



FISCAL YEARS 2008 - 2010

The Master List of State Government Programs

Janice K. Brewer
GOVERNOR

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James J. Apperson
Director

January 22, 2009

Mr. Richard Stavneak
Director
Joint Legislative Budget Committee Staff
1716 West Adams
Phoenix, AZ 85007

Dear Mr. Stavneak:

I am pleased to transmit the *2008 - 2010 Master List of State Government Programs*, which provides an inventory of programs and subprograms from the Executive, Legislative, and Judicial branches of government. This information provides the foundation to make government more understandable to the public, improve productivity and customer service, and strengthen accountability for results.

The budget reform process needs to be critically examined to enhance its value to Executive and Legislative decision makers and citizen owners. Through automation, the Governor's Office of Strategic Planning and Budgeting has significantly streamlined the process for collecting strategic planning information and publishing the *Master List of State Government Programs*. While the process is continuously refined, consideration must be given to the amount and quality of information that is required for State-level decision making and to support program budgeting.

On behalf of the Governor, my staff and I look forward to continuing to work in partnership with the Legislature toward implementing and improving budget reform and program budgeting for State Government.

Sincerely,


James J. Apperson
Director

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About the Master List

Pending: finalization of program budgeting

The Master List of State Government Programs is a critical part of program budgeting

ARIZONA'S BUDGET REFORM legislation has several components, including five-year strategic plans, operational plans (also known as *The Master List of State Government Programs*), program budgeting, and the strategic program area review (SPAR) process. Together these elements make up a strategic management system designed to manage for results.

Each component of the budget reform process plays a vital role in a strategic management cycle. For instance, plans must be developed and followed by budgets that allocate resources in support of the plans. Once the program is underway, it should be evaluated to make sure that it is performing effectively. By law, *The Master List of State Government Programs* is a key component in achieving the program budgeting mandate.

■ MASTER LIST

Pursuant to A.R.S. § 35-122, *The Master List of State Government Programs* is statutorily required to be published each even-numbered year, although the Governor's Office of Strategic Planning and Budgeting (OSPB) collects the information annually as required by law. Due to budgetary restraints and as a cost-efficiency, the OSPB will publish this document electronically only, and will make compact discs (CDs) available to the Legislative branch and those who request one.

Budget reform requires the identification of all programs and subprograms with missions authorized by law by the agencies. This program structure has a profound effect on agencies. First, agencies must develop strategic plans for each program and subprogram, as well as for the agency. Next, the structure forms the basis for the organization of this document — *The Master*

List of State Government Programs. Pursuant to A.R.S. § 35-113 program budgeting will utilize the program structures of the Master List for the budget as well, and was to be completed by FY 2006. All agencies will be required to submit the budget requests in program budgets and one set of financials will be collected for both the budget and the Master List publications.

A number of agencies still need to have their structures aligned. These agencies are the Universities, AHCCCS, the Department of Health Services and the Judiciary.

Program Definition

Historically, agencies have been given considerable latitude in defining the programs. Some have defined programs on the basis of organizational structure, some by funding source, and still others by function. As a result, considerable variation exists in the level of detail provided, the scope of the activities represented, and the funding and full-time equivalent (FTE) positions associated with the programs and subprograms. Additionally, some agencies have only one program, while others have identified many programs and subprograms.

Each year in the spring, agencies are given the opportunity to change the program structure. The first Master List, compiled by the OSPB and presented to the Legislature and the Governor in January 1994, included a total of 1,267 programs and subprograms. Over the years it has become apparent that a standardized definition of programs and subprograms is necessary to ensure the information presented is useful and comprehensible to the citizenry and decision-makers in relation to the agency mission and function. The Master List publication is a very high level, but comprehensive, overview of the primary agency programs and the

performance for all of the state agencies. By necessity, much greater detail exists in the individual internal agency operational plans. On request, detailed information from the internal agency plans can be obtained. In the 2008-2010 Master List, the structure has been consolidated to 746 programs and subprograms. As the State of Arizona moves closer to the completion of the phase-in of program budgeting pursuant to A.R.S. § 35-113, the program structure in the Master List continues to evolve and be redefined.

Each year on June 1st the OSPB publishes the planning and budget forms that contain the program structures. As a precursor to compiling the current Master List, agencies were again afforded an opportunity to propose changes to the structure of programs and subprograms in the spring of 2008 prior to the publication of the software. In light of the requirements of program budgeting, agencies were encouraged to define the program hierarchies to reflect function and core mission, rather than organizational structure or funding source.

Legislation Update

In Laws 2002, Chapter 210, *The Master List of State Government Programs* was revised once again. One of these revisions included an allowance for the performance target expectations to be presented in conjunction with the available resources in the budget cycle and no further into the future where resources remain unknown. Few goals and measures can be achieved without adequate resources available to accomplish the plan. Therefore, the periods published in the Master List will now adhere to the budget request cycles, and the FY2008-2010 Master List will reflect targets only through the requested budgets for FY 2010. Additionally, the agencies have provided

short explanations for situations where the budget cuts have affected the performance expectations in programs. As always, the information in this document represents the agency's information submitted on or about September 2, 2008.

Pursuant to these changes in 2002, A.R.S. § 35-122 also now requires agencies to publish strategic issues in *The Master List of State Government Programs*. Strategic issues are key issues that merit special high-priority attention or are of critical importance to the agency as a whole. They can also be described as critical success factors.

The budget reform process needs to be critically examined to enhance its value to state government decision-makers and citizen owners. As originally intended, budget reform requirements were anticipated to make government more understandable to the public, improve productivity and customer service, and strengthen accountability for results. While the process continues to be refined, consideration must be given to the amount and quality of information that is required for state-level decision making and to support program budgeting.

Published Elements

The required elements of the Master List have changed little since 1993. The agency, program, and subprogram strategic plans developed by each budget unit are the source documents for the Master List. The mission, key goals and performance measures, and the funding and full-time equivalent positions associated with each program, and subprogram are compiled into the Master List.

Mission. A mission statement is a brief, comprehensive statement of purpose. A well written mission statement will justify the tax dollars being spent. Mission statements are required for the agency and for each program and subprogram.

Description. A description is a summary of major duties, responsibilities, and customers served. The description should be written so that someone

unfamiliar with the agency, program, or subprogram will have a general understanding of what it does, whom it serves, why it is needed, and how it works.

Strategic Issues. Strategic issues are key issues that merit special high-priority attention or are of critical importance to the agency as a whole. They can also be described as critical success factors. Strategy takes more than just strong desire and good input and analysis, it also requires good decision-making. A strategic issue is, first of all, a key issue - an unresolved question needing a decision or waiting for some clarifying future event. Secondly, it is strategic and has major impact on the course and direction of the agency. Strategic issues relate directly to one or more of the five basic questions found in the state handbook, *Managing for Results -1998 Strategic Planning and Performance Measurement Handbook*:

Arizona's Planning Model:

1. Where are we now?
(environmental scans and benchmarking with other states)
2. Where do we want to be?
(leader's vision of the future)
3. How do we measure our progress?
(selection of indicators)
4. How do we get there?
(internal agency action planning)
5. How do we track our progress?
(performance reporting)

Goals. Goals represent the desired end results, generally after three or more years. The agency, program, and subprogram goals should reflect strategic directions and primary activities. Also, if the agency plans on implementing a goal that will require additional funding, that goal *must* be included in the Master List. Finally, goals should not be interpreted to represent a comprehensive listing of every activity.

Performance Measures. Used to measure results and ensure accountability. Performance measures provide a basis for assessing the successful achievement of the agency, program, and subprogram goals and objectives. For internal purposes,

agencies will need to ensure that an adequate, but manageable, number of performance measures be collected. However, agencies should choose only the *key* measures or family of measures for each goal included in the Master List.

Funding Sources and Full-Time Equivalent (FTE) Position Information.

Funding sources include: total agency, program, and subprogram General Funds, Other Appropriated Funds, Non-Appropriated Funds, and Federal Funds. For the FY 2008 actual expenditures, the General and Other Appropriated Funds through the 13th month are tied to the General Accounting Office Annual Financial Report (AFR). For FY 2009 and 2010 they are tied to agency funding requests. Capital funding is not included as part of the Master List financials. In addition, since the Master List includes Other Non-appropriated Funds (consisting of state funds not subject to annual legislative appropriation and Federal Funds), the funding estimates contained in the Master List may differ from those that appear in other documents.

A few non-aligned agencies did not report interfund transfers as expenditures. This only occurred for some non-appropriated funds and thus, some of the numbers reported here, are inconsistent with other publications.

Agencies also provide a summary of the FTE positions for all funding sources for the agency, programs, and subprograms for FY 2008, FY 2009, and FY 2010.

Edits and Modifications

All agency, program, and subprogram level strategic planning information forward by agencies for inclusion in the Master List was provided by the budget units.

OSPB staff read the submittals for clarity. For any substantive changes in missions, descriptions, goals, or performance measures, the agencies were contacted. In most cases, agencies agreed to the changes.

Single Program Agencies

Single program agency information is interchangeable with program information, and each required element for these agencies is displayed only once. For example, the mission statement is

displayed as Agency/Program Mission and goals as Agency/Program Goals.

Conclusion

Planning and developing performance measures are disciplines that require years to fully mature. The budget reform process is an evolutionary one

that will continue to improve as agencies gain more experience. However, the stakes are getting higher as we migrate into program budgeting where the use of performance measurement will be more systematic.■



Individual Agency Master List Entries

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Agency Summary

BOARD OF ACCOUNTANCY

Monica L. Petersen, Executive Director

Phone: (602) 364-0804

A.R.S. §§ 32-701

Mission:

To protect the public's welfare by ensuring that only qualified persons and firms are licensed or registered to practice public accountancy and that appropriate standards of competency and practice are established and enforced.

Description:

The Arizona State Board of Accountancy consists of five Certified Public Accountants (CPAs) and two public members, all of whom are residents of the state and are appointed by the Governor. The Board qualifies candidates for the Uniform CPA Examination, certifies individuals to practice as CPAs, registers accounting firms owned by CPAs, and biennially renews certificates for CPAs and registered accounting firms. The Board also receives and investigates complaints, takes enforcement action against licensees for violation of statutes and regulations, monitors compliance with continuing education requirements, and reviews the work products of CPAs to ensure adherence to professional standards through the Board's peer review program. The Board currently regulates approximately 10,300 licensees and 3,000 firms.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,488.4	2,350.1	2,350.1
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,488.4	2,350.1	2,350.1
FTE Positions	13.0	13.0	13.0

Strategic Issues:

Issue 1 Website

The website needs to be reorganized by program area to improve navigation and usability of forms, applications, instructions, frequently asked questions and other materials.

Issue 2 Office Modernization

There are many opportunities to modernize office operations and improve customer service and staff efficiency. Processes that can be modernized include, but are not limited to, on-line exam applications, on-line re-exam applications, on-line certification, on-line renewal registration, on-line firm registration, on-line complaint filing, on-line CPE and on-line customer satisfaction surveys.

Issue 3 Database Management

There are various opportunities to enhance internal database applications to collect information that will aid in management and policy decisions and in the aggregation of important statistics. The accounting information database can be enhanced to include a variety of fields and reports to improve management information. Currently, the database is divided between licensing and compliance and must be queried separately. The database should be retooled to tie licensing and compliance to certificate holder. New reports should also be written to improve efficiency of daily revenue deposits. Further, the compliance portion lacks data fields such as "type of standard violation" and "board action" (e.g. letter of concern, decree of censure, consent order, etc.) which would aid in performance measurement data collection. Also, fields such as "probation," "administrative fees," and "CPE" should be added to track contents of consent orders. Adding fields to show when a registrant comes into compliance would increase tracking efficiency as well. Data dictionaries and desk procedures also need to be developed to ensure users are inputting data as intended.

Issue 4 Communication

Opportunities exist to increase the Agency's communications in a variety of ways. First, a policy and procedures manual should be created and posted on the web to help the public understand the Board's internal procedures. Second, the Board could send notification to other state boards about discipline against CPAs that occurs in Arizona. Third, the Board could create a license verification system providing the public with up-to-date information on licensees. Fourth, the Board could collect email addresses from individuals and firms, then send mass communications when information is added to the Board website regarding issues such as mobility and continuing professional education rule changes. The email database could also be used to send renewal notices. Finally, email could be used to educate licensees about compliance issues that are repetitive in nature, aiding compliance in a proactive rather than reactive fashion.

Issue 5 Statutory Fee Cap

In FY 2008 and FY 2009, the legislature swept \$2,056,000 and \$1,016,700 respectively from the Board of Accountancy Fund to the General Fund to help solve the state's budget deficit. A.R.S. § 32-730 requires every CPA, public accountant and firm register biennially with the Board and pay a registration fee of not less than one hundred dollars and not more than three hundred dollars. The fee is currently at its cap and needs to be increased for the Board to fulfill its vision of office modernization and internal database management while allocating sufficient appropriation authority for investigations.

- ◆ **Goal 1** To assist candidates in applying for the Uniform CPA examination so that the candidate can successfully complete the exam.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of successful candidates	226	240	240
Number of exam candidates approved by Board to sit for the Uniform CPA exam	534	550	550

- ◆ **Goal 2** To certify and register persons who meet the statutory requirements as certified public accountants and to register firms that meet the statutory requirements.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of certificates issued	449	400	400
Biennial renewal of certificates	5,147	5,000	4,500

Explanation: FY 2010 and FY 2011 estimates are estimated to be lower due to the impact of Laws 2008, Ch. 295 (SB 1227) regarding CPA reciprocity and mobility.

Number of firms registered	100	100	100
Number of firms renewed	520	500	500
Percent of applicants reporting very good or excellent service	80	85	85

- ◆ **Goal 3** To process complaints and provide enforcement of statutes and rules to protect the public from incompetence, unethical and/or unprofessional conduct by registrants.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of revocations annually	6	7	7
Number of complaint files established	94	120	120
Number of complaint files that resulted in discipline	17	20	25

Explanation: A letter of concern is confidential and not considered discipline.

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Agency Summary

ACUPUNCTURE BOARD OF EXAMINERS

Pete Gonzalez, Executive Director

Phone: (602) 364-0145

A.R.S. § 32-3901

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of applications received	76	80	85
Number of renewals issued	491	500	520
Auricular Acupuncture Certificates Issued	21	25	25
Total number of licensees	468	475	480
Total number of auricular acupuncture certificate holders	63	65	65

Mission:

To protect the health, safety, and welfare of the citizens of Arizona by regulating and maintaining standards of practice in the field of acupuncture.

Description:

The Board licenses and regulates acupuncturists and certifies auricular (ear) acupuncturists for detoxification or substance abuse programs. The Board also oversees the licensing and certification of acupuncture training and preceptorship training programs, continuing education programs and visiting professors. The Board evaluates professional competency, investigates complaints, and enforces the standards of practice for the acupuncture profession. The Board regulates the educational, clinical and clean needle technique programs approved to teach the practice of acupuncture in the State.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	120.1	129.2	129.2
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	120.1	129.2	129.2
FTE Positions	1.0	1.0	1.0

Strategic Issues:

Issue 1 *To ensure that licenses are granted or renewed to qualified acupuncturists.*

To ensure that licenses are granted or renewed to qualified acupuncturists.

Issue 2 *To ensure agency policies and procedures, including renewal, initial licensing, and customer satisfaction are efficient.*

To ensure agency policies and procedures, including renewal, initial licensing, and customer satisfaction are efficient.

Issue 3 *To ensure customer satisfaction with public information requests, license verifications, email and phone communication.*

To ensure customer satisfaction with public information requests, license verifications, email and phone communication.

◆ **Goal 1** To handle consumer complaints in an efficient manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of complaints received.	5	10	10
Unlicensed individuals or institutions identified.	2	2	2
Total complaints.	5	10	10
Average time from receipt of complaint until resolution.	125	120	120
Number of complaints resolved from prior year.	1	2	2

◆ **Goal 2** To ensure that investigations are handled in an efficient manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of investigations conducted	5	10	10
Licensees with greater than one investigation.	0	0	0
Percent of unlicensed practitioners brought into compliance.	100	100	100
Percent of investigations resulting in disciplinary enforcement	20	20	20

◆ **Goal 3** To ensure that applications are handled in an efficient manner.

ADA 0.0

Agency Summary

DEPARTMENT OF ADMINISTRATION

William Bell, Director

Phone: (602) 542-1500

A.R.S. §§ 41-701,41-1051,41-2501

Mission:

To provide effective and efficient support services to enable government agencies, state employees, and the public to achieve their goals.

Description:

The Agency provides leadership, direction, financial and management information and support; financial and procurement support services; facility planning, design, development, construction, operations and maintenance; timely, customer-driven professional human resources services; business-enhancing information services to ADOA, state agencies, and Arizona citizens; customer service to small licensing agencies in general accounting and centralized office support; distribution of surplus state and federal personal property through a system that maximizes the dollar return to the state on property sold; clean, safe, and environmentally friendly vehicles; an orderly, secure and safe environment where visitors, employees, and other persons conducting business with the State will be safe and secure; and services to agency customers and the public for the state's property and liability exposures and to state employee customers who have work-related injuries. The agency has three goals: to maintain the continuity of State Government operations to ensure the safe and efficient delivery of government services, to attract and retain a high-performance team of employees, and to aggressively pursue innovative solutions and opportunities.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ADMINISTRATION	1,680.5	1,402.4	1,402.4
➤ FINANCIAL SERVICES	77,850.1	153,462.9	220,065.6
➤ FACILITIES MANAGEMENT	50,317.7	43,213.3	36,570.4
➤ HUMAN RESOURCES	733,992.2	734,277.3	869,327.4
➤ INFORMATION TECHNOLOGY SERVICES	44,602.4	62,389.5	65,124.9
➤ SUPPORT SERVICES	21,831.0	24,898.0	24,898.0
➤ CAPITOL POLICE	4,545.0	4,327.3	4,607.8
➤ RISK MANAGEMENT	74,882.5	94,834.6	102,835.6
Agency Total:	1,009,701.4	1,118,805.3	1,324,832.1

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	35,359.3	27,109.6	32,139.7
Other Appropriated Funds	151,288.5	181,677.5	194,326.6
Other Non Appropriated Funds	823,053.6	910,018.2	1,098,365.8
Program Total	1,009,701.4	1,118,805.3	1,324,832.1
FTE Positions	963.2	962.5	987.5

Strategic Issues:

Issue 1 Attract, Retain, and Educate Employees

Last year Arizona State Government experienced an overall separation rate of 14.8% of covered employees. Furthermore, 88% of those separations were voluntary. Of the covered employees voluntarily leaving state service, nearly 27% leave within one year, and another 24% leave within three years. This revolving door of separating employees can be attributed to low starting salaries, insufficient and sporadic pay increases, lack of development and education opportunities, an antiquated position classification system, and the lack of financial support for career development and advancement of state employees. Consequently,

employees have no systematic means of moving through their salary range, resulting in nearly 67% of covered employees earning salaries in the first quartile of their range. The financial impact of turnover is staggering. According to the Harvard Business Review, frequent estimates of turnover costs can span \$10,000 to \$40,000 per person, depending upon their position, including search fees, training costs and more. Agencies, according to some experts, may experience costs of up to two-and-a-half times the former employee's salary. Indirect costs such as loss of knowledge, breakdown in relationships with customers, and inefficiencies in productivity must also be considered, as well as the impact on remaining employees' morale. In addition, employee stress caused by unmanageable workloads can create negative work environments, service interruptions or delays, and added customer frustration, leading to even greater problems retaining talented employees.

