

Statewide Vision: An Arizona for everyone.

Agency Vision : To help build an Arizona where everyone feels safe and secure as a national model in providing state-level law enforcement services.

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

Agency Description: The Department enforces state law with primary responsibilities in the areas of state-level policing, highway/freeway/interstate traffic safety, criminal interdiction, narcotics, organized crime, auto theft, commercial vehicle enforcement, sex offender monitoring and licensing & permitting functions.

Services include criminal intelligence information sharing, gang enforcement, threat analysis, scientific analysis, air rescue, critical incident investigations, criminal information systems and records, training and statewide radio/data 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.

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 Types:				Total
		GF	AF	NAF	FED*	
23	2,074.2	\$364,162,500	\$82,444,000	\$117,076,200	\$74,976,000	\$563,682,700
24	2,105.7	\$366,140,600	\$78,359,100	\$84,530,400	\$49,701,200	\$529,030,100
25	2,167.7	\$262,246,500	\$76,741,400	\$111,575,900	\$68,106,100	\$450,563,800 ¹

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

¹Preliminary subject to the publication of the Joint Legislative Committee's FY25 Appropriations Report.

Executive Summary:

The strategic plan represents the Department's commitment to its core mission and vision of creating a safe and secure Arizona and setting a national standard for state-level law enforcement. This involves focusing on the Governor's initiative for professional development, retention, and recruitment to strengthen and unify our state troopers and professional staff, challenging the status quo and each other in pursuit of public safety.

Furthermore, the Department is committed to implementing initiatives set forth by the Governor to address emerging law enforcement needs in critical areas of highway and public safety. This will involve partnering with other agencies along the southern border and throughout the state to interdict the trafficking of fentanyl, provide analytical assistance, combat human and firearm trafficking on our highways, and offer technical and operational support to other criminal justice agencies.

The Department will invest in its threat liaison officer and threat vulnerability assessment programs. These initiatives are designed to enhance information sharing between agencies and educate public and private entities about services that can protect Arizona's critical infrastructure from potential future attacks. This proactive approach displays our commitment to ensuring the safety and security of our state.

The Department will continue to provide quality, reliable, and respectful service to Arizona's citizens while being vigilant in enforcing the state's laws.

