS

162d Operations Group / F-16 Fighter Training

The 162d OG houses three F-16 Squadrons that perform advanced domestic and international F-16 Training: the 148th, 152nd, and 195th Fighter Squadrons. In FY2021, the 162d OG supported:

- 9,148 resulting in 12,016.5 flying hours
- 73 Assigned F-16 Aircraft, 31 F-16 flying training classes using 10 different syllabi
- 5 international simulator only courses
- 13 countries trained, 72 Students graduated

162d Alert Detachment

The 162d OG operates an Aerospace Control Alert Detachment that maintains a 24/7 alert posture as part of Operation NOBLE EAGLE, providing alert F-16s to support NORAD Commander Directives and assuring continuous and immediate response in the defense of the United States and Canada. In FY2021, the 162d ADET:

- Rated “Mission Ready” with several identified strengths including quality maintenance, exceptional program management, and supervisor involvement during the most recent Fighter Alert Force Evaluation.
- Flew 131 sorties totaling over 200 hours with a 100% mission accomplishment.

214th Attack Group

The 214th ATKG provides superior armed reconnaissance capabilities in support of Overseas Contingency Operations (OCO) and Incident Awareness and Assessment (IAA) capabilities to support state and federal agencies. The 214th ATKG operates both the remotely piloted MQ-9 and manned RC-26 that are capable of supporting both worldwide deployments in support of contingency operations as well as Defense Support to Civil Authorities.

The 214th ATKG has been called upon to support several agencies to include: Federal Emergency Management Agency, National Interagency Fire Center, U.S. Department of Homeland Security, and various law enforcement agencies from the state to federal level. In FY2021, the 214 ATKG flew:

- Domestic Operations: Guardian Support, Counter-Drug, SW Border Mission
 - MQ-9: 89 sorties resulting in 225.7 flying hours
 - RC-26: 220 sorties resulting in 409.2 flying hours
- Combat Operations: INHERIT RESOLVE, FREEDOM'S SENTINEL
 - MQ-9: 302 sorties resulting in 5,992 flying hours
 - Total Strikes: 35 x AGM-114 Hellfire employments, 1 x GBU-38 employment

162d Maintenance Group

The 162d MXG currently maintains 73 aircraft and associated equipment to successfully execute the Wing's flying mission. In 2021, the 162nd Wing's training squadrons executed 9,148 sorties and 12,016.5 flight hours in support of student production for the USAF, the ANG, and numerous international partners.

These numbers are unprecedented due to the aging fleet of aircraft that includes the oldest in the USAF inventory, increased depot and depot field team tempo for sustainment and modernization, and an increasing demand for pilot production world-wide. The skill of the 162d was recognized with the 2019 Maintenance Effectiveness Award for the entire Air National Guard.

The group also supports flying operations for the 162d Alert and Air National Guard Air Force Reserve Test Center (AATC) Detachments. On average, the MXG executes 6 - 7 aircraft deployments in support of off-station student training and 6 - 11 AATC deployments supporting aircraft hardware/software testing requirements.

The 162d MXG also manages the 162d Wing's Air Force Repair Enhancement Program (AFREP), which helps to increase mission readiness by repairing certain unserviceable aircraft parts and placing them into the supply system, thereby serving as an alternate source of supply for Wing aircraft. In FY2021, AFREP provided the 162d Wing with over \$323,402 in savings.

Additional critical 162d Wing mission elements include:

- 162d Mission Support Group provides personnel and logistics support for all resources assigned or attached to the 162 WG, including the AATC, international assigned flying units from the Netherlands and Iraq, and geographically separated units located at Davis-Monthan AFB and Fort Huachuca.
- 162d Medical Group provides comprehensive medical service to ensure a fit, deployable force in support of the Wing's wartime, homeland security, and pilot training mission.
- 162d Weather Flight provides mission-tailored forecasts and tactical decision aids to maximize the effectiveness of contingency operations and training exercises to both Air National Guard fighter squadrons and Army National Guard units.
- Defense Support to Civil Authorities (DSCA) maintains Force Packages (FP) for domestic emergency response capabilities, including the Joint Reception, Staging, Onward Movement, and Integration FP, Fatality Search and Recovery Team FP, and two 13-Airman Security Force Domestic Response Teams.



The two aircraft flown by the 162nd Wing - the MQ-9 (above) and F-16 (below).



Maintaining some of the oldest F-16s in the USAF inventory requires a number of skills, including welding.

FACE OF THE USAF TO THE WORLD

33 Nations Trained Past and Present:

Norway / Jordan / Poland / Singapore / Oman / Bahrain / Italy / Netherlands / UAE / Greece / Turkey
Taiwan / Japan / Portugal / Belgium / Thailand / Denmark / Chile / Morocco / Colombia / Pakistan
Iraq / South Korea / Indonesia / Israel / Romania / Venezuela / Egypt / Saudi Arabia / United Kingdom
Canada / Slovak Republic / Bulgaria / US Military Students: USAF / ANG / NAVY F-16



A 162d Wing Electrician maintaining an F-16 while under newly installed sunshades.



Maj. Gen. Dawne L. Deskins, Deputy Director of the Air National Guard, at right, visits the F-16 simulator while at the 162nd Wing.

REMEMBERING 9/11

TWENTY YEARS LATER

This year, our nation will remember and commemorate the 20th anniversary of the terrorist attacks on the United States on September 11, 2001.



Members of the Arizona National Guard were some of the first National Guard units deployed to Afghanistan to destroy al-Qaeda's terrorist training camps, capture its leaders, and end terrorist activities in Afghanistan.



Since 2001, over 12,000 Citizen-Soldiers and Airmen from the Arizona National Guard have deployed in service to our nation.



Arizona's 1-285th Attack Reconnaissance Battalion deployed three times to Operation Enduring Freedom. In 2007, the 1-285th provided AH-64 Apache air support for the entire OEF theater for 14 months; earning the respect and gratitude of the U.S. Army's 82nd Airborne Division who commanded the theater. (AZNG Photo)



Afghan children look over the shoulder of Staff Sgt. Nathan Sokol, 1st Battalion, 158th Infantry Regiment, Arizona Army National Guard, while he inputs information into a handheld interagency identity detection equipment system in Sharana, Afghanistan, Dec. 3, 2009. (AZNG Photo)

Not all of Arizona's Citizen-Soldiers made it home from Afghanistan, who we continue to honor to this day.



SSG Charles R. Browning
Mar 6, 1976 – Jun 1, 2007



PFC Mykel F. Miller
Apr 20, 1988 – Sep 6, 2007



SSG Thomas D. Rabjohn
Feb 19, 1970 – Oct 3, 2009

Twenty years later, we will never forget. We remember the tragedy of that day as well as the dedication, commitment, and strength of those who responded to our nation's call.

Always Ready, Always There.

For their heroic stories, please visit the National Guard Association of Arizona website at <https://www.ngaaz.org/fallen-soldiers/>



Joint Task Force Arizona

An Arizona Army National Guard UH-60 Blackhawk from the 2-285th Assault Helicopter Battalion heading to refill its bambi bucket to make more water drops in support of wildland firefighting efforts in Gila County.



Leadership

Joint Task Force - Arizona



COMMANDER
Brigadier General
Troy T. Daniels



HEADQUARTERS

Papago Park Military Reservation

ELEMENTS

Military Support to Civil Authorities
91st Civil Support Team - WMD
Counter Drug Task Force
State Partnership Program
Cyber Joint Task Force

DOMESTIC OPERATIONS

Operation COVID-19
Task Force Badge
Wildland Fire Support

STRENGTH

222 Core Activities
1,444 Defense Support of Civil Authorities

Joint Task Force - Arizona (JTF-AZ) leads the Arizona National Guard's domestic response efforts and builds interagency, intergovernmental, and international relationships to enhance unity of effort across a wide spectrum of operational missions and training events.

JTF-AZ consists of its Core Staff Element and four enduring mission elements which include the 91st Civil Support Team (CST), Counter Drug Task Force (CDTF), State Partnership program (SPP) with Kazakhstan, and the Cyber Joint Task Force (CJTF). Throughout 2021, JTF-AZ provided support to the Southern Arizona Law Enforcement mission and continued its support for the COVID-19 response mission.

JTF-AZ synchronizes joint efforts within DEMA's core components of the Arizona Air and Army National Guard (AZNG) and the Arizona Division of Emergency Management (DEMA-EM). This is accomplished through the combined efforts of the seven JTF-AZ directorates and the Director of Military Support (DOMS). JTF-AZ's core staff element is composed of 35 Arizona Army National Guard Soldiers, Arizona Air National Guard Airmen, and civilians.

JTF-AZ is manned by a combined effort of full-time staff and JTF-AZ Drill Status Guardsmen, and can be augmented by the AZNG Adaptive Battle Staff if additional assistance is needed. The JTF-AZ is always on a ready status to coordinate and direct any military response within Arizona or contribute toward efforts outside the state.

In 2021, JTF-AZ continued to support the COVID-19 response mission with three separate Task Forces (TF) to respond to requests for assistance from state and local authorities: TF Logistics (TF LOG), TF Medical (TF MED), and TF Aviation (TF AV). In addition, TF Badge was created to assist and provide staffing for the Southern Arizona Law Enforcement (SALE) Mission in response to the Governor's Emergency Declaration on April 20, 2021 for the Arizona Border Crisis.

Mobilizations

During FY2021, Joint Task Force - Arizona mobilized over 1,444 Citizen-Soldiers and Airmen in support of the following:

<u>Operation COVID-19</u>	<u>1,038 Personnel</u>	<u>Wildland Fire Support:</u>	<u>35 Personnel, 3 x UH-60 Blackhawk helicopters</u>
▪ Task Force Logistics (LOG)	849	<u>Civil Unrest Support:</u>	<u>156</u>
▪ Task Force Medical (MED)	182	<u>(Wisconsin Protect and Serve)</u>	
▪ Task Force Aviation (AV)	7	<u>Cyber Response Support:</u>	<u>5 Personnel</u>
<u>Task Force Badge</u>	<u>132 Personnel</u>		

Strength & Condition

JTF-AZ is comprised of five independently funded and operated programs or activities. Although each program or activity maintains its individual budgets, overall fiscal authority resides with the JTF-AZ Commander and Chief of Staff-Joint. Staff oversight by JTF-AZ of the programs or activities ensures adherence to fiscal law and good stewardship of appropriated funds.

Task Force End-Strength (Soldiers/Airmen)

JTF-AZ Core Staff Element	35
Counter Drug Task Force	150
91st Civil Support Team	22
State Partnership Program	1
Cyber Joint Task Force	14

Program/Activity

Budget

JTF-AZ Core Staff	\$25,700
Counter Drug Task Force	\$12,167,289
91st Civil Support Team	\$449,300
State Partnership Program	\$392,000
Operation Guardian Support	\$18,000



Director of Military Support (DOMS)

The Director of Military Support (DOMS) plans, coordinates, and facilitates support to requests with the Core Staff Element from DEMA-EM and other entities throughout the state and nation. Requests for National Guard Civil Support (NGCS) and Defense Support of Civil Authorities (DSCA) are aimed at reducing the impacts and enhancing the recovery of persons and property due to natural disasters, special security events, and/or human-caused incidents within the state of Arizona and throughout the other states, territories, and District of Columbia.

As a facilitator of information and authority to start execution of missions, the DOMS had an unprecedented amount of requests for support to state, tribal, and local authorities. The COVID-19 pandemic response efforts consisted of the following support to local, county, state and tribal partners: staff augmentation to SEOC/County EOCs; logistics distribution support; food bank; PPE distribution/training; aviation support; alternate care site support on the Navajo Nation; testing support; traffic control; medical consultation on testing sites/PPE; and contact mapping. An Arizona Army National Guard UH-60 Blackhawk rescued three mountain climbers in Yavapai County due to severe weather. The Joint Task Force Cyber (CJTF) assisted the State of Arizona and a municipality following a cyber-attack, restoring the connectivity infrastructure and assisting in the development an updated defense against future cyber-attacks.

The AZNG continued to support state and local authorities during the wildland fire season with aviation resources. The AZNG provided UH-60 Blackhawk force packages to support fire suppression efforts in both Arizona and California. In Arizona, the AZNG supported the Salt River Complex Fire in north central Arizona with UH-60s providing fire suppression; dropping over 222,000 gallons of wa-

ter. The AZNG supported the Walnut Fire in Cochise County with one UH-60 providing fire suppression; dropping over 19,000 gallons of water. In the state of California, the AZNG supported firefighting efforts in the northern sector of the state with a mission package consisting of mission command, logistics and aircraft capabilities. They supported the Glass Complex Fire, the North Complex Fire and the Zogg Fire. AZNG aviation medically evacuated several civilian personnel and dropped over 146,000 gallons of water.

Moving forward, JTF-AZ will be looking to capture lessons learned from the COVID-19 pandemic response mission in order to strengthen our framework and ability to synchronize operations with our federal, state, and local authorities in the future. As COVID-19 eventually subsides as a national and local threat, there will most likely be a new normal in domestic response operations. This is due to the manner in which the National Guard exhibited unprecedented agility in response to COVID-19 requests for assistance. It will be imperative that any national discussions at NGB nest with state and local discussions so that all levels of government can be efficiently synchronized for any future domestic response requests.





91st Civil Support Team

The 91st Civil Support Team – Weapons of Mass Destruction (CST-WMD) is a full-time, 22-member joint Army / Air National Guard unit.

The 91st CST mission is to support civil authorities at domestic incident sites during specified events in the U.S. that result, or could result, in the catastrophic loss of life or property as a result of: 1) Use or threatened use of WMD; 2) A terrorist attack or threatened terrorist attack; 3) The intentional or unintentional release of chemical, biological, radiological, or nuclear (CBRN) toxic materials; and 4) Natural or human-caused disasters.

The 91st CST provides support by identifying hazards, assessing current and projected consequences, advising on response measures, and assisting with appropriate requests for additional support. The CST's sophisticated detection, analytical, and protective equipment allows for operations to take place in hazardous environments in order to provide field confirmatory identification of CBRN agents, and determine life safety recommendations to civil authorities.

The 91st CST is uniquely able to assess CBRN events by:

- Computer-based predictive modeling programs
- Advanced medical training in the recognition of toxidromes
- Evidentiary quality sample collection
- Nationally accredited analysis and identification of CBRN agents and substances

2021 ACCOMPLISHMENTS

- Supported Maricopa County Sheriff's Office air monitoring and hazard identification at the Waste Management Landfill in Phoenix.
- Re-certified for mission and administrative readiness by National Guard Bureau
- Completed external evaluation as part of DEMA's off-site nuclear response responsibility to the Palo Verde Generating Station that certified the 91st CST as a Radiation Emergency Assistance Team (REAT).

2021 SUPPORTED EVENTS

- 1 Arizona State University Football Home Game
- 5 Phoenix International Raceway/NASCAR Events
- MCSO Search and Recovery Mission
- Phoenix Stabilization Team Explosives Detonation Exercise
- FBI Table Top Exercise
- Palo Verde REAT forward evaluated exercise
- Multi-CST Inauguration Mission Support
- Department of Defense and FBI National Radiation Exercise
- AZ Army National Guard Recruiting Support event
- Two Pre-mobilization CBRN Training support missions





Counter Drug Task Force

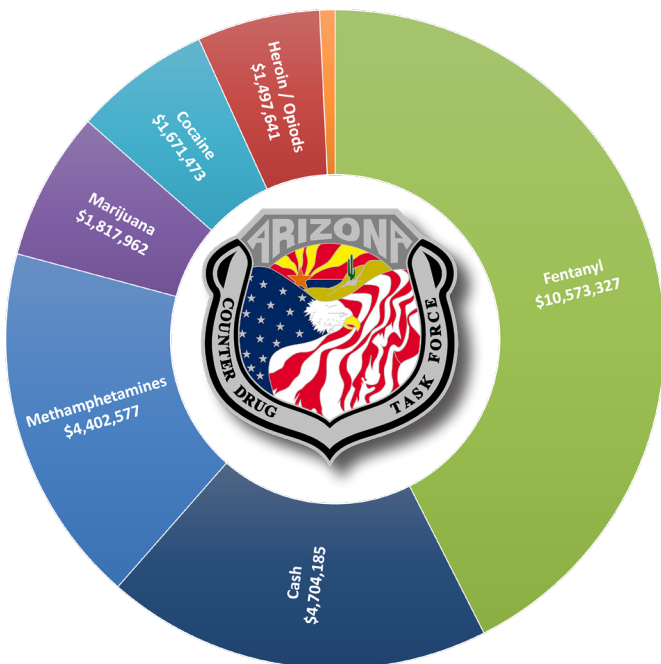
The Arizona Counter Drug Task Force (CDTF) is a full-time, joint Army and Air National Guard program providing analysis, ground and aerial reconnaissance, transportation, and drug prevention support to 63 entities to reduce the demand and supply of illicit drugs across the state. Supported entities are comprised of local, tribal, state, and federal agencies with a focused effort on joint-fusion centers, law enforcement agencies (LEAs), and community based organizations (CBOs).



2021 ACCOMPLISHMENTS

- Realigned support to law enforcement agencies who maintain a stronger focus on reducing drug trafficking in the state. These efforts resulted in CDTF service members enabling law enforcement agencies to seize \$24,856,499 in drugs, assets, and currency.

From May 2020 to April 2021, CDTF support to LEAs resulted in seizing \$24,856,499 in narcotics and criminal assets, including \$10,573,327 in fentanyl.