Issue 2 Information Technology Efficiencies

Current movements in government envision benefits from the convergence of data, voice and video platforms. It is imperative that opportunities to collaborate on the delivery of technology support for business solutions and to provide outstanding service delivery be continuously explored and utilized whenever possible. It is the belief of ADOA that current statewide approaches to telecommunications and data technologies consist of unnecessary duplication, overlap and waste. We are in the process of working with the state agencies to identify opportunities for cooperative collaboration and unique solutions. It is critical that potential solutions be thoroughly researched and compared for opportunities within the enterprise, beyond the silo business need. This type of comprehensive infrastructure should provide the highest level of quality and cost effectiveness, allow maximum return on the State's valuable resources, and ensure effective and affordable state-of-the-art business solutions. It is vital that these strategies are also applied beyond the infrastructure to the core services facilitating the business of government. Therefore, adoption of standards and processes for delivering innovative services for business functions utilizing technology are needed. Additionally, by defining services, initiatives, and applications in terms of their value to the enterprise (the State) will ensure maximum benefit potential for all state agencies. A significant component to the infrastructure and services is securing systems for the public trust. This will require adequate security mechanisms that can only be attained through adherence to security architecture standards established and controlled through a cooperative federated model. Finally, by constantly evaluating whether privatization would improve outcomes and/or reduce costs, the State will maximize its potential buying power, enable higher levels of technology, and ensure that the most secure, efficient and effective technology systems are utilized statewide. Having functions that are appropriately and cost effectively operated the State will have a better way to evaluate whether further savings could be achieved through privatizing part or all of the functions.

Issue 3 Cost-Efficient and Effective Public Facilities

A 31% population increase in the State of Arizona over the past decade has significantly increased the demand for state services and the facilities to house state employees to provide those services. The only means to effectively and efficiently address the population curve is to strategically align brick and mortar presence and e-government services. The ADOA building system consists of over 2,973 structures with a replacement value of over \$2.7 billion. The inability to build facilities to keep pace with the rapid growth in demand has increased the state's reliance on leasing private sector office space in Maricopa County to over 600,000 square feet. This has resulted in fragmented delivery of services to the public at higher costs and inefficiencies in operation. Studies have also shown that long-term cost savings in excess of \$70 million can be realized over the life of a typical 100,000 square foot office building by state ownership over leasing in the private sector. In addition, lack of funding for maintenance, according to the statutory formula, has resulted in the accumulation of over \$229 million of deferred maintenance in structures in the existing inventory. According to a University of Wisconsin report, "every dollar spent on preventative maintenance programs results in reducing the future repair and replacement costs by five dollars." There is a need to decrease the state's dependence on high cost private sector leases by continuing to build new office buildings on the Capitol Mall and to adequately maintain the physical condition of the existing building inventory. Doing so will improve the quality of service delivery to the public, improve operating efficiencies and save significant costs over the long term. Additionally, projects to relocate

agencies within the Capitol Mall enables the State to provide the general public with quick and easy access to numerous State services within a centralized location. The State has been experimenting with e-government solutions based on single business needs within agencies for the past few years. The next frontier is to build the central infrastructure of services to rapidly deploy multitudes of agencies' business processes. ADOA's role will be to facilitate the same foundation in technology services already provided in physical structures. This will entail working with the statewide architecture and establishing standards and policies that are central across the enterprise. While most business requirements do not change, the utilization of its agency resources, technology and human resources alike, will change significantly. Only through complete understanding of the current business requirements, as well as the anticipated needs of the future, will these agencies feel comfortable in establishing sound practices and procedures for e-government. ADOA will be the central facilitator for the next frontier of e-government.

Issue 4 Maximizing Productivity, Cost Effectiveness and Customer Satisfaction

The mission of the Arizona Department of Administration (ADOA) compels it to provide support services to state agencies, state employees, and the public, enabling them to achieve their goals. Simply put, ADOA is the hub of state government. ADOA currently offers over 68 diverse services to a customer base that includes approximately 120 state agencies and 45,000 state employees. Services include statewide financial services, facilities management, human resources management, information services, fleet management, administrative management services, and police services for the Capitol Mall in Phoenix and the state mall complex in Tucson. The value of each service provided by ADOA should meet or exceed the value of a comparable service from any other source. Because this issue is of strategic importance to the mission of ADOA, and of critical importance to state government overall, it is essential for ADOA to maximize the productivity and cost effectiveness of its services while achieving the highest possible level of customer satisfaction.

Issue 5 Security and Safety

The safety and security of the state's personnel, workplace and information systems are essential to maintaining the day-to-day activities of state government. Recent world and national events have led to a heightened awareness of potential vulnerabilities in these state systems. Moreover, growth on the Capitol Mall since FY2001, which included four new buildings and an additional 4,000 state employees, has diminished the ability of the ADOA to address critical security and safety needs. There are three critical areas of safety and security that need to be addressed: Capitol Police, Physical Security and Information Technology Infrastructure Security. Capitol Police: Capitol Police is charged with providing security and police services to state agencies in the Capitol Mall area of Phoenix and the State Office Complex in Tucson. Budget reductions in the 2002 Legislature, 6th Special Session, resulted in a 13% reduction in the Capitol Police operating budget. In addition, the current level of funding does not allow Capitol Police to adequately perform their duties and responsibilities, which in turn jeopardizes public safety. For example, Capitol Police was appropriated 4 additional Police Officer positions for FY 2003 in the original FY 2002 and FY 2003 budget; however, the appropriation was later repealed. In addition, Capitol Police provided \$1,281,950 in Interagency Service Agreements (ISAs) in FY 2003, but several key contracts have been reduced or eliminated in FY 2004 due to budget issues in other agencies. Currently, six Police Officer positions are being kept vacant to cover operating expense reductions from the 6th Special Session and to cover the loss of revenues from the ISAs. This shortfall predicament is exacerbated by the aforementioned growth on the Capitol Mall, law enforcement training requirements, the required use of excess annual leave, use of sick leave and other authorized absences as well. Information Technology Infrastructure Security: Each state agency addresses its own perceived security information technology needs without centralized coordination. This creates a silo effect that results in unnecessary duplicated expenses and ineffective, short-lived security solutions. Currently, the ADOA Information Services Division's (ISD) Information Security Services (ISS) does not have authority, and is not funded, for the support of statewide security responsibilities. Centralizing the information security authority and strategy, while supporting the distribution of agency security administration, is an industry best practice. A by-product of this will be an increase in customer satisfaction and a consistent application of security policy.

(FY2008: note that because legislation now in effect gives GITA the role of establishing policy, there may remain value in a more centralized security administration.)

ADA 1.0

Program Summary

ADMINISTRATION

William Bell, Director

Phone: (602) 542-1500

A.R.S. §§ 41-701, 41-1051, 41-2501

Mission:

To provide leadership, direction, financial and management information, and support to enable the Arizona Department of Administration to achieve its mission and vision.

Description:

The Administration Program is composed of the Director's Office and several functions within the Management Services Division. The Director's Office formulates and advocates agency policy, ensures compliance with all statutory requirements, and administers ADOA operations in a cost-effective and efficient manner that is responsive to our customers' needs. The administrative functions of the Management Services Division provide accounting services (accounts receivable, accounts payable, payroll, preparation of financial statements and other financial management services) for a limited number of ADOA funds; prepares and monitors the annual appropriated budget and other selected funds; tracks department and statewide FTEs; and monitors utility expenditures. Additionally, the Director's Office administers the State's Performance-based Incentive Program; coordinates the department's efforts towards the State Employee Charitable Campaign; and provides support to the divisions and programs of ADOA through administration of the agency's recognition and training programs, coordination of the agency's strategic planning process, and the agency-wide employee and customer satisfaction surveys. (NOTE: Customer satisfaction measures, unless otherwise noted, are based on an annual survey using a scale of 1-8 with 8 being the best rating).

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,595.8	1,295.3	1,295.3
Other Appropriated Funds	43.4	52.2	52.2
Other Non Appropriated Funds	41.3	54.9	54.9
Program Total	1,680.5	1,402.4	1,402.4
FTE Positions	22.6	22.6	22.6

- ◆ **Goal 1** To maintain the continuity of State government operations to ensure the safe and efficient delivery of government services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of ADOA's services with a minimum customer satisfaction rating of 6.0, based on annual survey (scale 1-8)	n/a	80	80
Customer satisfaction with fixed assets accounting (Internal)	n/a	6.5	6.5
Customer satisfaction with payroll (Internal)	n/a	6.9	6.9
Customer satisfaction with financial and management reporting (Internal)	n/a	6.5	6.5
Customer satisfaction with the payment of vendors (Internal)	n/a	6.5	6.5

- ◆ **Goal 2** To attract and retain a high-performance team of employees.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of ADOA employees voluntarily separating in first year	22.3	20	20

- ◆ **Goal 3** To aggressively pursue innovative solutions and/or opportunities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of discounts taken	94.43	80	85

(payment of vendors)
Percentage of payroll accuracy
(internal)

99.94 99.5 99.5

ADA 2.0

Program Summary
FINANCIAL SERVICES

Phone:
A.R.S. §§ 35-101,41-2501

Mission:

To provide effective and efficient support services to enable government agencies, state employees and the public to achieve their goals.

Description:

The Financial Services program administers the statewide payroll system, processes vendor warrants, develops and maintains the state financial system (AFIS), establishes and administers accounting policies and procedures, prepares the Annual Financial Report, comprehensive Annual Financial Report, and Single Audit Report for the State of Arizona, establishes and administers contracts for commodities and professional services, establishes procurement rules, procedures and practices, and provides technical assistance and guidance relating to procurement statutes, rules and procedures.

This Program Contains the following Subprograms:

- ▶ General Accounting
- ▶ State Procurement

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	22,072.8	13,845.8	18,875.9
Other Appropriated Funds	296.0	289.5	289.5
Other Non Appropriated Funds	55,481.3	139,327.6	200,900.2
Program Total	77,850.1	153,462.9	220,065.6
FTE Positions	118.5	118.5	126.5

ADA 2.1

Subprogram Summary

GENERAL ACCOUNTING

Clark Partridge, State Comptroller
Phone: (602) 542-5405
A.R.S. §§ 35-101 et. seq.

Mission:

To provide state and federal agencies, the general public, and other interested public or private entities with accurate, timely financial services, management information, and technical assistance while assuring compliance with related statutes and rules; to maintain and improve the statewide automated financial systems; and to provide for the safeguarding of state assets.

Description:

This subprogram provides financial information to state and federal government agencies, financial institutions, and other interested public or private entities. Key areas of responsibility include: operating the Arizona Financial Information System (AFIS) and the statewide payroll portion of the Human Resources Information Solution (HRIS) to provide our customers with appropriate financial data as well as management financial information which can meet their needs and requirements; providing adequate AFIS system security; providing flexibility for maintaining and monitoring budgetary control and related information; resolving systems-related problems in a timely, cost-effective manner; enhancing the systems to reduce cost, increase efficiency, and to meet new needs and requirements of the State; providing statewide accounting policies and procedures; reconciling and distributing all state warrants; providing a variety of data input, bookkeeping, reporting, and consulting services to state agencies in accordance with established service level agreements; preparing cash basis and accrual basis financial reports which are designed to provide an accurate recording of the financial condition of the State; performing internal audits, reviews, and investigation, and providing various types of technical assistance on government accounting and financial matters. (NOTE: Customer satisfaction measures, unless otherwise noted, are based on an annual survey using a scale of 1-8 with 8 being the best rating).

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	20,423.2	12,130.4	17,160.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	54,948.3	138,238.0	200,460.6
Program Total	75,371.5	150,368.4	217,621.1
FTE Positions	80.3	80.3	88.3

- ◆ **Goal 1** To maintain the continuity of State government operations to ensure the safe and efficient delivery of government services in the General Accounting subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction with accounting policies and procedures	n/a	6.3	6.3
Percentage of warrants available for distribution by 11:00 am following the day of processing on Arizona Financial Information System	100	99.9	99.9
Percentage of standards met in accordance with Central Services Bureau service agreements	97.3	96	96
Percentage of security requests for financial applications processed within two business days	99.7	99	99
Percentage of appropriations loaded in AFIS within 30 days of effective legislation date and complete appropriation structure received from agency	100	99	99
Customer satisfaction with Arizona Financial Information System (AFIS) functionality	n/a	6.5	6.5
Customer satisfaction with data input services (Central Services Bureau)	n/a	6.5	6.5

Customer satisfaction rating with administration of payroll process (scale 1-8)	n/a	6.5	6.5
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◆ **Goal 2** To aggressively pursue innovative solutions and/or opportunities in the General Accounting subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of payroll payments requiring rework (statewide)	.2	.3	.3
Percentage of warrants distributed to correct agency	99.9	99.9	99.9

ADA 2.2 **Subprogram Summary**
STATE PROCUREMENT
Jean Clark, State Procurement Administrator
Phone: (602) 542-5511
A.R.S. §§ 41-2501 et. seq.

Mission:

To provide procurement services through operational leadership, legal compliance, and enhanced value for our customers and the State's procurement community.

Description:

Coordinate the Value in Procurement (VIP) initiative statewide to achieve the recommendations identified in the Governor's Efficiency Review. Conduct strategic sourcing as a Strategic Contracting Center (SCC) for statewide non-programmatic contracts, information technology and telecommunications contracts, Maintenance, Repair and Operating (MRO) equipment and supplies contracts, and construction projects. Provide centralized procurement contracting services for non-SCC agencies and ADOA. Provide procurement technology solutions for agencies and political subdivisions. Conduct compliance reviews and oversight of procurement authority of all state agencies. Coordinate with the Office of the Attorney General to provide advice, guidance, and assistance to agencies on procurement laws, rules, and court decisions. Provide technical training and assistance for small-, women- and minority-owned businesses. Provide procurement training and oversight of professional certification program for customers and procurement officers. Administer a certification program for Arizona government cooperative purchasing. (NOTE: Customer satisfaction measures, unless otherwise noted, are based on an annual survey using a scale of 1-8 with 8 being the best rating).

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,649.6	1,715.4	1,715.4
Other Appropriated Funds	296.0	289.5	289.5
Other Non Appropriated Funds	533.0	1,089.6	439.6
Program Total	2,478.6	3,094.5	2,444.5
FTE Positions	38.2	38.2	38.2

◆ **Goal 1** To maintain the continuity of State government operations to ensure the safe and efficient delivery of government services in the Procurement subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Compliance Reviews	5.0	4.0	6.0
Establishes contracts	5.76	5.5	5.5
Administers contracts for goods and services	5.21	5.0	5.0
Reviews and makes determinations in response to procurement requests, including delegations, appeals, emergency, impracticable to compete, sole source and off-contract	6.23	6.0	6.0
Provides training and technical assistance to agencies regarding procurement statutes, rules, and "best practices" and SPIRIT	5.79	6.0	6.0
Provides training and technical assistance on SPIRIT	5.9	6.0	6.0

◆ **Goal 2** To aggressively pursue innovative solutions and/or opportunities in the Procurement subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of procurement plan award dates met for the Request for Proposal (RFP) process	95	80	80
Percent of procurement plan award dates met for Invitation for Bid (IFB) process	80	85	85
Request for Quotation (RFQ) processing time	4.3	9.0	9.0

ADA 3.0 **Program Summary**
FACILITIES MANAGEMENT
Lynne Smith, Assistant Director
Phone: (602) 542-1427
A.R.S. §§ 41-701, 41-791, 31-253

Mission:

To provide effective and efficient facility planning, design, development, construction, operations and maintenance to enable government agencies, state employees and the public to achieve their goals.

Description:

The General Services Division (GSD) is responsible for the ADOA building system, which includes 2,793 state-owned structures. GSD provides facility operations and maintenance including custodial, maintenance, heating and air conditioning and landscaping services to 4 million square feet in Phoenix, Tucson and the RTC properties. In addition, the division provides facilities programs including prison construction, building construction, while providing a focal point for the acquisition, leasing, planning, and construction of facilities in the Department of Administration Building System.

This Program Contains the following Subprograms:

- ▶ Building, Planning, and Tenant Services
- ▶ Construction Services

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	7,599.4	7,868.5	7,868.5
Other Appropriated Funds	13,146.5	13,474.5	14,377.4
Other Non Appropriated Funds	29,571.8	21,870.3	14,324.5
Program Total	50,317.7	43,213.3	36,570.4
FTE Positions	188.2	187.5	187.5

ADA 3.1 **Subprogram Summary**
 BUILDING, PLANNING, AND TENANT SERVICES
 Nola Barnes, General Manager
 Phone: (602) 542-1954
 A.R.S. § 41-701

Mission:

To provide facilities planning, construction, operation and maintenance services to preserve the state's facility assets to enable state agencies to effectively deliver services to the public.

Description:

This subprogram provides facility management services and physical security for state owned buildings in the Department of Administration Building System including capital planning, major maintenance construction, inspections, land acquisition, space allocations, tenant improvements and statutory and building code compliance. Additionally, this subprogram solicits input from agencies within the Department of Administration Building System and prepares an annual Capital Improvement Plan and Building Renewal Plan for recommending state spending on land acquisition, capital development and major maintenance. Both plans contain a priority ranked list of recommendations. In addition, the facilities maintenance and operation program plans, develops and maintains appropriate allocation of office space for the efficient and effective use of state owned and lease purchased buildings. Reviews, approves and maintains all agency office leases in the Department of Administration Building System. Administers agency relocations for orderly transitions to maximize efficiency. Directs and regulates parking, employee id card access and closed circuit television monitoring for Department of Administration Office Buildings.

Funding and FTE Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	7,599.4	7,868.5	7,868.5
Other Appropriated Funds	12,575.5	12,715.6	13,617.2
Other Non Appropriated Funds	15,244.6	12,472.2	12,453.2
Program Total	35,419.5	33,056.3	33,938.9
FTE Positions	174.9	175.9	175.9

- ◆ **Goal 1** To maintain the continuity of State government operations to ensure the safe and efficient delivery of government services in the Building, Planning, and Tenant Services subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction with agency relocation process	7.7	6.75	6.75
Customer satisfaction rating with tenant improvement process (scale 1-8)	7.70	7.00	7.00
Customer satisfaction with review of office leases	7.7	7.0	7.0

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction rating with building maintenance (scale 1-8)	7.70	6.80	6.80
Customer satisfaction with maintaining heating and cooling	7.2	6.8	6.8
Customer satisfaction with custodial services	7.4	6.8	6.8
Customer satisfaction with landscaping/grounds maintenance	7.6	6.8	6.8

- ◆ **Goal 2** To aggressively pursue innovative solutions and/or opportunities in the Building, Planning, and Tenant Services subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of tenant improvement projects completed on schedule	99	98	98
Percentage of lease reviews completed by the date requested	92	98	98

Percentage of HVAC and maintenance emergency work orders responded to within 24 hours	100	99	99
Ratio of preventative maintenance work orders to total maintenance requests	1:2.8	1:2.8	1:2.8
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage reduction in ratio of planned to unplanned work orders	35	27	27

ADA 3.2 **Subprogram Summary**
 CONSTRUCTION SERVICES
 Roger Berna, General Manager
 Phone: (602) 542-6051
 A.R.S. §§ 41-791, 31-253

Mission:

To provide and assist the State of Arizona with construction administration on large capitol improvement (\$500,000 or larger), building renewal and Department of Corrections facilities projects.

