

Vision: To be the national model in providing state-level law enforcement services.

Mission: To provide public safety to the state of Arizona.

Agency Description: The Department enforces state law with the primary responsibility in the areas of traffic safety, criminal interdiction, narcotics, organized crime, auto theft and regulatory functions.

Services include border security, criminal intelligence, scientific analysis, air rescue, criminal information systems, training and statewide communications.

Operational and technical assistance is provided to local and state agencies and other components of the criminal justice community.

The Department also promotes and enhances the quality of public safety through cooperative enforcement and community awareness programs.

Executive Summary: The Department's strategic plan aligns with Governor Ducey's priorities of protecting our communities and lands allowing Arizonans to safely roam, work and play; creating a 21st century economy through innovation and modernization of technologies; and investing in the prosperity of its people.

The Department continues its efforts to improve traffic safety and keep traffic flowing on Arizona's highways allowing people and commerce to keep moving and strives to rid neighborhoods of gangs. The Department will target its efforts through the application of training, enforcement and availability improvement measures.

The Department will leverage modern technology and Arizona Management System fundamentals to reduce scientific analysis service backlogs and improve radio communications systems, web-based systems and platforms allowing the Department and public to conduct business more efficiently.

The Department believes in strengthening its positive community relationships by working in cooperation with community members and employing technology to help improve transparency.

The State and Department benefits from a diverse, dedicated and qualified workforce and will make investments in improving employee health and diversity.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Improve public safety in Arizona.	2019	<ul style="list-style-type: none"> Tactical Diversion Unit conducted 25 major investigations exceeding their goal of 4 to combat the over prescription of opioids. Achieved 24-hour trooper coverage in Cochise county. The Border Strike Force made record methamphetamine and fentanyl seizures. Implemented ground and air-based collision investigation technology as Phase 1 to reduce roadway clearance times.
2	Improve service delivery and value to internal and external customers.	2019	<ul style="list-style-type: none"> Electronic fingerprint application system went live to 2,000 government and non-profit users. Applicant clearance card and licensing went live on the new Public Services Portal allowing electronic submission/payment. ACJIS system replacement was fully implemented. The backlog of records requiring purging under retention schedules is significantly ahead of target. Completed the land-mobile radio digital-trunk system master site upgrade.
3	Invest in building highly engaged and valued employees.	2020	<ul style="list-style-type: none"> Replaced an additional 8 remote trooper homes for a total of 16 replaced in the last two years substantially improving the lives of troopers and their families.
4	Enhance community engagement.	2021	<ul style="list-style-type: none"> Fully implemented a community advisory board. Progress in the testing and evaluation phases of body-worn cameras; a community board recommendation.

Strategy #	FY22 Annual Objectives	Objective Metrics	Annual Initiatives
1	Improve traffic management and enforcement.	<ul style="list-style-type: none"> Average roadway clearance times. Percentage eligible troopers certified in HGN, ARIDE, DRE and phlebotomy DUI staffing model. Number of enforcement details. 	<ul style="list-style-type: none"> Reduction based on the 28-day division average. Develop and implement six regional advanced DUI skills training courses. Implement bi-weekly collision, wrong-way, wireless device, and DUI enforcement operational focus beats.
1	Improve the quality of life in Arizona's neighborhoods.	<ul style="list-style-type: none"> Percentage of gang member identification cards. Number of gang member arrests. 	<ul style="list-style-type: none"> Conduct intelligence-driven enforcement operations targeting gangs involved in criminal activity resulting in arrests and/or identifications. Bring more agencies into the gang task force.
1,2	Increase aviation availability for law enforcement and search/rescue missions.	<ul style="list-style-type: none"> Average annual increase of availability. 	<ul style="list-style-type: none"> Study efficiency in maintenance cycles and procedures. Fill pilot, paramedic and technician vacancies. Look at contracted solutions.
2	Implement planning and processing for North Loop Microwave replacement project.	<ul style="list-style-type: none"> Percentage of permit applications tracked quarterly. 	<ul style="list-style-type: none"> Track 1/3 of the 32 submitted permit applications quarterly. Submit North Loop Microwave Replacement Project Annual report by end of FY22.
2	Reduce the total scientific analysis backlog.	<ul style="list-style-type: none"> Number of backlogged controlled substances and toxicology cases. 	<ul style="list-style-type: none"> Implement field test workflow for controlled substances by end of Q2. Implement LC/QTOF methodology for one-step toxicology by end of Q2.
2	Migrate the legacy mainframe programs to an enterprise (web-based) platform.	<ul style="list-style-type: none"> Percentage of programs migrated or removed from the mainframe. 	<ul style="list-style-type: none"> Conduct monthly review of migration projects statuses. 100% migration by end of FY22. Replace 100% of programs not being migrated.
3	Improve the physical training, fitness and health of employees.	<ul style="list-style-type: none"> Percentage of training center completion. 	<ul style="list-style-type: none"> Construct a physical training and fitness center. Establish milestones/identify stakeholders and develop plan/structure/funding. Move from design to construction in July 2021.
3,4	Continue the development of a diverse workforce.	<ul style="list-style-type: none"> Number of recruiting events. 	<ul style="list-style-type: none"> Conduct or attend recruiting events at least one per month. Use community outreach group feedback and other studies to pinpoint recruiting.
4	Enhance law enforcement transparency. A3 Breakthrough.	<ul style="list-style-type: none"> Percentage of body-worn camera program implemented. 	<ul style="list-style-type: none"> Vendor selection and evaluation. Procure funding. Purchase and issue equipment. Develop redaction and records services.