

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

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

Agency Description: The Arizona Department of Emergency and Military Affairs (DEMA) is administered and controlled by the Governor and headed by the Adjutant General as Military Chief of Staff and agency Director.

The Department consists of the Army National Guard, Air National Guard, Joint Task Force-AZ, Division of Emergency Management, and Division of Administrative Services. Collectively these components provide military and emergency management capabilities and services to the citizens of Arizona in three distinct levels: community, state, and federal.

These components utilize state and federal resources to perform homeland defense and emergency management activities to protect the citizens of Arizona, provide trained military units in support of civil authorities for domestic emergencies, and support federal combatant commanders for national defense and homeland security missions.

Executive Summary: DEMA is the only state agency directly controlled by the Governor per state constitution and statute. DEMA 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 our Arizona National Guard and civilian workforce, sustaining our readiness-generating infrastructure, improving the state’s ability to jointly respond to disaster, and further integrating National Guard capabilities into state government to support the Governor and our public safety partners. Our efforts and desire for growth encompass a commitment to more effectively serve domestic and international missions, as well as increase opportunities for Arizonans to serve their state/country closer to home as a way to strengthen a collective commitment to public service and good citizenship.

The challenges we face in achieving our goals include recruiting and retaining Citizen Soldiers and Airmen as well as our civilian workforce in a robust economy with competition for the same talent coming from other entities (federal Armed Forces, other states’ National Guards, and the public and private sectors) which often provide better incentives/benefits than we are currently able to offer. To more effectively staff and develop the agency, we will need to make progress in additional state investment in infrastructure and human capital.

Summary of Multi-Year Strategic Priorities			
#	Five Year Strategy	Start Year	Progress / Successes
1	Advance state all-hazard response to planned and unplanned events	2018	Supported partners dealing with border-related impacts and planned events. Managed \$544M for the southern border crisis that includes coordinating bus, barrier, health, safety, and anti-human trafficking initiatives. Submitted \$250M in mitigation grant applications to strengthen resiliency efforts statewide. Tested, trained and implemented both the Arizona Qualification System and Resource Inventory Dashboard.
2	Build a ready and able force of soldiers, airmen, and civilians to support state missions and federal contingency operations	2018	Army NG: 94.3% of authorized end-strength Air NG: 97.5% of authorized end-strength; 96% retention rate; 85% assigned fully qualified pilots; flying hours execution on target. Implemented Resiliency Program training.
3	Enhance Public Safety through further integration of DEMA resources into state government	2018	JTF-AZ: Provided cyber vulnerability scans to 21 state agencies and responded to 2 cyber Incidents. CDTF’s Drug Demand Reduction and Outreach received 2022 National Guard DDRO Program of the Year. CDTF contributed to a 1,357% increase in fentanyl seizures from FY19-FY22 and added 3 new supported agencies.
4	Secure additional mission sets relevant to state and national needs	2019	ARNG: Activated 48 th Ordnance Group, the only EOD Group in the National Guard. 161ARW: Lease extended to 2058; statement of understanding signed by City of Phoenix; awaiting KC-46 basing decision. 162WG: F-16 Block 70 FMS Training at HAF for decision; MSA land acquired, potential FY24 congressional add; Main gate land acquisition 60% complete/construction award projected FY24 JTF-AZ: Arizona awarded Oman as second State Partnership Program partner.