- Helped create six new drug prevention coalitions in communities without previously established coalitions.
- Analyzed data from the Arizona Youth Survey distributed to 30,052 students from 152 schools in 13 of Arizona's 15 counties. CDTF combined surveys with overdose data from the Arizona Department of Health Services to create a heat map showing the highest rates of overdose and substance exposure per capita.
- Given CDTF's statewide scope and large number of supported agencies, CDTF created a 5-year strategic plan. The strategic plan, combined with the heat map, will help law enforcement agencies focus their efforts to reduce illicit drugs and bolster state agencies and coalitions to decrease drug demand across Arizona.

2022 OBJECTIVES

- With students returning to in-person classroom instruction following the COVID-19 outbreak, CDTF plans to reach 10,000 8th graders in the city of Mesa to reduce the demand of illicit drugs among our youth.
- CDTF will focus drug prevention efforts in seven communities across the state where drug overdose death rates are highest.
- Finally, CDTF will shape law enforcement relationships and operational support to those agencies and enable an increase in seizures by 10%.

DEAPhoenix @DEAPHOENIXDiv · 9m ...
Great job, #Arizona!! @DEAPHOENIXDiv with @AZNationalGuard & other partners collected 16,800 lbs of 🚫 below as SAC Cheri Oz oversees the destruction 🙌 of unused 🚫 & gives advice on keeping families safe. #TakeBackDay #DEA

DIGGING DEEPER: DEA destroys unused, expired prescriptions
kvoa.com



OPPOSITE PAGE: 91st CST performing training with local first responders. ABOVE: Results of a drug seizure supported by CDTF. RIGHT: A UH-60 in support of the CDTF demonstrates its technical flying capability while landing on the edge of a cliff. Courtesy Photos



State Partnership Program

The Arizona National Guard's partnership with the Republic of Kazakhstan was among the first established in 1993.

This year marks its 28th year, making it the most mature relationship between a U.S. state and a Central Asian country. The mutually beneficial relationship covers a variety of topics from logistics and human resource management to air mobility and medical. Arizona National Guard Members participate on average in 30+ events every year.

The State Partnership Program supports U.S. Central Command (USCENTCOM) and U.S. State Department security cooperation objectives. Participating Soldiers and Airmen gain knowledge and experience in skill sets that surpass traditional domestic training. As an organization, the Arizona National Guard interacts with a vast array of U.S. and non-U.S. organizations to enhance state relationships and polish our reputation across the globe. The lasting relationship with Kazakhstan yields a sense of purpose and identity, increases moral, esprit de corps, and aids in retention of quality Arizona National Guard Members.

2021 ACCOMPLISHMENTS

The occurrence of the COVID-19 pandemic significantly impacted the execution of the planned security cooperation events for the first half of 2021 fiscal year, but the program still managed to execute 27 events supporting Army Central Command, Air Force Central Command, and agencies.



MAJ Mike Thorlin supported Unmanned Aerial System (UAS) training with Kazakh Border Guard Service in Taraz, Kazakhstan. Courtesy Photo



REPUBLIC OF KAZAKHSTAN

Kazakhstan, a central Asian country and former Soviet Republic, extends from the Caspian Sea in the west to the Altai Mountains at its eastern border with China and Russia. Roughly four times the size of Texas, it is the world's largest landlocked country. Kazakhstan shares 7644 km of its 13,364 kilometer boundary with the Russian Federation and 1765 km with China.

Ethnic Kazakhs, a mix of Turkic and Mongol nomadic tribes who migrated to the region by the 13th century, were rarely united as a single nation. The area was conquered by Russia in the 18th century, and Kazakhstan became a Soviet Republic in 1936. Soviet policies reduced the number of ethnic Kazakhs in the 1930s and enabled non-ethnic Kazakhs to outnumber natives. Non-Muslim ethnic minorities departed Kazakhstan in large numbers from the mid-1990s through the mid-2000s and a national program has repatriated about a million ethnic Kazakhs back to Kazakhstan. These trends have allowed Kazakhs to become the majority again.

Kazakhstan's economy is larger than those of all the other Central Asian states largely due to the country's vast natural resources. It has major deposits of petroleum, natural gas, coal, and iron ore. Current Kazakh issues include: expanding the development of the country's vast energy resources and exporting them to world markets, diversifying the economy, and enhancing Kazakhstan's economic competitiveness. The demarcation of the Kazakh-Uzbek borders is ongoing as is the ongoing demarcation with Russia which began in 2007. (Source: CIA Factbook)



Cyber Joint Task Force

The Arizona Cyber Joint Task Force (CJTF) is comprised of Arizona Army and Air National Guard professionals, with continuing efforts to grow and enhance the team strength and knowledge with "Cyber Reservists." The responsibility of the CJTF is to reduce vulnerabilities to state and local agency networks and critical infrastructure by providing ongoing assistance with training, vulnerability assessments, and defensive strategy development and implementation. Additionally, the CJTF provides incident response, forensic analysis, and recovery assistance for state and local agencies as a force multiplier.

It is the goal of CJTF to further develop relationships with state and local agencies to increase the security posture of the State of Arizona. The CJTF continues to train and participate in joint exercises with federal and state partners. These exercises increase the knowledge and skills of each team member, and the readiness of the team for future incidents.

2021 ACCOMPLISHMENTS

- Participated in Cyber Dawn 2020, which promoted the combined efforts of our FEMA regional partners to build relationships and establish future collaboration in the event of a cyber-attack.
- Continued to build relationships with Arizona agencies promoting available capabilities and resources. Partnerships with the Arizona Department of Administration (ADOA) and Arizona Department of Homeland Security (ADOHS) has produced the first blanket Memorandum of Understanding creating a foundation for support.

In 2021, the CJTF provided critical incident response support to two state agencies and one local agency that were actively under cyber-attack.

- The Partnership with the Arizona Counter Terrorism Information Center (ACTIC) has increased response time and provided the team with collaborative information sharing. The ACTIC is the home of the CJTF, and is now a shared space with our ADOA/ADOHS partners.
- To capitalize on this growth, CJTF has developed a partnership with ASU and has introduced an internship program to aid in the development of cyber students.
- CJTF, ASU, and ADOHS will be conducting a state cyber tabletop exercise in November 2021 to train and guide participating agencies on how to best respond to cyber-attacks and understand the capabilities and resources available of these teams to state and local agencies.
- Since inception, CJTF has provided incident response to 12 state and local agencies. In 2021, CJTF provided incident response support to two state agencies and one local community that were actively under cyber-attack. The swift response of CJTF provided these agencies an immediate force multiplier and invaluable knowledge to respond. CJTF provided these agencies with details on attack vectors, indications of compromise, forensic analysis, and key vulnerabilities on their network. The work conducted by CJTF provided a clear path forward to better protect their network and increase their cyber posture against future attack, and has been appreciated as a resource by those supported agencies.



ABC15 ARIZONA | AT 6

KINGMAN STILL CRIPPLED BY HACK ATTACK
ARIZONA NATIONAL GUARD NOW ASSISTING IN RECOVERING SYSTEMS

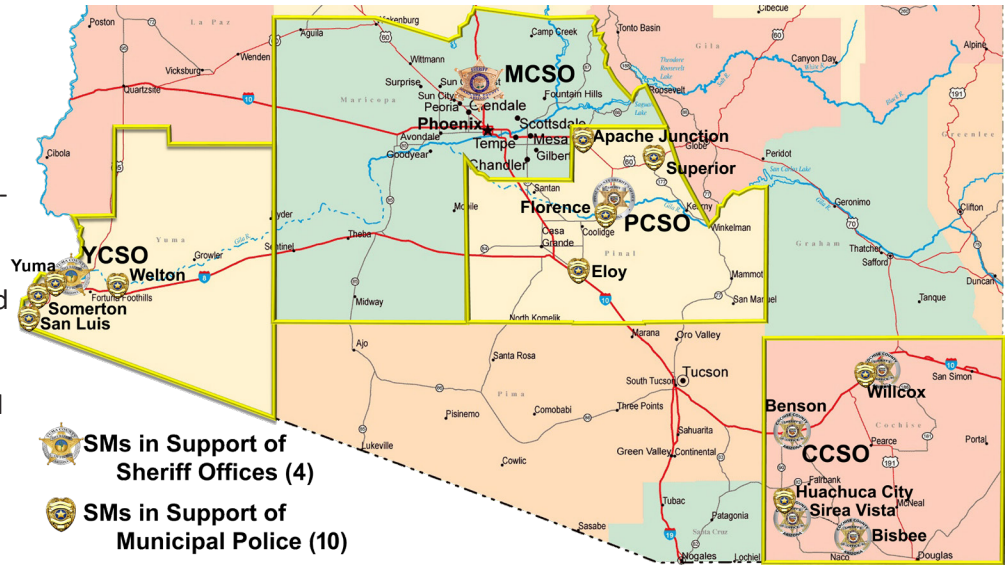
6:04
66°





Southern Arizona Law Enforcement Engagement (SALE) Mission

On April 20, 2021, Governor Ducey mobilized the Arizona National Guard under State Active Duty (SAD) as part of the 2021 Border Crisis Declaration of Emergency. The purpose of this mission is to provide vital, non-law enforcement National Guard Civil Support to multiple counties in the southern half of the state in response to the impacts of increased migration and transnational crime across the southwestern border of the United States. This mission is named Operation Southern Arizona Law Enforcement Engagement (SALE).



SMs in Support of Sheriff Offices (4)

SMs in Support of Municipal Police (10)

Task Force Badge was created to accomplish the SALE mission by providing support to the six southern Arizona counties of Cochise, Pima, Pinal, Maricopa, Santa Cruz, and Yuma, the municipal police departments located within those counties, and the Arizona Department of Public Safety. The Arizona National Guard has 151 Guardsmen who have each contributed over 100 duty-days in support of four county sheriff offices (Maricopa, Cochise, Pinal, and Yuma) and 10 municipal police departments (Apache Junction, Eloy, Florence, Huachuca City, San Luis, Somerton, Superior, Welton, Willcox, and Yuma) in Southern Arizona.

Arizona National Guard Soldiers and Airmen do not perform law enforcement duties in any iteration of these law enforcement support missions. Duty positions are administrative and supportive in nature enabling county and municipality agencies to focus on improving situational awareness within their jurisdictions and build capacity while they recruit, train, and deploy additional staff and agents. Task Force Badge provides analyst, information technology, maintenance, data processing, correctional facility monitoring, and medic support capabilities to the supported law enforcement agencies directly enabling agents and sworn officers to focus on returning to patrol duties which positively augment the safety and security of local Arizona communities.

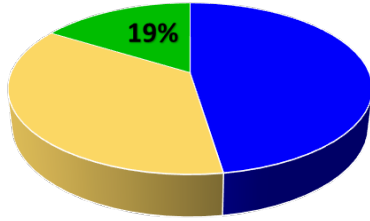
Cochise, Pinal, and Yuma Counties have requested the majority of the support from Task Force Badge, and Arizona Guardsmen have augmented the number of badge personnel significantly.

The effects of Task Force Badge have resulted in an additional 6,880 hours of field work per month by sworn personnel. This equates to 43 sworn officers working on patrol. Besides the direct contributions in overtime savings and having officers spending more time in the field, Guard Members completed numerous administrative projects, greatly improved fleet services, and renovated multiple supply systems. This mission is entirely state funded and considered essential to our state's security.

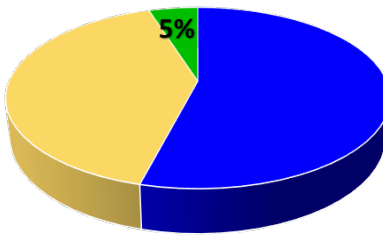
LEFT: An Arizona Guardsman observes security monitors at the Pinal County Sheriff's Office detention facility on May 20. Photo by Staff Sgt. Adrian Borunda; MIDDLE: A Soldier assigned to Task Force Badge assists Yuma County Sheriff's Office with administrative tasks on May 6 to surge the county's deputies to the field. Photo by Staff Sgt. Adrian Borunda; RIGHT: An Arizona Guardsman with the 996th Area Support Medical Company assigned to Task Force Badge conducts preflight checks on a Maricopa County Sheriff's helicopter before conducting a series of rescue exercises in north Phoenix on June 6. Photo by Sgt. Nicholas Moyte



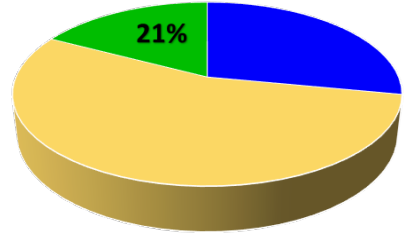
CCSO: ~70 Badge Officers



PCSO: ~390 Badge Officers



YCSO: ~240 Badge Officers



■ Sworn Officers ■ Det Officers ■ Soldiers

COCHISE COUNTY

Support in Cochise County includes the Cochise County Sheriff's Office (CCSO) and 2 municipalities: Huachuca City and City of Wilcox Police Departments. The range of duties conducted span from camera operations and field maintenance to clerical and administrative operations.

National Guard support directly contributed to the return of 11 officers and 2 detention officers back into full time roles at the Sheriff's Office. Major accomplishments include updating a regional camera system in just over a weeks' time versus original department projections of over 3 months to complete.

MARICOPA COUNTY

The primary mission within Maricopa County is providing EMT-certified medics capable of rendering lifesaving first aid and conducting humanitarian search and rescue operations via helicopter.

Since commencing this mission in early May, the 4 National Guard medics assigned have completed 11 training, 23 routine, and 43 emergency flights ranging from rescuing stranded bicyclists and hikers in the mountains, providing lifesaving fluid resuscitation, aiding in aerial search and rescue missions, and aiding ground police forces through their normal duties.

PINAL COUNTY

Pinal County operations span from the Pinal County Sheriff's Office (PCSO) to 4 municipalities: Apache Junction, Eloy, Florence, and Superior Police Departments. Service Members are filling duties which include pod monitoring, camera maintenance, and much needed clerical and analytical support roles.

YUMA COUNTY

Task Force Badge is significantly augmenting the scale of personnel and operations at Yuma County Sheriff's Office as well as 4 municipalities: San Luis, Somerton, Welton, and Yuma Police Departments.

The range of responsibility spans from engineering and fleet maintenance support to information technology and data processing roles which have resulted in excess of 17,600 man hours served, which directly contributed to savings of over \$250,000 to date for labor within the law enforcement agencies.

CLOCKWISE from RIGHT: Guardsmen in Yuma working alongside Yuma County Sheriff's Office fleet mechanics to keep patrol vehicles running; Providing intravenous saline during a heat stroke rescue just outside of Gila Bend; Monitoring a POD in a county detention facility; and providing administrative support in Sheriff and local Police Department offices to enable law enforcement officers to get into the community.





COVID-19 Response Mission - Task Force Logistics

Throughout the last year, Task Force Logistics (TF LOG) continuously sustained the Governor’s vision for supporting the citizens of Arizona during the pandemic.

In order to best serve the communities, the COVID-19 response mission reorganized from three units into one Task Force to meet the changing mission demand. Starting October of 2020, the three battalions merged together to focus on specified missions sets to include trucking, vaccination sites, testing sites, and food bank support with distribution. The peak strength of the task force reached over 650 Soldiers and Airmen, serving across all 15 counties and 22 tribal nations in Arizona.

At the height of the pandemic through the fall and winter months, TF LOG supported multiple community events to include reinforcing St Vincent De Paul serving Thanksgiving meals at the Phoenix Convention Center and working with local charities to package toys for Christmas. In addition, the service members conducted 24 hour operations for the state vaccine initiative at State Farm Stadium. This effort, in addition to the combined efforts of TF LOG, paved the way for normal life to return to Arizona.

MISSION SETS

- Transporting prepackaged food throughout Arizona.
- Transporting produce from Southern Arizona to Tribal Nation areas.
- Supporting Food Bank operations with manpower and trucking support.
- Providing manpower to support County Emergency Operation Centers.
- Receiving, storing and distributing Personal Protective Equipment throughout the state.
- Supporting COVID testing sites at federal, state, tribal, county, city and community partners.

MISSION TOTALS

- | | |
|----------------------------|----------------------------|
| • Total Duty Hours | 686,285 |
| • Total Miles Driven | 1,262,662 |
| • Food Bank Missions | 548 missions / 4973 shifts |
| • State Agencies Supported | 23 missions / 194 shifts |
| • COVID 19 Mapping | 4 missions / 131 shifts |
| • Testing Sites | 18 missions / 167 shifts |
| • Vaccine Site | 91 missions / 1369 shifts |
| • Trucking | 12 missions / 37 shifts |

Examples from three of TF LOG's primary missions included establishing testing and vaccination sites to include the first state POD, food bank support, and logistical support. OPPOSITE PAGE: Members of TF MED supported the state's vaccination efforts, to include community vaccination events in rural Arizona and vaccinating federal Active Duty Service Members.





COVID-19 Response Mission - Task Force Medical

Task Force Medical (TF MED) was stood up on 29 March 2020 in order to support the state of Arizona in response to the COVID-19 pandemic. TF MED has been on the front lines conducting COVID mapping, COVID testing, COVID vaccination, and training for first responders and medical personnel throughout the state. This past year the task force has supported 13 counties and five tribal nations with testing and vaccinations. Through partnership with county emergency managers and planners, the Task Force has been involved from the ground level in the planning and execution of several large POD Vaccination sites to include State Farm Stadium, DEXCOM, and Phoenix Municipal Stadium.

TF MED supported the Department of Corrections, Rehabilitation and Reentry with vaccination of 2,000 prison staff and 8,000 inmates at various locations in seven different counties throughout Arizona. In support of the Arizona Department of Health Services TF MED integrated with the state-run vaccine PODs from planning to execution and provided subject matter expertise at each site to work as discharge nurses, pharmacists, and physician assistants. Leveraging relationships built with our tribal partners over the past year of COVID testing, TF MED conducted twenty vaccination missions with five different tribes across the state resulting in over 10,000 Native Americans vaccinated.

