



**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 Arizona.

**Agency Description:** The Department enforces state law with primary responsibilities of state-level policing, highway 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.

	<u>FY</u>	<u>FTEs</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
<b>Resource Assumptions:</b> Enter Full-time Employees (FTEs) and funding data by type (e.g. General fund (GF), appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). <i>Include actuals for FY24 and approved for FYs 25 &amp; 26</i>	24	2,361.0	\$292,859.5	\$69,471.7	\$102,013.5	\$49,701,200	\$464,344.7
	25	2,426.5	\$264,461.1	\$80,263.0	\$152,304.3	\$68,106,100	\$497,028.4
*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.	26	2,450.5	\$296,200.0	\$93,797.4	\$113,924.8	\$62,191.7	\$503,922.4

**Progress Summary:**

In FY25, we achieved our objective to improve criminal case filings involving a firearm with county prosecutors. After evaluating ballistic forensic testing in FY25, we will work to improve the abilities of our forensic team to analyze and report case entries into the national database. We completed statewide threat assessments in FY25 and identified improved training for new instructors. In FY26 we will continue outreach to add new partners utilizing the assessment. Further, we completed our hiring and retention plan in FY25 and will implement a portion of that plan in FY26 through systematic review and revision of outdated job descriptions in an effort to retain current staff and attract new employees with contemporary knowledge, skills, and abilities.

In FY26, the Department will focus on the outcomes listed in this document to drive impact towards public safety. First, we will prioritize our licensing and permit computerized systems and policy upgrades to help reduce the time it takes customers to receive credentials. Additionally, we will continue to seek customer feedback through surveys and evaluate opportunities for continued improvement. We will continue our steadfast commitment to making Arizona safer through our efforts to reduce crime with a focus on human and drug trafficking, criminal gang activity and enhanced information sharing with our law enforcement partners.



# Department of Public Safety (DPS)

## 2025-2029 Strategic Plan

#	Agency Five-Year Outcomes	Start Year	Statewide Strategic/ Operational Priority	Status / Progress
1	By June 2029, achieve and maintain a licensing & fingerprint checks customer average satisfaction score of at least 85%. Metric: Percentage improvement of positive responses.	Fiscal (FY) 2025	Affordable & Thriving Economy - Quality Jobs	In FY25, customer satisfaction surveys were sent to a random sample of customers establishing an aggregate average score of 84%. We also achieved our annual goal to decrease background check completion time from an average of 30 days to 4 days.
2	By June 2029, establish a coordinated response with law enforcement partners to reduce human and drug trafficking across Arizona by 5%. Metric: Reduction of human and drug trafficking-related crimes.	FY 2025	Border Security	We achieved our annual goals of installing the currency tracking program and the publishing of public safety announcements. Criminal investigations and details will continue.
3	By June 2029, reduce the number of violent firearm-related crimes reported in the National Incident Based Reporting System (NIBRS) to 5%. Metric: Reduction in firearm-related crimes reported in NIBRS using the Federal Bureau of Investigation definition of violent crime.	FY 2025	Public Safety - Reduced Crime	All 15 counties were collaborated with and a baseline for case submittals was established. We have established a baseline of 13 days given the number of forensic science technicians (FST) with split duties assigned.
4	By June 2029, improve by 5% the intelligence capacity of DPS and partnership stakeholders as identified in the large-scale threat to critical infrastructure program assessments completed in FY25. Metric: Percentage of improvement of capacity, service and outreach.	FY 2025	Public Safety - Emergency Readiness	In FY25, the Threat Liaison Officer (TLO) and Threat Vulnerability Assessment (TVA) program assessments were completed. In future years, the information developed in the assessments will be used to set new objectives, identify new partners, improve service delivery and create growth in the programs.
5	By June 2029, realize (or enact) 75% of the Department's staffing, hiring and retention master plan. Metric: Percentage of the master plan realized.	FY 2025	Maximize State Talent	The master plan was completed. Components of the plan will be implemented each year as new or recurring objectives to realize the five-year outcome.