Description:

The Construction Services subprogram contracts and oversees design and construction of large Capitol Improvement and Building Renewal Projects. This group also assists Building and Planning Services in the preparation of estimates and budgets for Capitol Improvement and Building Renewal projects. This subprogram also assists the Department of Corrections and the Department of Juvenile Corrections in planning and budgeting new correctional facilities projects and then contracts and oversees their design and construction. Constructs facilities for the Department of Corrections using inmate labor. (NOTE: Customer satisfaction measures, unless otherwise noted, are based on an annual survey using a scale of 1-8 with 8 being the best rating).

Funding and FTE Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	571.0	758.9	760.2
Other Non Appropriated Funds	14,327.2	9,398.1	1,871.3
Program Total	14,898.2	10,157.0	2,631.5
FTE Positions	13.3	11.6	11.6

- ◆ **Goal 1** To maintain the continuity of State government operations to ensure the safe and efficient delivery of government services in the Construction Services subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction with general construction projects	7.4	7.0	7.0

- ◆ **Goal 2** To aggressively pursue innovative solutions and/or opportunities in the Construction Services subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of General Construction projects completed on schedule within budget	100	98	98
Percentage of General Construction projects completed within budget	100	98	98

ADA 4.0	Program Summary
	HUMAN RESOURCES
	Kathy Peckardt, Phillip Hamilton, Assistant Directors
	Phone:
	A.R.S. § 41-702

Mission:

To provide efficient, timely, customer-driven professional human resources services to meet our agency, employee and public customers’ needs.

Description:

Establishes and administers state personnel rules and policies; administers the state's health, dental and life insurance; provides a wellness program; provides personnel services in the areas of staffing and recruitment, workforce relations, classification and compensation and training.

This Program Contains the following Subprograms:

- ▶ Benefits and Insurance
- ▶ Human Resource Operations

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	22,499.3	23,822.0	24,756.0
Other Non Appropriated Funds	711,492.9	710,455.3	844,571.4
Program Total	733,992.2	734,277.3	869,327.4
FTE Positions	199.7	199.7	200.7

ADA 4.1	Subprogram Summary
	BENEFITS AND INSURANCE
	Philip Hamilton, Benefits Manager
	Phone: (602) 542-4788
	A.R.S. §§ 41-702, 38-651 to 38-654

Mission:

To provide benefits plans that effectively compete with other employers’ benefits plans and contribute toward improving the welfare and lifestyle of state employees, retirees, and their families.

Description:

The Employee Group Benefits Program Benefit Services Division administers an employer-maintained plan, which provides a variety of group insurance plans for employees. ADOA is legislatively mandated to offer continuation of health and dental insurance coverage to retiring State employees. Plans currently offered include a self-funded medical plan as well as dental, vision, basic life, supplemental life, dependent life, short-term disability, long-term disability and flexible spending accounts. The subprogram also manages the statewide wellness program. (NOTE: Customer satisfaction measures, unless otherwise noted, are based on an annual survey using a scale of 1-8 with 8 being the best rating).

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,700.7	5,404.0	5,875.2
Other Non Appropriated Funds	709,868.7	708,801.3	842,917.4
Program Total	714,569.4	714,205.3	848,792.6
FTE Positions	38.0	38.0	39.0

- ◆ **Goal 1** To maintain the continuity of State government operations to ensure the safe and efficient delivery of government services in the Benefit Services subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Customer satisfaction rating with benefit plans (scale 1-8)	n/a	6.70	6.80
Percentage of customers satisfied with the open enrollment process	84	85	86
Percentage of customers satisfied with providing information and education	79	83	86
Number of State employees attending an Benefit Options Wellness Event	41,464	45,000	47,000
Customer satisfaction with the Benefits program (monthly)	n/a	6.3	6.4
Customer satisfaction with the Wellness program	n/a	6.7	6.8

- ◆ **Goal 2** To aggressively pursue innovative solutions and/or opportunities in the Benefits and Insurance subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of open enrollment completed via Web or IVR	100	100	100
Percentage of New Hire enrollment completed via Web or IVR	100	100	100

ADA 4.2	Subprogram Summary
	HUMAN RESOURCE OPERATIONS
	Kathy Peckardt, Assistant Director
	Phone: (602) 542-8378
	A.R.S. § 41-702

Mission:

To provide efficient, timely, customer-driven professional human resources services to meet our agency, employee and public customers’ needs.

Description:

The Human Resources Program includes classification and compensation, staffing and recruitment, workforce relations, planning and quality assurance, and the Human Resources Information Solution (HRIS). The program administers an automated recruiting and hiring system (Hiring Gateway) for the use by hiring supervisors to fill positions; maintains a pool of candidates to fill temporary staffing needs of state agencies; coordinates and hosts job fairs, community events and outreach programs to recruit new talent; offers consulting services to provide human resources expertise in such areas as employment law and Arizona State government rules, policies and practices; administers and oversees annual surveys to evaluate market position of state jobs to ensure external competitiveness; and analyzes and evaluates salary ranges and job classifications to ensure internal equity; provides guidance on employee relations issues; assists in administering reductions in force; investigates and prepares responses to 4th level grievances submitted by agency employees and 3rd level grievances submitted by ADOA employees; conducts performance reviews of agency human resources offices to ensure consistent practices are maintained throughout Arizona government; and maintains the State's Human Resources Information Solution (a single, integrated system to administer payroll, personnel and employee benefits processing to be shared by all branches, departments, and agencies in State government). (NOTE: Customer satisfaction measures, unless otherwise noted, are based on an annual survey using a scale of 1-8 with 8 being the best rating).

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	17,798.6	18,418.0	18,880.8
Other Non Appropriated Funds	1,624.2	1,654.0	1,654.0
Program Total	19,422.8	20,072.0	20,534.8
FTE Positions	161.7	161.7	161.7

- ◆ **Goal 1** To maintain the continuity of State government operations to ensure the safe and efficient delivery of government services in the Human Resource Operations subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction with providing	n/a	6.75	6.75

personnel rules and guidance			
Percent difference in average salaries between State employees and the labor market	9.5	6.7	5.0
Customer satisfaction with providing statewide employee training (AzGU)	n/a	6.2	6.3
Maintains Training Records (STARS) (AzGU)	n/a	6.1	6.2
Customer satisfaction with providing career counseling services (Point of Service survey)	8.0	6.5	6.75

- ◆ **Goal 2** To aggressively pursue innovative solutions and/or opportunities in the Human Resource Operations subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of rules developed and promulgated	7	15	8
Average turnaround time for processing 4th level grievances (days)	25.1	20	20
Average turnaround time (days) for processing all classification actions (covered & uncovered positions)	3.2	20	20
Average time to fill a vacant position (Hiring Gateway)	60	60	60
Explanation:	Hiring Gateway replace Resumix		

ADA 5.0 **Program Summary**
INFORMATION TECHNOLOGY SERVICES
 Patrick Quain, Pat Mah, ISD Assistant Director/TPO Director
 Phone:
 A.R.S. §§ 41-711, 41-712, 41-713, 41-704

Mission:

To provide business-enhancing information and telecommunication services to the Department of Administration, state agencies, and Arizona residents.

Description:

The Information Technology Services Program is comprised of two Divisions, the Telecommunications Program Office (TPO) and the Information Services Division (ISD). The Telecommunications Program Office is responsible for the oversight of a single statewide telecommunications network called AZNet. AZNet provides State agencies a scalable, centralized, statewide converged voice, video and data solution to streamline State agency communications. The Information Services Division (ISD) is responsible for providing information technology services to state agencies. These services include transaction processing, application maintenance, system and technical support, and relevant security assessments, evaluation, provisioning, and consulting. Services are charged back to the customer through monthly billing processes. (NOTE: Customer satisfaction measures, unless otherwise noted, are based on an annual survey using a scale of 1-8 with 8 being the best rating).

This Program Contains the following Subprograms:

- ▶ Arizona Telecommunications Services
- ▶ Data Center
- ▶ Enterprise Application Services
- ▶ Information Technology Operations

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	851.7	851.8	851.8
Other Appropriated Funds	27,365.1	31,979.3	35,247.9
Other Non Appropriated Funds	16,385.6	29,558.4	29,025.2
Program Total	44,602.4	62,389.5	65,124.9
FTE Positions	185.4	185.4	185.4

Subprogram Summary

ADA 5.1 **ARIZONA TELECOMMUNICATIONS SERVICES**
 Pat Mah, TPO Director
 Phone: (602) 364-0558
 A.R.S. §§ 41-712, 41-713

Mission:

To assure that the State of Arizona has a cost effective and efficient consolidated, shared telecommunications infrastructure to meet the needs of government agencies, their employees and the public.

Description:

Laws 2005, Chapter 301, directed the Arizona Department of Administration (ADOA) to establish a Telecommunications Program Office within ADOA for the oversight of a single statewide telecommunications network called AZNet. Offices, departments and agencies of the State enter into a contract through the Telecommunications Program Office for their telecommunication needs, including the installation and the maintenance of telecommunications systems. The Telecommunications Program Office also is charged with ensuring that its contractor acts as the State's agent for all carrier services to the offices, departments and agencies within AZNet.

The Telecommunications Program Office (TPO) is responsible for the management of a Contractor responsible for the statewide voice and data communications services.

The Level 1 Help Desk receives initial support calls from agencies, documents the calls, and passes the information to the primary contractor's help desk for resolution.

The State Switchboard routes calls from state agency employees and the public to other state agency employees, as well as facilitates conference calls.

The Security Investigation Team investigates toll fraud, inappropriate internet use and other telecommunication crimes.

The 9-1-1 Administration Office reviews and approves requests by political subdivisions of this state for the payment for operating emergency telecommunication services systems.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	851.7	851.8	851.8
Other Appropriated Funds	4,103.3	7,891.8	11,157.5
Other Non Appropriated Funds	16,363.8	29,025.2	29,025.2
Program Total	21,318.8	37,768.8	41,034.5
FTE Positions	27.0	27.0	27.0

- ◆ **Goal 1** To maintain the continuity of State government operations to ensure the safe and efficient delivery of government services in the Telecommunications subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction rating with voice telecommunications services (scale 1-8)	6.70	6.70	6.70
Customer satisfaction with state switchboard / conference call set-ups	n/a	7.0	7.0
Customer satisfaction rating with Statewide Telecommunications Contract services	n/a	5.5	5.5
Customer satisfaction with connectivity to the Wide Area Network (MAGNET)	n/a	6.25	6.25

- ◆ **Goal 2** To aggressively pursue innovative solutions and/or opportunities in the Telecommunications subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of time primary	99	99	99

components of Network are available and accessible

Customer satisfaction of support for new or upgraded telecommunications. 5.1 5.0 5.0

Percentage of mainframe scheduled batch jobs completed on time 99.99 99.5 99.5

ADA 5.2 Subprogram Summary

DATA CENTER

Patrick Quain, Assistant Director

Phone: (602) 542-2899

A.R.S. § 41-711

Mission:

To provide efficient and effective computing services, and a base of knowledge and experience which clients may draw upon to meet their information technology needs.

Description:

The ADOA Data Center is the "OPERATIONS" section of ISD. The Operations section provides Information Processing Services to more than 152 customers of the ADOA Data Center. The services are provided to our customers 24 hours a day, 365 days per year. In addition, the Operations section provides Server Hosting, Data Backup Services & Support, Disaster Recovery Services, Tiered Storage, Automated Job Scheduling, Network Services, Operating System Installation, Maintenance & Support, Performance Measurements, High Speed Print Services, 24/7 Hardware and Software Support, 24/7 IT Support Service Desk, Dedicated Colocation Cabinets and Offsite Media Storage.

The ADOA Data Center Server platforms include a Mainframe System zSeries Enterprise Class (zS EC) which continues to be a leader in areas such as Data Management, Availability, Security and Resiliency, Virtualization and Integration. A vast assortment of Distributed Systems such as IBM pSeries and xSeries, Dell, HP, Compaq, SUN, Proliant, and VMWare. In addition, the ADOA Data Center provides Desktop Services and Support to outside customers who chose not to have their own IT group. These Services and Support are provided to our customers 24/7/365. The ADOA Data Center is equipped with 24/7 Physical Security guards, 24/7 Video Surveillance, Uninterruptable Power Supply (UPS) Battery Backup, Redundant Diesel Backup Generators, Redundant Power Distribution Units (PDUs), Fire Suppressant and more than 250 tons of Air Conditioning. The Operations section provides processing services to many of the State's largest agencies including the Arizona Health Care Cost Containment System (AHCCCS), Arizona Department of Transportation (AZDOT), Arizona Department of Corrections (AZDOC), Arizona Department of Revenue (AZDOR), and the State of Hawaii to name a few.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	12,901.9	12,613.1	12,613.1
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	12,901.9	12,613.1	12,613.1
FTE Positions	64.8	65.1	65.1

- ◆ **Goal 1** To maintain the continuity of State government operations to ensure the safe and efficient delivery of government services in the Data Center subprogram.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction rating with mainframe processing (scale 1-8)	n/a	6.00	6.00
Percentage of calls to the Help Desk resolved during first contact with customer's problem	100	80	80

- ◆ **Goal 2** To aggressively pursue innovative solutions and/or opportunities in the Data Center subprogram.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage systems are available	99.94	99.7	99.7
Percentage of time that mainframe batch systems are available.	99.88	99.7	99.7

ADA 5.3

Subprogram Summary

ENTERPRISE APPLICATION SERVICES

Patrick Quain, Assistant Director

Phone: (602) 542-2899

A.R.S. § 41-711

Mission:

To provide effective and efficient application support services to interdepartmental customers.

Description:

This group's primary focus is to provide knowledge and expertise to evaluate, develop, and implement the proper technologies and applications that address our customers' business problems. The section's current work units include: The Arizona Financial Information Systems (AFIS) Programming Support group and the Data Resource Management (DRM) group, The Distributed Systems Group (DSG) and External Support Services group (ESS). Their activities typically involve system development and related support strategies, file and storage assessment, application design consultation, and significant issues regarding application development, access, performance, communications and deployment. Their services also include providing server, storage, and local LAN/desktop services and support to other agencies including server hoteling, file and print services, Email services, file backup and recovery, desktop (workstation) support, internet and mainframe connectivity, workstation set-up and installation, and trouble shooting.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,464.9	4,961.3	4,961.3
Other Non Appropriated Funds	21.8	533.2	0.0
Program Total	5,486.7	5,494.5	4,961.3
FTE Positions	44.5	44.0	44.0

- ◆ **Goal 1** To maintain the continuity of State government operations to ensure the safe and efficient delivery of government services in the Enterprise Application Services subprogram

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of time database systems are on-line and available	99.97	99	99
Percentage of RFSs completed within negotiated time frame	100	85	85
Percentage of enterprise application development work completed within negotiated timeframe	100	90	90

- ◆ **Goal 2** To aggressively pursue innovative solutions and/or opportunities in the Enterprise Application Services subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of time programs (HRIS, AFIS, Web) are available	99.99	99	99
Percentage of RFSs completed correctly the first time	98.8	95	95

ADA 5.4 **Subprogram Summary**
INFORMATION TECHNOLOGY OPERATIONS
 Patrick Quain, Assistant Director
 Phone: (602) 542-2250
 A.R.S. § 41-711

Mission:

To ensure necessary administrative functions are available to support the Data Center and the Enterprise Application Services Group.

Description:

The Information Technology Services program is responsible for providing comprehensive support and management services for its customers. These services are administered via a customer support and management services subprogram.

The Customer Relationship Management (CRM) section provides guidance and acts as a liaison to all sections in the Arizona Department of Administration and the Information Services Division. This section facilitates service delivery and develops relationships between the provider and recipient, seeking to effectively intervene if disputes arise. If problems ensue between ISD and its customer(s), this section is to become involved. This section will document and formally note its involvement in activities, projects, and relationships by producing monthly measurements, surveying customers regarding their perceptions and attitudes, draft reports or analyses regarding the disposition of the business problem or issue and actively pursue new Agency relationship opportunities. The Disaster Recovery/Business Continuity section (DR/BC) provides business application security and disaster recovery resources and techniques that protect the customer's information and computer applications and equipment.

The ADOA Information Security section (AIS) provides network, host and business application security through security provisioning, compliance and assessment services that protect the customer's information, computer applications and equipment. Performs risk and vulnerability assessments as well as network and computer security incident management, investigations and forensics. Also provides security awareness training and assists ISD customers and their business units in setting up security best practices within their organizations.

The Finance and Planning section (FP) is responsible for the administration of all division accounting, budgeting, and billing activities. It monitors the accuracy and timeliness of all financial reporting to departmental and divisional management. It develops cost recovery rates and methodologies, as well as providing utilization information to customer agencies. This section processes transactions for services such as facilities maintenance, asset tracking, and personnel and payroll support.

The Project Management Office section (PMO) is the central point of contact for directing project management efforts and results reporting within ISD. The PMO manages the Project Investment Justification (PIJ) process, provides support on the IT project approval processes, and is the project management liaison between the Government Information Technology Agency (GITA) and ISD. The PMO serves as a coordination point for all ISD projects stored in dotProject. DotProject is a Web based Project Management Information System (PMIS) used by ISD project teams to gather, analyze, communicate, and store project information. The PMO is also active with directing the ISD Change Advisory Board, which reviews and communicates upcoming system changes to partnering vendors and ADOA customers.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,895.0	6,513.1	6,516.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	4,895.0	6,513.1	6,516.0
FTE Positions	49.1	49.3	49.3

- ◆ **Goal 1** To maintain the continuity of State government operations to ensure the safe and efficient delivery of government services in the Information Technology Operations

subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction rating with information and data security services (scale 1-8)	n/a	6.0	6.0
Customer satisfaction with billing & collection services	n/a	6.0	6.0
Customer satisfaction with Finance and Planning (monthly)	n/a	6.0	6.0

- ◆ **Goal 2** To aggressively pursue innovative solutions and/or opportunities in the Information Technology Operations subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of automation bills issued by the 3rd Friday of the month	100	83	83

ADA 6.0 **Program Summary**
SUPPORT SERVICES
 William Hernandez, Assistant Director
 Phone: (602) 364-2872
 A.R.S. §§ 41-101.03, 41-105, 35-193, 41-2606, 41-803

Mission:

To provide effective and efficient support services to enable government agencies, state employees, the public, and the Arizona Department of Administration to achieve their goals.

Description:

The support services program is responsible for the statewide operations of four internal services funds which provide seven centralized business functions, all mandated travel reduction programs, the Arizona Office for Americans with Disabilities, the ADOA LAN, the Governor's Regulatory Review Council, and the state motor vehicle fleet alternative fuel coordinator function.

This Program Contains the following Subprograms:

- ▶ State Boards Office
- ▶ Surplus Property
- ▶ Other Support Services
- ▶ Motor Pool

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	790.9	866.1	866.1
Other Appropriated Funds	15,273.4	18,568.9	18,568.9
Other Non Appropriated Funds	5,766.7	5,463.0	5,463.0
Program Total	21,831.0	24,898.0	24,898.0
FTE Positions	84.3	84.3	84.3

ADA 6.1 **Subprogram Summary**
STATE BOARDS OFFICE

Joe Whitmer, Administrator
Phone: (602) 364-4869
A.R.S. § 35-193

Mission:

To provide effective and efficient accounting and office support services to small licensing agencies to enable them to service the public.