TESTING/VACCINATION TEAM

The testing and vaccination team has direct interaction with the public working closely with civilian medical personnel to set up and run vaccination and testing sites.

TF MED personnel were the first among the 54 states and territories to have military service members administering COVID-19 vaccinations to civilians.

MISSION TOTALS

• Vaccination Missions	933
• Testing Missions	25
• Binax Training	18
• Tribal Mission Support	17
• Total Tests Conducted	15,000
Total Vaccines Administered	411,000

COVID-19 MAPPING TEAM

The COVID-19 mapping team conducts outreach to members of the AZNG in order to trace back the origins of their infection and reduce spread. The team is instrumental in advising the TF MED commander and TAG on current trends and risk of infection. Blood Drives were conducted during the year on Papago Park Military Reservation to collect COVID-19 Convalescent Plasma to assist hospitals with COVID-19 infected patients and whole blood drives for general donation.

MISSION TOTALS

• Blood Drives	12
• COVID-19 Convalescent Plasma Donors	97
• Whole Blood Donors	454
• Education Missions	50

INTERNAL VACCINATION TEAM

TF MED received its first allocation of Moderna vaccine on December 21, 2020 as part of a limited pilot program from the DOD to push vaccine to individual states for vaccination. Since then TF MED has also received Pfizer and runs a vaccination clinic out of the Arizona Army National Guard Medical Detachment during the work week.

MISSION TOTALS

• AZ National Guardsmen	5,304
• Civilians / Contractors / Other	1,298
• Beneficiaries	576
Total Vaccines Administered	7,178





Division of Emergency Management

FOUNDED MARCH 28, 1951

Cars line up at Arizona's first 24/7 COVID-19 vaccination Point of Dispensing (POD) site at State Farm Arena on January 12, 2021. Photo credit Thomas Hawthorne, Michael Chose / The Arizona Republic



Leadership

Emergency Management



Director
Allen Clark



Headquarters

Papago Park Military Reservation

Strength

62 State Employees
25 State Reservists



Some of my peers will refer to me as veteran Director of Emergency Management while others might refer to me as a “rookie”. I would say that I am not at either end of the spectrum but the last year has moved me much closer to a veteran status.

With that said, there were plenty of times that I did not have the understanding or knowledge to provide an answer, but I never panicked because I knew I was surrounded by a team of subject matter experts that would give me extraordinary guidance.

A director who truly understands the makeup of their organization recognizes that their action is often not the most important. It is our job to support the work performed by the team. This may mean we need to provide direction, make certain they have access to logistical or financial support, or merely be there to give a pat on the back or accolade, “nice job and thank you”. Rarely should I meddle in the operational execution and when I do, I have found that my presence usually adds confusion to the process. As mentioned, I am blessed to have a dynamic, seasoned, and hardworking team that will tackle any assignment and allows me to stay free of most operational tasks.

The past year was full of “firsts” for my team, Arizona, and the nation; and the Division worked tirelessly day after day with no time off for months to help bring success to the missions that we were assigned. Many of our partners found themselves having to erect and manage large testing sites, often in temperatures soaring into the danger zone. Some will recall the Governor's directive to Dr. Cara Christ in January to build a state point of dispensing (POD) site. The POD's mandate was to operate 24 hours a day, seven

days per week and leverage the community to get us on the road to recovery. Dr. Christ and I spoke immediately following that order, and Arizona became the national model for building and running a “mega” POD. State agencies united with a myriad of private partners to include our professional sports teams, health care professionals, counties, the Arizona National Guard, FEMA, a host of other federal partners, and universities to build a state-wide vaccine program that ran in conjunction with many other established sites. Our goal, to vaccinate those that wanted it in the shortest amount of time, was on the mind of everyone. Our mega POD was able to go operational in less than a week because we took the innovative ideas and best practices from those in Arizona that went before us. Our efforts would not have been successful without support from the Governor, his staff, and the community that put their trust in us and gave us grace when not everything we tried went as smoothly as we would have liked.

Others on my team were focused on navigating the volumes of guidance distributed by the federal government. A change of administration meant it was often confusing, and at times contradictory, but their task was to seek financial compensation for those that were reeling from financial hardships. Despite everything, they managed to process hundreds of millions of dollars in reimbursable claims. And it continues. We supported the Arizona National Guard with its largest deployment since World War II, which started in 2020 but continued through this past year.

The Tiger Fire as seen from the Incident Command Post near Black Canyon City and Crown King in Yavapai County on July 2, 2021. Courtesy photo

In 2021, we supported six state emergencies, five related to fires and one for the southwestern border crisis. The team was in direct support of more than 120 search and rescue missions. We learned how to conduct on-line training and have become a resource for others venturing into this arena. And finally, we supported and still maintain our involvement with mass care services that helped feed the hungry, sheltered those in need, assisted many with access to counseling services when they were facing their worst days, and helped find assistance for many more to bury a family member, often unexpectedly.

We know that disasters and incidents are never ending, so the Division will continue forward and find ways to become even more efficient while building our most critical asset, our partners who will be there when we need help.

The Division goals for 2022 are:

GOAL 1: Enhance Whole Community involvement and readiness.

As mentioned, we cannot and do not act alone. Partnerships, community support, and encouragement are the cornerstones of everything we do. We must engage those around us that are and will remain subject matter experts within their fields to make well informed decisions. It is impossible to have all the answers but highly probable that we can surround ourselves with others that do.

GOAL 2: Advance our All-Hazards response, communication, and credentialing process to support planned events and unplanned incidents.

“All-Hazards” is a term that has been used for decades in our field but its true meaning was cemented 20 years ago following the terrorist attacks on 9/11. In simple terms, it means that we do not need a plan to manage everything (i.e., wildfires, floods, pandemics). We need only one plan

that defines how we will respond to and establish a management structure. Everything else will be decided by that structure as they begin to understand what they face. A critical component of this and other management philosophies is that we must communicate with all stakeholders to be effective. Communication is often the first thing to break down but also the easiest thing to manage. Finally, our profession is filled with highly skilled and qualified personnel, and we will leverage existing infrastructure to capture those qualifications to bring increased value to an already impressive team.

GOAL 3: Use existing, or procure new technology to manage events, incidents, and internal administrative tasks.

I have been a first responder or emergency manager for more than three decades, and like others in my situation at times struggle with the speed and complexity of today’s technology. However, I embrace the need to leverage technology because I know the benefit is that we remain better prepared and ready for any situation.

GOAL 4: Capitalize on lessons learned to create resilience while engaging internal and external stakeholders.

Have you ever heard that you will often remember the things you did wrong before those that you did “right”? As a young cadet, more than 30 years ago, I made a small error on an evaluated portion of my training. To this day, I can vividly recall the scenario and situation surrounding the error. In the academy and later during my career I did many things right, but I do not remember most of them. However, I never repeated the same mistake I made in the academy. We must analyze and learn from everything we do. My exercise team is remarkable at this because the fabric of how they function is woven around the philosophy of learning from things we might have done better.





Operations & Coordination Section

The Operations and Coordination Section incorporates the functional areas of incident support, operational coordination, recovery, mitigation, logistics, and field operations. The Section supports Arizona's 15 counties and 22 Tribal Nations through the coordination of state incident support assets, whole community recovery, and hazard mitigation assistance. In addition, this Section provides direct coordination and support to county sheriffs for search and rescue operations, logistical support critical to emergency response and recovery, and provides leadership to the State Emergency Operations Center (SEOC) by coordinating emergency support from federal, state, nonprofit, and private sector partners. The Recovery Branch coordinates state recovery and mitigation efforts providing support to individuals, families, communities, municipalities, and state agencies during emergent events for short, intermediate, and long-term needs. Field Operations personnel reside in three regions - South, Central, and North - to support all counties, tribes, and stakeholders with planning, grant management, training, exercises, mitigation, recovery, and incident support.

2021 ACCOMPLISHMENTS

- Search, Rescue, and Warning Coordinator coordinated 821 Search and Rescue missions, including 120 that were directly supported by DEMA.
- Continued the established IGA with DPS/ACTIC to fully integrate DEMA's Search, Rescue, and Warning Coordinator into the ACTIC.
- As part of the COVID-19 response, the Logistics and Operations Branches provided coordination and resource support for over 100 resource requests to-date from multiple jurisdictions across the state.
- Logistics Branch in conjunction with senior leadership at DEMA and Arizona Department of Forestry and Fire Management coordinated a supplemental Legislative appropriation of \$75 million to assist counties and subordinate jurisdictions to provide fire suppression and post-fire flooding mitigation and support.
- Logistics Branch continues to support resource requirements for the Arizona National Guard in support of law enforcement agencies for the Southern Arizona Law Enforcement Engagement Mission.

The following coordination and direct support accomplishments were all COVID-19 related that the Operations, Logistics, and Communication Branches supported over the 2021 Fiscal Year:

- **Alternate Care Site (ACS) Task Force:**

Logistics researched, vetted, and recommended contractors to operate St. Luke's Hospital as an Alternate Care Site for ADHS post-state procurement RFQ. The selected vendor was awarded a no-cost, 2-week turn-around contract to stand up St. Luke's Hospital as an Alternate Care Site providing the state with a turnkey solution. Logistics also supported the Navajo Nation with vendor lists that could provide ACS and Isolation Housing on tribal lands.

Logistics researched, vetted, and recommended vendors to procure the first ever Arizona Emergency Medical Cache (250 beds). Worked with the National Guard to convert the Allen Readiness Center into a temporary receiving warehouse where items were sorted and cataloged into pallet box containers then placed into Conex units that were then moved to the ADHS warehouse for future deployments. Inventory valued \$800,000 to \$1,000,000.

- **Community Mobile Testing Task Force:**

Operations and Logistics researched, vetted, and provided field reports for the ADHS sponsored Community Mobile Testing Sites across the state. Strong partnerships were built with AZNG Task Force Medical, local cities, counties, tribes, public and private sectors, community health groups, and vendors across the state to deliver at the height of the effort over 40,000 COVID-19 tests per day.

- **State Vaccination Points of Dispensing (POD):**

Operations, Communications, and Logistics coordinated with ADHS to research, assess, and recommend vendors and construct, supply, staff, operate, provide communications, and mobilize and demobilize (4) state-run outdoor PODs and (7) indoor PODs across the state, including the State Farm Stadium which was the largest vaccination site in the world and operated 24/7 vaccinating over 820,000 people over the course of 4 months.

- **Task Force Logistics / Grocers, Shelters and Food Banks Mission:**

Operations and Logistics led the DEMA response to support grocers, shelters, and food banks coordinating with AZNG Task Force Logistics. Our team received and vetted requests to help complete 1,942 TF Logistics missions, of which roughly two-thirds were for food banks. This is an ongoing mission through September 2021.

- Arizona Wing Civil Air Patrol MOU:

Operations and Logistics worked with the Civil Air Patrol's (CAP) Arizona Wing and national CAP leadership to sign a Memorandum of Understanding (MOU) to provide assistance to DEMA for aerial missions such as reconnaissance to search for victims, damage assessments, wildlife, waterways, and roadways; or environmental surveys utilizing visual, photographic, digital, and video techniques; airborne communications support; and airlift.

Other support may include manual labor (e.g., filling sandbags for flood control), radio communications, and ground teams (typically used in search and rescue missions).

During the COVID-19 Pandemic, CAP flew missions to support DEMA testing and vaccination site assessments, transport of testing samples to labs, transport of support personnel for testing and vaccination events, transport of vaccines, and related supplies. CAP has also flown aerial photography and traffic observation missions.

- Completion of new APS Radio System MOU between DEMA, Arizona Rangers, and ADHS

Communications Section successfully converted the previous P-16 communications system to the P-25 communications system which increased overall

communications security and a donation of 71 usable mobile and handheld radio system to upgrade DEMA's cache of radio systems.

- Implementation of the ESAR/VHP for volunteer resources to support DEMA:

Received approval to utilize the Emergency System for Advance Registration of Volunteer Health Professionals (ESAR/VHP) to support emergency management for non-medical staffing, which was utilized to shore up support for the Communications Branch during the deployment of the statewide vaccination PODs. This system can be used for volunteer staffing of EM positions for future incidents or disaster.

- Fatality Management Working Group

Fatality management working group was established and put on standby. This included creation of the DEMA Addendum to the ADHS Fatality Management Plan and established a phased approach to support a county or tribal entity when their morgues or funeral homes reached capacity.

Identified vendors and locations to establish temporary decedent storage, as necessary.

Identified National Guard resources that could assist with transportation and decedent storage, as necessary.

2022 OBJECTIVES

- Finalize and fully implement ADOT camera viewing capability in the State Emergency Operations Center to support "All Hazards" incident and response across the state.
- Finalize implementation of the ESF 4 "All Hazards" Concept across the EM Enterprise to provide robust incident or event support for other than wildland fire.
- Reconvene Statewide Resource Management Workgroup that includes inventory, location, and sustainability management regarding staff, commodities, and equipment within the whole community to support All-Hazards type incidents. The chosen software must address FEMA guidelines for reimbursement and be able to produce reports that will satisfy established laws, rules, and regulations for disaster reimbursements.
- Continue to research new technologies to support the emergency management enterprise such as drones, cameras, sensors, and leveraging of social media as well as the internet of things to improve predictability, response, and data-based decisions.
- With assistance from stakeholders, create or evaluate existing plans to address debris removal during and post incident.
- With assistance from stakeholders, create or evaluate existing plans to address capabilities from local jurisdictions to respond to an incident within four hours and provide security services for first responders and the affected community.
- With assistance from stakeholders, create or evaluate existing plans to address mass (200+ people) search and rescue operations.



Recovery Branch

The Recovery Section coordinates state and federal actions with local jurisdictions to assist impacted communities in recovering from and mitigating the effects of disasters. Through our various programs and activities, the Recovery Branch as a whole works to reduce human suffering and impact to jurisdictions before, during, and after disasters.

The Recovery Branch consists of the Infrastructure, Human Services, and Mitigation groups. The Infrastructure Group's primary objectives are to administer the State's Public Assistance Program, provide customer service to political subdivisions of the state, and administer the Governor's Emergency Fund and Federal Emergency Management Agency (FEMA) grants to eligible public entities for the repair and restoration of damaged public facilities within a declared disaster area.

The Human Services Group supports the response and recovery process for individuals and businesses through several key areas. These include Emergency Support Function (ESF) 6: Mass Care, Voluntary Agency Liaison, Private Sector Liaison, Disability and Access & Functional Needs Coordination, Recovery Individual Assistance, and other Federal Assistance.

The Mitigation Group administers federal Hazard Mitigation Assistance grants to support the state and local jurisdictions in efforts to reduce or eliminate long-term risk to people and property from natural hazards and their effects. This includes the following grants: Hazard Mitigation Grant Program (HMPG), HMGP Post-Fire, Pre-Disaster Mitigation, and Flood Mitigation Assistance.

2021 ACCOMPLISHMENTS

Infrastructure:

- Provided support and management of state response and recovery efforts of six continuing Federal Declarations.
- Provided support and management of state response and recovery efforts of three new and 10 continuing State Emergency Declarations.
- Provided support for three new and three continuing State Emergency Declarations for the Arizona Department of Transportation.
- Provided outreach, training, and educational classes to counties and political subdivisions in support of Recovery Programs.

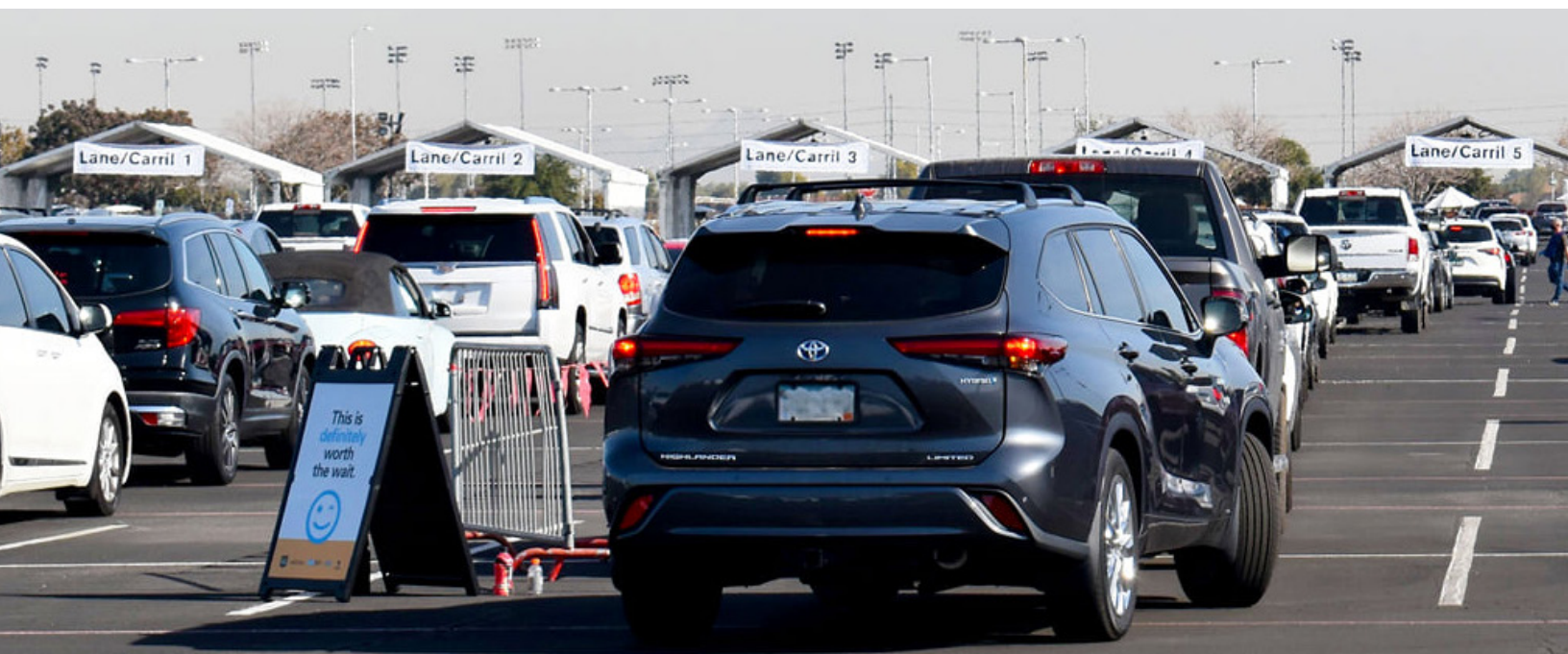
Mitigation:

- Obligated three sub-awards with a federal cost-share totaling \$442,546.07 between June 2020 and June 2021 through Flood Mitigation Assistance (FMA), Pre-Disaster Mitigation (PDM), and Hazard Mitigation Grant Program (HMGP) Post-Fire grants .
- Mitigation currently has 20 sub-awards obligated totaling \$3,658,162.42, with an additional 28 applications under review with FEMA for potential award which may total to \$18 million in federal funds.

