



Arizona Department of Public Safety 2025 -2029 Strategic Plan

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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 for state-level policing, highway traffic safety, criminal interdiction, narcotics, organized crime, auto theft, commercial vehicle enforcement, sex offender monitoring and licensing and 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 and 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 # of 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)).

FY	FTEs	GF	AF	NAF	FED	Total *
25	2,429.70	\$252,390,200	\$74,877,300	\$78,584,700	\$44,522,700	\$450,374,900
26	2,441.30	\$313,660,800	\$91,955,200	\$73,528,700	\$57,211,100	\$536,355,800
27	2,506.30	\$305,292,600	101,018,800.00	\$60,660,100	\$57,211,100	\$524,182,600

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

Director's Summary: In FY26, the Department improved customer satisfaction of licensing services above the target to an average of 87% due to process improvements. The capabilities to target human and drug trafficking improved and the number of targeted enforcement details increased. The Department improved its capabilities to conduct critical infrastructure vulnerability assessments (TVA) by meeting its target to reach a total of 80 certified threat liaison officers (TLO). Additionally, the Department exceeded its target to conduct TVAs on its first round of Department communications towers. Violent crimes involving firearms decreased by a substantial amount statewide. The Department maintained zero prosecutorial turn-downs for firearm-related crimes and National Integrated Ballistics Information Network entries improved significantly due to the addition of new trained staff. As a result, these firearms-related issues are being retired from the strategic plan. The Department hired 55 new state troopers with a projected 67 to be hired by the end of the fiscal year.

In FY27, licensing services will be challenged by technology improvements that will require customers to adjust to and require them to use only the most current application version. The new technology will provide a better user experience and increase the efficiency of the licensing units. The Department will provide new human trafficking training to improve trooper capability and maintain pressure on drug and human traffickers; however, as trafficking is an underground activity, challenges will continue to exist in not being able to measure the true depth and extent of the impact. TVAs will continue to take place for the second round of communications towers. The Department introduced its *Arrive Alive Arizona* (AAA) plan in alignment with the Governor's priority to reduce fatality and serious injury collisions through data-driven enforcement strategies, community engagement and innovative integration. The Department will continue to hire to combat attrition. Funding needed to support state trooper hiring initiatives to combat attrition continues to be a challenge. The Department will continue marketing, training, recruiting and expanding trooper trainee and internship programs to increase hiring.



Five-Year Strategic Outcomes

Outcome #	Agency Five-Year Outcomes	FY Initiated	Statewide Priority Alignment	Annual Progress Towards 5-Year Outcome
1	CONTINUING By June 2029, achieve and maintain a licensing & fingerprint checks customer average satisfaction score of at least 85%.	2025	Affordable & Thriving Economy – Quality Jobs	FY26 Annual Objective(s): 1.1: By June 30, 2027, maintain a customer satisfaction score of 85% or better. Target: 85% Actual: 92.25% 5-Year Status: The two-year average for the outcome is 88.6%. In FY26, identified potential business and technology improvements. Made changes in business practices. Purchased two technology upgrades to improve efficiency and customer experience. Expecting score to fall while changing systems and changes to paper application processes.
2	UPDATED By June 2029, improve DPS capacity and capability by 5% as determined through internal assessments to identify and enforce human and drug trafficking laws across Arizona.	2025	Public Safety – Border Safety/Violent Crime	FY26 Annual Objective(s): 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). Target: 20% Actual: 20% (12 out of 12 conducted) 5-Year Status: Reached the 2% improvement. The increase in capacity (such as but not limited to staffing and training) as an overall component of the Criminal Investigations Division leads to the ability to combat trafficking through improved and more frequent enforcement details and specific training.