Description:

The program provides support services to small licensing agencies in the areas of reception services, budgeting, personnel, accounting, payroll and agency liaison among a variety of state programs. (NOTE: Customer satisfaction measures, unless otherwise noted, are based on an annual survey using a scale of 1-8 with 8 being the best rating).

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	263.9	284.7	284.7
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	263.9	284.7	284.7
FTE Positions	3.0	3.0	3.0

- ◆ **Goal 1** To provide effective and efficient support services to enable the boards, their employees and the public to achieve their goals.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Overall customer satisfaction (scale 1-8)	n/a	7.0	7.0

- ◆ **Goal 2** To aggressively pursue innovative solutions and/or opportunities in the State Boards Office subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of days to process invoices	1.58	4.0	4.0
Percentage error rate of claims	0	2	0

ADA 6.2 **Subprogram Summary**
SURPLUS PROPERTY

Steve Perica, Administrator
Phone: (602) 542-0796
A.R.S. § 41-2606(B)

Mission:

To reutilize surplus state and federal personal property through an effective and efficient distribution system in a customer focused environment which ensures continuity of service to eligible governmental and non-profit organizations, and to maximize the dollar return to the state on the property sold to the general public.

Description:

The functions performed by the Surplus Property Program include: determining the fair market value of all excess and surplus property; determining the disposition of disposal by approving trade-in, direct transfer or distribution, or cannibalization, condemn by scrap, disposal through the use of competitive sealed bids, auctions, established markets, and/or posted price sales; marketing programs and items available to potential customers, advertising items available in published flyers, monthly newsletters, and for public sale utilizing auction bulletins and local newspapers; determining and assessing proper service and handling fees for the acquisition, receipt, warehousing, rehabilitation, delivery, distribution or transfer of surplus materials; allocating proceeds from direct transfer or disposal through sale of surplus materials to authorized reimbursable funds; preparing and filing a State Plan of Operation with United States General Service Administration; acting on behalf of the state with any federal agencies or other surplus agencies regarding federal surplus materials; determining eligibility for the acquisition and distribution of state and federal surplus materials in accordance with federal laws; ensuring that the federal and state surplus revolving funds are being maintained in accordance with the State Plan of Operation and applicable Arizona Administrative Codes. (NOTE: Customer satisfaction measures, unless otherwise noted, are based on an annual survey using a scale of 1-8 with 8 being the best rating).

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,860.5	4,707.3	4,707.3
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	2,860.5	4,707.3	4,707.3
FTE Positions	23.0	23.0	23.0

- ◆ **Goal 1** To maintain the continuity of operations while ensuring the safe and efficient redistribution / sale of surplus property for the State of Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction with the effectiveness of onsite customer assistance.	7.7	7.9	7.8
Customer satisfaction with the efficiency of in-field operations.	7.7	7.9	7.8
Customer satisfaction with Surplus Property	n/a	6.5	6.5

- ◆ **Goal 2** To aggressively pursue innovative solutions and/or opportunities in the Surplus Property subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer requests picked up on date committed/agreed upon (timeliness).	7.7	7.8	7.7
Explanation: Measurement scale changed in FY06 from a percentage to a 1-8 scale.			
Tons of paper recycled.	891	1,025	1,000
Receiving backlog expressed as a percentage of items received within two days	84	85	85

ADA 6.3	Subprogram Summary
	OTHER SUPPORT SERVICES
Charlotte Hosseini, William Hernandez, Alex Turner, Deputy Dir, Asst Dir M	
Phone: (602) 542-1500	
A.R.S. §§ 41-101.03, 41-701	

Mission:

To reduce state employees' commute travel in single occupancy vehicles within Maricopa County in order to improve air quality; to assist the Governor's Regulatory Review Council and agencies to fulfill their rulemaking responsibilities under the Administrative Procedure Act; to provide services and programs to assist government agencies, state employees, and the public to comply with federal and state disabilities laws; and to deliver effective and efficient service to state agencies in the areas of printing, convenience copiers, mail handling (interoffice and U.S. mail), and office machine repair services.

Description:

Through promotion, education and incentives, the Travel Reduction Program encourages non-university state employees in Maricopa County to carpool, vanpool, utilize transit, bicycle or walk to work. Other forms of travel reduction are also pursued by this program such as allowing selected employees to work at a location other than their traditional workplace one or two days per week. An annual travel reduction survey is administered by this program, distributed to 23,000 employees, and submitted to Maricopa County. Governor's Regulatory Review Council staff provides guidance regarding the rulemaking responsibilities of the Council and various state agencies. The Arizona Office for Americans with Disabilities (AOAD) provides technical assistance, research and training relevant to the Americans with Disabilities Act, Section 504 of the Rehabilitation Act of 1973, as amended and re-authorized, and other disability-related legislation. It accomplishes this by researching federal, state and local guidelines, policies, laws, rules, and by providing the updates. Information and referral services are provided to individuals, businesses and agencies to resolve questions and problems, both through the office and the toll free 800 statewide information line. AOAD also provides agency specific technical assistance and training. In addition, AOAD reviews policies and procedures, recommending changes to bring them into compliance with current disability laws. The Local Area Network (LAN) unit provides LAN services and support to divisions of the Department of Administration including file and print services, Email services, file backup and recovery, desktop (workstation) support, internet and mainframe connectivity, workstation set-up and installation, and trouble shooting. The Business Services Program provides quality service to the Arizona Department of Administration (ADOA) and other state agencies in the following areas: printing, including digital copy service, design/typesetting, color printing, professional bindery options and delivery service; mail service, including interagency route service, U.S. Mail processing, and parcel mail service; repair services for light office machines, including laser printers, fax machines, calculators, typewriters, and dictating equipment.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	790.9	866.1	866.1
Other Appropriated Funds	573.9	850.1	850.1
Other Non Appropriated Funds	4,664.8	4,363.0	4,363.0
Program Total	6,029.6	6,079.2	6,079.2
FTE Positions	39.3	39.3	39.3

- ◆ **Goal 1** To deliver effective and efficient service in a customer focused environment to Travel Reduction subprogram customers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction with all Travel Reduction services	n/a	6.5	6.5
Customer satisfaction rating for capitol rideshare customers (monthly)	7.75	7.0	7.0

Customer satisfaction rating for travel reduction coordinators (bi-annual)	7.39	7.0	7.0
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- ◆ **Goal 2** To aggressively pursue innovative solutions and/or opportunities in the Travel Reduction subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of commuter club members (carpoolers, transit riders, walkers, bicyclists)	5,305	5,570	5,628
Number of matchlists processed	2,342	2,200	2,200
Percentage increase in transit riders	27.5	6.0	4.0
Agency sites that achieved their travel reduction goals	n/a	40	40
Percentage of all state employee commute trips that are drive alone	n/a	66.7	65.3
Percentage of ADOA employee commute trips that are drive-alone	n/a	60	60

- ◆ **Goal 3** To maintain the continuity of State government operations to ensure the safe and efficient delivery of government services in the Governor's Regulatory Review Council subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction of staff services by Agency representatives (monthly survey)	7.51	6.9	6.9
Customer satisfaction of staff services by Council members (monthly)	7.63	7.0	7.0
Customer satisfaction with all Governor's Regulatory Review Council (GRRC) services (monthly survey)	n/a	6.7	6.7

- ◆ **Goal 4** To aggressively pursue innovative solutions and/or opportunities in the Governor's Regulatory Review Council subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of courtesy reviews completed in two months or less	97	80	80
Percentage of five-year review reports acted on by Council consistent with staff recommendations	100	100	100
Percentage of rules approved on first hearing	100	99	99
Percentage of rules acted on by Council consistent with staff recommendations	100	99	99

- ◆ **Goal 5** To provide effective and efficient support services to enable government agencies, state employees and the public to achieve their goals in the Arizona Office for Americans with Disabilities subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction with all services of the Arizona Office for Americans with Disabilities	n/a	6.2	6.2

- ◆ **Goal 6** To maintain continuity of operations while ensuring the safe and efficient delivery of business services to the agencies of the State of Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of print orders delivered on schedule and to specification	83.37	85	85
Customer satisfaction with printing & copying services	n/a	6.5	6.5
Customer satisfaction with the effectiveness and efficiency of the collection & distribution of mail.	n/a	6.5	6.5
Customer satisfaction with maintaining & repairing office machines	n/a	6.5	6.5

- ◆ **Goal 7** To aggressively pursue innovative solutions and/or opportunities in the Business Services subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of printing & copying	n/a	20	20

pricing below private sector price			
Average time for interagency mail to be routed through the ADOA system (days)	.7	1.3	1.2
Percentage of repair services pricing below private sector	36	35	35

- ◆ **Goal 8** To maintain the continuity of State government operations to ensure the safe and efficient delivery of government services in the ADOA LAN subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction with the Local Area Network	8.0	6.5	6.5

- ◆ **Goal 9** To aggressively pursue innovative solutions and/or opportunities in the ADOA LAN subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage accessibility and availability of the LAN	99	99	99
Percentage availability of GroupWise during prime time support	99	99	99
Percentage of desktop software problems responded within 15 minutes (LAN)	99	99	99

ADA 6.4 Subprogram Summary

MOTOR POOL

Randy Frost, Administrator
Phone: (602) 542-0601
A.R.S. § 41-803

Mission:

To continuously provide safe, clean and environmentally friendly vehicles in an efficient, customer-focused manner.

Description:

The functions of the Fleet Management Program include: providing dispatching for the taxi fleet; managing the procurement, assignment, and utilization of the entire fleet; managing the outsourcing of maintenance and repairs of the fleet; managing the record keeping for vehicles during their life in the fleet; providing a refueling site and car wash facilities; providing replacement vehicles for those meeting required criteria; and managing the disposition of replaced vehicles. (NOTE: Customer satisfaction measures, unless otherwise noted, are based on an annual survey using a scale of 1-8 with 8 being the best rating).

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	11,575.1	12,726.8	12,726.8
Other Non Appropriated Funds	1,101.9	1,100.0	1,100.0
Program Total	12,677.0	13,826.8	13,826.8
FTE Positions	19.0	19.0	19.0

- ◆ **Goal 1** To maintain continuity of operations through the efficient customer focused delivery of service to Motor Pool subprogram customers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction with short-term (day use) vehicle rental	7.8	7.8	7.8
Customer satisfaction with long-term vehicle use	7.9	7.9	7.5

- ◆ **Goal 2** To aggressively pursue innovative solutions and/or opportunities in the Motor Pool subprogram.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of average taxi fleet utilization	81	85	85
Percentage of downtime of Fleet Management vehicles in total fleet	1.9	3	4

ADA 7.0 Program Summary

CAPITOL POLICE

Thomas V. Lane, Chief of Capitol Police
Phone: (602) 542-0362
A.R.S. §§ 41-794 to 41-797

Mission:

To maintain an orderly, secure and safe environment where visitors, employees, and other persons conducting business with the State of Arizona, within the capitol complexes in Phoenix and Tucson, will be safe and secure.

Description:

The Capitol Police make arrests and issue citations for violations of Arizona State laws and rules; respond to all calls for assistance and render aid when possible; investigate threats, suspicious activities, circumstances, vehicles and persons; investigate all crimes and accidents occurring within the state complexes; and if appropriate, identify and apprehend suspect(s). The police force prepares reports and required documents; gathers and processes evidence on violations; assists state and county prosecutors in court presentations by giving evidence and testimony at trials and hearings; and provides escort services and motorist assistance. They also conduct training for state employees in crime prevention, personal safety and violence in the work place; conduct welfare checks and preventive patrols throughout the Capitol Complexes on a continuing basis; attend hearings, disciplinary actions and special events where violence is a real concern; maintain security posts in state buildings where higher levels of security are required; conduct buildings and grounds security checks on a day to day and shift to shift basis; monitor, respond and investigate all alarms received from the state's electronic security systems; and conduct building, grounds and facilities security and safety inspections and evaluations.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,448.7	2,382.1	2,382.1
Other Appropriated Funds	514.2	531.6	812.1
Other Non Appropriated Funds	1,582.1	1,413.6	1,413.6
Program Total	4,545.0	4,327.3	4,607.8
FTE Positions	78.5	78.5	90.5

- ◆ **Goal 1** To maintain the continuity of State government operations to ensure the safe and efficient delivery of government services in the Capitol Police program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction with crime prevention	n/a	6.6	6.6
Customer satisfaction with law enforcement	n/a	6.8	6.8

- ◆ **Goal 2** To aggressively pursue innovative solutions and/or opportunities in the Capitol Police program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average response time to Capitol Police emergency calls (minutes:seconds)	1:52	2:00	2:00
Number of Uniform Crime Reporting (UCR) part one crimes occurring within the Capitol Mall complex	82	100	100

ADA 8.0

Program Summary

RISK MANAGEMENT

Raymond DiCiccio, Risk Manager

Phone: (602) 542-1791

A.R.S. §§ 41-621 et. seq.

Mission:

To provide timely, high quality, and cost effective services to agency customers and the public for the state's property and liability exposures, and to our state employee customers who have work-related injuries.

Description:

Risk Management purchases excess and specialty insurance to complement its self-insurance program; investigates, mitigates and settles all property and liability claims against the state; defends lawsuits and recovers monies from third parties who have injured the state; and assists agencies in development and administration of loss prevention programs. This program also self-insures and self-administers the state's workers' compensation activities by investigating claims and managing workers' compensation benefits for injured state employees; assists agencies in administering return to work programs in compliance with ADA; provides consulting services, and recovers monies from third parties who have injured state employees. (NOTE: Customer satisfaction measures, unless otherwise noted, are based on an annual survey using a scale of 1-8 with 8 being the best rating).

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	72,150.6	92,959.5	100,222.6
Other Non Appropriated Funds	2,731.9	1,875.1	2,613.0
Program Total	74,882.5	94,834.6	102,835.6
FTE Positions	86.0	86.0	90.0

- ◆ **Goal 1** To maintain the continuity of State government operations to ensure the safe and efficient delivery of government services in the Risk Management program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction with handling of property and liability claims on annual survey	n/a	6.5	6.5
Customer satisfaction with self-insurance on annual survey	n/a	6.5	6.5
Customer satisfaction with loss prevention	n/a	6.5	6.5
Customer satisfaction with Workers' Compensation	n/a	6.5	6.5

- ◆ **Goal 2** To aggressively pursue innovative solutions and/or opportunities in the Risk Management program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Statewide incident rate per 100 Full Time Equivalent (FTE) positions (accepted Risk Management claims)	4.5	5.4	5.4
Total dollar losses of property and liability claims (in millions)	36.4	39.9	47.3
Total dollar losses of workers' compensation claims (in millions)	23.5	30.2	29.2
Number of liability settlements and judgments paid greater than \$250,000	10	15	15
Number of general and liability claims opened	3,486	4,000	4,000
Cost of risk per capita (dollars)	16.03	16.21	16.25

HGA 0.0

Agency Summary

OFFICE OF ADMINISTRATIVE HEARINGS

Cliff J. Vanell, Director

Phone: (602) 542-9853

A.R.S. § 41-1092.01

Mission:

To contribute to the quality of life in the State of Arizona by fairly and impartially hearing the contested matters of our fellow citizens arising out of state regulation.

Description:

The Agency commenced operation January 1, 1996. Previously, administrative hearings were conducted "in-house" in each respective state agency or occupational board. The creation of the Office of Administrative Hearings as a separate agency charged with providing administrative law judges has interjected increased professional detachment and physical distance to ensure confidence in the independence and fairness of administrative hearings.

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,284.7	1,284.7	1,284.7
Other Appropriated Funds	14.4	14.5	14.5
Other Non Appropriated Funds	1,538.2	1,584.2	1,584.2
Program Total	2,837.3	2,883.4	2,883.4
FTE Positions	29.0	29.0	29.0

Strategic Issues:

Issue 1 *The OAH must be responsive to the decline in state revenues.*

The OAH will attempt to maintain current level of General Funding except as changed or adjusted by legislation.

◆ **Goal 1** To conduct hearings in a timely fashion.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of days from hearing request to hearing scheduling	1.07	1.07	1.07
Average number of days from hearing scheduling to first scheduled hearing	57.73	57.73	57.73
Average number of days from the first scheduled hearing to the conclusion of the hearing	10.67	10.67	10.67
Average number of days from the conclusion of the hearing to transmission of the decision to the agency	17.57	17.57	17.57
Average length of delay (in days) from first hearing date to conclusion of the case due to continuances	62.23	62.23	62.23
Average length of a single continuance [measured by first continuances only] (in days)	56.64	56.64	56.64
Cases docketed	7561	7561	7561
Number of hearings held	3298	3298	3298
New cases docketed to cases concluded	1: .98	1: .98	1: .98
Hearings conducted by contract administrative law judges	0	0	0
Average days from request for hearing to first date of hearing	58.84	58.84	58.84

◆ **Goal 2** To increase client satisfaction in the hearing process.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of agency acceptance of findings of fact and conclusions of law (excluding recommended order) without modification	92.60	92.60	92.60

Percent of agency acceptance of findings of fact and conclusions of law (including recommended order) without modification	86.64	86.64	86.64
Percent of OAH decisions contrary to original agency position	13.49	13.49	13.49
Percent of agency acceptance of contrary Office of Administrative Hearings decision	89.91	89.91	89.91
Percent of agency rejection of OAH decisions	1.97	1.97	1.97
Percent of cases reheard	1.58	1.58	1.58
Percent of cases appealed to Superior Court	2.15	2.15	2.15
Percent of evaluations rating the administrative law judge excellent or good in attentiveness	98.56	98.56	98.56
Percent of evaluations rating the administrative law judge excellent or good in explaining the hearing process	98.12	98.12	98.12
Percent of evaluations rating the administrative law judge excellent or good in the use of clear and neutral language	97.97	97.97	97.97
Percent of evaluations rating the administrative law judge excellent or good in impartiality	97.72	97.72	97.72
Percent of evaluations rating the administrative law judge excellent or good in dealing with the issues of the case	96.64	96.64	96.64
Percent of evaluations rating the office excellent or good in sufficient space	94.58	94.58	94.58
Percent of evaluations rating the office excellent or good in providing freedom from distractions	95.57	95.57	95.57
Percent of evaluations rating the staff excellent or good in responding promptly and completely to questions	96.51	96.51	96.51
Percent of evaluations rating the staff excellent or good in courteous treatment	96.52	96.52	96.52

◆ **Goal 3** To serve the parties by providing at will access to information.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of weekly requests to website	12200	12200	12200
Average number of individual domains accessing the website per week	1246	1246	1246
Advertisements of website capability per month	1260.2	1260.2	1260.2
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Publication of new informational articles on internet site	0	1	1
Average number of hits on articles on website per week	576	576	576
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of weekly hits on information page to enter agency portal	361	361	361
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of text searches of administrative law judge decisions per week	73.1	73.1	73.1

AHA 0.0

Agency Summary

ARIZONA DEPARTMENT OF AGRICULTURE

Donald Butler, Director

Phone: (602) 542-0990

A.R.S. §§ 3-101 et seq.