Human Services:

- Coordinated with ESF 6 Mass Care partners to support provision of mass care, sheltering, feeding, and other unmet needs services to local and tribal communities in a pandemic environment, including the return to pre-pandemic operational plans.
- Continuing to build and maintain relationships with state and local Voluntary Organizations Active in Disas-

Vehicles lining up to receive the COVID-19 vaccination at the state-run Point of Dispensing site at State Farm Arena.



ter (VOAD), Community Organizations Active in Disaster (COAD), and other non-governmental organizations.

- Continuing to build new and maintain existing relationships with private sector partners, including those within the 16 DHS Critical Infrastructure Sectors.
- Coordinated with VOAD partners, faith-based organizations, and other NGOs to support sheltering, transportation, COVID-19 vaccines, and other needs for border migration/asylum seekers.
- Supported volunteer and donation management for state COVID-19 mass vaccine PODs in coordination with volunteer and private sector partners.
- Supported Arizona counties with continuing extension requests and data reports for COVID-19 Non-Congregate Sheltering as a reimbursable cost under FEMA Public Assistance for the purpose of providing isolation and quarantine to vulnerable populations to mitigate the spread of COVID-19.
- Supported continuing extension requests for Arizona's eligibility for COVID-19 Food Purchase and Distribution as a reimbursable cost under FEMA Public Assistance for the purpose of ensuring food is provided to vulnerable populations during the pandemic.
- Assisted counties and citizens with information related to Small Business Administration grant opportunities.
- Continued support and coordination with state and federal administering agencies for Federal Individual Assistance (IA) programs under the COVID-19 declaration to support Arizonans' recovery from the pandemic. These IA programs included the Crisis Counseling Program, Funeral Assistance, and the Lost Wages Assistance supplemental unemployment under the Individuals and Households Program - Other Needs Assistance.

- FEMA has approved a total \$8,659,786.06 in COVID-19 Funeral Assistance funds as of July 13, 2021.

2022 OBJECTIVES

- Continue to support and guide sub-applicants with their submission of project worksheets, necessary documentation, and ultimately their progression through the Public Assistance process whereby they can be reimbursed for eligible expenses.
- Support counties and tribal nations with disaster assessment teams when requested.
- Continue to educate state, county, and local partners on PA programs to include but not limited to requirements for debris removal.
- Analyze the existing program and make recommendations to improve stakeholder knowledge of emergency management policies and processes.
- Finalize, publish, and distribute the Arizona All-Hazards Community Assistance Center Guide for "one-stop" disaster service facilities in coordination with the AZ Attorney General's Office of Victim Services and state-wide partners. Support planning and implementation of local/regional exercises on the guide.
- Update and enhance Public-Private Partnership Program documentation, processes, and outreach based on lessons learned during the COVID-19 activation.
- Continue to cultivate new and existing relationships with the private sector and voluntary agencies to assist Arizona communities in preparing for, responding to, and recovering from all-hazards emergencies and disasters.





Preparedness Section

The Preparedness Section is staffed with individuals dedicated to the delivery of “All-Hazards” emergency management services to the citizens of Arizona through a consortium of “Whole Community” partners. This Section is comprised of five distinct Branches, each with a specific mission and each serving all of our state, local, county, tribal, and non-governmental organization partners across Arizona:

- The Planning Branch develops, maintains, and supports a variety of plans and planning guidance documents; and provides technical planning assistance to our local, county, tribal, and state partners. The primary focus is on the State Emergency Response and Recovery Plan (SERRP) which brings together the state emergency management functions at a high level and lays the base framework for the emergency services community to ensure a collective and coordinated response in a time of crisis.
- The Exercise Branch delivers a variety of services including Tabletop Exercises (TTX), Drills, Functional Exercises, and Full-Scale Exercises.
- The Training Branch is responsible for coordinating training on best practices in Emergency Management, Hazardous Materials, and Homeland Security across the Whole Community.
- The Technological Hazards Branch as tasked by state statute and federal regulations has the primary responsibility to lead the off-site emergency preparedness program to support the safe operation of the Palo Verde Generating Station (PVGS), as well as the planning efforts for state-level energy assurance, improvised nuclear devices, radiological dispersion devices (dirty bombs), and all other things nuclear or radiological.
- The Situation Unit is responsible for the collection, processing, and organizing of information that takes place within an incident. The Situation Unit may prepare future projections of incident growth, maps, and intelligence information. The unit also maintains incident status information which is posted on maps and status boards as appropriate.

2021 ACCOMPLISHMENTS

- Exercise Branch conducted and/or supported 23 exercises in-person and/or virtual exercise (includes PVGS exercises) - maintaining the same level of conducting and supporting exercises as in FY2020 despite an SEOC COVID-19 activation and exercise branch staff supporting on-site POD operations. It is estimated that 1,000 local, county, state, tribal, NGO, and federal agencies/organizations participated with an estimated 4,000 individual participants. Participating agencies and exercise participants increased from FY20 due to virtual exercise planning and participation.
- Exercise Branch collaborated with the Technical Hazards Branch during the 2021 PVGS exercises that validated prerequisite planning and training pursuant to at least two existing after-action and improvement planning items.
- Exercise Branch conducted and support the development, delivery, and execution of exercises that addressed EMPG priorities and THIRA/SPR capability targets (i.e. ADHS VAPAC Virtual TTX, FEMA's Multi-State/Tribal COVID-19 Vaccination Planning Virtual TTX), which are Resilient Communication; Logistics and Supply Chain Management; Operational Coordination; Public Health, Healthcare, Medical Services; Operational Communications; and Public Information and Warning.
- Exercise Branch and the Training Branch conducted three virtual Integrated Preparedness and Planning Workshop (IPPW) pursuant to EMPG requirements with county partners.
- Training Branch resumed training in November 2020 with the delivery of DEMA's first virtual incident command course. Between July 1, 2020, and June 30, 2021, Training Branch supported the delivery of a total of 20 statewide training courses with 396 attendees, 4 internal training courses for SEOC staff, 45 instructors completing virtual instructor training, and 1 ASU student completing the emergency management internship program.
- Training Branch coordinated with county and tribal partners to reschedule training canceled due to COVID-19.
- Training Branch enhanced the reporting capabilities within the Division's learning management system (Acadis) by incorporating the ability to identify every event as related to one or more core capabilities.
- Training Branch began a revamp of DEMA's HazMat program to include creation of a HazMat Train-the-Trainer.
- Training Branch collaborated with the Tech Hazards Branch and the 91st CST to enhance DEMA's HazMat training program.

2021 by the Numbers

23 Exercises
with **1,000** participating agencies

20 courses delivered with **396** Students and development of **virtual courses**

2022 OBJECTIVES

Planning Branch

- Enhance the current understanding and implementation of the National Incident Management System (NIMS) program in Arizona via the development and delivery of two workshop offerings.
- Analyze, evaluate, create, and implement a comprehensive Continuity of Operations Planning program.
- Develop recovery planning guidance that aligns with federal and state plans for intermediate or short term recovery planning utilizing recovery working groups implemented as recovery support functions (RSFs) and an operational planning process to assist our local and tribal partners for the implementation of recovery activities. DEMA will develop at least one seminar offering that will outline how RSFs could support the recovery process as described under the SERRP.
- Conducting in-person and/or virtual State Integrated Preparedness Planning Workshop.

Exercise Branch

- Collaborate with stakeholders to create exercises that will test and evaluate programs related to mass search and rescue/evacuations, security services, and debris removal programs.
- Support external partners in exercises that address EMPG, AZDOHS and THIRA/SPR priorities (i.e. La Paz County Agriculture Seminar, Arizona National Guard Cyber Joint Task Force TTX).
- Conduct and support the development, delivery, and execution of exercises that validate prerequisite planning and training pursuant to at least two existing after-action and improvement planning items for delivery in 2022, and define any new exercise objectives in alignment with capability targets and gap closure strategies identified in the annual State Preparedness Review (SPR) for at least three core capability areas, including operational coordination and those identified as focus areas by FEMA.
- Engage with partners at all levels in after-action follow-up and improvement planning as a result of real-world events, including COVID-19, Wildland Fires, the 2019 Vigilant Guard Exercise, and the 2018 National Mass Care Exercise, and plan virtual exercises as part of at least one virtual-based Integrated Preparedness and Planning Workshop pursuant to EMPG requirements.

Training Branch

- Support all requests made by a county or tribal government for training specific but not limited to HAZMAT, incident command, recovery, and public assistance.

Technological Hazards Branch

- Work with the PVGS Off-Site Response Organization (ORO) to provide targeted training to essential positions through the Training Branch and with the support of federal partners in accordance with Radiological Emergency Preparedness Program (REPP) requirements as outlined in federal guidance.
- Technical Hazards will prepare, conduct, and evaluate PVGS exercises, with the help of the Exercise Branch, to ensure success for the upcoming non-evaluated PVGS Exercise in 2022 and select drills in 2021-2022 in accordance with current federal guidance for REPP exercises.
- Implement Palo Verde field monitoring operations with the AZNG 91st Civil Support Team to support ORO protective action recommendations and decision making in accordance with current federal guidance, and document in plans and procedures for FEMA review and approval.
- Work with ORO partners to define and document the formal process for the development and delivery of Protective Action Recommendations (PARs) to the Policy Group in accordance with current federal guidance, including development of a formal workflow or flowchart to assist in demonstrating this process during federally-evaluated exercises and/or real world events.

Situation Unit

- The Situation Unit will create a comprehensive situation unit brief dashboard product, incorporating the eight primary agencies (with additional emphasis on health and law enforcement).
- The Situation Unit will define and adopt a geospatial strategy to define how the organization will use GIS to achieve its goals.

2021 STATE EMERGENCY OPERATIONS CENTER (SEOC) ACTIVATION / SUPPORT HIGHLIGHTS

- Largest activation of the SEOC in history over 2020-2021 providing operational and logistics coordination support to all jurisdictions within the State of Arizona, to include augmentation from the Arizona National Guard supporting all aspects of the Incident Command System (ICS) for the COVID-19 response and recovery that ended on July 6, 2021, but remains in monitoring status because of increasing cases of COVID-19 into the summer of 2021.
- Supported the Multi-Agency Coordination Center (MACC) activation for the Presidential Inauguration in January 2021.
- Demobilized the statewide Battelle Sterilization System for N-95 Surgical Masks and took ownership of the equipment from the U.S. Department of Health Services. Re-purposed and transferred ownership of the equipment to City of Phoenix Fire Department, Arizona Department of Forestry and Fire, and the Arizona National Guard to provide additional resources for future "All-Hazards" response.
- SEOC monitoring and support and coordination of 1,101 wildfires throughout the state including the Margo, Spur, Pinnacle, Telegraph, Mescal, Backbone, Rafael, Tiger, and several other fires. The statewide impacts of these multiple, concurrent wildfires resulted in a level one activation of the SEOC on June 24, 2021, due to the wildfire impacts to multiple counties as well as several major federal interstates and state highways being closed.
- Support to the planning and coordination of a possible Phoenix Suns victory parade if the Suns had won the NBA finals. The last parade in 1993 had over 300,000 attendees despite a Suns loss.



The smoke column from the Telegraph Fire in Gila County. Courtesy photo



Grants Administration Section

The Grant Administration Section oversees several state and federal grants the Division receives to enhance emergency management capabilities throughout the state. The grants cover a wide range of activities, including training, exercises, planning, mitigation projects, infrastructure repairs, and emergency response and recovery efforts. As part of the administration of these grants, the Section offers information, technical assistance, and guidance on the grant processes, as well as develop policy for state-specific application, reporting, and reimbursement policies. Grant Administration works extensively with the programmatic areas throughout the Division to ensure programs are delivered and reimbursed efficiently and effectively.

The Grant Administration Section works with the following Branches to support the administration of these grants:

- Training Branch to ensure the contracting and reimbursement of instructors for statewide delivery of emergency management, homeland security, and hazardous material training courses.
- Infrastructure Branch is fiscally responsible for tracking payments and timely reimbursement of all eligible applicants under open state and federal disasters, as outlined in the included Governor’s Emergency Fund Report.
- Mitigation Branch on statewide mitigation projects through the Hazard Mitigation Grant Program, Flood Management Assistance Grant, and Pre-Disaster Mitigation grant programs.
- Operations Section in the reimbursement to County Sheriffs of approximately \$354,089 under the Search & Rescue Contingency fund for 313 missions completed by county officials during FY2021.

2021 ACCOMPLISHMENTS

- Due to the Coronavirus Disease (COVID-19) pandemic, Grant Administration took on additional funding opportunities in response to actions responding to this disease. With the nationwide federal emergency declaration, the Section will assist the Recovery Branch with the grant management of the Public Assistance process for the reimbursement to over 300 applicants.
- Grant Administration also serves as the Finance & Administration Branch when the State Emergency Operations Center is activated to manage the financial, administrative, and cost analysis of an emergency. For FY2021, the Section was able to document up to \$909,000 of eligible response activity costs for the SEOC activation due to the COVID-19 response for the Division. These documented costs include salaries, fringe

benefits, personal protective equipment, supplies, employee travel, and other related costs. As part of the Public Assistance program the documented costs are submitted to FEMA for their review and obligation of funds to be returned to the Division. To date, the Division has received \$314,000 in federal reimbursement. The remaining amount is currently under review.

- The Grant Administration Office assisted the Human Services Branch with the COVID-19 Crisis Counseling Immediate Services Program that was awarded to the Arizona Health Care Cost Containment System (AHCCCS). We were successful with reimbursing AHCCCS \$527,480 in pass-through funding of federal dollars.
- The Governor declared an emergency in response to the ongoing border crisis and activated the Arizona National Guard to State Active Duty to augment and support state and local law enforcement. Since Grant Administration manages the funds associated with the Governor’s Emergency Fund, we were responsible for assisting the Logistics Branch with securing lodging and transportation for Guardsmen who were deployed to the southern Arizona counties identified in the declaration. Over \$214,000 in travel related expenses associated with this event has been processed, and have assisted the DEMA-Finance office in processing \$1,889,000 in payroll expenses.

2022 OBJECTIVES

- Implementation and administration of the FY2021 Emergency Management Performance Grant (EMPG).
 - Enhance the understanding of the program objectives and priorities to internal program managers.
 - Work with sub-recipients and internal DEMA staff to launch an electronic grants system for EMPG.
 - Create a working group with state, county, and tribal stakeholders to create a fair and equitable system for future EMPG awards.
- Create a Disaster Financial Management Plan for the Division to include the Public Assistance, Human Services, and Mitigation programs as it relates to Arizona.
- Update the DEMA Operations Manual - DEMA Emergency Finance, Purchasing and Administration Procedures to include lessons learned from COVID-19 response.

UNFUNDED OUTSTANDING OBLIGATION ESTIMATES:

SD2001	Museum Fire Emergency	\$2,213,298.00
SD2005	Rioting-Imposition of Curfew	\$22,063,693.06
		TOTAL \$24,276,991.06



DEMA's Tribal Liaison coordinated a visit by FEMA Administrator Pete Gaynor to Navajo Nation President Jonathan Nez in Window Rock, the Navajo Capitol, on October 1, 2020, to discuss FEMA's support to the Navajo Nation's response to COVID-19.

Leadership Administrative Services



DEPUTY ADJUTANT GENERAL

Brigadier General Christopher S. Sandison

COMMAND CHIEF OF STAFF

Colonel David J. Ciesielski

STRENGTH

200 State & Federal Employees within:

- Federal & State Human Resources
- Equal Employment Office
- Sexual Assault Prevention & Response
- State Judge Advocate & General Counsel
- Office of the Inspector General
- Information Technology
- Tribal Liaison Office
- Legislative Liaison Office
- Public Affairs & Information Office
- Ordnance Operations Depot
- U.S. Property and Fiscal Office
- State Resource Management Office

The Division of Administrative Services (DAS) is home to the special staff that supports the Guard force and civilian state employees in specific areas that range from legal services to public engagement and finance. Our vision is to set the standard of excellence in supporting the Department of Emergency and Military Affairs and the citizens of Arizona by remaining true to our values - ethical, moral, and fiscally responsible.