Summary of 5-Year Agency Outcomes (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome	Progress / Status
1	By June 2029, improve the licensing & permitting customer survey positive results by 20%. Metric: Percentage improvement of positive responses.	Fiscal (FY) 2025	Affordable & Thriving Economy – Money in people’s pockets.	New Outcome: The Department aims to improve the licensing and permitting experience including process times by developing a customer service survey for this area. The survey will assess progress on this outcome.
2	By June 2029, establish a coordinated response with law enforcement partners to reduce human and drug trafficking in communities within 100 km ¹ of the southern border. Metric: 5% reduction of human and drug trafficking-related crimes in southern border towns.	FY2025	Border Security – Establish a coordinated response for a safe and humane border by continued strategic investment in border communities by 2026.	New Outcome: The Department aims to improve communication and coordination with other law enforcement partners along the southern border and provide public education to support communities in reducing human and drug trafficking. ¹ Kilometers (km) is based on Interstate 19 (north/south) distance markers for reference to draw a horizontal (east/west) delineation line across the state.
3	By June 2029, reduce by 5% the reported National Incident Based Reporting System (NIBRS) rate of violent crimes where a firearm was used in the crime. Metric: Reduction in firearm-related crimes reported in NIBRS using the Federal Bureau of Investigation definition of violent crime.	FY2025	Public Safety – Creating safer Arizona communities by reducing violent crime by 5% by 2030.	New Outcome: The Department will use NIBRS to track violent crimes where firearms are used.
4	By June 2029, increase by 5% the intelligence capacity of partnership stakeholders to combat large-scale threats to critical infrastructure. Metric: Percentage improvement of capacity and outreach.	FY2025	Public Safety – Creating safer Arizona communities by reducing violent crime by 5% by 2030.	New Outcome: The Department aims to increase the number of personnel that specialize in these areas and provide education to those entities that are at risk of threat.
5	By June 2029, realize (or enact) 75% of the multi-faceted components in the Department’s staffing, hiring and retention master plan. Metric: Percentage of the master plan realized (or enacted).	FY2025	Affordable & Thriving Economy – Growing Arizona’s workforce.	New Outcome: Continue to assess and develop strategies to address critical shortages and needs in department staffing.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	1.1 By June 30, 2025, use survey results to develop an action plan for FY26. 1.2 By June 30, 2025, improve the Applicant Processing Team’s background check completion timeframe from 30 to 15 days for applicants with no criminal history.	1.1 Percentage completed. 100% 1.2 Number of days. 15	Conduct content workgroup and information technology (IT) design coordination meetings; build the survey; coordinate with IT for distribution; distribute the survey; coordinate with community/industry advisory groups for survey awareness; analyze survey results; create FY26 action plan. Implement artificial intelligence to process paper applications and upgrade the computer system/infrastructure for overall processing.
2	2.1 By June 30, 2025, meet 75% of the initiative indices that contribute to the objective. 2.2 By June 30, 2025, increase the number of public education announcements from two to four targeting human and drug trafficking in southern border communities.	2.1 Percentage of indices completed. 75% 2.2. Number of public education announcements released. 4	Indices: Develop a fentanyl dashboard (project); conduct quarterly highway interdiction details (project); distribute and install Regional Information Sharing System network currency tracking program (project); continue covert drug investigations (output); gang members identified and arrested (output); continue organized crime and gang investigations (output). Coordination with Public Affairs to produce educational material; baseline incoming public tips/leads to measure future impact.
3	3.1 By June 30, 2025, establish a best-practices filing protocol for violent crimes involving firearms with each county. (A3 Breakthrough) 3.2 By June 30, 2025, decrease by 5% the turnaround time for National Integrated Ballistic Information Network (NIBIN) testing.	3.1 Number of counties completed. 15 3.2 Percentage decrease. 5%	Conduct collaborative meetings with the county attorneys; develop training products as each county is completed; conduct trooper training when each training product is ready; baseline turndown rate to measure future impact. Provide NIBIN procedures training (weapons safety checks, deoxyribonucleic acid (DNA) swabbing, casing collection and reporting); baseline current NIBIN turnaround time using data from previous years to measure future impact.
4 (Continued on Page 4.)	4.1 By June 30, 2025, complete an effectiveness assessment of the overall threat liaison officer (TLO) program statewide. 4.2 By June 30, 2025, complete an effectiveness assessment of the overall (cont'd next page)	4.1 Percentage complete. 100% 4.2 Percentage complete. 100%	Identify all trained TLOs and threat vulnerability assessments (TVAs) statewide, identify all actively working TLOs and TVAs statewide, identify statewide needs for both the Department and law enforcement partners.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
4 (Continued from Page 3.)	<p>4.2 (cont'd) threat vulnerability assessment (TVA) program statewide.</p> <p>4.3 By June 30, 2025, increase the number of educational outreach events to promote DPS TVA services from four to six.</p>	4.3 Number of events. 6	Identify new stakeholder and/or events to attend to promote services; contact and/or schedule with stakeholder or event; staff the service with TLOs and TVAs to conduct the outreach.
5	5.3 By June 15, 2025, fully develop and finalize the plan for implementation in FY26.	5.3 Percentage complete. 100%	Conduct planning and development meetings with internal and external stakeholders; conduct a classification and compensation audit; complete an internal recruiting and retention survey; review and analyze marketing and social media data; review and analyze separation data.

Stakeholder Engagement Plan (Summary) :

- Internal:** Outcome 1, internal meetings with applicant teams and information technology teams.
 Outcome 2, internal units including K9, narcotics, commercial vehicles and highway patrol through meetings and expectations.
 Outcome 3, internal detectives through expectations briefings.
 Outcome 4, to TLO, TVA staff through expectations briefings.
 Outcome 5, identify liaisons in each division to participate in working group meetings and leadership briefings.
- External:** Outcome 1, community and industry through the survey and online information.
 Outcome 2, law enforcement agencies within the defined southern border area and the community via social media.
 Outcome 3, county prosecutors through meetings.
 Outcome 4, through partnerships with participating law enforcement agencies and the private sector via outreach activity.
 Outcome 5, Governor’s Office, Arizona Department of Administration for research (reports, statistics, documents) and review/approval.

Communication Plan (Summary):

- Internal:** Outcome 1, licensing and permitting employees participation during development and through public survey distribution.
 Outcome 2, conduct workgroup operational briefings on expectations and outcomes, information/intelligence sharing.
 Outcome 3, conduct workgroup meetings to set expectations and deliverables.
 Outcome 4, conduct TVA/TLO workgroup meetings/training.
 Outcome 5, workgroup electronic messaging, meetings in-person and via teleconference platforms.
- External:** Outcome 1, enhancement to the Public Services Portal stating there is a survey once the customer is finished with their transaction.
 Outcome 2, conduct meetings with law enforcement partners to obtain feedback, support and participation and outcome reporting.
 Outcome 3, reach out to prosecutors to meet in-person or via teleconference to collaborate on best practices.
 Outcome 4, attend public safety events to promote and actively reach out to introduce the Department to new entities with critical infrastructure.
 Outcome 5, direct communication and reach out via electronic means and/or in-person and through meetings.