Mission:

To regulate and support Arizona agriculture in a manner that encourages farming, ranching, and agribusiness while protecting consumers and natural resources.

Description:

The Department has ten programs designed to regulate all aspects of agricultural production and processing within the State, educate industry to foster compliance with applicable regulations, promote the general welfare of the agricultural community, inform the consumer, and protect the public health and safety. The Food Safety and Quality Assurance program protects against the distribution of unsafe, unwholesome, and improperly labeled meat, poultry, ratites, milk, and eggs. The Non-Food Product Quality Assurance program protects the public's interest by ensuring the quality of feeds, fertilizers, pesticides and seed. The Animal Disease Ownership and Welfare Protection program protects agricultural animals from disease and abuse, livestock owners against theft, and the public from harmful livestock interactions. The Pest Exclusion and Management program ensures the provision of pest-free agricultural products and protects the public from plant pests through prevention, control, and eradication. The Native Plant and Cultural Resources Protection program protects and conserves Arizona's native plants, historical sites, and other natural resources for present and future generations to enjoy and appreciate. The Pesticide Compliance and Worker Safety program protects public health, agricultural workers, and the environment by ensuring the proper use of crop protection products. The State Agricultural Laboratory supports the Department of Agriculture and other regulatory agencies in protecting consumers and natural resources through the provision of quality laboratory services. The Agricultural Consultation and Training program is an innovative compliance assistance program that guides the agricultural community in a non-enforcement posture on regulatory matters, and administers the Livestock and Crop Conservation and Specialty Crop Block Grant Programs. The limited Commodity Development and Promotion program primarily reflects the funding of the industry councils, which is provided through self-assessed fees paid by growers/producers. Finally, the Administrative Services program provides leadership to ensure timely and efficient support services to all Department of Agriculture programs.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ FOOD SAFETY AND QUALITY ASSURANCE	8,311.7	7,584.1	7,690.0
➤ NON-FOOD PRODUCT QUALITY ASSURANCE	904.1	851.9	1,004.5
➤ ANIMAL DISEASE, OWNERSHIP AND WELFARE PROTECTION	3,704.9	3,646.4	3,687.0
➤ PEST EXCLUSION AND MANAGEMENT	5,418.8	4,482.3	4,542.3
➤ NATIVE PLANT AND CULTURAL RESOURCES PROTECTION	220.6	325.3	325.3
➤ PESTICIDE COMPLIANCE AND WORKER SAFETY	794.9	721.6	741.8
➤ ADMINISTRATIVE SERVICES	1,815.8	2,067.9	2,067.9
➤ STATE AGRICULTURAL LABORATORY	2,254.3	2,493.0	2,579.3
➤ AGRICULTURAL CONSULTATION AND TRAINING	3,329.3	3,488.4	3,488.4
➤ COMMODITY DEVELOPMENT AND PROMOTION	3,868.3	3,043.7	3,043.7
Agency Total:	30,622.7	28,704.6	29,170.2

Funding and FTE Summary:

(Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	11,903.8	11,640.4	11,888.0
Other Appropriated Funds	2,851.1	3,461.7	3,831.5
Other Non Appropriated Funds	15,867.8	13,602.5	13,450.7
Program Total	30,622.7	28,704.6	29,170.2
FTE Positions	382.8	380.5	482.3

Strategic Issues:

Issue 1 *The safety and security of our food supply at every level of the food chain is critical to public health as well as economic stability.*

The September 11, 2001 attacks revealed the crucial role the Department plays in homeland security as the State Agency that is responsible for safeguarding citizens and the agricultural industry from pests and diseases. Where terrorist attacks crystallized the delicate balance in food supply safety, homeland security has spotlighted the singular importance of the Department in safeguarding the production, processing and delivery of food. Where, early on, anthrax attacks demonstrated how a disease primarily thought to affect animals can be used against humans, homeland security has spotlighted the singular importance of the Department in assuring the safety of our food supply. The Department's regulation of the feed, fertilizer, pesticide, meat, dairy and egg industries ensures consumer safety. Continual assessment of Department regulatory actions is the key to prevention of terrorist activities that might involve the improper use, or addition, of foreign objects. Prevention of the occurrence of acts of bioterrorism, acts which endanger human health, require funding for adequate staff and resources.

Issue 2 *Reduced funding of the Pest Exclusion and Management (PEM) program has placed the State at increased risk for plant pest introduction(s).*

The State is at increased risk for pest introduction(s) as the Pest Exclusion and Management (PEM) program's ability to detect and prevent the spread of a plant pest, as well as participation in animal health compliance assistance, is diminished as the program's resources have been reduced. The outcomes include, but are not limited to, serious pest introductions and eradication scenarios, challenges both domestically and internationally to

program-issued export certifications.

Issue 3 *Staffing shortages and a high turnover rate for its scientists as well as equipment obsolescence at the State Agricultural Laboratory (SAL) continue to erode the Department's laboratory infrastructure for performing rapid, definitive analyses essential for protecting Arizona's citizens, food supply, environment and agricultural resources.*

We rely on the State Agricultural Laboratory (SAL) for the information we need to make decisions in response to emergency and enforcement situations. The SAL does not have adequate staffing to provide us with timely testing and scientific expertise. The SAL requires adequate staffing and equipment to produce the timely, accurate and defensible laboratory results with the integrity required to support our regulatory actions. Although the laboratory's equipment replacement budget has been reinstated beginning in FY 2009, it currently only supports a 17-year replacement cycle rather than the 11-year cycle required to enable the Department to replace obsolete instrumentation. The validity of the laboratory's data is sustainable only by continuing to address the SAL's needs.

Issue 4 *The Department's Animal Health and Welfare Program must focus on disease exclusion and rapid identification, public health and safety and emergency preparedness.*

Budget reductions threaten public health and the State's animal industries. Emerging animal diseases, some of which affect humans such as Avian Influenza, demand Department emergency preparedness and strengthened bio-security activities. Additionally, Department response to the growth of and changes in the self-inspection program and the Agency licensing section, requires improved staffing and information technology.

Issue 5 *Maintenance of a robust and customer friendly Information Technology (IT) system and IT staff is essential to allow continued protection of the food supply, the public and the environment. Without additional funding, the Agency's ability to maintain this is seriously in jeopardy.*

Every person within the Department is dependent on Information Technology (IT) to carry out legislative mandates. IT is the cornerstone and life blood of the Department's regulatory and Customer Service efforts. In order to follow through with the primary mission of the Department, the Department must have the ability to keep its IT systems in line with technology advancements and must keep IT staff skills at a level to maintain those systems. Additional funding is needed for this additional technical training, not found within the Arizona Government University system. Key to the Department's mission is the timely dissemination of accurate information to the regulated community, the public and to our own employees. This information is kept on various server class computers, including the Department web site. The Department has worked with GITA to determine the most effective methods of delivering this information to concerned parties, and to keep in compliance with ongoing security demands and standards for IT. Increased IT staffing is needed in the development arena to provide the necessary applications that cannot be purchased, and to assist in the migration of legacy applications to more current technology. The technology in place must be able to support, at a minimum, the more than 250 Department employees, 4 outlying Department offices, 20 outlying animal health officers, as well as the thousands of citizen-clients found throughout the State. Outdated technology cannot perform this function with the efficiency and security that those being supported require. Regular technology replacement schedules, ongoing maintenance and software licensing, IT staff training, and increased IT staffing are all essential for the Department to provide consistent, accurate, and timely information flow that is necessary to mitigate technology disasters, deal with emergencies, and carry on day-to-day operations in an efficient, secure environment. Additional funding is needed for all of this to occur.

Issue 6 *For the Department to capitalize on federal and outside funding opportunities, State funds are required.*

As the Department continues to search out federal grants and cooperative agreement funding, there is an increasing challenge to be able to provide the necessary matching funds required by most agreements. Typically, required State match for agreements ranges from 15 - 50% of the grant award funds and, since the State matching funds cannot originate from other federal monies, State matching funds must originate from the State

general fund or other appropriated or non-appropriated non-federal funds.

AHA 1.0 **Program Summary**
FOOD SAFETY AND QUALITY ASSURANCE
Dr. John W. Hunt, DVM, Associate Director
Phone: (602) 542-7186
A.R.S. §§ 3-101 et seq

Mission:

To ensure that the public food supply meets established standards for quality and safety.

Description:

This program provides inspections for the safety and/or quality of meat, poultry, ratites, milk, eggs, and fresh produce.

This Program Contains the following Subprograms:

- ▶ Animal Products Food Safety and Quality Inspection
- ▶ Fresh Produce Standardization and Inspection

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,430.8	1,470.1	1,490.9
Other Appropriated Funds	1,544.2	1,984.8	2,090.7
Other Non Appropriated Funds	5,336.7	4,129.2	4,108.4
Program Total	8,311.7	7,584.1	7,690.0
FTE Positions	120.7	123.4	125.4

AHA 1.1 **Subprogram Summary**
ANIMAL PRODUCTS FOOD SAFETY AND QUALITY INSPECTION
Dart Easterday, Administrator
Phone: (602) 542-0884
A.R.S. §§ 3-101 et seq.

Mission:

To protect against the distribution of unsafe, unwholesome, and improperly labeled meat, poultry, ratites, milk, and eggs.

Description:

This subprogram is designed to help protect the public health and safety from microbiological, chemical, and physical food hazards or substandard quality resulting from the processing and packaging of meat, poultry, ratites, milk, and eggs. Slaughtering facilities and processors receive licensing and permitting services, on-site inspections, and testing of samples for microbiological, drug, and chemical residues. State and federal regulations are administered relating to the sale, packing, and movement of eggs and egg products. Inspection activities include egg products control, shell egg grading and milk tanker inspections. Poultry used in school lunch programs also is inspected for quality and safety.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,430.8	1,470.1	1,490.9
Other Appropriated Funds	671.1	897.8	1,003.7
Other Non Appropriated Funds	654.9	618.3	597.5
Program Total	2,756.8	2,986.2	3,092.1
FTE Positions	37.4	37.4	39.4

- ◆ **Goal 1** To maintain an effective regulatory system of animal food product inspections.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of pounds of fluid milk removed from sale by inspectors due to non-compliance with regulations	210,280	400,000	400,000

Number of documented food-borne bacteria outbreaks linked to Arizona state-inspected dairy facilities	0	0	0
Total number of dairy-related inspections	874	900	900

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of wholesale and retail egg inspections	1,278	1,600	1,600
Total number of individual shell eggs inspected under State inspection	350,609	500,000	500,000
Number of egg dozens retained by inspectors for non-compliance with State standards	143,924	400,000	400,000
Number of documented food-borne bacteria outbreaks linked to eggs or egg products sold within Arizona	0	0	0

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of documented food-borne bacteria outbreaks linked to Arizona state-inspected processing or slaughter plants	0	0	0
Number of state meat and poultry facilities	79	80	81
Percent of meat and poultry product tests in compliance with bacteria, drug and chemical residue requirements	99.49	99	99

AHA 1.2

Subprogram Summary

FRESH PRODUCE STANDARDIZATION AND INSPECTION

Dr. John Hunt, Associate Director

Phone: (602) 542-7186

A.R.S. §§ 3-101 et seq.

Mission:

To inspect the quality of fresh produce in the marketing chain from farm to consumer through established standards of the Arizona or United States Department of Agriculture and applicable marketing orders.

Description:

This subprogram inspects the quality of fresh produce in accordance with standards established either by the State of Arizona or the United States Department of Agriculture (USDA). State inspections are industry-funded and aid the Arizona citrus and fruit and vegetable industries, including growers, shippers, dealers, and commission merchants in complying with product quality standards. The purpose of state inspections is to ensure that any produce marketed within or exported from Arizona conform to state quality standards established for each commodity. Inspections encompass several areas, including quality, maturity, processing, labeling, storage, handling, and refrigeration of products. Under a cooperative agreement, USDA inspections are given by federal/state inspectors and take place primarily at the shipping point (point of origin), port of entry (Arizona-Mexico border), or the terminal market (point of destination). USDA grade inspections are fee-based and given at the request of industry desiring either to market their produce under USDA quality grade standards, or to fulfill requirements for United States imports, exports, marketing orders, or military shipments. Federal/state inspectors also inspect watermelons and other identified produce entering Arizona from Mexico according to state quality standards.

Funding and FTE Summary:

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	873.1	1,087.0	1,087.0
Other Non Appropriated Funds	4,681.8	3,510.9	3,510.9
Program Total	5,554.9	4,597.9	4,597.9
FTE Positions	83.3	86.0	86.0

- ◆ **Goal 1** To maintain an effective system of fresh produce inspections and field monitoring activities.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Number of federal-state inspections	31,452	31,000	31,000
Number of cartons shipped by industry (in millions)	86.3	87	87
Number of citrus, fruit & vegetable inspections	16,309	20,000	20,000
Number of federal-state and citrus, fruit, and vegetable produce inspections	47,761	51,000	51,000
Number of written violations	12	20	20
Number of verbal violations	23	40	40

AHA 2.0

Program Summary

NON-FOOD PRODUCT QUALITY ASSURANCE

Jack Peterson, Associate Director

Phone: (602) 542-3575

A.R.S. §§ 3-101 et seq.

Mission:

To protect the public's interest by ensuring the quality of feeds, fertilizers, pesticides and seed.

Description:

This program serves to assure public confidence in the quality of feed, fertilizer, pesticide and seed products. Pesticides include, but are not limited to, traditional crop protection agents, swimming pool chemicals, pet pest treatments, and household cleaners. Regulation of the various industries is accomplished through two basic functions. First, regulatory processes are undertaken to register pesticides and fertilizers and to issue licenses to feed, fertilizer, forage, and seed dealers and labelers. Secondly, enforcement activities are conducted by inspectors who confirm product registrations and dealer licensing, and who regularly sample feed, fertilizer, pesticide, and seed products to ensure that label statements, product guarantees, and applicable laws are adhered to. Inspectors also respond to individual consumer complaints regarding product quality concerns.

Funding and FTE Summary:

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	897.7	847.8	1,000.4
Other Non Appropriated Funds	6.4	4.1	4.1
Program Total	904.1	851.9	1,004.5
FTE Positions	10.5	9.5	9.5

- ◆ **Goal 1** To provide accurate and timely licensing and registration services to customers as the first step to gaining compliance.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of all ESD applications received	22,000	22,000	22,000
Weighted time average in calendar days from receipt of completed application to issuance or denial of all requests within a required time frame	14	14	14

- ◆ **Goal 2** To protect the interests of consumers by removing substandard non-food products from the market place.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of regulatory actions taken	1,759	425	425
Total number of inspections conducted	743	750	750
Number of feed, fertilizer, pesticide and seed labels inspected in the market place	21,981	22,000	22,000
Number of feed, fertilizer, pesticide and seed samples collected	1,193	1,200	1,200
Number of samples found deficient through laboratory analysis	159	100	100

AHA 3.0

Program Summary

ANIMAL DISEASE, OWNERSHIP AND WELFARE PROTECTION

Dr. John W. Hunt, DVM, Associate Director

Phone: (602) 542-7186

A.R.S. §§ 3-101 et seq.

Mission:

To protect agricultural animals from disease or abuse, livestock owners against theft, and the public from harmful livestock interactions.

Description:

This program regulates the importation of livestock, ratites, and live fish into Arizona to identify, diagnose, and prevent existing and emerging diseases that would threaten those industries and possibly compromise the supply of safe and wholesome animal products to the consuming public. It also monitors livestock ownership and movement, investigates cases of alleged livestock abuse and theft, and assists in containing livestock that endanger the public safety.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,653.8	2,610.1	2,641.3
Other Appropriated Funds	108.2	138.6	179.2
Other Non Appropriated Funds	942.9	897.7	866.5
Program Total	3,704.9	3,646.4	3,687.0
FTE Positions	44.6	44.6	44.6

- ◆ **Goal 1** To maintain an effective system of livestock disease surveillance through timely inspections and investigations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of custom exempt and home processing inspections	1,262	1,300	1,300
Number of strays - animal at large investigations	1,732	1,800	1,800
Number of animal care investigations	2,467	2,400	2,400
Number of theft investigations	62	60	60
Number of livestock movement inspections (range cattle form 1)	4,630	4,200	4,200
Number of self inspection certificates issued	27,055	26,000	26,000

- ◆ **Goal 2** To maintain an effective system of livestock and commercial fish disease surveillance and response.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of quarantine sites in Arizona for all diseased livestock and fish	3	3	3
Number of cases of secondary spread from quarantine sites of diseased livestock and fish	0	0	0
Number of cases of equine infectious anemia	1	1	1
USDA disease status for Arizona for bovine brucellosis and tuberculosis, and swine pseudorabies	Free	Free	Free

AHA 4.0

Program Summary

PEST EXCLUSION AND MANAGEMENT

G. John Caravetta, Associate Director

Phone: (602) 542-0996

A.R.S. §§ 3-101 et seq.

Mission:

To ensure the provision of pest-free agricultural products and protect the public from agricultural pests through prevention, control, and eradication, thereby also reducing the necessity of pesticide applications.

Description:

The Pest Exclusion and Management program has moved to incorporate new technology, advance inspector training, update quarantine requirements and employ intensive pest trapping methods to meet the challenges of rapid urban development, increased global and domestic trade and expanded export opportunities for Arizona's agricultural commodities and value added products. The mission is executed through the concerted efforts of the Quarantine Program and Interior Operations that incorporates a comprehensive survey and detection program. Arizona's "pest free" status for federally regulated pests evidences the synergy of these efforts. Pest detection, management, and eradication are a large part of the Department's regulatory function. Interior Operations staff perform regular and systematic surveys to prevent the introduction, establishment, and spread of pests which pose a threat to Arizona's residents and plant industries. The Quarantine/Nursery Program works closely with Interior Operations to regulate the movement of commodities and facilitate imposition of in-state quarantines where pest eradication is required, or restricted movement of a commodity is necessary.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,025.5	3,430.7	3,430.7
Other Appropriated Funds	0.0	40.0	100.0
Other Non Appropriated Funds	1,393.3	1,011.6	1,011.6
Program Total	5,418.8	4,482.3	4,542.3
FTE Positions	111.2	101.2	101.2

- ◆ **Goal 1** To manage existing pests and prevent the reintroduction of eradicated pests in Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of pest interceptions within the state interior	16,119	20,000	20,000
Number of interceptions resulting in enforcement actions within the state interior	1,330	1,500	1,500
Percent of inspections within the state interior resulting in pest interceptions	6.69	8	8

- ◆ **Goal 2** To exclude and prevent the establishment of hazardous pests in Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of trucks rejected at all ports	3,003	0	0
Number of pest interceptions at all ports	2,713	0	0
Percent of inspected trucks rejected at ports	3	0	0
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of weed management areas established in cooperation with governmental and private entities	13	13	14

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
USDA rating on Federal pest status of the Fruit Fly in Arizona	Pest-free	Pest-free	Pest-free
USDA rating on Federal pest status of the Gypsy Moth in Arizona	Pest-free	Pest-free	Pest-free
USDA rating on Federal pest status of the Red Imported Fire Ant in Arizona	Pest-free	Pest-free	Pest-free
USDA rating on Federal pest status of Khapra beetle in Arizona	Pest-free	Pest-free	Pest-free
USDA rating on Federal pest status of Japanese beetle in Arizona	Pest-free	Pest-free	Pest-free

- ◆ **Goal 3** To serve our customers in an accurate and efficient manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of federal phytosanitary certificates written	2,848	3,000	3,000

Program Summary
AHA 5.0
NATIVE PLANT AND CULTURAL RESOURCES PROTECTION
 Jack Peterson, Associate Director
 Phone: (602) 542-3575
 A.R.S. §§ 3-101 et seq.