Human Resources – Federal

As a key Arizona National Guard mission enabler, the Federal Human Resources Office (HRO) provides the full-range of personnel support for Army and Air National Guard personnel. This office administers personnel programs and systems to manage the careers of 2,473 Active Guard Reserve (AGR) and federal civil service personnel, which includes dual status Title 32 Excepted Service (Military Technicians) employees, Title 5 Excepted Service employees, and Title 5 Competitive Service employees.

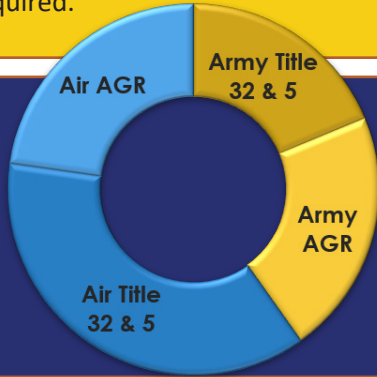
This office provides guidance and oversight of the hiring, staffing, employee benefits, labor relations, and other human resource policies development. The office is also responsible for the management and execution of the Army National Guard's \$43.8 million federal employee budget supporting technician pay, travel, training, awards and incentives, and Active Guard Reserve travel.

2021 ACCOMPLISHMENTS

- Transitioned federal employee job announcements from the state-run DEMA website to the USA Staffing system, increasing national exposure for civilian recruitment announcements and eliminating the need for paper documents as 168 federal employees were hired.
- Recruited 54 new Title 5 employees, closing in on the congressional mandate to convert 12.6% of the National Guard's military technicians to Title 5 Excepted Civil Service. HRO has now on-boarded 87 of 94 Army NG positions and 76 of 94 Air NG positions.
- The Air National Guard AGR Branch developed an online application process while managing the accession of 222 new AGR employees as they continue to convert Dual Status Military Technicians to AGR status.
- Developed the first online supervisor training course due to COVID-19 and administered to 75 supervisors.
- Successfully negotiated collective bargaining agreements with the Association of Civilian Technicians.

2022 OBJECTIVES

- Increase training for federal employees to develop bi-annual federal employee retirement awareness and on the use of the MyBiz system.
- Conduct review of all HRO policies and update as required.
- Improve federal employee annual appraisal processes by developing monthly progress reports to assist components monitor appraisal progress and provide appraisal training for supervisors and managers.
- Develop electronic Army National Guard Active Guard Reserve (AGR) process.



DEMA Federal Employees by Component:

COMPONENT & SOURCE

Army Civilian (Title 5) and Military Technician (Title 32)
 Air Civilian (Title 5) and Military Technician (Title 32)
 Army Active Guard Reserve (AGR)
 Air Active Guard Reserve (AGR)

PERSONNEL

463 authorized
 916 authorized
 531 authorized
 563 authorized

Human Resources – State

The DEMA State Human Resources Office manages personnel and risk management activities for DEMA's approximately 452 state employees that support agency administration, Emergency Management, and the state and federal missions of the Arizona National Guard (AZNG).

The State Human Resources Office supports and advances the overall mission of DEMA by providing services that attract, retain, support, and reward competent, efficient, and dedicated staff who share a commitment to the core values of excellence in providing unique military and emergency management capabilities and services to the citizens of Arizona. The Human Resources Office provides managers and employees with innovative solutions to organizational and human resources issues by providing leadership and guidance in the development, implementation, and equitable administration of policies and procedures, and a commitment to fostering a positive and collaborative work environment.

DEMA state employees support AZNG programs and personnel. In an effort to support an integrated approach and enhance diversity and inclusion throughout the agency, the State Human Resources Office collaborates with the

AZNG Human Resources Office to successfully implement and administer these programs.

2021 ACCOMPLISHMENTS

- Provided services in support of the agency's mission to respond to the COVID-19 pandemic. This included assisting employees with DEMA's transition to a mostly virtual office environment and providing guidance on navigating personnel issues related to COVID-19.
- Continued engagement with hiring managers during the recruitment process in an effort to recruit individuals from underrepresented groups and expand the agency's diverse workforce.

2022 OBJECTIVES

- Continue to engage in the agency's COVID-19 recovery efforts and assist employees and managers as the agency returns to pre-pandemic operations.
- Continue efforts to improve efficiencies to better serve our customers and provide training and information on risk assessments and safety within the workplace to provide a safe and healthy work environment.

DEMA State Employees by Component:

COMPONENT	PERSONNEL	SOURCE
Administrative Services	31	State General Fund
Ordnance Operations	66	Self-funded
Emergency Management	87	50% State/50% FEMA-EMPG match
Army National Guard	177	MCA with US. Army/Defense
Air National Guard	72	MCA with US. Air Force/Defense
Joint Task Force - AZ	1	MCA with US. Army/Defense



Equal Employment Office

The Office of Equality, Diversity, and Inclusion (OEDI) is advocates and supports a work environment that promotes equal employment opportunity for all, fostering a culture that values diversity and empowers all individuals so each person may participate and contribute their fullest potential to achieve the DEMA mission.

OEDI is supported with a full-time Equal Employment Manager and an Equal Employment Opportunity Specialist. Additionally, a part-time staff works during unit training assemblies and includes an Army Human Resource Equal Opportunity (HREO) officer, three Air Personnel Equal Opportunity Officers, two Air Human Resource Advisors (HRA), 10 enlisted Equal Opportunity Advisors (EOA), and over 60 Equal Opportunity Leader (EOL) positions throughout Arizona.

2021 ACCOMPLISHMENTS

- Supported agency efforts to reduce, eliminate, and provide a timely response to unlawful discrimination and sexual harassment all across DEMA.
- Completed the Defense Equal Opportunity Management Institute Organizational Climate Survey for the +7,800 personnel within the Arizona National Guard.
- Filled critical Equal Opportunity Leader (EOL) and Equal Opportunity Advisor positions throughout the state to ensure adequate staffing to accomplish OEDI mission.

- Conducted military training sessions at all levels to include:
 - Two Senior Leader Equal Opportunity training sessions for over 50 leaders in the grades of O3-O7 and E8-E9.
 - Three Equal Opportunity Leader Course sessions qualifying 65 new EOL staff to support the military EO program.
 - Numerous trainings for personnel activated to support federal and state missions.
- Partnered with Sexual Assault Response Coordinator, Yellow Ribbon, and Family programs to increase awareness of the state EDI programs.

2022 OBJECTIVES

- Sustain EOA/EOL staffing throughout the Arizona Air and Army National Guard and send qualified members to required certification courses.
- Develop engaging training programs to reduce and eliminate unlawful discrimination and sexual harassment.
- Continue agency-wide outreach programs to increase cultural awareness and appreciation.
- Continue building the recertification programs for Equal Opportunity Leaders and refresher training for Equal Opportunity Advisors to assure program continuity.

Sexual Assault Prevention and Response Office

The Adjutant General, Major General Kerry L. Muehlenbeck is unequivocal, “Zero tolerance is not a polite suggestion; it is THE standard. Sexual assault and harassment are incongruent with our core values. Dignity and respect are the basic foundations of a successful team.”

The Sexual Assault Prevention and Response Office (SAPRO) is responsible for the oversight of the Arizona National Guard (AZNG) sexual assault policy. The AZNG is committed to eliminating incidents of sexual assault by instituting a comprehensive policy that focuses on increasing awareness through prevention and education, victim centered support, intimidation-free reporting, thorough investigation, and accountability.

The SAPR Offices combined have over 25 victim advocates professionally credentialed. These professionals train annually so as to continue to deliver excellent and comprehensive support to victims of crime, and they offer victims information about the different options available to them and support victims' decision-making. This office ensures the suitability of personnel selected to these positions of significant trust and authority.

2021 ACCOMPLISHMENTS

- COVID-19 did not deter the AZNG from providing support to Guard Members, or conducting Annual Refresher Training. The SAPRO team pivoted to virtual engagements and other means to render assistance and connect victims with supportive care, and delivered annual refresher training virtually.
- Continued initiatives to enhance prevention capabilities to counter sexual assault and other corrosive behaviors by assessing compliance with policy.

2022 OBJECTIVES

- Implement solutions as recommended from the 90-day Independent Review Commission.
- Create a climate that encourages victims to report incidents of sexual assault through the chain of command.
- Continue to train leaders, managers, and supervisors on sexual assault reporting processes and procedures to maintain optimal readiness and ensure effective victim support.

State Judge Advocate Office

The State Judge Advocate, Colonel John A. Conley, was appointed by Governor Ducey on October 25, 2017, pursuant to A.R.S. § 26-1006. The mission of the State Judge Advocate is to advise The Adjutant General on all executive matters concerning military law, administrative/civil law, contract/fiscal law, criminal law, labor employment law, international and operational law, and professional responsibility by making frequent inspections in supervision of the administration of military justice and legal policy.

2021 ACCOMPLISHMENTS

- In early calendar year 2021, the Arizona National Guard completed its support of Customs and Border Protection pursuant to the Presidential Memorandum issued on April 4th, 2018, "Securing the Southern Border of the United States". Task Force Guardian required legal support in a myriad of legal areas including but not limited to: the Homeland Security Act, the Posse Comitatus Act, the Economy Act, the Arizona Rules for Use of Force, contract and fiscal law, and legal analysis of requests for assistance from the United States Customs and Border Protection. This mission enabled military lawyers and paralegals to improve their breadth of knowledge in diverse areas of law. Members of the Arizona National Guard Judge Advocate General's Corps (JAGC) provided all legal support under the oversight of the State Judge Advocate.

- Continuing from 2020, the Arizona National Guard conducted multiple missions throughout the year by order of the Governor to assist Arizona communities (including local, county, tribal, and statewide) with the impact of the COVID-19 pandemic. The Arizona National Guard provided transportation, emergency assistance, security, medical support and equipment, logistics assistance, vaccine administration, and more. Members of the JAGC team supported commanders in the aforementioned areas of law, and managed commanders' military justice programs to maintain discipline and equal treatment across the ranks for the duration of the mission. The COVID-19 missions are anticipated to sunset at the end of the 2021 fiscal year.

2022 OBJECTIVES

- Continue to provide efficient and expedient legal advice throughout the Arizona Army and Air National Guard, and the Arizona Division of Emergency Management.



Inspector General Office

The Inspector General (IG) enhances mission accomplishment of units and organizations within the command by identifying root causes of and recommending solutions to performance inhibitors and resolving requests for assistance from Soldiers, Airmen, Civilians, and Family members of assigned or attached organizations and units.

The purpose of the IG is to perform the four IG functions—inspection, assistance, investigation, and teaching and training—for the specific purpose of enhancing the command's readiness and warfighting capability. The IG is an independent fact finder and confidential advisor for the commander who works through and with the chain of command. The IG remains neutral and does not advocate for either the chain of command or individuals.

The Office of the Inspector General stands ready to assist anyone—including our community partners—in contacting appropriate authorities to render assistance, resolve matters, and improve readiness, efficiency, and effectiveness or deter fraud, waste, and abuse.

2021 ACCOMPLISHMENTS

- Facilitated a National Guard Bureau inspection of the Arizona National Guard's Intelligence Oversight program, from which the state received high marks.
- Inspected the Arizona Army National Guard's Command Supply Discipline Program providing valuable insights for command to improve the Army's supply systems.

2022 OBJECTIVES

- Inspect the Arizona Army National Guard's Command Maintenance Program and provide the Army Guard with an unbiased look at this critical system.
- Bolster and reinforce use of the chain of command—building trust in the chain of command to act properly within standards.



Tribal Liaison Office

In accordance with E.O. 2006-14 and A.R.S. § 41-2051(C), DEMA has a dedicated position for Tribal Relations. The Tribal Liaison position collaborates with the Tribes in Arizona to increase the safety and well-being of the citizens of Arizona and ensures Department compliance with DEMA Policy 10.20 “Tribal Consultation Policy”.

2021 ACCOMPLISHMENTS

- Conducted Native American Awareness Overview briefings to Arizona National Guard (AZNG) personnel supporting the COVID-19 response on Tribal lands.
- Conducted WebEOC training to multiple Tribes to support the COVID-19 resource request process.
- Coordinated and helped to disseminate Personal Protective Equipment (PPE) to various Tribes in Arizona.
- Held Tribal consultation meetings to support various tribes in Arizona with information overviews of the Arizona Mutual Aid Compact, or AZMAC, and the support available from DEMA and the AZNG.
- Held meetings with various tribes to discuss and coordinate AZNG support for Testing Blitz operations on Tribal lands. This resulted in AZNG-supported Testing Blitz operations on Tribal lands including:
 - White Mountain Apache Tribe, Fort McDowell Yavapai Tribe, Tohono O’odham Nation, and Salt River Pima-Maricopa Indian Community.

- Held meetings with various tribes in Arizona to discuss and coordinate AZNG support for Vaccination Point-of-Dispensing (POD) sites on Tribal lands. This resulted in AZNG-supported Vaccination POD sites on Tribal lands including: Gila River Indian Community, Salt River Pima-Maricopa Indian Community, Yavapai Apache Nation, and Tohono O’odham Nation.
- Disseminated Ready, Set, Go! evacuation materials to Tribal Emergency Management programs across the state in support of the 2021 Wildland Fire season.

2022 OBJECTIVES

- Moving into 2022, the Tribal Liaison will continue to work to meet the needs of our tribal partners related to COVID-19 response and other emergency management program efforts including plan updates, COVID-19 response After-Action Reviews, and the COVID-19 recovery process.

Legislative Liaison Office

DEMA’s Legislative Liaison is the central point of contact for all Legislative and Congressional engagement, and monitors and advocates for state and federal legislation that supports sound public policy in regards to our state’s military forces and emergency management capabilities. As part of that effort, DEMA strives to maintain credibility regarding those issues and the respect of our policymakers and their staffs by providing accurate, timely information that supports their decision making process and provides opportunities to engage that furthers their familiarization with the Arizona National Guard, Emergency Management, and our unique missions.

2021 ACCOMPLISHMENTS

- Continued support to local, state, and federally elected official during the COVID-19 response and other emergent events so that policymakers were aware of current developments and informed of specific response needs within their power to address.
- Congressional approval to transfer a portion of Camp Navajo to DEMA to support local private/public partnerships in Northern Arizona to enhance economic activity.

- Legislative passage of the biennial Nuclear Emergency Management Fund appropriation/assessment as required by A.R.S. §§ 26-306.01 and 26-306.02.
- State appropriation to integrate Arizona Air National Guard remotely piloted aircraft into the state’s public safety infrastructure to provide increased and persistent incident awareness and assessment capabilities to our state’s wildland firefighters and first responders.
- State appropriation to fund State Active Duty authorizations for members of the AZNG’s Joint Cyber Task Force to develop a cyber reservist model and support state response to a cyber attack.

2022 OBJECTIVES

- State appropriation to sufficiently match federal agreements for the operation and maintenance of Arizona Army National Guard Readiness Centers.
- State Legislative passage to update enabling statutes of the National Guard to reflect the current responsibilities of The Adjutant General, the potential for the Space National Guard, and incentives for the retention of Guardsmen and State Active Duty opportunities.

Ordnance Operations

Ordnance Operations at Camp Navajo is a state enterprise that operates as a tenant of Camp Navajo. Ordnance Operations uses legacy infrastructure to provide storage, handling, and transportation services that supports our national defense strategy as well as meets federal, state, and local customer demands. It also supports the Arizona National Guard's training mission and largest training site by offsetting the financial expense of operating the installation.

Ordnance Operations continues to meet primary mission requirements in providing critical explosive and inert material storage and handling operations to Department of Defense customers in support of national defense. Continuing operations include storage of ballistic motors for both the U.S. Navy and U.S. Air Force, as well as conventional munitions storage and handling for DoD associated agencies such as the Counter-Rocket, Artillery and Motor Program, Combat Ammunitions Systems, Joint Strike Fighter Program, United Kingdom Royal Air Force and British Army, Republic of Singapore Air Force's Peace Vanguard Partnership, Close Combat Weapon Systems Project Office, and Space and Missile Defense Command.

In accordance with A.R.S. § 26-152, proceeds from Ordnance Operations are reinvested in the infrastructure at Arizona National Guard installations to support military training missions. Monies from the Camp Navajo Fund support projects at Camp Navajo to sustain and repair mission-critical infrastructure, ensure ordnance operation's long-term viability, and are expected to contribute to National Guard readiness across the state.

Total operating revenues were \$12.8 million. Operating expenses were \$12.8 million. Net operating proceeds to the Camp Navajo Fund were \$1.8 million. With combined years' proceeds, Ordnance Operations was able to contribute \$2.75 million dollars to the Army National Guard for their aviation projects at Silverbell Army Heliport.

2021 ACCOMPLISHMENTS

- Negotiated and renewed nine of the 11 current customer contracts.
- Revised, reviewed, and published all technical publications associated with ordnance operations.
- Transitioned Learning Management System to the Adobe Learner system, continuing the organization's best practices in training and qualification management for all employees.
- Completed 59 munition movement and storage missions. This is a reduction from previous years due to a

continuing effect of COVID-19 and customer reduction. This includes shipping, receiving, and storage of commodities for all customers.

- 19 individual and collective inventories with zero deficiencies rating and 100% accountability.
- 19 inspections/audits, both individual and collective, internal and external, with 100% compliance rating.

2022 OBJECTIVES

- Continue to coordinate with past and current inquiries into expanded use of infrastructure and lands at Camp Navajo that fall within Ordnance Operations boundaries. These inquiries present significant opportunities for expanded revenue generation and economic development in northern Arizona. In light of these opportunities, DEMA continues to focus and centralize efforts to support private-public partnership and business development prospects. Current federal legislative efforts show promising movement towards these goals.



