

Statewide Vision: An Arizona for everyone. (Same for everyone).

Agency Vision : The nation’s premier agency capable of responding to local, state, and federal missions.

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

Agency Description: The Arizona Department of Emergency and Military Affairs (DEMA) is administered and controlled by the Governor and headed by the Adjutant General as Military Chief of Staff and agency Director. The Department consists of the Army National Guard, Air National Guard, Joint Task Force-AZ, Division of Emergency Management, and Division of Administrative Services. Collectively these five components provide trained military and emergency management professionals to respond to state and federal demands.

Resource Assumptions: Enter Full-time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED)). *Includes three years with actuals reflected for first year and approved for second and third year.*

FY	FTEs	Funding:	GF	AF	NAF	FED	Total
23	430	\$407,643,300	\$12,171,000	\$119,411,200	\$195,038,300	\$81,022,800	\$407,643,300
24	420	\$410,621,800	\$21,198,700	\$2,113,500	\$229,984,4	\$157,334,200	\$410,624,800
25	470	\$191,506,500	\$19,522,500	\$2,176,000	\$12,473,80	\$157,334,200	\$191,506,500

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary: DEMA is the only state agency directly controlled by the Governor per state constitution and statute. DEMA ensures the state’s military forces and emergency management capabilities are ready and able to respond to state or federal missions at a moment’s notice. DEMA continues to be the proven choice for the warfight, the first choice for homeland response, and the enduring choice for fostering strong partnerships both at home and abroad.

To maintain these capabilities, DEMA’s strategic plan focuses on manning and developing the military and civilian workforce, sustaining the readiness-generating infrastructure, and. improving the state’s ability to jointly respond to state emergencies and federal requirements. While providing an opportunity for Arizonans to serve their state/country closer to home, this fosters a collective commitment to public service and good citizenship

The challenges in achieving these goals include recruiting and retaining service members and civilians in a robust economy. Competition for the same talent comes from other entities (e.g. the active-duty Armed Forces, other states’ National Guards, and the public and private sectors) that often provide better incentives/benefits than DEMA. To more effectively staff and develop the agency, additional state investment in infrastructure and human capital is necessary.

Department of Emergency & Military Affairs

FY 2025 -2029 Strategic Plan

Summary of 5-Year Agency Outcomes

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Increase Talent Management Effectiveness: <i>DEMA will increase current 92.90% talent management to over 95%, across all DEMA branches within the next five years by June 2029.</i>	2024		<ol style="list-style-type: none"> 1) Pursuing funding for educational training and certification opportunities. 2) Promote state and federal tuition reimbursement programs. 3) Implement resilience and intervention programs with future opportunities for greater use of technology.
2	Enhance Technology Response Capabilities: <i>DEMA will reduce the average time to provide reimbursement funding to impacted communities from 14 months to 4.5 months by June 2029.</i>	2024	<p>Affordable and Thriving Economy</p> <p>Putting Money in Arizonans' Pockets</p>	<ol style="list-style-type: none"> 1) Plan for IT network redundancy evaluation. 2) Transiting to new online emergency management grants management software, awaiting ADOA response (Form Frenzy).
3	Strengthen Organizational Agility and Community Resilience: <i>DEMA will increase its organizational agility by increasing our average monthly engagements over the next 5 years.</i>	2024	<p>Public Safety, Border Security, and Corrections</p> <p>Coordinate for a Humane and Orderly Border Response</p>	<ol style="list-style-type: none"> 1) Pursue law enforcement partnerships with a stronger drug focus to increase illicit drug seizures. 2) Resilient communities and systems to ensure communities can rapidly adapt to disruptions without devolving into crisis. 3) Cyber Joint Task Force (CJTF) to expedite response time in cyber-attacks through proactive memorandum of agreement (MOA) approvals with state, local, and tribal stakeholders.
4	Meet Federal Objectives to Secure Commitments for Future Missions: <i>DEMA will secure a minimum of three strategic commitments to align future missions with state and national needs by June 2029.</i>	2024	Public Safety, Border Security, and Corrections	<p>Our focus areas to secure future missions will be:</p> <ol style="list-style-type: none"> 1) Air National Guard (ANG) 2) Army National Guard (ARNG) 3) CJTF
5	Enhance Infrastructure Response Capabilities: <i>DEMA will complete two critical infrastructure projects by June 2029.</i>	2024	Public Safety, Border Security, and Corrections	<ol style="list-style-type: none"> 1) Working to secure funding for the State Emergency Management Center (SEOC) construction project. 2) SE AZ Regional Readiness Center. 3) Begin biological and archaeological surveys for Surprise RC. 4) 162nd Wing pending land transfer for main gate expansion. 5) 162nd/214th UAS move to Davis Monthan.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1. Increase Talent Management Effectiveness	1a. Breakthrough Objective – By the end of June 2025 we will establish a baseline for the percentage of employees that are utilizing the Lifescore app daily.	1b. % of staff using the Lifescore app.	1c. Conduct workshops and webinars to educate employees about the app’s features, benefits, and how to use it effectively.
2. Enhance Technology Response Capabilities	2a. The new EM Grant System will be operational by June 2025.	2b. % of EM Grant project milestones complete.	2c. <ul style="list-style-type: none"> Implement new EM grants software and adopt form frenzy. Facilitate on-time project completion by improving associated Grants Management forms.
3. Strengthen Organizational Agility and Community Resilience Community Resilience	3a. Increase the average number of monthly engagements with the community by 50% by June 2025.	3b. # of monthly community engagements per section.	3c. <ul style="list-style-type: none"> Increase community education and awareness of Arizona’s threats through online courses, training classes, and social media campaigns. Bolster and build inter-agency partnerships w/civil authorities.
4. Meet Federal Objectives to Secure Commitments for Future Missions	4a. Make a minimum of 24 relevant engagements with the Arizona Congressional Delegation (CODEL) and Department of Defense (DoD) officials by June 2025.	4b. # of relevant engagements with CODEL members or their staff and DoD officials.	4c. Engagements will include information memos, tours, and quarterly meetings with the CODEL, their staff, and DoD officials to update them on the status of our future missions.
5. Enhance Infrastructure Response Capabilities	5a. Secure federal funding to begin construction of State Emergency Operations Center by June 2025.	5b. # of federal dollars received.	5c. We will apply for Congressionally Directed Spending Requests via the Congress Emergency Operations Center Grant Program and other potential federal funding grant programs.

Stakeholder Engagement Plan: Provide a summary of what stakeholders were involved and how. You should have a more detailed stakeholder engagement plan for the agency.

Internal: Each DEMA division leader and their chief of staff were engaged and worked together in the development of the agency’s strategic plan. The Emergency Management Director held employee town halls to share and receive feedback on the proposed plan from State employees.

External: The agency shared and solicited feedback on the drafted plan with external emergency response partners to include county and tribal directors.

Communication Plan: Provide a summary of how this strategic plan will be communicated to stakeholders. You should have a more detailed communication plan for the agency.

Internal: Once approved TAG will communicate the strategic plan to the entire DEMA organization (federal & state). DEMA division leaders will communicate the plan to their organizations. Quarterly, TAG and the Senior leadership team will communicate the performance of strategic plan to the DEMA organization.

External: The DEMA Emergency Management Director will continue to communicate the FY25 strategic plan and progress to our external emergency response and tribal partners.