Mission:

To protect and conserve Arizona's native plants, historical sites, and other natural resources for present and future generations to enjoy and appreciate.

Description:

This program regulates the harvesting, transporting, and sale of native plants; assists in protecting archaeological and paleontological sites, caves and caverns; and investigates and prosecutes unlawful natural resource theft and destruction.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	110.4	194.7	194.7
Other Non Appropriated Funds	110.2	130.6	130.6
Program Total	220.6	325.3	325.3
FTE Positions	5.0	5.0	5.0

- ◆ **Goal 1** To serve the public and the agricultural community by protecting agricultural products, livestock and native plants by conducting investigations into illegal activities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of criminal referrals received	19	25	25
Number of civil referrals received	13	15	15
Number of investigations opened	32	30	30
Percent of investigations completed	47	50	50
Number of native plant cases with successful compliance	15	15	15

Program Summary

AHA 6.0
PESTICIDE COMPLIANCE AND WORKER SAFETY
 Jack Peterson, Associate Director
 Phone: (602) 542-3575
 A.R.S. §§ 3-101 et seq.

Mission:

To protect public health, agricultural workers, and the environment by ensuring the proper use of crop protection products.

Description:

This program seeks to ensure the proper use and application of crop protection products. Inspectors confirm compliance with laws and rules by monitoring pesticide use. In addition, training and testing is provided to private and commercial pesticide applicators to ensure competency for certification.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	364.1	288.0	408.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	430.8	433.6	333.8
Program Total	794.9	721.6	741.8
FTE Positions	11.0	11.0	110.8

- ◆ **Goal 1** To ensure safety of pesticide workers and handlers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of worker safety issues addressed during inspections	3,030	3,000	3,000
Number of worker safety issues identified as being out of compliance	259	250	250

- ◆ **Goal 2** To protect the public from unlawful pesticide exposure.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of pesticide use inspections	274	250	250
Number of inspection issues identified as pesticide misuse	11	10	10

Program Summary

AHA 7.0
ADMINISTRATIVE SERVICES
 Donald Butler, Director
 Phone: (602) 542-0990
 A.R.S. §§ 3-101 et seq.

Mission:

To provide leadership and ensure timely and efficient support services to all Department of Agriculture programs.

Description:

This program encompasses the Office of the Director and Administrative Services. The Office of the Director includes legislative services, rules, legal services, strategic planning, budgeting and public information. Administrative Services serves each departmental program with accounting, payroll, human resources, training, information technology, procurement, and facilities management services.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,588.9	1,667.4	1,667.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	226.9	400.5	400.5
Program Total	1,815.8	2,067.9	2,067.9
FTE Positions	20.2	20.2	20.2

◆ **Goal 1** To provide accurate and timely support services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of employee travel claims correctly processed within ten days	91	100	100
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of vendor invoices paid within 30 days	99	100	100
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of agency staff turnover	28.81	25	25
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Administration as a percent of total cost	5.9	7.1	7.0
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of industry stakeholders rating the Department's quality of communications excellent or good	96.8	95	95

◆ **Goal 2** To improve information technology communications and customer service.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
System uptime as a percentage of total monthly hours as measured by industry standard monitoring software	99.03	100	100
Percent of IT staff certified in their areas of emphasis, i.e. Microsoft MCSE, MCDBA,	75	75	75
Percent of total license renewals completed through the Department's website	0	15	20
Percent of issues reported by the Customer Service Tracking System closed within 8 working hours of submission	97.08	97	97

AHA 8.0

Program Summary

STATE AGRICULTURAL LABORATORY

Doug Marsh, Assistant Director

Phone: (602) 744-4924

A.R.S. §§ 3-101 et seq.

Mission:

To support the Department of Agriculture and other regulatory agencies in protecting consumers and natural resources through the provision of quality laboratory services.

Description:

This program provides scientific analyses of regulatory samples in areas such as meat and dairy products, fruits and vegetables, feeds, fertilizers, pesticides, insects, and plant diseases. Analyses determine if agricultural products meet labeling specifications and provide authoritative identification and detection of biological organisms and residue level contaminants that affect the public and the environment. The program also provides technical resource expertise and training to the Department of Agriculture and other agencies, including lab and sampling certification services.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,686.0	2,010.9	2,086.5
Other Appropriated Funds	85.8	149.1	159.8
Other Non Appropriated Funds	482.5	333.0	333.0
Program Total	2,254.3	2,493.0	2,579.3
FTE Positions	24.6	26.1	26.1

◆ **Goal 1** To minimize the effect of staff reduction and lack of equipment funding on the overall customer satisfaction rating.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Number of "high priority" sample analyses completed by the due date	1,292	1,400	1,400
Percent of customer satisfaction rating regarding the lab's "timely delivery of service"	87	85	80
Percent of overall customer satisfaction rating for laboratory services	95	92	80

AHA 9.0

Program Summary

AGRICULTURAL CONSULTATION AND TRAINING

Brett Cameron, Assistant Director

Phone: (602) 542-0984

A.R.S. §§ 3-101 et seq.

Mission:

To guide the agricultural community in a non-enforcement posture on regulatory matters administered by the Arizona Department of Agriculture.

Description:

The Agricultural Consultation and Training Program is an innovative compliance assistance program that guides the agricultural community in a non-enforcement posture on regulatory matters, and administers the Livestock and Crop Conservation and Specialty Crop Block Grant Programs. Through requested on-site visits (OSV), program staff provides non-regulatory advice to the agricultural community on how to comply with State statutes, regulations, policies, and federal mandates that the Arizona Department of Agriculture is responsible for directly administering or indirectly administering through contractual agreements. No regulatory actions may be taken as a result of the OSV, except in cases of imminent danger. This program was first established in FY 1995.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	154.7	163.2	163.2
Other Appropriated Funds	104.8	106.7	106.7
Other Non Appropriated Funds	3,069.8	3,218.5	3,218.5
Program Total	3,329.3	3,488.4	3,488.4
FTE Positions	7.5	7.5	7.5

◆ **Goal 1** To foster voluntary compliance with agricultural laws and regulations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of agricultural consultation and training compliance issues addressed	558	600	630
Number of compliance issues needing correction or clarification	10	90	83
Number of on-site visits or individual consultations	146	175	195
Number of pesticide resources, materials, or contracts provided upon request.	99	100	125

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of agricultural operations that receive training	83	75	80
Number of individuals who received pesticide safety training in English	180	200	225
Number of individuals who received pesticide safety training in Spanish	643	650	675
Number of outreach and education seminars and workshops (including Train-the-Trainer Workshops)	56	60	62
Number of outreach and education seminar and workshop participants (including Train-the-Trainer Workshops)	3,813	4,150	4,050
Number of outreach and educational materials developed (including training and outreach materials, curricula, articles, interviews, Power Point presentations, and training resources)	43	60	65
Number of people reached through outreach and education materials (new and existing)	12,513	15,400	15,500

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of operations receiving assistance	109	110	115
Number of follow-up on-site visits	16	20	25
Number of Farm Bill contract management acres	22,541.8	23,000	25,000

- ◆ **Goal 2** To fulfill the purpose of A.R.S. 41-511.23(G) - Livestock and Crop Conservation Grant Program and that of the USDA-Agricultural Marketing Service as authorized by the Specialty Crops Competitiveness Act of 2004.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of grant applications	22	130	130
Number of grants awarded	12	98	70
Amount of grant funds disbursed (in millions of dollars)	2.41	3.4	4.5

Explanation: FY 2010 may be greater than estimate contingent on a pending decision from OMB.

AHA 10.0

Program Summary

COMMODITY DEVELOPMENT AND PROMOTION

Phone:

A.R.S. §§ 3-101 et seq.

Mission:

To foster the domestic and international consumption of Arizona agricultural commodities and provide quality support services to contracted industry councils.

Description:

As a result of budget reductions several years ago, the Department has a limited Commodity Development and Promotion Program funded entirely from non appropriated revenues. The Environmental Services Division oversees the issuance of certificates of free sale and the sale of merchandise with the Arizona Grown trademark. The Agricultural Consultation and Training Program oversees administrative support for the Arizona Citrus Research Council, Arizona Grain Research and Promotion Council, Arizona Iceberg Lettuce Research Council, Agricultural Employment Relations Board, and the Arizona Agricultural Protection Commission. The Commodity Development and Promotion Program funding primarily is that provided to the Arizona Cotton Research and Protection Council, Arizona Citrus Research Council, Arizona Grain Research and Promotion Council, and Arizona Iceberg Lettuce Research Council through self-assessed fees paid by growers/producers.

*Note: 31.5 of the FTE positions shown in this program reflect employees of the Arizona Cotton Research and Protection Council.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,868.3	3,043.7	3,043.7
Program Total	3,868.3	3,043.7	3,043.7
FTE Positions	27.5	32.0	32.0

- ◆ **Goal 1** To provide documentation authenticating that a commodity is generally and freely sold in domestic channels of trade.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of free sale certificates issued	74	74	74
Number of products under free sale	2,641	2,641	2,641

HCA 0.0

Agency Summary

AHCCCS

Anthony Rodgers, Director

Phone: (602) 417-4111

A.R.S. § 36-2901 et seq.

Mission:*To provide comprehensive, quality health care for those in need.***Description:**

The Arizona Health Care Cost Containment System (AHCCCS), which serves as the state's Medicaid agency, is a health care program primarily targeted to serve low-income Arizonans. AHCCCS is a partnership that includes the state, its counties, the federal government, program contractors and health plans from the public and private sector, and AHCCCS members.

The AHCCCS Administration's main responsibility is to plan, develop, implement, and administer health care programs for low income Arizonans, based on competitively bid prepaid capitated contracts designed to provide quality health care while containing costs. The Administration's additional responsibilities are setting policy and controls for eligibility administration, member enrollment, quality assurance of medical care, provider and plan oversight, and procurement of contract providers.

Major medical programs are acute care, behavioral health services, long term care, and a premium-based program known as Healthcare Group (HCG). The AHCCCS Administration determines eligibility for the Arizona Long Term Care System (ALTCS), Children's Health Insurance Program (KidsCare), Qualified Medicare Beneficiaries, and for other Supplemental Security Income (SSI) related Medical Assistance Only programs. Federal funding through Title XIX and Title XXI of the Social Security Act is provided to AHCCCS by the Centers for Medicare and Medicaid Services (CMS), which is under the U.S. Department of Health and Human Services.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ADMINISTRATION	153,297.9	157,752.8	159,642.9
➤ AZ LONG TERM CARE SYSTEM (ALTCS)	1,904,381.7	2,053,562.3	2,312,635.7
➤ ACUTE CARE	3,509,949.4	4,021,616.7	4,463,582.2
➤ PROPOSITION 204 - SENATOR ANDREW NICHOLS COMPREHENSIVE HEALTH INSURANCE COVERAGE ACT	1,668,126.0	1,996,460.6	2,525,523.9
➤ HEALTHCARE GROUP	86,963.3	72,407.6	65,717.3
➤ CHILDREN'S HEALTH INSURANCE (CHIP)	172,049.8	189,603.5	197,930.8
➤ DIRECT SERVICE CLAIMING (DSC)	27,761.3	28,428.5	26,589.8
Agency Total:	7,522,529.4	8,519,832.0	9,751,622.6

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,219,660.2	1,425,272.3	1,789,395.9
Other Appropriated Funds	236,591.8	292,981.9	252,011.0
Other Non Appropriated Funds	6,066,277.4	6,801,577.8	7,710,215.7
Program Total	7,522,529.4	8,519,832.0	9,751,622.6
FTE Positions	3,178.9	3,201.3	3,228.3

Strategic Issues:**Issue 1 Control Medical Cost Inflation.**

As in other states, Medicaid accounts for a major portion of the state's budget. AHCCCS's goal is to maintain average annual capitation rate (per member per month) increases at or below 6%. To attain this goal, AHCCCS plans to:

- Continue efforts that support equitable and manageable provider rate structures and payment methodologies.
- Maintain membership management practices that ensure members are enrolled in the most appropriate AHCCCS programs, and carefully evaluate proposed administrative actions to make certain they will not inadvertently result in unanticipated membership.
- Explore cost-effective purchasing options for key Medicaid services (e.g., transportation).
- Maximize use of non-state funding sources (e.g., grants).
- For purposes of contract assessment and public communication, regularly monitor and compare service utilization and cost across contracted health plans by (1) identifying applicable key performance indicators; (2) developing a methodology to measure, analyze, and report performance across health plans; and (3) establishing benchmarks to support the assessment process.
- Continue to work with CMS to implement Congressional Budget Reconciliation bills and support Medicaid legislative changes to reduce program costs.
- Pursue waiver renewal to maintain continued cost control.

Issue 2 Improve health care quality and access to primary care services and community-based health care options to reduce overall cost of health care and promote wellness.

An objective of quality health care is to deliver the right treatment in the right setting at the right time. Both scientific and personal aspects of care are delivered in a culturally competent and personalized manner. Quality health care, which includes both disease management and prevention, leads to better outcomes and lower costs. Access to care and availability are additional key factors. Inability to access care is likely to result in a delay in treatment; and, treatment in an inappropriate setting is likely to result in poorer health outcomes. To attain goals related to quality of care and access to care, AHCCCS plans to:

- Improve incentives to promote health plan quality outcomes.
- Evaluate the level of health plan maturity related to medical management and develop strategies to improve capability.
- Implement components of a chronic care model that can be effectively used by the health plans for management of costly chronic conditions.
- Develop pay-for-performance programs to promote quality outcomes in both the ALTCS and acute care programs.
- Promote value-based purchasing.
- Promote evidence-based treatment guidelines and best practices.
- Continue to evaluate opportunities to use designated Centers of Excellence for members with high-cost and complex diseases to improve both quality of care and cost-effectiveness.
- Use utilization management reports for health plan comparison and benchmarking.
- Develop additional measures to monitor quality outcomes for long-term care recipients.
- Develop strategies to increase and improve health literacy among members, caregivers, and families.
- Improve children's oral health by promoting the establishment of a dental home by age one.
- Respond to the needs of a growing ethnically diverse population by promoting cultural competence throughout the health care delivery system.
- Continue to investigate opportunities to improve medically-necessary transportation services.
- Continue to monitor and evaluate the networks of contracted health plans to determine their adequacy in meeting the needs of members.

Issue 3 Reduce the number of uninsured to minimize the economic and health impact on the community.

The rate of uninsured in Arizona is among the highest rates in the nation. It is estimated that nearly three-quarters of the uninsured reside in households with incomes below 200% of the federal poverty level, making the purchase of private insurance almost impossible. The majority of uninsured individuals come from working families. Seventy percent come

from families with at least one full-time worker, and 12% come from families with part-time workers.

Uninsured individuals impact both the economy and the health care delivery system in Arizona. They forego primary and preventive care for emergency room treatment of acute medical episodes. They place financial stress on providers, who raise rates to make up for uncompensated care. They increase demand on publicly supported services. AHCCCS's goal is to reduce the rate of uninsured Arizonans by providing reasonably-priced health care coverage options. To attain this goal, AHCCCS plans to:

- Decrease the number of working uninsured Arizonans by offering affordably-priced health care benefit options through Healthcare Group to small businesses with 2-50 employees.
- Offer a range of benefit plan options and deductible levels that can fit a variety of budgets and health care needs.
- Offer benefit plans that are designed to promote health and wellness through easy access to routine, preventive, and urgent care.
- Implement, as part of the HIFA waiver, an employer-sponsored insurance option to assist eligible KidsCare families with coverage through small employers.
- Evaluate other coverage options under the HIFA waiver as well as other types of strategies for maximizing the impact Medicaid and SCHIP programs have on reducing the rate of uninsured.
- Refer applicants who are ineligible for AHCCCS to potential alternative resources for insurance coverage and medical care.

Issue 4 Improve organizational capacity and develop essential core competencies within the workforce to achieve strategic objectives.

The success of AHCCCS's strategic plan requires an appropriate infrastructure, including a workforce with the ability to capitalize on identified opportunities. Of particular importance is the agency's Information Services Division (ISD), which supports critical functions. Opportunities exist to support effective use of data and predictive modeling. One AHCCCS goal is to improve AHCCCS information systems and decision support capabilities. To attain this goal, AHCCCS plans to:

- Evaluate, acquire, and install the next generation of AHCCCS software products and system architecture.
- Maximize the use of upgraded telecommunication capabilities.
- Design and implement expanded web-enabled capacity and capabilities.
- Maximize the organization's ability to utilize data warehousing for reporting and decision-making.
- Reduce the number of reports run against the Department of Administration's mainframe computer to reduce current data center costs (\$8 million) incurred by AHCCCS.

Another goal is to build and shape a workforce prepared to meet the agency's strategic objectives. The mission of the AHCCCS Human Resources and Development (HRD) Unit is to provide good, fair counsel; and to attract, develop, and retain a productive innovative workforce to meet the challenging demands of the AHCCCS programs. HRD must be prepared to plan, develop, and document the core competencies necessary to accomplish the agency's vision. To attain this goal, AHCCCS plans to:

- Implement an HRD strategic plan that focuses on building organizational capacity and leveraging human capital in order to meet customer needs and fulfill agency goals.
- Increase the agency's participation in virtual office and teleworking by 10% per division over the next year.
- Establish a virtual office environment that has the potential to improve productivity and facilitate recruitment and retention of staff while decreasing infrastructure costs.
- Establish sound methodologies to assess the workforce and improve core processes in order to ensure a competitive environment and alignment with the agency's mission.
- Continue efforts to assess core competencies and use them as a road map to guide employee training and development.

A third goal is to continue efforts that have the potential to improve the agency's customer service operations. To attain this goal, AHCCCS plans to:

- Conduct ALTCS member satisfaction surveys that allow for individual program contractor comparison and benchmarking.
- Continue to use acute care member and provider surveys to identify customer needs and concerns and guide improvement efforts.

HCA 1.0

Program Summary

ADMINISTRATION

Anthony Rodgers, Director

Phone: (602) 417-4711

A.R.S. Title 36; Title XIX, SSA

Mission:

To provide comprehensive, quality health care for those in need.

Description:

The Administration contracts with program contractors and health plans, which agree to accept a capitated monthly payment for the cost of providing medical care to enrolled members. Administration responsibilities related to health plan and program contractor contracting include rate negotiations, financial and operational oversight of health plans and program contractors, and quality of care assessments.

The Administration also manages a fee-for-service payment system that covers medical bills for IHS enrolled members and emergency services for qualified aliens. Additional Administration responsibilities include the development and maintenance of the management information system, coordination of provider or eligibility grievances, policy development and research, agency financing and accounting, agency development and monitoring, third party liability recovery, and performing eligibility determinations for the Arizona Long-Term Care System and KidsCare. Eligibility for the Acute Care program is conducted by the Department of Economic Security and the Social Security Administration.