Communications Team - Public Affairs Office & Public Information Office

The Arizona Department of Emergency and Military Affairs communication team strives to provide timely and accurate information to internal and external audiences through multiple communication strategies to tell the stories of the more 8,300 Citizen-Soldiers, Citizen-Airmen, and Civilian employees statewide. This team includes two offices that provide specialized strategic communication support to The Adjutant General, her staff, Emergency Management, Administrative Services, the components of the National Guard.

The Public Affairs Office (PAO) serves as the communication hub for all public messaging for the Arizona National Guard. The PAO is responsible for Joint Task Force, Army and Air National Guard public, community, and media relations and provides supervision and direction to subordinate public affairs practitioners. PAO staff plan, budget, and execute public affairs communication strategies designed to inform and educate the public about the AZNG, its activities, and Guard Members.

2021 PAO ACCOMPLISHMENTS

- Provided consistent and timely coverage documenting DEMA's pandemic response mission that generated historic agency media engagement that impacted 35 percent increase to Twitter followership.
- Advised Governor's office, state agencies, local law enforcement entities, and federal partners with public affairs guidance on support to the Southern Arizona Law Enforcement Engagement mission.
- Supported more than 100 community relations events throughout the state while maintaining COVID-19 safety precautions.
- Coordinated public affairs coverage and transfer to federal partners at the end of Operation Guardian support.
- Coordinated with multiple state and federal entities to provide public affairs coverage of the 2021 Army National Guard Best Warrior Competition.

2022 PAO OBJECTIVES

- Support the Adjutant General's initiatives through community relations, media engagement, and command information.
- Grow public awareness of the nearly 7,900 Citizen-Soldiers and Airmen's service to our State and Nation to a world-wide audience.
- Communicate and educate on the capabilities, readiness, and relevance of the Arizona National Guard.

Then-Brigadier General Kerry Muehlenbeck participating at a press conference with Governor Ducey along the U.S. and Mexico border outside of Yuma on April 21, 2021 . Photo by Maj. Kyle Key

The Public Information Office (PIO) serves the emergency preparedness, response, and recovery information needs of Arizona through administration of the Arizona Emergency Information Network website (AzEIN). AzEIN is recognized as the State of Arizona's official source for emergency updates and preparedness resources, and relied upon throughout the Whole Community to provide timely and accurate public information (e.g., protective actions) before, during, and after emergencies.

2021 PIO ACCOMPLISHMENTS

- Updated AzEIN.gov 24/7/365 with information submitted from a network of more than 1,200 information officers representing federal, state, tribal, and local governments and non-governmental organizations.
- Worked with stakeholders to raise awareness of seasonal threats and mitigation measures: Wildland Fire Awareness (Apr-Jun), Pet Preparedness Month (Jun), Monsoon Awareness (Jun-Sept), Emergency Kit Cook-



Off (Aug-Sep), Arizona Preparedness Month (Sep), the Great Arizona Shakeout (Oct), Flu Preparedness (Oct-Nov) and Winter Weather Safety (Dec-Mar).

- Supported the State Emergency Operations Center response to COVID-19, wildland fires, civil unrest, election and the Palo Verde federally evaluated exercise through content development and review, media monitoring, public messaging coordination, and media relations.
- Deployed 239 Emergency Response Interpreter Credential trained captioners and interpreters to 30 fires, and 52 COVID-19 related press conferences and town halls.
- Extended DEMA's reach into the Whole Community through social media:
 - Reached 1.1 million impressions on AzEIN Twitter.
 - Increased DEMA Facebook by more than 50%.
 - Expanded into new audiences using Facebook Stories for AzEIN and DEMA pages.
- Expanded marketing and outreach of "Ready, Set, Go!" billboard and social media campaign with placement on 28 billboards in 13 counties. Provided more than 88,000 "Ready, Set, Go" door hangers and 15,000 document bags to counties and tribes for distribution in their communities.



The American Sign Language Glossary

Deaf and hard of hearing populations have historically struggled to gain access to information in their daily lives. This struggle is intensified during disasters and emergencies. This American Sign Language (ASL) glossary aims to increase that access by defining terminology that certified ASL interpreters will use when delivering emergency information to the public during a disaster. The videos feature Certified Deaf Interpreters Shelley Herbold and Becca Bailey, who are qualified interpreters under the Emergency Response Interpreter Credentialing (ERIC) Program®.

The Arizona Department of Emergency and Military Affairs (DEMA) created the ASL glossary of emergency management terminology through a grant from the Arizona Department of Health Services.

2022 PIO OBJECTIVES

- Populate AzEIN with an American Sign Language database of hazard terms related to two hazards.
- Increase DEMA whole agency representation on social media with the launch of DEMA on Linked-In.
- Develop emergency preparedness outreach materials for children.



State Resource Management

The State Resource Management Office and the United States Property and Fiscal Officer (USPFO) for the Army and Air National Guard components execute state and federal appropriations for the agency. Additionally, both offices manage multiple cooperative agreements with local, state, and federal entities. A recap of DEMA's five-year state appropriation history is on the following page.

AUDITING

[Per A.R.S. 26-102(C)(4)]

The State Program Compliance Auditing department performs agency audits to ensure internal compliance and accountability to the taxpayers, including Emergency Management disaster recovery applicant audits. The following areas were examined and documented during the past fiscal year:

- Governor's Emergency Fund quarterly audits
- Personal Protective Equipment (PPE) audits
- Mitigation audits

U. S. Property and Fiscal Office

The mission of the United States Property and Fiscal Office (USPFO) is to receive and account for all funds and property of the United State Government in the possession of the National Guard of the specified State or Territory (32 U.S.C. 708). The USPFO for Arizona advises and assists The Adjutant General, Army and Air National Guard, and Joint Task Force leadership on Federal Resource Management within the state to ensure federal property is used in accordance with applicable Department of the Army or Air Force directives as implemented by the Chief of the National Guard Bureau.

The USPFO also provides fiscal, property, and real property authority to the Air National Guard Wings through six Assistant USPFOs, the Army National Guard Assistant USPFO for Real Property, and supervisory control of the Army National Guard centrally managed USPFO installation operations to include the Deputy USPFO, Grants Officer Representative (liaison for all Cooperative and Support Agreements), the Federal Internal Review Office, and supporting federal audit reviews throughout the Arizona National Guard enterprise. The USPFO Army National Guard Operations, led by the Deputy USPFO, consists of the federal Army National Guard Financial Management, Contracting, Data Processing Integration, and Supply, Services, and Transportation (SS&T) Divisions.

The USPFO Army National Guard Financial Management Office processes military and travel payments for over 5,300 Guardsmen, civilian pay for over 600 Title 32 Military Technicians and Title 5 employees, and all budgetary/accounting transactions for over \$100 million in funding.

- Arizona Wildfire Suppression audits
- DEMA procurement and contracting office
- Internal controls as they pertain to fixed assets and stewardship items

STATE PURCHASING AND CONTRACTING OFFICE

[Per A.R.S. 26-102(C)(10)(B)]

The DEMA State Purchasing and Contracting Office (PCO) is responsible for, but not limited to, the procuring of equipment and supplies, contracting for professional services, and intergovernmental and interagency agreements for DEMA.

During FY2021, the PCO issued and executed 67 formal solicitations and processed 2,037 purchase transactions for a total of \$33,469,549.93.

The USPFO Contracting Office supports oversight of all AZNG contracting activities to include the statewide Federal Government Purchase Card Program, Air National Guard Base Contracting Offices, and performs contracting actions for the Army National Guard – averaging \$7M and 400 transactions per year for the state.

Army National Guard Data Processing Integration manages and protects all the vital federal financial and personnel records databases for the Army National Guard, as well as hosts the Title 10, Army Domain, and DEMA database servers.

USPFO Army National Guard SS&T supports the readiness, deployment, and training needs of the Army National Guard Command to include munitions storage amongst three locations, over \$15M in clothing/equipment and warehouse inventory, and commercial transportation/movement for the majority of ARNG annual training and mobility requirements. Additionally, SS&T provides oversight of the Army National Guard Property Book Management and Arizona Historical Museum Artifacts.

2021 ACCOMPLISHMENTS

- Supported the Arizona National Guard with multiple deployments that saw the largest mobilization since World War II.
- Continued support to the Arizona National Guard COVID-19 response. The FEMA-funded mission provided an additional \$100 million for pay, operations, and matériel.

State Appropriation History

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
FTE's Authorized	70.6	70.6	70.6	70.6	73.6
FTE's Funded	32.5	32.5	32.5	32.5	32.5

State Appropriation

Administration/Operating Lump Sum	\$1,830,500	\$1,663,500	\$1,797,600	\$1,858,100	\$1,858,100
Military Affairs/Airport/Installation Fund	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Administration Total	\$1,920,500	\$1,753,500	\$1,887,600	\$1,948,100	\$1,948,100
Military Affairs Operating Lump Sum	\$1,339,800	\$1,339,800	\$1,339,800	\$1,367,600	\$2,083,300
AZNG Facilities Matching Funds	\$1,700,000	\$1,700,000	\$1,700,000	\$1,712,800	\$1,701,100
AZNG Tuition Reimbursement	-	-	\$1,000,000	\$1,000,000	\$1,000,000
Military Affairs Total	\$3,039,800	\$3,039,800	\$4,039,800	\$4,080,400	\$4,784,400
Emergency Management Lump Sum	\$737,100	\$730,900	\$730,900	\$754,200	\$754,200
Emergency Management Matching Funds	\$1,540,900	\$1,540,900	\$1,543,300	\$1,590,300	\$1,544,900
Nuclear Emergency Management Fund	\$1,438,400	\$1,461,602	\$1,458,700	\$1,506,100	\$1,930,417
Emergency Management Total	\$3,716,400	\$3,733,402	\$3,732,900	\$3,850,600	\$4,229,517
TOTAL APPROPRIATION	\$8,676,700	\$8,526,702	\$9,660,300	\$9,879,100	\$10,962,017
Governor's Emergency Fund	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000
	\$12,676,700	\$12,526,702	\$13,660,300	\$13,879,100	\$14,962,017

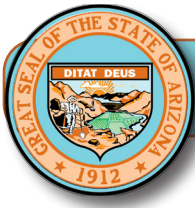
Operating Budget

Administration/Operating Lump Sum	\$1,830,500	\$1,663,500	\$1,797,600	\$1,858,100	\$1,858,100
Military Affairs Operating Lump Sum	\$1,339,800	\$1,339,800	\$1,339,800	\$1,367,600	\$2,083,300
AZNG Facilities Matching Funds	\$1,700,000	\$1,700,000	\$1,700,000	\$1,712,800	\$1,701,100
Emergency Management Lump Sum	\$737,100	\$730,900	\$730,900	\$754,200	\$754,200
Emergency Management Matching Funds	\$1,540,900	\$1,540,900	\$1,543,300	\$1,590,300	\$1,544,900
	\$7,148,300	\$6,975,100	\$7,111,600	\$7,283,000	\$7,941,600

Dedicated Appropriations

Governor's Emergency Fund	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000
Nuclear Emergency Management Fund	\$1,438,400	\$1,461,602	\$1,458,700	\$1,506,100	\$1,930,417
Military Affairs/Airport/Installation Fund	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
AZNG Tuition Reimbursement	-	-	\$1,000,000	\$1,000,000	\$1,000,000

TOTAL EXPENDITURES	\$12,676,700	\$12,526,702	\$13,660,300	\$13,879,100	\$14,962,017
---------------------------	---------------------	---------------------	---------------------	---------------------	---------------------



GOVERNOR'S EMERGENCY FUND ANNUAL REPORT

[A.R.S. § 35-192(E)]

In compliance with Arizona Revised Statutes § 35-192(E), the following report is a summary of obligations, allocations and expenditures of state funds under the authority granted by the State Legislature in A.R.S. § 35-192. The report represents the actions taken by the Governor and the Arizona State Emergency Council (Council) in response to Arizona's emergency needs from July 1, 2020 through June 30, 2021.

I. **GUBERNATORIAL PROCLAMATIONS DECLARED**

As a result of emergency situations which were beyond the capability and resources of local government, six gubernatorial proclamations were declared during FY2021:

A. **Bush Fire (SD2101);** Declared: August 4, 2020

- The Bush Fire, a human-caused wildfire, originated 22 miles northeast of Mesa on June 13, 2020 along State Route (SR) 87 within the Tonto National Forest.
- The fire spread from Maricopa County northward towards the Mazatzal Mountains and easterly towards the Tonto Basin and Roosevelt Lake areas in Gila County.
- The severity and magnitude of damage to highway infrastructure has exceeded the Arizona Department of Transportation's (ADOT) capabilities, requiring the support of the Federal Highway Administration (FHWA).
- There is allocation from the Governor's Emergency Fund for this declaration. ADOT has been approved by the FHWA for Emergency Relief funds for repairs for Maricopa and Gila Counties.

B. **Salt, Griffin, Gin and Champion Fires (SD2102);** Declared: December 11, 2020

- During the period of August 17, 2020 through September 02, 2020, Arizona experienced the four lightning-caused wildfires (Salt, Griffin, Gin, and Champion Fires), three of which (Griffin, Gin, and Champion Fires) merged into a single fire, causing fire damages within Gila County.
- Significant portions of infrastructure were damaged, including but not limited to SR 188, SR 288, and US 60.
- There is no allocation from the Governor's Emergency Fund for this declaration. ADOT has been approved by the FHWA for Emergency Relief funds for repairs for Gila County.

C. **2021 Border Crisis (SD2103);** Declared: April 20, 2021

- Soon after January 20, 2021, as a result of a new Presidential administration's anticipated policy changes regarding immigration, foreign nationals began entering the United States at substantially higher rates through both legal and illegal means.
- Counties across the state are directly impacted by entries into Arizona.
- The declaration authorized the Adjutant General to mobilize all or such part of the Arizona National Guard as is determined necessary to assist in the protection of life and property throughout the state and augment and support the Arizona Department of Public Safety and local law enforcement for violation(s) of state law.

D. **7th Street Bridge Fire (SD2104);** Declared: May 11, 2021

- On February 28, 2021, a 10-inch high pressure gas main failed and caught fire, damaging the 7th Street Bridge in Phoenix.
- Emergency protective measures caused responding agencies to immediately secure and close the bridge.
- As a result of the fire, critical structural elements of the bridge were compromised and the extended closure of the bridge continues to cause all traffic, including emergency traffic, to be detoured approximately 3 miles.
- The continued detour increases response times for emergency services and impacts bus routes, residential, and commercial traffic.
- There is no allocation from the Governor's Emergency Fund for this declaration. ADOT has been approved by the FHWA for Emergency Relief funds.

E. Telegraph Fire (SD2105); Declared: June 9, 2021

- On June 04, 2021, a wildfire, subsequently named the Telegraph Fire, started within Gila and Pinal Counties.
- The fire was fast moving and dynamic burning in mostly shrub and grass. Firefighters protected values in Top of the World, Superior, Claypool, Miami, and Globe. The fire resulted numerous evacuation status alerts, and the Red Cross set up shelters at High Desert Middle School in Globe and at Skyline High School in Mesa.
- A Fire Management Assistance Grant (FMAG) declaration was approved on June 06, 2021.
- Gila and Pinal Counties, in accordance with A.A.C. R8-2-304, requested assistance from the state with the repair of public infrastructure.
- The Governor's declaration allocated \$200,000.00 to this emergency.

F. Mescal Fire (SD2106); Declared: June 9, 2021

- On June 02, 2021, a wildfire, subsequently named the Mescal Fire, started within Gila County.
- The remote and rugged location of the fire caused challenges supporting firefighting operations. The fire threatened nearby communities, and later merged with the Telegraph Fire.
- Gila County, in accordance with A.A.C. R8-2-304, requested assistance from the state with the repair of public infrastructure.
- The Governor's declaration allocated \$200,000.00 to this emergency.

II. GUBERNATORIAL PROCLAMATIONS CONTINUING

A. Statewide Drought Emergency (99006); Declared: 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.
- There was no allocation from the Governor's Emergency Fund for this declaration.

B. February 2005 Winter Storms & Flooding Emergency (25005); Declared: February 16, 2005, Amended: March 8, 2005; Presidential Declaration FEMA-1586-DR-AZ: April 14, 2005

- The President's declaration provided Public Assistance and Hazard Mitigation Grant Programs for the counties of Gila, Graham, Greenlee, Mohave, Pinal and Yavapai as well as the Havasupai Tribe, Hopi Tribe, San Carlos Apache Tribe and the portion of the Navajo Nation within the state of Arizona.
- Maricopa County was not included in the federal declaration as they did not meet the county threshold requirement per federal regulation. Maricopa County is supported under the Governor's declaration.
- One project is still active/outstanding due to an extended environmental review process with FEMA.
- Total allocations from the Governor's Emergency Fund to date are \$4,457,689, with no anticipated additional future allocation needs.

C. Summer 2006 Monsoons & Flooding Emergency (27001); Declared: August 8, 2006, Amended: September 13, 2006; Presidential Declaration FEMA-1660-DR-AZ: September 7, 2006; Amended: September 29, 2006 and November 9, 2006

- The President's declaration and subsequent amendments made Public Assistance and Hazard Mitigation Grants available for Gila, Graham, Greenlee, Navajo, Pinal and Pima Counties, the Gila River Indian Community within Pinal County, the tribal areas of the Hopi Tribe within Navajo County, the Navajo Nation within Apache, Coconino, and Navajo Counties, and the Tohono O'odham Nation within Pima and Pinal Counties.
- One project still active/outstanding due to an extended environmental review process with FEMA.
- Total allocations from the Governor's Emergency Fund to date are \$2,661,217, with no anticipated additional future allocation needs.

