



Arizona Department of Homeland Security

Arizona Integrated Planning System (AZIPS)
Five-Year Strategic Plan
2013 - 2018

SEPTEMBER 2012

MISSION STATEMENT

The mission of the Arizona Department of Homeland Security is to protect Arizona by providing strategic direction and access to resources that will enable all of the state's homeland security stakeholders to achieve our collective goals of:

- **Preventing terrorist attacks in Arizona**
- **Reducing Arizona's vulnerability to all critical hazards**
- **Enhancing the capacity and expertise to plan for, mitigate, respond to and recover from all critical hazards that affect the safety, well-being and economic security of Arizona**
- **Building the resiliency of Arizona**

AGENCY DESCRIPTION

The Arizona Department of Homeland Security provides strategic direction for enhancing regional capability and capacity to prevent terrorist attacks, enhance border security, reduce Arizona's vulnerability to all threats and critical hazards, mitigate and minimize the impact of threats and hazards, and further develop the ability to recover from all critical hazards that affect the safety, well-being and economic security of the citizens of Arizona.

On a daily basis, the Arizona Department of Homeland Security personnel are communicating with stakeholders in the strategic planning and utilization of homeland security grant funds. Responsibilities of the grant management and administration include grant information seminars; application development, review and process; reimbursement request processing; organize and facilitate meetings for the Regional Advisory Council, Senior Advisory Committee, Operation Stonegarden Oversight Committee, State Citizen Corps Council; complete numerous reporting requirements to include progress updates, budget status reports(federal financial report, semiannual progress report, monthly income forecasts, annual allocation and expenditure report), State Preparedness Reports, Threat Hazard Identification Risk Assessment, monitoring of stakeholders for compliance with grant guidance.

STRATEGIC ISSUES

ISSUE 1 – MAINTAINING THE SAFETY AND SECURITY OF ARIZONA’S CITIZENS WITH SIGNIFICANTLY REDUCED FUNDING - POTENTIAL IMPACT TO ARIZONA’S ENHANCEMENT OF BORDER SECURITY AND THE CAPABILITY AND CAPACITY TO PREVENT, PROTECT, MITIGATE, RESPOND TO AND RECOVER FROM TERRORIST ATTACKS AND ALL HAZARDS.

In 2001, as a result of the terrorist attacks of 9/11, the former Governor’s Office of Homeland Security and the current Arizona Department of Homeland Security have led the homeland security initiatives to ensure the safety and security of Arizona’s citizens.

There is a considerable challenge to maintain and sustain the capabilities and capacity levels achieved over the past several years with continued reductions in federal funding. One of the major elements that is key to the capability and capacity to prevent, protect, mitigate, respond to and recover from terrorist attacks and all hazards is the collaborative partnerships that have been developed and fostered through the homeland security program.

Based upon the information regarding the future of homeland security grant funds disseminated from the FEMA Administrator at a recent National Homeland Security Symposium, it is anticipated that the U. S. Department of Homeland Security grant funds will continue to diminish at a significant rate. Yet, there will be an ongoing requirement and expectation that Arizona will continue to assure border security operations are enhanced and sustained; and that the capabilities and capacity (built with Homeland Security funds) to address the ever-present and ongoing threats of terrorism, illegal border crossings, human and drug trafficking along the Arizona/Mexico border, and information-sharing among law enforcement entities (local, state, Tribal, federal) to prevent adversarial attacks are sustained.

To provide safety and security to Arizona’s citizens; the capability and capacity to conduct border security operations, maintain emergency response plans, operable and interoperable communications, and equipment to respond to acts

of terrorism or other critical hazards is a priority for the well-being of all residents. It is also imperative that training and exercise continue to maintain and sustain a capable response force.

To be a recipient of U. S. Department of Homeland Security grants, there are numerous requirements and reports that must be maintained and submitted on a quarterly and annual basis. The State Homeland Security Strategy is just one of those requirements. Additionally, the Director of the AZDOHS serves as the Homeland Security Advisor to the Governor.

The Arizona Department of Homeland Security is responsible for the development and implementation of the State Homeland Security Strategy. This guiding document is developed in coordination with stakeholders for various disciplines such as emergency management, law enforcement and fire as well as the private sector, nonprofit, civic, faith-based and volunteer organizations.