This Program Contains the following Subprograms:

- ▶ Central Administration
- ▶ Pass-thru to Other State Agencies
- ▶ Office of Managed Care
- ▶ Office of Medical Management
- ▶ Advisory Council on Indian Health Care (Pass-Through)
- ▶ Division of Member Services

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	62,894.2	58,323.5	61,471.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	90,403.7	99,429.3	98,171.3
Program Total	153,297.9	157,752.8	159,642.9
FTE Positions	2,085.9	2,072.3	2,093.8

HCA 1.1 **Subprogram Summary**
CENTRAL ADMINISTRATION
Anthony Rodgers, Director
Phone: (602) 417-4711
A.R.S. § 36-2901

Mission:

To provide the strategic leadership, policy, technology, legal, and financial direction and coordination for AHCCCS.

Description:

Central Administration consists of six operating offices or divisions, which provide the following services:

- (1) The Office of the Director provides the overall policy direction for the agency with specific staff dedicated to public information, community resources, government relations, and coordinating the agency's strategic plan;
- (2) The Information Services Division develops, maintains, and acquires automation for the agency;
- (3) The Division of Business and Finance oversees internal financial operations, third party liability, contracts, budget development and monitoring, purchasing, and facilities management;
- (4) Human Resources and Development provides training, personnel assistance, guidance on organizational development, recruitment, retention, and equal opportunity;
- (5) The Office of Administrative Legal Services provides legal counsel for AHCCCS; manages contracted legal services; and provides members, contractors, and providers a fair, expeditious, and cost-effective process to informally adjudicate grievances; and
- (6) The Office of Program Integrity is responsible for the prevention, detection, and investigation of fraud and abuse by providers, health plans, and members in the AHCCCS program.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	12,049.8	11,564.5	14,226.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	33,024.9	40,143.0	37,657.0
Program Total	45,074.7	51,707.5	51,883.4
FTE Positions	286.1	272.5	294.0

- ◆ **Goal 1** To ensure all employees meet the state training statute requirements and to oversee the development of AHCCCS core competencies with an emphasis on enhancing employee knowledge, teamwork, and improving customer relations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Training hours per employee	4.6	4	3
Percent of employee turnover	13.03	16	16

- ◆ **Goal 2** To ensure and maintain the integrity of the AHCCCS program through timely audits and investigations of reports of fraud and abuse.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of benefit of the cost of audits and investigations of reports of fraud and abuse	416	420	420

- ◆ **Goal 3** To monitor the status of the AHCCCS program waiver and state plan and coordinate the submission of required deliverables to the Centers for Medicare and Medicaid Services (CMS).

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of timely submissions of "Waiver and Special Terms and Conditions" documents, reports, and State Plan Amendments to CMS	100	100	100

- ◆ **Goal 4** To develop and maintain accurate AHCCCS statutes and regulations to ensure compliance with federal and state legal requirements.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of timely submissions and approval of rule packages	100	100	100

- ◆ **Goal 5** To resolve problems raised to the Director's Office by customers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of inquiries responded to within three days regarding client service issues	NA	90	90

- ◆ **Goal 6** To develop, maintain, and enhance computerized PMMIS application systems as dictated by cost efficiencies and agency needs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of time the PMMIS is available to our users	100	98	98

- ◆ **Goal 7** To administer a streamlined claims processing system, including the integration of an electronic format for provider claims submission, inquiry, payment, and remittance.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of invoices paid within 30 days	94	95	95
Percent of total programmatic payments completed electronically	96.8	90	90

- ◆ **Goal 8** To administer an effective and efficient informal grievance process.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of enrollees filing a grievance	.15	.5	.5

HCA 1.2 **Subprogram Summary**
 PASS-THRU TO OTHER STATE AGENCIES
 Tom Betlach, Deputy Director
 Phone: (602) 417-4711
 A.R.S. Title 36, Title XIX, SSA

Mission:

To partner with other state agencies for administrative services to reach across Arizona to provide comprehensive quality health care for those in need.

Description:

The Department of Economic Security (DES), Department of Health Services (DHS), Office of Administrative Hearings (OAH) and the Department of Administration's Data Center (DOADC) coordinate with AHCCCS by providing administrative support for the program. DES performs eligibility determination for approximately three-fourths of the AHCCCS members, which include 1931(b) Eligibility (TANF), SOBRA pregnant women and children, Proposition 204, and other "medical assistance only" groups for families with minor children. AHCCCS passes through state and federal funds to DES to cover the costs of determining eligibility and automation of the eligibility systems. Preadmission screening and annual resident reviews are conducted by DES and DHS by conducting level II screenings for eligible patients in Title XIX certified nursing facilities. These residents have been identified through a level I screening process as potentially having a mental retardation or mental illness. The DES, Disability Determination Services, determines disability entitlement for the Arizona Long Term Care System's applicants, SSI/MAO, and SSI-related Federal Emergency Services applicants.

In addition, DHS, Nursing Facility Licensure, determines whether institutions and suppliers of service meet the requirements for participation in the Medicaid program as it applies to licensure, certification, or registration. DOA provides computer processing services, operating manuals, documentation services, and back-up support in case of equipment failure. And OAH provides legal hearings for providers and members, ensuring equitable treatment of all participants in the Arizona Health Care Cost Containment System. (Pass-Thru funding includes DES, DHS, OAH, DOADC and Trauma Center.)

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	33,190.8	29,646.3	30,072.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	34,023.1	36,348.6	37,516.5
Program Total	67,213.9	65,994.9	67,589.2
FTE Positions	1,009.9	1,009.9	1,009.9

HCA 1.3 **Subprogram Summary**
 OFFICE OF MANAGED CARE
 Kate Aurelius, Assistant Director
 Phone: (602) 417-4458
 A.R.S. Title 36; Title XIX, SSA

Mission:

To enhance the capability of the AHCCCS program to ensure the provision of quality health care services to its members, while obtaining full economic value for monetary resources expended.

Description:

The Division of Healthcare Management (DHCM) is the main contact with AHCCCS health plans and program contractors. It ensures that the health plans and program contractors continue to be viable economic entities while providing health care to members. In addition to regular on-site audits, health plans and program contractors have periodic reporting requirements to DHCM such as utilization of service, financial statements, network participants, and grievance and appeals. DHCM, with the assistance of actuaries, is responsible for developing and negotiating contracts with health plans and program contractors as well as rate setting and encounter reporting. DHCM also coordinates oversight of the delivery of behavioral health services through Arizona Long Term Care System (ALTCS) program contractors and through a contract with the Department of Health Services for acute care members. In addition, for purposes of monitoring performance and quality of care, there are sections for clinical research and data management, as well as clinical quality management.

NOTE: This subprogram is no longer known as the Office of Managed Care.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,292.5	2,442.8	2,442.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,699.0	2,935.0	2,935.0
Program Total	4,991.5	5,377.8	5,377.8
FTE Positions	74.4	74.4	74.4

- ◆ **Goal 1** To ensure Acute Care health plans and Arizona Long Term Care System (ALTCS) program contractors (collectively referred to as health plans) comply with AHCCCS contract provisions.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of acute and ALTCS health plan on-site operational and financial reviews completed on time	100	100	100
Percent of financial viability issues detected prior to an impact on contract.	100	100	100

- ◆ **Goal 2** To ensure the availability and accessibility of AHCCCS health plan providers throughout the state.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Rural counties with at least two competitive risk health plans available	15	15	15
Member satisfaction: percent of choice exercised in moving from current health plan	2.1	3.5	3.5

- ◆ **Goal 3** To improve the completeness and quality of encounter data collected from health plans, program contractors, and behavioral health.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
The number of encounters per member month	4.63	3.9	3.9
Omission error percent	9.5	9.8	9.8
Explanation:	Weighted total omission and correctness rate source: FFY in which Data Validation Study completed.		

Correctness error percent	10.6	9.8	9.8
Explanation:	Weighted total omission and correctness rate source: FFY in which Data Validation Study completed.		

HCA 1.4 Subprogram Summary
OFFICE OF MEDICAL MANAGEMENT
 John Molina, MD, Assistant Director
 Phone: (602) 417-4542
 A.R.S. Title 36; Title XIX, SSA

Mission:

To place a greater emphasis on the health care of our fee-for-service members by providing oversight of provider registration, prior authorization, and claims administration.

Description:

The Division of Fee-for-Service Management (DFSM) consists of provider registration, prior authorization, and claims administration. The prior authorization unit ensures that proposed services are medically necessary, provided in the most appropriate setting, and within the scope of AHCCCS coverage for fee-for-service members. The provider registration unit ensures that providers are licensed and/or registered to provide services and that questions are answered in a timely manner as well as coordinated with the claims processing/payment function. The accuracy of payment for services is carefully monitored.

NOTE: This subprogram is no longer known as the Office of Medical Management.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,497.1	1,239.7	1,239.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,024.9	2,740.7	2,740.7
Program Total	4,522.0	3,980.4	3,980.4
FTE Positions	81.8	81.8	81.8

◆ Goal 1 To streamline claims processing

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Fee-For-Service claims adjudicated within 30 days	87.9	95	95

HCA 1.5 Subprogram Summary
ADVISORY COUNCIL ON INDIAN HEALTH CARE (PASS-THROUGH)
 Carol Chicharello, AHCCCS Native American Coordinator
 Phone: (602) 417-4610
 A.R.S. § 36-2902; Title XIX, SSA

Mission:

To advocate for increasing access to high quality healthcare programs for all American Indians in Arizona.

Description:

Established in FY 1990, the Advisory Council on Indian Health Care consists of 23 members who serve staggered, two-year terms. Twenty members appointed by the Governor represent five health care agencies, five social service agencies, five agencies serving the developmentally disabled, two tribal organizations or metropolitan Indian centers, and three tribal members serving at-large. The remaining three representatives from AHCCCS, the Arizona Department of Health Services, and the Department of Economic Security are appointed by the respective directors of each of these departments. Technical advisors to the Council include one representative each from the Veteran's Administration, Bureau of Indian Affairs, and the Indian Health Service.

The Council utilizes its knowledge of Indian healthcare issues and tribal sovereignty; serves as a resource for Tribal governments and the state of Arizona; and supports prevention, training, education, and policy development as the keys to meet the unique health care needs of the Arizona Indian population.

In February 2006, the Advisory Council formed a strategic planning committee to help carry out its mission. A strategic plan was developed and is aimed at building the Advisory Council's capacity and infrastructure in order to accomplish its statutory duties. The Advisory Council will be positioned to address some of the more complex statutory duties such as developing Title XIX demonstration projects.

The success of strategic planning efforts will be measured by the completion of several long-term goals:

- Creating a positive awareness of the Advisory Council among stakeholders.
- Providing advocacy on behalf of tribes to include effective troubleshooting in addressing tribal concerns.
- Facilitating training and educational opportunities for tribes.
- Conducting health care policy analysis and making health care policy recommendations.
- Ensuring adequate Advisory Council staffing.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	107.8	116.6	176.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	102.9	116.3	176.4
Program Total	210.7	232.9	352.8
FTE Positions	3.6	3.6	3.6

- ◆ **Goal 1** To facilitate communications, planning, and discussion regarding operations, financing, policy, and legislation relating to Indian health care among tribes, the state, and federal agencies.

HCA 1.6 **Subprogram Summary**

DIVISION OF MEMBER SERVICES

Linda Skinner, Assistant Director

Phone: (602) 417-4635

A.R.S. Title 36; Title XIX, SSA

Mission:

To assist AHCCCS-eligible members in accessing health care.

Description:

The Division of Member Services (DMS) is responsible for the determination of eligibility for the Arizona Long Term Care System (ALTCS) and for other SSI-related Medical Assistance Only (MAO) programs; as well as the state's Children's Health Insurance Title XXI Program (KidsCare), the Health Insurance Flexibility and Accountability Act (HIFA) Parent Program, Freedom to Work (FTW), Breast and Cervical Cancer (BCC), and for three Medicare cost-sharing programs.

In addition, DMS is responsible for enrolling eligible acute care and ALTCS members, and for providing member eligibility and enrollment information. Eligibility for the SSI-MAO program is now expanded due to the approval of the State Plan amendment and the provisions of Senator Andrew Nichols' Comprehensive Health Insurance Coverage Act, which further simplifies and streamlines the expansion of Medicaid. DMS maintains day-to-day liaison with, and oversight of, the Department of Economic Security in performing AHCCCS eligibility determinations, including the expansion of eligibility under a State Plan amendment to provide AHCCCS services to 1931(b) eligible members with income at or below 100% Federal Poverty Level.

DMS also conducts quality control targeted and statistically valid sample management evaluation reviews for these specific programs, in addition to predetermination quality control reviews.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	13,756.2	13,313.6	13,313.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	17,528.9	17,145.7	17,145.7
Program Total	31,285.1	30,459.3	30,459.3
FTE Positions	630.1	630.1	630.1

- ◆ **Goal 1** To administer eligibility processes in a timely manner for ALTCS, KidsCare, HIFA Parents, BCC, FTW, SSI-MAO, and three Medicare Cost Sharing programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of applications processed on time	89	97	97
Percent of financial redeterminations processed on time	77	97	97

- ◆ **Goal 2** To determine eligibility in an accurate manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of ALTCS eligibility accuracy as measured by quality control sample	99	97	97

- ◆ **Goal 3** To ensure that member information in the recipient data base is accurate and updated in a timely manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Member File Integrity System: percent of timely reconciliation of AHCCCS data with other governmental data bases	99	99	99

- ◆ **Goal 4** To provide accurate eligibility and enrollment information to providers and members in a timely manner.

- ◆ **Goal 5** To ensure compliance with federal Medicaid Eligibility

Quality Control (MEQC) requirements.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
ALTCS eligibility case error percent	3	3	3
Cost avoidance from Predetermination Quality Control Program (in millions)	19.39	19.39	19.39

HCA 2.0 **Program Summary**

AZ LONG TERM CARE SYSTEM (ALTCS)

Kate Aurelius, Assistant Director

Phone: (602) 417-4458

A.R.S. Title 36; Title XIX, SSA

Mission:

To provide quality long-term care, acute care, behavioral health, and case management services to eligible Arizona Long Term Care System (ALTCS) members.

Description:

AHCCCS implemented the first phase of ALTCS for persons with developmental disabilities on December 19, 1988, and the second phase for the elderly and physically disabled persons on January 1, 1989. Eligibility is performed by AHCCCS. Available services include care in a nursing facility, Intermediate Care Facility for the Mentally Retarded, Residential Treatment Facility, alternative residential settings, and a wide range of home and community-based services. On October 1, 1992, behavioral health services were added for Early Periodic Screening, Diagnostic and Treatment (EPSDT) ALTCS children, under age 21. The remaining populations were phased in until October 1, 1995, when all Title XIX members became eligible for behavioral health services.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	144,872.3	116,237.5	191,653.6
Other Appropriated Funds	0.0	45,793.3	0.0
Other Non Appropriated Funds	1,759,509.4	1,891,531.5	2,120,982.1
Program Total	1,904,381.7	2,053,562.3	2,312,635.7
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To ensure the management and delivery of quality, cost-effective ALTCS services to AHCCCS members in the least restrictive setting.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
ALTCS monthly enrollment	45,605	47,840	50,073
Percent of members utilizing home and community based services	64.09	65.3	65.3

HCA 3.0 Program Summary

ACUTE CARE

Tom Betlach, Deputy Director

Phone: (602) 417-4711

A.R.S. Title 36; Title XIX, SSA

Mission:

To provide quality health care to eligible populations through contracted health plans.

Description:

Health plans receive a monthly capitation payment to cover the full range of approved services for AHCCCS enrollees. In addition to prospective capitation, health plans receive funding to pay for certain services provided to members prior to enrollment in a health plan. AHCCCS also maintains some populations in a fee-for-service environment, the largest segment being the Native American population served by or through Indian Health Services. AHCCCS also pays Medicare premiums for qualified low-income Medicare beneficiaries and special low-income Medicare beneficiaries, so that the federal Medicare program serves as a source of payment for some of AHCCCS's medical services. (Acute funding: county contributions are allocated to capitation programs proportionately, tobacco taxes are allocated between acute program lines proportionately, and third party liability is grouped into fee-for-service programs proportionately.)

This Program Contains the following Subprograms:

- ▶ 1931(b) Eligibility Family Assistance
- ▶ Supplemental Security Income
- ▶ SOBRA Women
- ▶ SOBRA Children
- ▶ Federal Emergency Services
- ▶ Medicare Premiums
- ▶ Disproportionate Share Payments
- ▶ Family Planning Services
- ▶ Adoption Subsidy/foster Care
- ▶ Graduate Medical Education

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	744,151.3	854,262.8	972,658.7
Other Appropriated Funds	43,237.4	62,088.0	58,840.8
Other Non Appropriated Funds	2,722,560.7	3,105,265.9	3,432,082.7
Program Total	3,509,949.4	4,021,616.7	4,463,582.2
FTE Positions	0.0	0.0	0.0

HCA 3.1 Subprogram Summary

1931(B) ELIGIBILITY FAMILY ASSISTANCE

Linda Skinner, Assistant Director

Phone: (602) 417-4635

A.R.S. § 36-2901.4(b)

Mission:

To provide quality health care to families eligible for 1931(b) Medicaid for families with dependent children.

Description:

When the federal Personal Responsibility and Work Opportunity Reconciliation Act was enacted, it unlinked Medicaid benefits from the Aid to Families with Dependent Children (AFDC) cash assistance program. The Medicaid 1931 family coverage group was established to provide medical assistance to families who would have met the AFDC cash assistance eligibility criteria already in place on July 1996, and the requirements in Section 1931 of the Social Security Act. This coverage category includes parents or other adult relatives and their children under age 18; if 18, they must be students in a secondary school with the expectation of completing their education before they reach age 19; applicants who are in the last trimester of pregnancy and have no other children. When these persons become ineligible, due to excess income from employment, they qualify for transitional medical assistance for up to 12 months. If they become ineligible, due to receipt of child or spousal support income, they qualify for continued medical coverage for four consecutive months. (Breast and Cervical Cancer Treatment funding is included in this program.)

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	244,141.0	273,900.4	319,401.4
Other Appropriated Funds	15,753.4	22,751.5	21,748.0
Other Non Appropriated Funds	934,316.6	1,052,641.8	1,176,948.5
Program Total	1,194,211.0	1,349,293.7	1,518,097.9
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To ensure the management and delivery of quality acute care services to AHCCCS 1931(b) eligibles.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
1931 (b) Eligibility Family Assistance monthly enrollment	327,656	353,977	367,383
Percent of well child visits in the first 15 months of life - Early Periodic Screening, Diagnosis and Treatment	57	58	60

Explanation: The current HEDIS national mean for Medicaid managed care plans is 47%, so AHCCCS is performing well above the comparable national average.

HCA 3.2 **Subprogram Summary**
 SUPPLEMENTAL SECURITY INCOME
 Linda Skinner, Assistant Director
 Phone: (602) 417-4635
 A.R.S. § 36-2901

Mission:

To provide comprehensive quality health care to individuals eligible for Supplemental Security Income (SSI).

Description:

The SSI cash program is administered by the Social Security Administration. Individuals receiving SSI monthly cash payments are automatically eligible for AHCCCS acute care services. The three major SSI categories include individuals who are 65 years or older, blind, or disabled. Eligibility for the SSI program is based on uniform federal requirements. The Medical Assistance Only (MAO) population is not eligible for cash assistance, but is still eligible for Medicaid. SSI-MAO eligibility is based on SSI-related eligibility criteria, and eligibility is determined by the AHCCCS Administration. Individuals eligible for AHCCCS health insurance under the SSI-MAO program do not have to meet any limit on resources. Also, unlike the income limit for SSI cash, SSI-MAO members may have income at or below 100% of FPL under a state plan amendment that became effective April 1, 2001. (Ticket to Work Funding is included in the SSI program.)