Outcome #	Agency Five-Year Outcomes	FY Initiated	Statewide Priority Alignment	Annual Progress Towards 5-Year Outcome
3	NEW By June 2031, reduce the number of fatal collisions on Arizona's highways by 10% from the five-year average of 319 to 287 under the <i>Arrive Alive Arizona</i> plan.	2027	Public Safety – Highway Safety	FY26 Annual Objective(s): 3.1 By June 30, 2026 establish a baseline prosecution rate of violent crimes where a firearm was used. Target: 0 Actual: 0 This was retired as there is no improvement to be made. 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. Target: 5% Actual: 12.6% average. This was retired as the program reached diminished returns given existing resources and the reduction reached was significant. 5-Year Status: The FY26 Outcome was retired. Violent crime fell 20% since 2022 and 16% during Governor Hobb's administration. This exceeds the target reduction of 5%. NIBIN entry time is down an average of 12.6%. The Department will continue to engage in enforcement and other activities that have relation to violent crime outside of the strategic plan. For FY27, the Department is shifting its strategic outcome to focus on the Governor's highway safety priority; a primary function of the Department.
4	CONTINUING 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.	2025	Public Safety – Emergency Readiness	FY26 Annual Objective(s): 4.1: By June 30, 2026 increase the number of DPS TLOs from 68 to 80. Target: 80 Actual: 75 This was retired as it reached its peak given existing resources. 4.2: By June 30, 2026 complete 24 of 83 TVAs on DPS critical infrastructure communications towers on the two-year cycle. Target: 24 Actual: 25 5-Year Status: Fell short of 2% at 1.8% due to less TLOs, but the addition of TLOs trained did improved capacity within the Criminal investigations Division to identify threats and improved the intelligence capacity of those customers to improve their infrastructure protection programs. In FY27, the second set of DPS towers will receive an assessment.
5	CONTINUING By June 2029, realize (or enact) 75% of the Department's staffing, hiring and retention master plan.	2025	Maximize State Talent	FY26 Annual Objective(s): 5.1: By June 30, 2026, complete a review/update of 25% of the Department's job classifications and compensation plans. Target: 100% Actual: 100% 5-Year Status: The first 30% of the program is complete and is on course. The FY26 Objective will continue into FY27. In FY27, the Department will additionally focus on hiring cadet troopers to maintain pace with attrition.



Outcome #	FY27 Annual Objectives	Objective Metrics	Annual Initiatives
1	1.1. By June 30, 2027, maintain a customer satisfaction score of 85% or better.	1.1. Score percentage maintained.	1.1. Complete computerized system replacement project for licensing. 1.1. Complete the Fingerprint Applicant Card Tracking replacement project. 1.1. Relaunch survey. 1.1. Reanalyze survey results.
2	2.1. By June 30, 2027, maintain the FY26 level achieved of annual number of highway and drug trafficking interdiction details statewide at 12 per year. 2.2. By June 30, 2027, train an initial 40 new troopers in the newly developed human and sex trafficking course.	2.1. Number of details maintained. 2.2. Number of new initial troopers receiving the training.	2.1. Evaluate intelligence data from the previous calendar quarter to drive each following cycle of enforcement details. 2.2. Schedule and conduct Criminal Investigations Division transitional schools.
3	3.1. By June 30, 2027, reduce fatal collisions by 2%. 3.2. By June 30, 2027, implement 75% of Phase 1 (Year 1) in the <i>Arrive Alive Arizona</i> plan.	3.1. Percentage reduced. 3.2. Percentage implemented	3.1. Tracking of fatal collision count. 3.2. Increase social media follower accounts. 3.2. Implement the wrong-way vehicle artificial intelligence detection pilot project. 3.2. Develop and publish quarterly data dashboards that are used to drive each following cycle of enforcement details. 3.2. Expand the number of enforcement details.
4	4.1. By June 30, 2027, complete the second set of 24 of 83 threat vulnerability assessments on DPS critical infrastructure communications towers on the two-year cycle.	4.1. Number of communications tower assessments completed.	4.1. Initiate and conduct quarterly workgroup meetings with internal stakeholders to assess work progress and set upcoming work.
5	5.1. By June 30, 2027, complete a review/update of the second 25% of the Department's job classifications and compensation plans. 5.2. By June 30, 2027, coordinate hiring and placement of cadet troopers in the State Trooper Academy classes at 100% of the actual FY26 sworn attrition rate accounting for overall budget and inflationary costs.	5.1. Percentage of reviews and updates completed. Target 25%. (Classifications 67 to 132.) 5.2. Percentage hired and placed in relation to the FY26 attrition rate.	5.1. Identify the job classifications/pay plans for Part 2 to be reviewed in FY27. 5.1. Schedule the reviews to be completed in FY27. 5.2. Conduct quarterly recruitment specific training classes for Human Resource recruiters and Highway Patrol regional recruitment personnel. 5.2. Conduct monthly recruiting events. 5.2. Reduce polygraph recommendation timeframe. 5.2. Track sworn applications received.