# Department of Public Safety (DPS)

## 2025-2029 Strategic Plan

Current Annual Focus

Outcome #	FY26 Annual Objectives	Objective Metrics	Annual Initiatives
1	1.1 By June 30, 2026, achieve and maintain a customer satisfaction score of 85% or better.	1.1 Score percentage maintained.	1.1 Replacement project for private investigator/security guard computerized system; update administrative rules; relaunch survey; reanalyze results.
2	2.1 By June 30, 2026, increase and maintain the annual number of highway human and drug trafficking interdiction details statewide by 20% (from 10 to 12 details).	2.1 Percentage improved.	2.1 Evaluate intelligence and data from the preceding calendar quarter to drive each following cycle of details.
3	3.1 By June 30, 2026 establish a baseline prosecution rate of violent crimes where a firearm was used.  3.2 By June 30, 2026, decrease by 5% (from 13 days to 12.4 days) the testing turnaround time for the National Integrated Ballistic Information Network (NIBIN) program.	3.1 Successful prosecution rate.  3.2 Percent reduction.	3.1 Tracking of turn-downs for prosecution for continued/updated training for troopers on best-practice filing procedures.  3.2 Staff and train a dedicated FST. Entry rate of casings into the NIBIN system.
4	4.1 By June 30, 2026 increase the number of DPS TLOs from 68 to 80.  4.2 By June 30, 2026 complete 24 of 83 TVAs on DPS critical infrastructure communications towers on the two-year cycle.	4.1 Number of new DPS TLOs.  4.2 Number of towers completed.	4.1 TLO training courses conducted by DPS or partner agencies.  4.2 Initiate and conduct quarterly workgroup meetings with internal stakeholders to assess work progress and set upcoming work.



# Department of Public Safety (DPS)

## 2025-2029 Strategic Plan

Current Annual Focus

Outcome #	FY26 Annual Objectives	Objective Metrics	Annual Initiatives
5	5.1 By June 30, 2026, complete a review/update of 25% of the Department's job classifications and compensation plans. <b>Breakthrough Objective</b>	5.1 Percentage of reviews/updates completed. Target 25% (66 classifications annually).	5.1 Identify the job classifications/pay plans to be reviewed in FY26. Schedule the reviews to be completed in FY26.

### Stakeholder Engagement Plan:

**Internal:** The Department's strategic plan priorities align with and support the Governor's priority impact areas and were selected by the Department's executive staff in consultation with managers and staff of the respective operational areas. The personnel who manage and carry out the work in the identified programs in this plan will know the priority activities and resources that need to be implemented and secured to realize positive outcomes. The plan is continuously evaluated at monthly operations reviews attended by executive staff and management teams who equally engage in a discussion of progress, challenges and solutions to continue forward. Additionally executive staff, lower leadership teams and individual employees equally engage in quarterly review meetings of business processes and metrics down to the work-unit level. Unit-level huddles and one-on-one meetings occur.

**External:** Stakeholders consist of the general public and other government entities; such as, law enforcement and criminal justice agencies. The general public is encouraged to contact the Department with concerns or comments as well as attend any public meetings with various councils the Department is associated with. The Department engages with four public advisory boards to heed advice and concerns. The Department maintains an open communication with its governmental agency partners to evaluate their needs and adjust services or operations.

### Communication Plan:

**Internal:** The strategic plan is communicated to the different organizational levels in the Department through a strategic and operational planning process. This process communicates priorities at all levels in both a top-down and bottom-up method. This process ensures leadership has communicated their direction and that unit-level personnel understand their part in achieving improved performance both directly and indirectly. Leadership teams and individual employees communicate with each other through the Arizona Management System principles of huddles and one-on-one meetings. The Director conducts annual town halls at multiple locations around the state to communicate directly to employees on important priorities and issues facing the Department. At the town halls line-level employees interact straightly with the Director and executive staff.

**External:** The Department engages in robust communication with its varied stakeholders. The Department communicates its priorities and successes and listens to public feedback through its different social media accounts, surveys and its public website in addition to direct contact; such as, e-mail, in-person and telephone. Department staff regularly communicates with employee association groups at various meetings throughout the year to learn about issues that may not have been brought forth through the internal communication process. The Department communicates its priorities and available services and is attentive to its governmental partners through interpersonal connections; which includes face-to-face meetings/encounters, teleconferencing and other electronic means and in directly working alongside its external colleagues during field operations and other activities.