

PROGRAM FACT SHEET

Department of Emergency and Military Affairs

Services:

The Department of Emergency and Military Affairs, established in 1972 and directed by the Adjutant General, is responsible for protecting and defending Arizona's citizens' peace, health, and safety. The Department has both emergency management and military responsibilities.

The Department helps state, county, or local agencies prepare for and respond to disasters in an effort to reduce the impact they have on persons and property.

This includes maintaining the State Emergency Response and Recovery Plan (a plan that coordinates the State's activities during a state-declared emergency), conducting exercises to test the Plan, providing training on emergency management topics, coordinating the State's emergency response, and helping communities obtain federal funding to restore structures to pre-disaster status or mitigate the impact of future disasters.

The Department also supports the activities of the approximately 7,000 men and women currently serving in Arizona's Air and Army National Guard (Arizona's part of the reserve component of the U.S. Air Force and Army). In addition, the Department maintains the Camp Navajo training and storage facility near Flagstaff, Arizona. Finally, the Department also operates the Project Challege Program, a nationally affiliated military-style program for at-risk men and women between the ages of 16 and 18 who wish to obtain a high school equivalency degree.

Personnel:

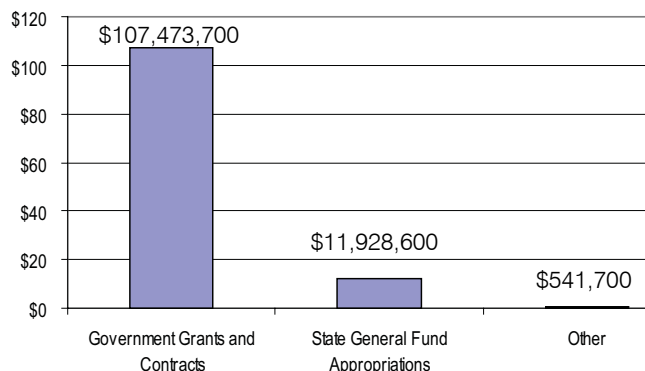
The Department reports that it is authorized to have 123.1 full-time equivalent positions, and 12 of these positions were vacant as of February 2004.

Facilities and equipment:

The Department determined the approximate cost of its assets to be more than \$75 million as of July 4, 2003, including buildings, land, equipment, and vehicles. For example, the Department owns its state headquarters building located at 5636 E. McDowell Road in Phoenix, Arizona, and other items, such as 31 armories, GPS systems, and radio transceivers. In addition to state-owned assets, the Department leases property and vehicles such as modular buildings, an aircraft hangar, and some vans. According to the Department, its cost for leasing property and equipment was as much as \$20,577 per month during fiscal year 2003.

Program revenue:

\$119,944,000 (fiscal year 2004, estimated)



Mission:

To promote, protect, and defend the health, safety, peace, and quality of life of the citizens of our communities, state, and nation.

Program goals:

The Department has established the following eight goals:

1. To provide for state-wide compliance with the Disaster Mitigation Act of 2000.
2. To increase local emergency response and recovery capability through planning, training, and exercising assistance, to include terrorist acts and WMD capability where appropriate.
3. To reduce human suffering during disasters and enhance recovery after disaster strikes.
4. To establish communications capacity throughout Arizona where the first responder and emergency management communities have interoperable communications.
5. To prevent unauthorized access to Division's IT network.
6. To attract and retain quality employees.
7. To provide quality service and products to external customers.
8. To effectively and efficiently expend state and federal funds.

Adequacy of goals and performance measures:

The Department's goals are generally aligned with its mission, and the Department has established performance measures for its main functions. The Department has also updated its goals to include a focus on domestic preparedness for terrorism and weapons of mass destruction (WMD) incidents. Finally, the Department's efforts to develop a State Hazard Mitigation Plan and support the development of similar plans for local communities are also reflected in its goals and measurements.

Although the Department has established performance measures for its main functional areas, the Department should establish a performance measure that evaluates its efforts to implement recommendations made in "after-action reports." An after-action report analyzes the response and coordination efforts after a state disaster has occurred, and identifies areas where improvements are needed. The Department's 2004 Strategic Plan has no performance measures dealing with after-action reports, and as indicated in Finding 1 of this report (see pages 14 through 17), the Department has not consistently produced these after-action reports.

The Department has established a performance measure to evaluate external customer satisfaction with the service and products it provides. While the Department has developed a customer service survey mechanism, it has not consistently analyzed and reported these survey results. Therefore, the Department should ensure that it annually analyzes the data from this important mechanism.

Source: Auditor General staff compilation of the Department's unaudited revenue estimates for the year ending June 30, 2004, information contained within its Strategic Plan, and other information provided by the Department.