- D. January 2010 Winter Storm Emergency (20102);** Declared: January 21, 2010, Amended: February 11, 2010; Presidential Declaration: FEMA-3307-DR-AZ: January 24, 2010; FEMA-1888-DR-AZ: March 18, 2010
- The Governor declared an emergency for significant cumulative precipitation coupled with high winds and heavy snow in areas across Arizona from January 18 – 22, 2010. This storm system led to record levels of snowfall and significant flooding posing an extreme danger to public health and safety.
 - On 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 Nation. This was a complex incident involving two tribes, three counties, and a very large geographical area. Presidential Declaration made that day.
 - The President’s major disaster declaration made Public Assistance and Hazard Mitigation Grants available for Apache, Coconino, Gila, Greenlee, La Paz, Mohave, Navajo and Yavapai Counties and the Gila River Indian Community, Hopi Tribe, Navajo Nation, San Carlos Apache Tribe, Tohono O’odham Nation and White Mountain Apache Tribe.
 - The Governor’s requests for Snow Assistance as well as activation of FEMA’s Individual Assistance Program were denied, as was the appeal.
 - There were a total of 243 projects associated with this event.
 - Total allocations from the Governor’s Emergency Fund to date are \$5,043,347.03, with no anticipated additional future allocation needs.
- E. Schultz Fire Post-Fire Flooding Emergency (11001);** Declared: July 21, 2010; Presidential Declaration: FEMA-1940-DR-AZ: October 4, 2010, Amended: November 22, 2010
- On July 20, 2010 an early afternoon rainfall of about 1.6” to 2” within a 30 minute time-frame fell on the steep terrain and intense burn area of the Schultz Fire. This rain caused flash flooding of debris, ash, mud, and rain, impacting many downstream communities in the Flagstaff area.
 - On September 16, 2010 the Governor submitted a request to the President for a Major Disaster Declaration for this Post-Fire Flooding event.
 - On October 4, 2010, the President declared a major disaster for Coconino County, activating the Public Assistance Program and making available the Hazard Mitigation Grant Program to political subdivisions statewide. Both of these programs are administered by the Arizona Division of Emergency Management.
 - On November 22, 2010, the President amended the declaration to include the Hopi Tribe. FEMA is providing the Hopi Tribe with support for the Public Assistance and Hazard Mitigation Grant Programs. As a sovereign nation, the Hopi Tribe is working directly with DHS/FEMA and will provide for their non-federal cost share.
 - Total allocations from the Governor’s Emergency Fund to date are \$2,041,967.00, with no anticipated additional future allocation needs.
- F. Statewide 2014 Flooding (73027);** Declared: September 4, 2014
- On September 8, 2014, a powerful seasonal monsoon rain storm combined with remnants of Hurricane Norbert caused record precipitation amounts and flooding in Arizona; and the heavy rains resulted in significant flooding impacts to transportation infrastructure throughout the Phoenix-metro area in Maricopa County.
 - The subsequent flooding caused closure of State Route 51, Interstates 10 and 17, and U.S. Route 60 in Maricopa County; and the heavy rains threatened lives and required emergency response search and rescue missions, caused residential damages, and forced evacuations in La Paz County.
 - Total allocations from the Governor’s Emergency Fund to date are \$2,047,879.82 for these repairs.
- G. State Route 88 & State Route 366-ADOT (73041);** Declared: July 24, 2017
- On July 23-24, 2017, thunderstorms resulted in flash flooding overwhelming highway infrastructure along State Route 366 and State Route 88, resulting in the Arizona Department of Transportation taking action to implement closures to that section of highway. The flooding caused damage to the roadway creating the potential for an imminent public safety situation in eastern Arizona and central Arizona. The severity and magnitude of damage to the highway infrastructure exceeded the capacity of the Arizona Department of Transportation, requiring the support of the Federal Highways Administration.
 - There was no allocation from the Governor’s Emergency Fund for this declaration.

- H. Nogales International Outfall Interceptor Breach (73042);** Declared: July 27, 2017
- On July 23-25, 2017 monsoon thunderstorms and excessive rainfall over Santa Cruz County, Arizona and Nogales, Sonora, Mexico resulted in flooding that overwhelmed city streets and associated public infrastructure; flood waters caused damage to the International Outfall Interceptor (IOI), the bi-national sewer line that carries 10 to 14 million gallons of untreated waste daily from Mexico to the Nogales International Wastewater Treatment Plant (NIWTP) in Rio Rico, AZ.
 - Santa Cruz County and City of Nogales, in accordance with A.A.C. R8-2-304, requested assistance from the state with the repair of public infrastructure.
 - Total allocations from the Governor’s Emergency Fund to date are \$1,020,000 for these repairs.
- I. Woolsey Flood Protection District Flooding Event (73043);** Declared: August 14, 2017
- July 24, 2017 monsoon driven rainfall created significant flash flooding in Maricopa County. The Woolsey Flood Protection District, located north of Gila Bend, sustained damage to flood protection infrastructure.
 - Woolsey Flood Protection District in accordance with A.A.C. R8-2-304, requested assistance from the state with the repair of public infrastructure.
 - The Governor’s declaration allocated \$150,000 to this emergency for these repairs.
- J. Tinder Fire (73045);** Declared: April 27, 2018
- The Tinder Fire began in the Coconino National Forest approximately 1.5 miles northeast of the Blue Ridge Reservoir in Coconino County on April 27, 2018. The Coconino Board of Supervisors issued an emergency proclamation on April 29, 2018. The fire threatened utility rights of way, power lines, and other public infrastructure.
 - Coconino County, in accordance with A.A.C. R8-2-304, requested assistance from the state with the repair of public infrastructure.
 - The Governor’s declaration allocated \$200,000 to this emergency for these repairs.
- K. 2018 Coconino County Flooding Emergency (73048);** Declared: July 26, 2018
- On July 14, 2018 and July 20, 2018, a series of storms produced unusual amounts of heavy rainfall concentrated in Coconino County, including storms on July 17, 2018 which produced 3+ inches in an hour, and July 18, 2018 which produced between 5.35 inches to 5.94 inches in under two hours, during the 1,000-year rain event;
 - Coconino County, in accordance with A.A.C. R8-2-304, requested assistance from the state with the repair of public infrastructure.
 - The Governor’s declaration allocated \$200,000.00 to this emergency for these repairs.
- L. 2018 Mammoth Monsoon & Water System Emergency (73049);** Declared: August 13, 2018
- On July 26, 2018 through July 29, 2018, a series of monsoonal storms produced unusual amounts of heavy rainfall, in excess of three inches, concentrated in the Town of Mammoth located in Pinal County.
 - Saturation of the ground caused instability in the soil which compromised the Town’s potable water system. The soil instability created fractures within the lines requiring frequent and repeated shutdown of the Town’s water system for over 1200 residents.
 - Pinal County, in accordance with A.A.C. R8-2-304, requested assistance from the state with the repair of public infrastructure.
 - The Governor’s declaration allocated \$200,000.00 to this emergency for these repairs.
- M. 2018 Highway Flood Damage-ADOT (73050);** Declared: October 17, 2018
- On October 3-4, 2018, Arizona experienced thunderstorms originating from the remnants of Hurricane Rosa. The flooding damaged roadways and created an imminent public safety situation in Central Arizona.
 - The severity and magnitude of damage to highway infrastructure exceeded the capacity of the Arizona Department of Transportation, requiring the support of the Federal Highway Administration.
 - There was no allocation from the Governor’s Emergency Fund for this declaration.

- N. 2018 Pinal County Flooding (73051);** Declared: November 19, 2018
- On October 01 and through October 04, 2018, Arizona experienced a series of thunderstorms originating from the remnants of Hurricane Rosa; the storms resulted in flash flooding, which caused damage to Pinal County roadways; and to canals, laterals, and other irrigation infrastructure owned and operated by the Maricopa-Stanfield Irrigation and Drainage District.
 - Pinal County, in accordance with A.A.C. R8-2-304, requested assistance from the state with the repair of public infrastructure.
 - The Governor’s declaration allocated \$200,000.00 to this emergency for these repairs.
- O. 2019 February Winter Storms (73052);** Declared: February 28, 2019
- Between February 14, 2019, and March 1, 2019, a series of winter storms produced unusually high amounts of heavy snow and rainfall throughout Arizona.
 - Apache, Coconino, Gila, Navajo, and Yavapai Counties, in accordance with A.A.C. R8-2-304, requested assistance from the state with the repair of public infrastructure.
 - Total allocations from the Governor’s Emergency Fund to date are \$2,200,000 for these repairs.
- P. Drought Impact Assessment (73053);** SEC Action: June 17, 2019
- This assessment conducted by the University of Arizona will evaluate the monetary impact of the current drought on the agriculture, tourism, and recreation sectors. This study will help in estimating the associated costs of drought mitigation actions, such as wildfire fighting, water hauling and placement or early warning system sensors.
 - The State Emergency Council, in accordance with A.A.C. R8-2-304, allocated \$32,000.00 to this action.
- Q. SEC Mitigation Projects FY19 (73054);** SEC Action: June 17, 2019
- The State Emergency Council in accordance with A.A.C. R8-2-304 appropriated \$1,356,207.77 to this event.
- R. Museum Fire (SD2001);** Declared: July 23, 2019; Amended September 5, 2019
- On July 21, 2019, a wildfire originated in the Coconino National Forest northwest of Mount Elden. The fire threatened numerous homes and local residents as well as critical communications infrastructure located at the top of Mount Elden.
 - Coconino County, in accordance with A.A.C. R8-2-304, requested assistance from the state with the repair of public infrastructure.
 - The Governor’s declaration allocated \$200,000.00 to this emergency for these repairs.
- S. Pinetop-Lakeside Flooding (SD2002);** Declared: September 5, 2019
- On August 1, 2019, an excessive rain and hail event occurred, during which 4.8 inches of rain fell in a 45-60-minute period within the Town of Pinetop-Lakeside, in Navajo County. The excessive rain overwhelmed the storm system and many storm culverts were blocked by hail, debris and silt which caused flooding to private property. Due to the flooding a concrete lined drainage channel received damage.
 - The Town of Pinetop-Lakeside, in accordance with A.A.C. R8-2-304, requested assistance from the state with the repair of public infrastructure.
 - Total allocations from the Governor’s Emergency Fund to date are \$341,287 for these repairs.
- T. Tropical Storm Lorena Flooding (SD2003);** Declared: October 17, 2019
- On September 23-24, 2019 Arizona experienced thunderstorms originating from the remnants of Tropical Storm Lorena. Significant rainfall occurred in Maricopa, Gila, Yavapai and Coconino Counties, as well as the area of the recent Woodbury Fire burn scar. Tributaries to the Salt River overflowed in many locations, damaging bridges, culverts, and retaining walls, many of which are historic; the flooding damaged State Route 88, a commercial corridor to Tortilla Flats, Apache Lake Marina, and Roosevelt Lake, and created an imminent public safety situation; and this excessive rain caused extensive localized washout, rockfall debris, road scour, flooding, ash flow, and erosion throughout the lower terrain and damaged a significant portions of State Route 88, which caused Arizona Department of Transportation (ADOT) to close the multiple miles of road and the severity and magnitude of damage to highway infrastructure has exceeded ADOT’s capabilities, requiring the support of the Federal Highway Administration.

- Although no injuries were incurred, flood water over-topped the Davis Wash Bridge and swept an (ADOT) patrol crew that was assessing road conditions downstream.
- The Arizona Department of Transportation, in accordance with A.A.C. R8-2-304, requested assistance from the state with the repair of public infrastructure.
- There was no allocation from the Governor’s Emergency Fund for this declaration.

U. COVID-19 Emergency (SD2004, 4524-DR); Declared: March 11, 2020; Presidential Declaration: April 4, 2020

- The World Health Organization declared a Public Health Emergency of International Concern on January 30, 2021, the US Department of Health and Human Services declared a Public Health Emergency related to the COVID-19 outbreak on January 31, 2021, and the World Health Organization officially declared a pandemic due to COVID-19 on March 11, 2021
- There was no allocation from the Governor’s Emergency Fund for this declaration.

V. Rioting-Imposition of Curfew – (SD2005); Declared: May 31, 2020

- Individuals have engaged in legal and peaceful protests throughout the nation and world and certain persons have engaged in riots resulting in assaults, vandalism, violence and criminal damage; and the violent civil disturbances and riots have continued and grown nationally and in Arizona, endangering additional lives and property; and on May 28-30, 2021, multiple protests were held in downtown Phoenix, however, after ending, a number of those attending did not disperse and began to cause a civil disturbance and riot causing damage to police vehicles with officers in them, vandalizing government buildings and throwing rocks and other items at police; downtown area of the City of Tucson was also vandalized by persons who burned dumpsters, blocked streets and destroyed property; and looting occurred in downtown Scottsdale at multiple businesses in the Scottsdale Fashion Square Mall and the surrounding area; and the level of disturbances and danger to persons and property has continued to increase with information suggesting that civil disturbances will expand to other areas of the State.
- Total allocations from the Governor’s Emergency Fund to date are \$2,736,500 for this declaration.

W. SEC AZ Wildfire Suppression FY20– (SD2006); SEC Action: June 18, 2020

- The Arizona Department of Forestry and Fire Management (DFFM) approached the Arizona Department of Emergency and Military Affairs as the State’s Revolving Fire Suppression Fund had been depleted and DFFM had incurred liabilities in excess of their ability to pay.
- The State Emergency Council allocated \$1,597,649.67 to this action, and has reverted \$91,156.67 back to the Governor’s Emergency Fund as all claims have been paid.

III. GUBERNATORIAL PROCLAMATIONS TERMINATED

No Proclamations were terminated in FY2021.

IV. CONTINGENCIES

A. Statewide Search And Rescue Contingency (70100)

There were 821 search and rescue mission identifiers issued for field operations during FY2021, of which 313 received contingency fund assistance. Costs reimbursed to County Sheriffs and State support agencies as well as audit costs incurred for this contingency totaled \$354,088.48.

B. Hazardous Materials Contingency (80100)

There were no hazardous materials incident responses supported by the Governor's HAZMAT Contingency Fund during the period July 1, 2020 to June 30, 2021. Accordingly, there were no funding allocations made for the Hazardous Materials Contingency within fiscal year 2021.

V. ARIZONA STATE EMERGENCY COUNCIL AND MEETINGS

A. The Arizona State Emergency Council Membership:

- Governor
- Secretary of State
- Attorney General
- Adjutant General, Department of Emergency and Military Affairs
- Director, Division of Emergency Management
- Director, Department of Transportation
- Director, Department of Health Services
- Director, Department of Environmental Quality
- Director, Department of Public Safety
- Director, Department of Agriculture
- Director, Department of Administration
- Director, Department of Water Resources
- President, Arizona State Senate (Advisory Member)
- Speaker, Arizona House of Representatives (Advisory Member)

B. The Arizona State Emergency Council Meetings and Actions:

April 29, 2021 Meeting

Proposal #1: To allocate \$2,536,500 for the 2021 Border Crisis (SD2103).

Council Action: The Council approved the allocation of \$2,536,500 for this proposal

Proposal #2: To allocate \$200,000.00 to the Search & Rescue Contingency (70101)

Council Action: The Council approved the allocation of \$200,000.00 for this proposal.

June 22, 2021 Meeting

Proposal #1: To revert \$91,156.67 to the reversion account from the FY20 Arizona Wildfire Suppression (SD2006).

Council Action: The Council approved the reversion of \$91,156.67 for this proposal.

Proposal #2: To allocate \$81,000 from the Governor's Emergency Fund to the February 2005 Winter Storms & Flooding (73029).

Council Action: The Council approved the allocation of \$81,000 for this proposal.

Proposal #3: To amend the effective date of June 18, 2020 (as written in the agenda) to June 22, 2021 and to allocate \$2,000 from the Governor's Emergency Fund to the Summer 2006 Monsoon & Flooding (73015).

Council Action: The Council approved to amend the effective date to June 22, 2021 and to allocate \$2,000 for this proposal.

Proposal #4: To allocate \$111,833.00 from the Governor's Emergency Fund to the 2018 Coconino County Flooding Emergency (73048).

Council Action: The Council approved to allocate \$111,833.00 for this proposal.

Proposal #5: To allocate \$141,287.00 from the Governor's Emergency Fund to the Pinetop-Lakeside Flooding (SD2002).

Council Action: The Council approved to allocate \$141,287.00 for this proposal.

Proposal #6: To allocate the remaining balance from the Governor's Emergency Fund to the Rioting-Imposition of Curfew (SD2005).

Council Action: The Council approved to allocate remaining funds for this proposal.