Strategy #	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
1	Develop capabilities related to physical infrastructure and technology to prepare for and respond to emergencies in Arizona.	<ul style="list-style-type: none"> Percent completion of construction of new State Emergency Operations Center (SEOC) Percent completion of statewide evacuation mapping and AQS credentialing of DEMA staff Avg days to distribute Border Security Fund 	<ul style="list-style-type: none"> Award SEOC architectural and pre-construction services, break ground Q4 2023. Testing, training, and implementation phases continue for WebEOC. Develop a budget plan to meet demand and statutory requirements to strengthen the emergency management program. Continue to support partners dealing with border-related impacts.
2	<p>Uniformed Members: Army National Guard (ARNG): Meet or exceed 100% end-strength goal. Complete DoD objectives for ARNG Readiness Center construction Grow ARNG aviation opportunities</p>	<ul style="list-style-type: none"> End-strength percent Percent of Southeastern Arizona Regional Readiness Center construction milestones completed on time Percent of Surprise Readiness Center construction milestones completed on time Percent completion of Public/Private Partnership to support aviation opportunities 	<ul style="list-style-type: none"> Implement changes to federal Retention Incentives Program and continue publicizing the State Tuition Reimbursement program to improve end-strength. Secure Additional Force Structure to include additional aviation capacity. Contracts in place to upgrade all training ranges at Camp Navajo and FMR. Ground-breaking ceremony scheduled October 2023 for SE AZ Regional Readiness Center. Select Design-Build Team and ensure construction contract in place for Surprise Readiness Center by January 2024.
	<p>Air National Guard (ANG): Meet 100% end-strength goal and maintain retention rates. Incorporate innovative ideas to maximize resources. Ensure Mission Readiness.</p>	<ul style="list-style-type: none"> End-strength and retention percent Flying hours Effective Manning Unit Effectiveness Inspection/Self-Assessment Rating 	<ul style="list-style-type: none"> ANG: Execute 100% allocated flying hours by 1 Sept. 161ARW: Embed the US Air Force AIM and WEAR national recruiting program initiatives with our local recruiting office; Proactive collaboration w/ NGB to ensure appropriate resources to support Southwest Region AETC refueling requests. 162WG: Target recruitment of critical career fields; address full-time vacancies through HRO efficiencies. Actively recruit DM Reserve personnel as A-10 unit expected to draw down CY24.
	<p>All Members: Implement Resiliency Program.</p>	<ul style="list-style-type: none"> Percent of course completion by members (<i>Breakthrough Project</i>) 	<ul style="list-style-type: none"> Refine resiliency & wellness course curriculum. Provide trainings for members throughout the year and around the state.
3	<p>Joint Task Force-AZ (JTF-AZ): Maximize support to stakeholders and partner agencies. <i>Cyber Joint Task Force (CJTF)</i> <i>Counterdrug Task Force (CDTF)</i> <i>91st Civil Support Team (CST)</i></p>	<ul style="list-style-type: none"> CJTF: Increase Vulnerability Assessments CDTF: Number of engagements to reduce drug demand CDTF: Seizure amount for the top three drug threats in the State of Arizona CST: Readiness and inter-agency partnerships for Defense Support of Civil Authorities (DSCA) 	<p>CJTF: Build CJTF relationships with AZ agencies. Participate in state cyber exercises. Support AZDOHS and ADOA initiatives to improve cyber security.</p> <p>CDTF: Focus prevention efforts on communities identified as highest needs based on drug risk. Strengthen relationships with LEAs who focus on drug network and drug trafficking organizations.</p> <p>CST: Strengthen and build inter-agency partnerships w/ civil authorities and regional partners to educate and strengthen combined response capabilities. Conduct planning and provide CST support at planned events ISO civil authorities.</p>
4	Secure steps and commitments for future missions relevant to state and national needs.	<p>ANG 162WG percent completion of:</p> <ul style="list-style-type: none"> Main Gate land acquisition/construction MSA land acquisition/design 	<p>161ARW: Seek additional KC-135s to support regional refueling need; KC-46 basing.</p> <p>162WG: Explore options to secure 4.5/5th Generation fighter pilot training; move 214ATKG Launch/Recovery element to Davis-Monthan AFB to meet increased ops tempo requirements, transition MQ-9 to Blk 5 to meet future ATLC/SLR capability.</p> <p>ARNG: Continue to complete requisite work for new mission sets.</p> <p>JTF-AZ: Continue implementation of SPP w/ Oman, to include AZ signing ceremony.</p>