



Statewide Vision: An Arizona for everyone.

Agency Vision: To be a unifying voice for statewide partners in support of a safe and resilient Arizona.

Agency Mission: To protect Arizona by providing strategic direction and access to resources that will enable all of the State's homeland security subrecipient stakeholders to achieve our collective goals of preventing terrorist attacks in Arizona, enhancing border security, heightening cybersecurity efforts, reducing Arizona's vulnerability to all critical hazards, building the resiliency of Arizona, and enhancing the capacity and expertise to plan for, mitigate, respond to and recover from all critical hazards that affect the safety, well-being and economic security of Arizona.

Agency Description: AZDOHS administers federal grants to State and local agencies to protect our border and prevent or reduce Arizona's vulnerability to terrorist attacks; as well as, driving best-in-class, enterprise cybersecurity solutions in an effort to ensure the protection of all government functions within the State of Arizona. We strive to lead the nation as a best practice for grant management and administration in addition to being a premier leader in cybersecurity among all state homeland security departments nationwide.

Resource Assumptions: 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 & 26</i>	<u>FY</u>	<u>FTEs</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
	24	35	\$25,381,400	\$8,932,900	\$0	\$32,833,900	\$67,148,200
	25	39	\$20,995,700	\$11,094,400	\$0	\$32,855,600	\$64,945,700
*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.	26	43	\$10,107,800	\$11,604,700	\$0	\$32,855,600	\$64,853,500

Progress Summary: AZDOHS continues to protect Arizona by providing strategic direction and access to resources that will enable all of the State's homeland security stakeholders (state and local agencies) to achieve our collective goals (see Agency Mission) across our main lines of effort - Grants to support local efforts, Border Coordination between multiple jurisdictions at the Arizona/Mexico border, and Cybersecurity efforts across the state.

In FY26, AZDOHS plans to continue progress on successes made during FY25 including continuing to enhance the stakeholder experience through increased organizational efficiencies, supporting State and Local government cybersecurity enhancements, partnering with higher education institutions to establish Regional Security Operations Centers, and standing up the Border Coordination Office and Operation Desert Guardian.



Arizona Department of Homeland Security (AZDOHS)

2025 -2029 Strategic Plan

#	Agency Five-Year Outcomes	Start Year	Statewide Strategic/ Operational Priority	Status / Progress
1	<p>Organizational Advancement Establish and maintain standard work processes for each of the Department's main lines of effort (Grants, Cybersecurity, and Border Coordination) by June 2029.</p>	2024	Operational Excellence (AMS)	In FY 25, AZDOHS implemented a consistent standard work format within the agency and completed 86.3% of all standard work (process documents). AZDOHS also held quarterly all-staff meetings to review major topics facing AZDOHS along with process improvement topics and agency-wide trainings to promote adherence with standard work.
2	<p>Cyber Readiness and Prevention Decrease the number of impactful cyber attacks and/or breaches against state and local entities by 25% by June 2029.</p>	2024	Public Safety, Border Security, and Corrections - Reduce Crime	In FY 25, AZDOHS met all goals including our breakthrough goal of launching a statewide cyber readiness risk readiness score, which evaluates the risk and readiness of state agencies around cyber threats. AZDOHS is supporting approximately 400 State and Local government partners across its various programs and developed a method for tracking attacks and breaches actively measuring the maturity and effectiveness of services being offered.
3	<p>Cyber Readiness and Prevention To address the gap of cybersecurity professionals, AZDOHS will establish, in partnership with community colleges, five (5) Regional Security Operations Centers by June 2029.</p>	2024	Emergency Readiness	In FY 25, AZDOHS exceeded our goal by partnering with three community colleges to pilot cybersecurity workforce programs and are on track to enroll up to 30 students into the first cohorts of the program, exceeding last year's goal of 10 students. We are progressing toward our 5 year goal of 5 programs, with more schools joining next year as part of the AZ Talent Ready Initiative and the Workforce Cabinet.
4	<p>Investment in Border and Local Communities - Establishment of a Statewide Border Coordination Office (BCO). AZDOHS will work with other state agencies and local entities to establish a Statewide Border Coordination Office (BCO) that will increase funding for border communities by 5% by June 2029.</p>	2024	Public Safety, Border Security, and Corrections - Humane and Orderly Border	The BCO has been established and is leading Operation Desert Guardian, a multiagency, multijurisdictional effort to deter Transnational Criminal Organizations from operating in Arizona. State agency funding and resource investment in border communities is actively being tracked and refined monthly to establish a baseline on which the BCO will build over the next four years.