In addition, content in the document is derived from a Capabilities Assessment. The Capabilities Assessment is a comprehensive analysis and assessment of the capabilities of each county and as a region. (Arizona is divided into five Homeland Security Regions – Central, North, South, East, and West.) It also identifies strengths and vulnerabilities.

Reduced or dissipated funding has a calamitous impact on Arizona's border security operations by reducing state, local and Tribal high-visibility uniformed patrols along the Arizona/Mexico border and also affects the ability to prevent and protect Arizona's citizens from terrorism and other critical hazards. It is essential to maintain the strategic direction, capabilities and capacity to prevent, protect, mitigate, respond to and recover from an incident for the safety, well-being and economic security of Arizona.

ISSUE 2 – SUSTAINING THE VIABILITY OF THE ARIZONA DEPARTMENT OF HOMELAND SECURITY WITH DRASTICALLY REDUCED FUNDING - IMPACT TO THE ARIZONA DEPARTMENT OF HOMELAND SECURITY TO EFFECTIVELY PROVIDE HOMELAND SECURITY STRATEGIC DIRECTION, ENHANCE COLLABORATIVE EFFORTS AND ADMINISTER AND MANAGE GRANT FUNDS AWARDED TO THE STATE OF ARIZONA.

The Arizona Department of Homeland Security is the State Administrative Agency (SAA) responsible for the management and administration of the suite of grant programs available from the U. S. Department of Homeland Security.

As the SAA, there is a myriad of roles, responsibilities and reporting requirements to maintain eligibility to receive and maintain compliance with all of the grant guidance and award conditions.

Since 2007, Arizona has experienced over a 70 percent decrease in Homeland Security grant funds awarded to the State. As mentioned in Issue 1, it is anticipated that the U. S. Department of Homeland Security grant funds will continue to diminish at a significant rate.

Regardless of any reductions or the potential elimination of the grant programs, the SAA must still maintain compliance and meet all reporting requirements well after the end of a grant performance period. To further exacerbate the issue, the 2012 grant performance period has been reduced from 36 to 24 months.

While the Arizona Department of Homeland Security has made every effort to be exemplary stewards of the funds awarded to the State, the department will be severely impacted by a reduction of funds.

A reduction in funds will directly result in a reduction of current AZDOHS staffing levels. A reduction in current staffing levels obviously will affect the Department's ability to sustain the collaborative efforts that have brought together and built working relationships across the various disciplines. The collaborative relationships built have served as a cornerstone involving collective efforts to share information, leverage resources, and increase the level of prevention and response capabilities.

Reduced staffing would impede the ability to efficiently and effectively manage and administer the grant programs as well as meet all of the reporting requirements for the State and the U.S. Department of Homeland Security. Failure to maintain compliance with the reporting requirements could result in Arizona being ineligible to receive homeland security grant funds or a reimbursement being held until such time compliance is achieved.

Reimbursement requests to stakeholders would be significantly delayed thus imposing unintended budgetary consequences on local jurisdictions to be able to accept and utilize any potential grant funds that may have been awarded. Accordingly, stakeholder relationships and collaborative efforts will be affected.

Should federal homeland security grant funding cuts continue at the present rate, the overarching impact to the State of Arizona will be one which will negatively affect border security and counter-terrorism efforts. In addition, emergency management, preparedness and response efforts will also be negatively impacted as grant funding diminishes. If this trend of diminished federal homeland security grant funding were to continue, the sustainment of Arizona's current levels of security, preparedness and emergency response will prove difficult.

STRATEGIES

STRATEGY TO ADDRESS ISSUE 1 – MAINTAINING THE SAFETY AND SECURITY OF ARIZONA’S CITIZENS WITH SIGNIFICANTLY REDUCED FUNDING - POTENTIAL IMPACT TO ARIZONA’S ENHANCEMENT OF BORDER SECURITY AND THE CAPABILITY AND CAPACITY TO PREVENT, PROTECT, MITIGATE, RESPOND TO AND RECOVER FROM TERRORIST ATTACKS AND ALL HAZARDS.

The Arizona Department of Homeland Security will continue to focus on border security, maintaining and sustaining the capabilities and capacities to prevent, protect, mitigate, respond to and recover from threats or acts of terrorism and all critical hazards with the grant funds awarded to Arizona through the FFY 2012 funding cycle.