- FY27 Annual Objectives, Metrics & Initiatives Continued.
- Stakeholder Engagement and Communication Summary.

Stakeholder Engagement Strategies:

Outcome 1: Internal engagement will involve Technical Services Division leadership and Licensing and Regulatory Bureau staff by conducting team, section and bureau meetings to focus on customer pain points and continue refinements based on customer feedback. Externally, we will involve applicants, partner agencies and industry groups by e-mails, phone calls and industry group outreach events to focus on customer pain points and continue refinements.

Outcome 2: Internal engagement will involve Criminal Investigations Division and Drug Enforcement Bureau staff by conducting squad, district and bureau meetings to evaluate intelligence data from the previous calendar quarter to drive each following cycle of enforcement details. Externally we will involve partner agencies by conducting meetings and engaging in intelligence sharing to aid or direct enforcement details.

Outcome 3: Internal engagement will involve Highway Patrol Division leadership and employees by conducting meetings at all levels to discuss enforcement strategies and review enforcement and collision data to ensure personnel and resources are deployed in high-crash corridor areas based on a review of collision data. Externally we will involve the Arizona Department of Transportation and local first responders to conduct quarterly meetings to identify traffic safety improvements.

Outcome 4: Internal engagement will involve Criminal Investigations Division (CID), the Technical Services Division and the CID Intelligence Bureau by conducting workgroup meetings with internal stakeholders to assess work progress and set upcoming work to evaluate progress to schedule future site visits. Externally we will involve partner agencies by sending e-mails and making phone calls to distribute information.

Outcome 5: Internal engagement will involve Agency Support Division, Human Resources Bureau staff by conducting team, section and bureau meetings to improve strategies, programs, policies and procedures. Externally we will involve applicants, educational institutions, military branches, industry and community groups by sending e-mails, holding meetings, conducting recruiting events and offering internship programs to obtain applicant feedback to improve communication, marketing and hiring processes.

Stakeholder Communication Strategies:

Outcome 1: Internally we will communicate with Technical Services Division leadership and Licensing and Regulatory Bureau staff by conducting monthly and quarterly operational briefs to ensure alignment and proper resource allocation. Externally we will communicate with applicants, partner agencies and industry groups by e-mails, industry meetings and social media to obtain industry buy-in, streamline applications and receive timely feedback.

Outcome 2: Internally we will communicate with Criminal Investigations Division and Drug Enforcement Bureau staff by conducting monthly and quarterly operational reviews to ensure alignment and proper resource allocation. Externally we will communicate by sending e-mails, meetings and through public information such as social media posting to bolster intelligence sharing and provide targeted enforcement outcomes.

Outcome 3: Internally we will communicate with Highway Patrol Division leadership and employees by conducting monthly and quarterly operational briefings to ensure personnel and resources are allocated appropriately to reduce fatal crashes. Externally we will communicate with the Governor's Office, the Arizona Department of Transportation and local public safety agencies by sending e-mails, making social media postings and conducting stakeholder meetings to encourage and enforce safer driving practices by motorists and increase roadway safety through external stakeholder partnerships.

Outcome 4: Internally we will communicate with Criminal Investigations Division (CID), the Technical Services Division and CID Intelligence Bureau by sending e-mails, making phone calls and conducting quarterly operational reviews to track outcome progress. Externally we will communicate with partner agencies by sending e-mails and making phone calls to share information and operational impact outcomes.

Outcome 5: Internally we will communicate with Agency Support Division, Human Resources Bureau staff by conducting monthly and quarterly operational briefs and engagement meetings to focus efforts on recruiting and retention through resource allocation. Externally we will communicate with applicants, educational institutions, military branches, industry and community groups by social media posting, sending e-mails, holding meetings and conducting recruiting events and offering internship programs to increase applications and streamline the hiring process.