**Please visit <https://dema.az.gov/resources/state-emergency-council> for SEC meeting minutes and more information regarding the SEC.*

VI. GOVERNOR'S EMERGENCY FUND ALLOCATIONS AND EXPENDITURES

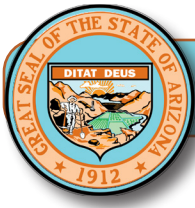
July 1, 2020 Through June 30, 2021

State PCA	Emergency Declaration	Beginning Balance	FY2021 Allocations	Reversion of Funds	Expenditures	Balance June 30, 2021
70101	Search & Rescue Contingency	\$114,383.09	\$400,000.00	\$-	\$354,088.48	\$160,294.61
80100	Statewide Hazardous Materials Contingency	\$1,897.31	\$-	\$-	\$-	\$1,897.31
73000	Reverted Emergency Appropriations	\$-	\$-	\$93,811.39	\$-	\$93,811.39
73010	January 2010 Winter Storm Emergency	\$171,736.38	\$-	\$-	\$-	\$171,736.38
73015	Summer 2006 Monsoons & Flooding Emergency	\$34,136.02	\$-	\$2,000.00	\$30,653.66	\$5,482.36
73018	Schultz Fire Post-Fire Flood Emergency	\$10,706.06	\$-	\$-	\$-	\$10,706.06
73027	Statewide 2014 Flooding	\$19,729.55	\$-	\$-	\$1,118.35	\$18,611.20
73029	February 2005 Winter Storms & Flooding	\$131,908.05	\$-	\$81,000.00	\$126,898.47	\$86,009.58
73035	SEC Mitigation Projects FY16	\$-	\$-	\$(2,654.72)	\$-	\$-
73042	Nogales International Outfall Interceptor Breach	\$93,282.61	\$-	\$-	\$80,381.90	\$12,900.71
73043	Woolsey Flooding	\$13,008.45	\$-	\$-	\$45.45	\$12,963.00
73045	Tinder Fire	\$43,688.68	\$-	\$-	\$-	\$43,688.68
73048	2018 Coconino County Flooding Emergency	\$1,207,873.40	\$-	\$111,833.00	\$855,575.38	\$464,131.02
73049	2018 Mammoth Monsoon & Water System Emergency	\$135,143.80	\$-	\$-	\$131,642.35	\$3,501.45
73051	2018 Pinal County Flooding	\$967,972.04	\$-	\$-	\$287,587.80	\$680,384.24
73052	2019 February Winter Storms	\$1,730,166.27	\$-	\$-	\$270,971.64	\$1,459,194.63
73053	Arizona Drought Impact Assessment	\$17,000.00	\$-	\$-	\$14,800.00	\$2,200.00
73054	SEC Mitigation Projects FY19	\$1,011,659.63	\$-	\$-	\$708,400.48	\$303,259.15
SD2001	Museum Fire Emergency	\$141,311.13	\$-	\$-	\$970.29	\$140,340.84
SD2002	Pinetop-Lakeside Emergency	\$191,220.14	\$-	\$141,287.00	\$133,097.59	\$199,409.55
SD2004	COVID-19 Emergency	\$-	\$-	\$-	\$-	\$-
SD2005	Rioting-Imposition of Curfew	\$173,099.08	\$-	\$127,380.00	\$117,499.75	\$182,979.33
SD2006	SEC AZ Wildfire Suppression FY20	\$1,597,649.67	\$-	\$(91,156.67)	\$1,506,493.00	\$-
SD2103	2021 Border Crisis	\$-	\$200,000.00	\$2,536,500.00	\$2,122,028.14	\$614,471.86
SD2105	Telegraph Fire	\$-	\$200,000.00	\$-	\$11,376.90	\$188,623.10
SD2106	Mescal Fire	\$-	\$200,000.00	\$-	\$1,069.28	\$198,930.72
	TOTALS	\$7,807,571.36	\$600,000.00	\$3,400,000.00	\$6,754,698.91	\$5,055,527.17

VII. GOVERNOR'S EMERGENCY FUND EXPENDITURES

July 1, 2020 Through June 30, 2021

State PCA	Emergency Declaration	Personal Services 6011	Employees Related Expenditures 6100	Professional and Outside Services 6200	Travel In State 6500	Aid to Organizations & Individuals 6800	Other Operating Expenditures 7000	Indirect 8600 / 9100	Total Expenditures
70101	Search & Rescue Contingency	\$(5,549.26)	\$(1,017.08)	\$-	\$(1,932.73)	\$(276,359.60)	\$(69,229.81)	\$-	\$(354,088.48)
80100	Statewide Hazardous Materials Contingency	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
73010	January 2010 Winter Storm Emergency	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
73015	Summer 2006 Monsoons & Flooding Emergency	\$-	\$-	\$-	\$-	\$(30,653.66)	\$-	\$-	\$(30,653.66)
73018	Schultz Fire Post-Fire Flood Emergency	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
73027	Statewide 2014 Flooding	\$(908.60)	\$(209.75)	\$-	\$-	\$-	\$-	\$-	\$(1,118.35)
73029	February 2005 Winter Storm & Flooding	\$(21,108.88)	\$(4,248.88)	\$-	\$(40.29)	\$(101,500.42)	\$-	\$-	\$(126,898.47)
73035	SEC Mitigation Projects FY16	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
73042	Nogales International Outfall Interceptor Breach	\$(3,417.94)	\$(786.25)	\$-	\$-	\$(76,177.71)	\$-	\$-	\$(80,381.90)
73043	Woolsey Flooding	\$(37.01)	\$(8.44)	\$-	\$-	\$-	\$-	\$-	\$(45.45)
73045	Tinder Fire	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
73048	2018 Coconino County Flooding Emergency	\$(5,381.82)	\$(1,260.40)	\$-	\$-	\$(848,933.16)	\$-	\$-	\$(855,575.38)
73049	2018 Mammoth Monsoon & Water System Emergency	\$(3,225.39)	\$(761.28)	\$-	\$-	\$(127,655.68)	\$-	\$-	\$(131,642.35)
73051	2018 Pinal County Flooding	\$(3,712.10)	\$(1,475.48)	\$-	\$-	\$(282,400.22)	\$-	\$-	\$(287,587.80)
73052	2019 February Winter Storms	\$(6,572.58)	\$(1,435.76)	\$-	\$-	\$(262,963.30)	\$-	\$-	\$(270,971.64)
73053	Drought Impact Assessment	\$-	\$-	\$-	\$-	\$(14,800.00)	\$-	\$-	\$(14,800.00)
73054	SEC Mitigation Projects FY19	\$(6,570.82)	\$(1,981.36)	\$-	\$-	\$(699,848.30)	\$-	\$-	\$(708,400.48)
SD2001	Museum Fire Emergency	\$(789.70)	\$(180.59)	\$-	\$-	\$-	\$-	\$-	\$(970.29)
SD2002	Pinetop-Lakeside Emergency	\$(2,229.65)	\$(473.41)	\$-	\$-	\$(130,394.53)	\$-	\$-	\$(133,097.59)
SD2004	COVID-19	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
SD2005	Rioting-Imposition of Curfew	\$(99,044.32)	\$(9,648.61)	\$(246.66)	\$(8.74)	\$-	\$(8,551.42)	\$-	\$(117,499.75)
SD2006	SEC AZ Wildfire Suppression FY20	\$-	\$-	\$-	\$-	\$-	\$-	\$(1,506,493.00)	\$(1,506,493.00)
SD2103	2021 Border Crisis	\$(1,770,611.56)	\$(115,254.33)	\$-	\$(25,131.10)	\$(202,682.07)	\$(8,349.08)	\$-	\$(2,122,028.14)
SD2005	Telegraph Fire	\$(9,015.29)	\$(2,252.81)	\$-	\$(108.80)	\$-	\$-	\$-	\$(11,376.90)
SD2006	Mescal Fire	\$(934.63)	\$(134.65)	\$-	\$-	\$-	\$-	\$-	\$(1,069.28)
	TOTALS	\$(1,939,109.55)	\$(141,129.08)	\$(246.66)	\$(27,221.66)	\$(3,054,368.65)	\$(86,130.31)	\$(1,506,493.00)	\$(6,754,698.91)



STATUTORILY AFFILIATED COMMISSIONS & COUNCILS

STATE EMERGENCY COUNCIL [A.R.S. § 26-304]

The State Emergency Council (SEC) is comprised of the Governor, Secretary of State, Attorney General, Adjutant General, Division of Emergency Management Director, and the directors of the seven state agencies that manage public health and safety in Arizona. The President of the Arizona Senate and Speaker of the Arizona House of Representatives serve as Advisory Members. The SEC makes recommendations for orders, rules, policies, and procedures to the Governor; recommends responsibility, service, or activity to a state agency relative to emergencies or planning for emergencies; and issues, in the event of inaccessibility of the Governor, a state of emergency proclamation under the same conditions that the Governor could issue such a proclamation. In addition, the SEC approves expenditures of amounts greater than \$200,000 from the Governor’s Emergency Response Fund.

The SEC met twice this past year, on April 29, 2021 to allocate funding to support the AZ National Guard activation in support of the Governor’s 2021 Border Crisis Emergency Declaration and to allocate additional funds to the Search & Rescue Contingency Fund; and on June 22, 2021 to allocate additional funding to support outstanding declaration obligations. Additional details on the SEC can be found in the proceeding Governor’s Emergency Fund report.

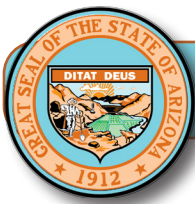
MILITARY AFFAIRS COMMISSION [A.R.S. § 26-261]

The Military Affairs Commission (MAC) did not meet during this report period. Information on the MAC and minutes from past meetings can be found at www.azgovernor.gov/MAC/.

Members of the MAC have advanced support for Arizona’s military installations and missions, including support to two recent compatible development Joint Land Use Studies in Coconino and Pinal Counties.

The MAC has continued its relationship with the Arizona Commanders’ Summit (ACS) to address common issues for the benefit of Arizona’s military installations and defense industry. Through this partnership, the MAC and ACS will discuss over the upcoming fiscal year how the state and the MAC can be best postured to support the military installations and missions in the state over the foreseeable future.

The MAC has also been monitoring the potential for a Base Realignment and Closure (BRAC) and threats to military installations and missions in Arizona, to include proposed force structure changes by the U.S. Air Force at Davis-Monthan AFB and the Arizona Air National Guard 162nd Wing.



COMMISSIONS & COUNCILS FUNDS ANNUAL REPORT

MILITARY INSTALLATION FUND [A.R.S. § 26-262]

The Military Installation Fund is directed by the Military Affairs Commission with DEMA providing administrative oversight. There were no funding disbursements in FY2021 for property or easement acquisitions. Forecasted activity in FY2022 will be the removal of structures on previously acquired property, funding of an updated economic impact study on military activities in the state, the transfer of \$1.25M to support construction of a new Arizona Army National Guard Readiness Center as authorized by the Legislature in Laws 2018, Chapter 278, Section 14; Laws 2021, Chapter 406, Section 1, and transfer of \$191,000 for Army National Guard Readiness Center maintenance/building renewal projects as authorized in Laws 2021, Chapter 406, Section 10.

Beginning Fund Balance: 07/01/2020	\$2,268,348
Revenues:	
	\$0
Total Funds Available	\$2,268,348
Expenditures:	
Existing Property Management Expenses	\$5,080
Property/Project Funding	\$0
Total Expenditures	\$5,080
Ending Fund Balance: 06/30/2021	\$2,263,268



DEMA ADMINISTERED FUNDS ANNUAL REPORTS

NATIONAL GUARD POSTSECONDARY EDUCATION REIMBURSEMENT PROGRAM [A.R.S. §§ 26-179, 180, 181]

The National Guard Postsecondary Education Reimbursement Program increased its reach by over 225% compared to the prior year when the program was re-stored, but participation was impacted by external factors.

Statutory requirements that applications for tuition reimbursement be received within 15 days of registration for a semester (A.R.S. § 26-180) continues to impact application submission. The economic impacts of COVID-19 has contributed to reduced school enrollment, as well as the historic level of mobilization of the Arizona National Guard to support the state's response to COVID-19 and the multiple emergency declarations over the fiscal year.

Beginning Fund Balance: 07/01/2020 **\$1,000,000**

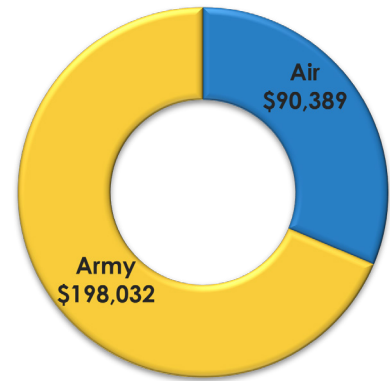
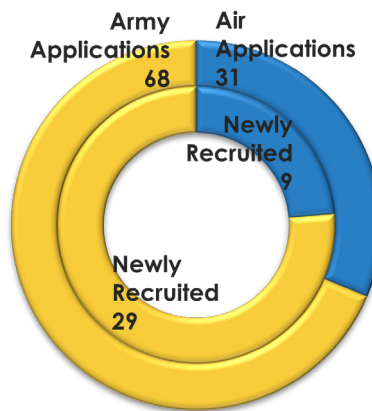
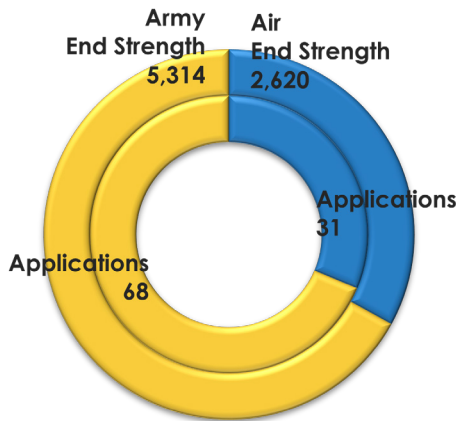
Revenues:

FY2021 Appropriation	\$1,000,000
Total Funds Available	\$1,000,000

Expenditures:

Air Guard - 31 recipients, 9 newly recruited	\$90,389
Army Guard - 68 recipients, 29 newly recruited	\$198,032
Total Expenditures	\$288,422

Ending Fund Balance: 06/30/2021 **\$711,578**



CAMP NAVAJO FUND [A.R.S. § 26-152(E)]

The Camp Navajo fund was established for the operation, maintenance, capital improvements, and personnel services necessary for the AZ National Guard to operate a regional training site and storage facility at Camp Navajo. The fund is administered by the Adjutant General and consists of monies received from storage of commodities for Department of Defense customers, primarily the U.S. Departments of the Air Force and Navy. Per various requirements, the fund cannot be used to offset any state obligation for matching federal funds, but can be used to sustain and improve Camp Navajo and state-specific AZ National Guard projects.

Beginning Fund Balance: 07/01/2019 **\$11,294,460**

Revenues:

Revenues from Operations	\$12,838,884
Total Funds Available	\$24,133,345

Expenditures:

Personal Services & ERE	\$6,470,982
Operating Expenditures	\$5,763,795
Total Expenditures	\$12,234,777

Ending Fund Balance: 06/30/2021 **\$11,898,568**

NUCLEAR EMERGENCY MANAGEMENT FUND [A.R.S. § 26-302.02]

The Nuclear Emergency Management Fund was established to develop and maintain the Arizona emergency response plan for off-site response to an accident or incident at an Arizona commercial nuclear generating station to comply with the requirements established by the United States Nuclear Regulatory Commission and Federal Emergency Management Agency. The development and maintenance of Arizona’s off-site nuclear emergency response plan is funded via an assessment levied by the Arizona State Legislature on commercial nuclear generating stations in Arizona.

“necessary to develop, maintain and support the state plan” by October 31 of each even numbered year. The FY2022 and FY2023 assessment recommendations, Laws 2021, Chapter 71, were passed by the Arizona Legislature and signed by the Governor in March 2021.

The Nuclear Emergency Management Fund is managed by the Division of Emergency Management (DEMA-EM). Per A.R.S. § 26-306.01, DEMA-EM's Director is responsible for recommending the amount

At the request of the Department of Health Services, the field monitoring activities that were inherited from the former Arizona Radiation Regulatory Agency were transferred to DEMA. Existing expertise and force structure within DEMA, to include the 91st Civil Support Team under the Joint Task Force, will leverage synergies and increase effectiveness in the state's off-site nuclear response while reducing overall cost of the program.

Agency	FY2020		FY2021		FY2022	
	Appropriation	FTEs	Appropriation	FTEs	Appropriation	FTEs
	\$2,526,277	13.88	\$2,549,792	13.88	\$2,576,291	13.88
Arizona Division of Emergency Management	\$749,000	5.5	\$1,167,392	8.5	\$1,202,414	8.5
Arizona Department of Health Services	\$789,663	5.5	-	-	-	-
Arizona Department of Agriculture	\$280,512	2.88	\$280,512	2.88	\$280,512	2.88
*Maricopa County	\$687,116	N/A	\$690,925	N/A	\$710,709	N/A
*Town of Buckeye	\$70,000	N/A	\$72,100	N/A	\$74,300	N/A

**Disbursement by DEMA*

EMAC CONTINGENCY FUND [A.R.S. § 26-401(E)]

The Emergency Management Assistance Compact (EMAC) is a mutual aid agreement among states and territories of the United States that was consented to by Congress in 1996. EMAC enables states to share resources during natural and human-caused disasters, including terrorism. Arizona adopted the compact in 2000 and was added to statute in A.R.S. § 26-402. The EMAC revolving fund was established in 2016 consisting of monies appropriated by the Legislature and monies received as reimbursement for costs incurred by this state while assisting other states with emergencies or natural disasters as prescribed in A.R.S. § 26-402, with a one-time transfer of \$300,000 from the Governor’s Emergency Fund to establish the funding that EMAC assistance could be drawn against. Monies in the fund are continuously appropriated and are exempt from the provisions of section 35-190 relating to lapsing of appropriations.

Beginning Fund Balance: 07/01/2019	\$300,000.00
Expenditures:	
California MQ IAA Crew Support	\$7,067.31
California Blackhawk Support	\$170,261.34
Total Expenditures	\$177,328.65
Reimbursements:	
California MQ IAA Crew Support	\$7,067.31
California Blackhawk Support	\$170,261.34
Total Expenditures	\$177,328.65
Ending Fund Balance: 6/30/2021	\$300,000.00
Outstanding Balance:	\$0.00