To address this issue, AZDOHS will focus on the furtherance of enhancing regional partnerships and collaborative information-sharing activities. These efforts will aid in minimizing any potential impact should leadership efforts be transitioned to another agency or assumed by the participating entities.

A general fund budget request will be submitted for FY 2014 and subsequent fiscal years to support the ongoing efforts to maintain and sustain the efforts previously described.

It is the goal of AZDOHS to manage and administer the available funds while maintaining compliance with the U.S. Department of Homeland Security National Preparedness Goal and the National Preparedness System to sustain capabilities that can be regional and federally deployed. Although deployment is coordinated through the mutual aid compacts at the local, state and regional level, the State Administrative Agency is the designated entity eligible to apply for and receive homeland security grant funds.

As federal funds diminish, state agencies and local jurisdictions will be encouraged to seek maintenance and sustainment support through their local governing body.

Annual reviews and assessments will be conducted to determine viability of staff levels to maintain ongoing department responsibility requirements with subsequent recommendations provided to the Director.

As federal grant funds diminish and limited resources are available to the Department, the Department will develop a strategic initiative to consider options to transfer or consolidate Department responsibilities to another State agency or office as well as determine the appropriate legislative action to address the applicable statutes.

STRATEGY TO ADDRESS ISSUE 2 – SUSTAINING THE VIABILITY OF THE ARIZONA DEPARTMENT OF HOMELAND SECURITY WITH DRASTICALLY REDUCED FUNDING - IMPACT TO THE ARIZONA DEPARTMENT OF HOMELAND SECURITY TO EFFECTIVELY PROVIDE HOMELAND SECURITY STRATEGIC DIRECTION, ENHANCE COLLABORATIVE EFFORTS AND ADMINISTER AND MANAGE GRANT FUNDS AWARDED TO THE STATE OF ARIZONA.

To address reduction of funding to maintain and sustain the Arizona Department of Homeland Security, the Department has and will continue to analyze and assess the internal budget.

A general fund budget request will be submitted for FY 2014 and subsequent fiscal years to support the ongoing efforts to maintain and sustain the current level of staffing.

Annual reviews and assessments will be conducted to determine viability of staff levels to maintain ongoing department responsibility requirements. As reduction in funds is experienced, reduction in force recommendations will be made to the Director accordingly.

With limited resource options, it will be extremely difficult to sustain the standards of excellence this Department has attained to be good stewards of the homeland security funds awarded to Arizona.

RESOURCE ASSUMPTIONS

| ARIZONA DEPARTMENT OF HOMELAND SECURITY RESOURCE ASSUMPTIONS 2013-2018 | | | | | | |
|---|-------------------------|-----------------------------|-----------------------------|--------------------|---------------------|---------------------|
| | FY2013 Appropriation | FY2014 Budget Request | FY2015 Budget Request | FY2016 Estimate | FY 2017 Estimate | FY 2018 Estimate |
| Full-time equivalent (FTE) Positions | 17 | 17 | 17 | 17 | 17 | 17 |
| General Fund | | | 1.9 | 1.8 | 1.8 | 2.0 |
| Other Appropriated Funds | | | | | | |
| Non- Appropriated Funds | | | | | | |
| Federal Funds | 43.7 | 23.5 | 9.6 | 16.8 | 15 | 15 |
| Total Agency Funds | \$43.7 | \$23.5 | \$11.5 | \$18.6 | \$16.8 | \$17.0 |

Amounts are in Millions

Federal Fund amounts represents AZDOHS anticipated expenditures passed-thru to other State Agencies, all fifteen counties, thirty cities towns and Indian Tribal governments through State fiscal year 2018. These figures represent funds currently available and anticipated future funding.

AZDOHS is experiencing a severe reduction in Federal funding which does not only affect pass-thru funds to those agencies, but also has a negative impact on the AZDOHS operating budget as well. AZDOHS is requesting a State general fund appropriation of \$2 million in State fiscal year 2015 and expects to continue to

request State general funds up to and including State fiscal year 2018 for operating expenditures.

Federal fiscal year 2013 funds have not yet been made available; however, AZDOHS anticipates that 2013 funding will remain in-line with 2012 funding. Unfortunately Federal fiscal year 2012 funds experienced a 49% decrease from Federal fiscal year 2011 amounts and a 67% decrease from 2010 funding levels. Current economic conditions show that funding will continue to decline and that AZDOHS and the State will experience a continued decrease in funding.