Arizona Department of Homeland Security (AZDOHS)

2025 -2029 Strategic Plan

Current Annual Focus

Outcome #	FY26 Annual Objectives	Objective Metrics	Annual Initiatives
1	<p>1.1 By June 2026, complete 100% of standard work products.</p> <p>1.2 By June 2026, host a minimum of four Department-wide all hands meetings to increase Department-wide cohesion.</p> <p>1.3 By June 2026, 75% of staff have a positive opinion of Department cohesion as measured by quarterly all hands exit surveys.</p>	<p>1.1 % of standard work completed</p> <p>1.2 # of Department-wide all hands meetings hosted</p> <p>1.3 % of staff with positive responses on quarterly all hands exit surveys</p>	<p>1.1 Review business related functions and determine areas where policies and procedures can be revised, improved or re-written using standard work.</p> <p>1.2 Continue efforts to brief staff on major topics affecting the agency and dedicate time to process improvement discussions.</p> <p>1.3 Develop and implement a 2-3 question exit ticket given at the end of each all hands meeting to assess effectiveness of meetings.</p>
2	<p>2.1 By June 2026, complete enhancements to the newly launched statewide Cyber Readiness Dashboard. (BREAKTHROUGH)</p> <p>2.2 By June 2026, increase the number of Enterprise Security Program Services meeting standard by 50%.</p> <p>2.3 By June 2026, increase the number of Cyber Readiness Program services meeting standard by 50%.</p>	<p>2.1 % of Cyber Readiness Dashboard enhancements complete</p> <p>2.1. Risk Scorecards updated monthly</p> <p>2.2 % of agencies meeting standard</p> <p>2.3 % of participants in the cyber readiness program meeting standard</p>	<p>2.1 Continue to review dashboard performance and evaluate.</p> <p>2.1. Identify goals for each section of the dashboard.</p> <p>2.1. Include automated collection of metrics within the next year.</p> <p>2.2 Increase enterprise cybersecurity tool adoption and maturity within State Agencies supported by the Statewide Enterprise Security Program</p> <p>2.3. Increase enterprise cybersecurity tool adoption and maturity within local governments supported by the Statewide Cyber Readiness Program</p>
3	<p>3.1 Enter into one additional partnership with a higher education institution by June 2026.</p> <p>3.2 Recruit at least 10 additional students into the Regional SOC program by June 2026.</p> <p>3.3. By June 2026, increase the # of AZDOHS hosted cyber events from 4 to 5.</p>	<p>3.1 # of new partnerships with higher education</p> <p>3.2 # of students in the program</p> <p>3.3 # of AZDOHS cyber events</p>	<p>3.1 Continuously build the cybersecurity ecosystem with education and community partners to increase number of individuals entering the cybersecurity workforce.</p> <p>3.1 Collaborate with Community Colleges and Universities on workforce development efforts and Regional cybersecurity support.</p> <p>3.2. Deploy a statewide managed Security Operations Center to support incident reporting and monitoring for local governments 24 / 7 / 365.</p> <p>3.3 Host annual “NextGen Cyber” event for middle and high school girls as a workforce development initiative to increase number of girls and women in cybersecurity.</p> <p>3.3 Conduct tabletop exercises and job shadow days with high school and college students.</p>



Outcome #	FY26 Annual Objectives	Objective Metrics	Annual Initiatives
4	<p>4.1 By June 2026, complete a minimum of 8 outcome driven meetings with Arizona Sheriffs.</p> <p>4.2 By June 2026, show an increase of 1% in state resource investment in Border Communities.</p> <p>4.3 By June 2026, complete a minimum of 6 meetings or listening sessions with non-governmental organizations and other border community stakeholders related to border issues.</p> <p>4.4 By June 2026, establish a collection plan for border security related intelligence and produce a quarterly report that tracks data and analyzes trends.</p>	<p>4.1 # of meetings with Arizona Sheriffs</p> <p>4.2 1% increase over the previous year in resources directed by the state into border communities</p> <p>4.3 # of meetings/listening sessions</p> <p>4.4 Produce 4 reports</p>	<p>4.1 - 4.4 Continue to build and sustain relationships with federal partners and work toward expanding multi directional information sharing.</p> <p>4.1 Schedule regular meetings with the Sheriffs and develop an outcome driven agenda.</p> <p>4.3 Convene regular meetings and listening sessions with stakeholders to seek input.</p> <p>4.3 Expand BCO touchpoints through AZ/Mexico Commission membership, conferences, and partnerships with other state agencies working in border communities.</p> <p>4.4 Continue to have a presence in the ACTIC and expand collaboration with Intelligence Community to better serve our border partners. Invite participation from LE partners in drafting a collection plan.</p>

Stakeholder Engagement Plan

Internal: Engaged and met with staff to review current and future strategic plan goals. Identified metrics to be associated with team and individual goals.

External: Developing a stakeholder engagement dashboard to track current and future engagements, and identify gaps and/or underrepresented stakeholders. Engaged with DEMA, DPS, AZ Department of Health Services, and ADOT, in addition, we consulted with the Enterprise Security Program Advisory Council (ESPAC) and Local Government Statewide Cybersecurity Planning Committee on the development of our strategic goals.

Communication Plan

Internal: The strategic plan will be rolled out during a summer/fall all staff meeting. Follow up with our teams on the strategic plan will occur during monthly staff meetings, and 1:1 meetings will help with tracking individual progress towards our collective annual goals.

External: Several methods will be utilized to communicate our strategic plan to external stakeholders. The strategic plan will be posted on our website, it will be shared via our RAC, IPT, ESPAC, and the Statewide Cybersecurity Planning Committee. In addition, we will create a one page handout that can be shared during our stakeholder meetings.