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	210,955.5	235,429.4	268,388.8
Other Appropriated Funds	13,612.1	19,555.9	18,274.5
Other Non Appropriated Funds	789,797.1	886,905.1	976,421.8
Program Total	1,014,364.7	1,141,890.4	1,263,085.1
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To ensure the management and delivery of quality acute care services to AHCCCS SSI-MAO eligibles.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Supplemental Security Income monthly enrollment	104,570	106,721	109,020

HCA 3.3 **Subprogram Summary**
 SOBRA WOMEN
 Linda Skinner, Assistant Director
 Phone: (602) 417-4635
 A.R.S. § 36-2901

Mission:

To provide comprehensive quality health care to eligible pregnant women.

Description:

Under the provisions of the federal Sixth Omnibus Budget Reconciliation Act (SOBRA), the state provides care to pregnant women, whose family income does not exceed specified percentages of the Federal Poverty Level (FPL). Percentages of the FPL are specified in SOBRA, Title XIX, and A.R.S. § 36-2901. The federal government currently requires states to provide care to pregnant women whose family income does not exceed 133% of FPL. The income limit for infants (under the age of 1 year) is 140% of the FPL. AHCCCS commonly refers to these individuals as "SOBRA Women and Infants," after the Sixth Omnibus Budget Reconciliation Act, which took effect in 1987. DES determines eligibility for this program.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	17,795.4	21,067.1	24,127.7
Other Appropriated Funds	1,148.3	1,749.9	1,642.8
Other Non Appropriated Funds	63,674.2	74,617.3	82,269.5
Program Total	82,617.9	97,434.3	108,040.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To ensure the management and delivery of quality acute care services to AHCCCS SOBRA-eligible women.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of women receiving cervical screening within a three year period	60	62	64

HCA 3.4 **Subprogram Summary**
 SOBRA CHILDREN
 Linda Skinner, Assistant Director
 Phone: (602) 417-4635
 A.R.S. § 36-2901

Mission:

To provide comprehensive quality health care to eligible children.

Description:

Under the provisions of the federal Sixth Omnibus Budget Reconciliation Act (SOBRA), the state provides care to children whose family income does not exceed specified percentages of the Federal Poverty Income Level (FPL). Percentages of the FPL are specified in SOBRA, Title XIX, and A.R.S. § 36-2901. Based on changes included in the Omnibus Budget Reconciliation Act of 1989, the federal government currently requires states to provide care to children whose families income does not exceed the amount specified for the specific age group. There are two children's groups: children under age 6 at 133% of FPL, and children age 6 or over at 100% FPL. Effective July 1, 2001, the state elected to cover children up through age 18. DES determines eligibility for this program.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	197,186.6	217,068.6	252,248.1
Other Appropriated Funds	12,723.6	18,030.7	17,175.5
Other Non Appropriated Funds	772,652.4	868,534.1	969,452.0
Program Total	982,562.6	1,103,633.4	1,238,875.6
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To ensure the management and delivery of quality acute care services to AHCCCS SOBRA-eligible children.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
SOBRA children monthly enrollment	256,556	271,282	281,692
Percent of well child visits in the first 15 months of life - Early Periodic Screening, Diagnosis and Treatment	57	58	60

HCA 3.5 **Subprogram Summary**
FEDERAL EMERGENCY SERVICES
 John Molina, MD, Assistant Director
 Phone: (602) 417-4542
 A.R.S. § 36-2901

Mission:

To provide limited emergency health care to individuals eligible for the Federal Emergency Services Program.

Description:

The Federal Emergency Services Program (FES) is available to individuals who, except for their citizenship/alien status, meet Federal Title XIX eligibility requirements. The program provides emergency services to three general categories: (1) persons not qualifying for full Medicaid services, because they are qualified aliens who entered the country on or after August 22, 1996, but are not yet entitled to full services; and (2) illegal immigrants. This program covers only emergency services, including labor and delivery. As of July 1, 1997, prenatal care is no longer covered. Eligibility for FES for pregnant women, children, or families with children under age 18 years is determined by the Department of Economic Security. Eligibility for individuals who are age 65 or older, blind, or disabled is determined by AHCCCS. The length of eligibility will normally be six months, except for pregnant women who are eligible through their pregnancy, and FES-eligible members in an active AHCCCS household with members eligible for full services.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	47,065.5	53,393.5	52,390.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	92,460.2	103,082.4	100,597.6
Program Total	139,525.7	156,475.9	152,988.5
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To ensure the management and delivery of emergency services to AHCCCS FES eligibles.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Federal Emergency Services monthly enrollment	75,062	75,062	75,062

HCA 3.6 **Subprogram Summary**
MEDICARE PREMIUMS
 Linda Skinner, Assistant Director
 Phone: (602) 417-4635
 A.R.S. § 36-2911

Mission:

To provide quality health care to individuals eligible for both Medicare and AHCCCS, either through acute care or Arizona Long Term Care System programs.

Description:

AHCCCS pays Medicare Part A premiums (hospital insurance) for some eligible members, and Part B premiums (supplemental medical insurance) on behalf of AHCCCS members eligible for Medicare/Medicaid, or for those who are Qualified Medicare Beneficiaries (QMBs). This "buy-in" reduces state costs because the federal government, through Medicare, absorbs some costs that would have otherwise been paid by AHCCCS. Additionally, AHCCCS is able to "buy-in" to Part A and pay the premium costs for certain disabled individuals. The state's financial responsibility is reduced for Medicaid AHCCCS members who also have Part A or Part B Medicare coverage, since Medicare coverage serves as a source of third-party funds for Medicare-covered services provided to AHCCCS members.

Under the Qualified Medicare Beneficiary Program (QMB), an eligible person has income at or below 100% of FPL. Programs include QMB Onlys and QMB Duals. QMB Onlys include those individuals who meet the income and resource requirements of the program and for whom AHCCCS will pay the Medicare Part A and Part B premiums, deductibles, and coinsurance; they do not receive any other AHCCCS benefits. QMB Dual means the individual is eligible for both QMB and one of the federal categorically needy programs; full Medicaid benefits are covered.

Under the Specified Medicare Beneficiary (SLMB) program, an eligible person has income above the FPL, but at or below 120% of FPL. The SLMB benefit is payment of the Part B premium. Individuals who meet SLMB eligibility requirements, except for income, may qualify to have AHCCCS pay their Part B Medicare Premium if their income does not exceed 135% FPL under the Qualified Individual I program.

AHCCCS determines eligibility for all Medicare cost-sharing programs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	26,936.2	29,022.7	31,120.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	64,818.0	67,252.6	73,677.4
Program Total	91,754.2	96,275.3	104,798.3
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To reduce state health care costs through the enrollment of AHCCCS members eligible for Medicare cost sharing.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Members enrolled monthly in the Medicare Premiums programs	29,893	31,719	33,735

HCA 3.7 **Subprogram Summary**
DISPROPORTIONATE SHARE PAYMENTS
Tom Betlach, Deputy Director
Phone: (602) 417-4483
A.R.S. § 36-2903.01(R)

Mission:

To allocate federal and state dollars to hospitals that serve a disproportionate share of low-income and Medicaid patients.

Description:

Disproportionate share (DSH) payments will be made to provide additional reimbursement to hospitals that serve a disproportionate share of low-income and Medicaid patients. Based on a formula established in federal and state law, payments may be made to the Arizona State Hospital and other public and private hospitals throughout Arizona.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	8,922.2	8,976.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,202.3	21,427.8	21,490.8
Program Total	4,202.3	30,350.0	30,467.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To ensure disproportionate share (DSH) payments are correctly allocated to hospitals through consultation with the Governor's Office and the Legislature using established formulas.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of dollars recouped after distribution	0	0	0
Explanation:	AHCCCS does not recoup dollars after distribution.		

HCA 3.8 **Subprogram Summary**
FAMILY PLANNING SERVICES
Linda Skinner, Assistant Director
Phone: (602) 417-4635
A.R.S. § 36-2901

Mission:

To provide 24 months of voluntary family planning to women whose SOBRA eligibility has terminated for reasons other than incarceration, a move out of state, failure to cooperate, or voluntary withdrawal.

Description:

SOBRA Family Planning Services Extension Program is a capitated program which provides 24 months of voluntary family planning to women whose SOBRA eligibility has terminated. Women who receive services through the Family Planning Services Extension Program are only eligible to receive family planning services. The federal match for this population is 90%.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	71.1	135.8	93.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	639.9	1,221.7	838.3
Program Total	711.0	1,357.5	931.5
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To ensure the management and delivery of family planning services to women enrolled in the SOBRA Family Planning extension program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Family Planning Services monthly enrollment	4,574	4,340	4,347

HCA 3.9 **Subprogram Summary**
ADOPTION SUBSIDY/FOSTER CARE
Linda Skinner, Assistant Director
Phone: (602) 417-4635
A.R.S. § 36-29031.4(b)

Mission:

To provide Medicaid for children receiving Adoption Subsidy and Foster Care support under Title IV-E of the Social Security Act or State Adoption Subsidy.

Description:

The Title IV-E adoption subsidy or Title IV-E foster care coverage groups include a child for whom an adoption assistance agreement is in effect under Title IV-E of the Act or who receives a foster care maintenance payment under Title IV-E of the Act. AHCCCS must provide Medicaid to individuals who have an adoption assistance agreement in effect under Title IV-E of the Act. Coverage is provided whether or not adoption assistance is being provided, or a judicial decree of adoption has been issued, or foster care maintenance payments are being made under Title IV-E of the Act.

AHCCCS also covers children who have been adopted under a state adoption agreement with the DES Division of Children, Youth, and Families.

- ◆ **Goal 1** To ensure the management and delivery of quality acute care services to AHCCCS children receiving Adoption Subsidy and Foster Care support.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Children receiving Adoption Subsidy and Foster Care Support (monthly enrollment figure)	NA	NA	NA
Explanation:	FY05 Actual is a September 2005 enrollment figure reported by ADES. In FY 2009, AHCCCS is requesting that this subprogram be deleted, as the population and funding are more appropriately accounted for within other subprograms.		

HCA 3.10 **Subprogram Summary**
GRADUATE MEDICAL EDUCATION
Shelli Silver, Assistant Director
Phone: (602) 417-4647
A.R.S. § 36-2903.01

Mission:

To reimburse hospitals for direct and indirect costs of graduate medical education programs.

Description:

In FY 1998, AHCCCS established a separate Graduate Medical Education program to reimburse direct costs to hospitals with graduate medical education (GME) programs. In 2007, the Legislature amended state law to permit limited reimbursement of indirect GME costs, as well as the authority for local, county, and tribal governments to provide monies for additional state-matching funds.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	15,323.1	15,911.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	29,583.1	30,386.8
Program Total	0.0	44,906.2	46,298.3
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To help support Graduate Medical Education (GME) through

direct cost reimbursements.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of timely payments made to hospitals with GME programs	100	100	100
Explanation:	Payments are made electronically.		

HCA 4.0
Program Summary
PROPOSITION 204 - SENATOR ANDREW NICHOLS COMPREHENSIVE HEALTH INSURANCE COVERAGE ACT
Linda Skinner, Assistant Director
Phone: (602) 417-4635
A.R.S. Title 36, Title XIX, SSA

Mission:

To expand Medicaid coverage for persons with income at or below 100% of the Federal Poverty Level, per a voter mandate.

Description:

Laws 2001, Chapter 344, authorizes AHCCCS to streamline and simplify the expansion of Medicaid. This act expanded eligibility for persons with income at or below 100% of the Federal Poverty Level (FPL). Beginning in January 2001, the federal government has continued to approve Arizona's request to expand eligibility to provide Medicaid coverage to individuals with income at or below 100% of FPL, as well as to individuals who incur medical bills sufficient to reduce their income to a level at or below 40% of FPL.

The major provisions of the bill are:

- (1) 100% of FPL: (a) annual redeterminations, (b) streamlined eligibility determination, and (c) eligibility from the first day of the month of application (if otherwise eligible, or eligible the first day of the first eligible month).
- (2) Medical Expense Deduction: (a) can spend down income in excess of 40% of FPL with incurred medical bills; (b) spend down period is for three months--the month before the catastrophic event, the month during, and the month following; and (c) resources are limited to \$100,000 in net worth.
- (3) AHCCCS and DES have an intergovernmental agreement to perform eligibility that includes: (a) performance measures/incentives, (b) management evaluation, and (c) eligibility quality control reviews.

This Act repealed MN/MI/EAC/ELIC programs and all county responsibility for indigent health care, except that the counties continue to assume financial responsibility for the Seriously Mentally Ill (SMI). The Act included programmatic and administrative costs in FY 2003 and FY2004. In FY 2005, administrative costs were moved into Administration in accordance with a Decision Package in the FY 2005 Budget Submittal.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	223,401.3	347,888.7	514,794.5
Other Appropriated Funds	53,380.4	32,602.9	32,602.9
Other Non Appropriated Funds	1,391,344.3	1,615,969.0	1,978,126.5
Program Total	1,668,126.0	1,996,460.6	2,525,523.9
FTE Positions	885.5	921.5	925.2

- ◆ **Goal 1** To ensure the management and delivery of quality acute care services are provided to AHCCCS members.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Senator Andrew Nichols Comprehensive Health Insurance Coverage Act monthly enrollment	235,565	234,742	230,714

HCA 5.0
Program Summary
HEALTHCARE GROUP
Kevin Nolan, Deputy Director
Phone: (602) 417-4111
A.R.S. § 36-2912

Mission:

To reduce the number of uninsured Arizonans by providing innovative healthcare coverage options to uninsured small businesses and by ensuring access to quality health care so that they can maintain healthy lifestyles.

Description:

Healthcare Group of Arizona (HCG) is a prepaid medical coverage product marketed to small uninsured businesses with 2-50 employees, sole proprietors, and employees of political subdivisions (e.g., the state, counties, towns, cities, and school districts). Enrollment in HCG initially started January 1, 1988. The program is designed to address the health care needs of the working uninsured population in Arizona. State studies note that the majority of the uninsured are working and that small businesses are less likely to offer health insurance to their employees than businesses with 50 or more employees.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	7,250.0	5,000.0	5,000.0
Other Appropriated Funds	5,088.1	6,526.8	6,526.8
Other Non Appropriated Funds	74,625.2	60,880.8	54,190.5
Program Total	86,963.3	72,407.6	65,717.3
FTE Positions	30.0	30.0	30.0

- ◆ **Goal 1** To increase enrollment in the Healthcare Group program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Healthcare Group monthly enrollment	20,619	16,166	14,742

HCA 6.0
Program Summary
CHILDREN'S HEALTH INSURANCE (CHIP)
Linda Skinner, Assistant Director
Phone: (602) 417-4635
A.R.S. § 36-2982

Mission:

To provide comprehensive quality health care to individuals eligible for the Children's Health Insurance Program (KidsCare).

Description:

This Title XXI program (KidsCare) was implemented in November 1998, covering uninsured eligible children up to the age of 19 with a gross household income up to 200% of FPL. KidsCare eligibility was streamlined, with the benefit package remaining the same as the Title XIX services package. It is delivered through contracted AHCCCS health plans. Beginning in December 2001, AHCCCS has continued to receive a Health Insurance Flexibility and Accountability (HIFA) waiver from the U.S. Department of Health and Human Services. This waiver authorizes the provision of coverage for parents of AHCCCS-enrolled children, as well as provides the opportunity to evaluate, redesign, and implement improved eligibility and enrollment processes. AHCCCS implemented HIFA Parents of SOBRA children and KidsCare children in January 2003 under the HIFA waiver. Both CHIP (KidsCare) and HIFA programs include programmatic and administrative costs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	37,091.1	43,559.8	43,817.5
Other Appropriated Funds	134,885.9	145,970.9	154,040.5
Other Non Appropriated Funds	72.8	72.8	72.8
Program Total	172,049.8	189,603.5	197,930.8
FTE Positions	177.5	177.5	179.3

◆ **Goal 1** To reduce the number of uninsured children under the age of 19 living in families with income not exceeding 200% of the federal poverty level through a simplified eligibility process.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
KidsCare monthly enrollment	65,832	71,624	78,429
Percent of children with access to primary care provider	77	80	83
Explanation: Changed measurement to rate by age group. Projections revised based on data obtained from ADDS, with projected rates by specific age group. The above rates are for members ages 1-19 enrolled under KidsCare.			
HIFA monthly enrollment	10,349	10,555	11,559

HCA 7.0

Program Summary

DIRECT SERVICE CLAIMING (DSC)

Marc Leib, MD, Chief Medical Officer

Phone: (602) 417-4466

34 CFR Part 300

Mission:

To fund specific medically-necessary Title XIX covered services furnished through public school special education programs with special needs children.

Description:

Through Direct Service Claiming (DSC)--formerly known as Medicaid in the Public Schools (MIPS)--medicaid-covered services are provided in order to allow special needs children to obtain a public school education. Services and administration costs are reimbursed through federal Medicaid funds and Local Education Authority (LEA) matching funds. LEAs include participating school districts, charters schools not affiliated with a school district, and the Arizona School for the Deaf and Blind. AHCCCS-initiated school-based claiming began in January 2001 after contracting with a Third Party Administrator (TPA) to administer the program.

MAXIMUS, our current TPA, is responsible for training and compliance monitoring and claims processing. MAXIMUS developed a handbook, website, and training materials designed to assist the LEAs with program participation, and to ensure the availability of updated information regarding program requirements. Regular Regional Information Sessions have also been established to assist and inform the LEAs. Each LEA has a network of providers that offer services under DSC. Providers include therapists (occupational, physical, and speech), nurses, audiologists, health aides, psychologists and counselors, and transportation providers.

Fewer LEAs are participating in the DSC program now than in previous years. Currently there are 222 LEAs participating, down from 254 LEAs in 2007. We anticipate a further decline in LEA participation over the next two years.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	27,761.3	28,428.5	26,589.8
Program Total	27,761.3	28,428.5	26,589.8
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To reduce the financial burden on schools providing mandated Medicaid services to special needs children by providing for matching federal funds through Direct Service Claiming.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of participating Local Education Authorities (LEAs)	222	200	200

APA 0.0

Agency Summary

BOARD OF APPRAISAL

Deborah G. Pearson, Executive Director

Phone: (602) 542-1593

A.R.S. §§ 32-3601 et seq.

Mission:

To promote quality real estate appraisal in Arizona that protects the health, safety, and welfare of the public.

Description:

The State Board of Appraisal processes the applications of those applying for real estate appraiser licensure, certification, or tax agent registration, assuring that all candidates meet the education and experience requirements as set forth by the Appraisal Qualification Board of the Appraisal Foundation. The Board acts as a disciplinary body to ensure conformity to the statutes, rules, and regulations governing the Board. In addition to protecting the interests of the general public, the Board provides services for appraisers, course providers, property tax agents, other state appraisal boards, and lending institutions.

The State Board of Appraisal is mandated by federal Title XI.

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	607.5	621.8	621.8
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	607.5	621.8	621.8
FTE Positions	4.5	4.5	4.5

Strategic Issues:

Issue 1 **Maintaining Consistency of Board's Statutes and Rules with Applicable Federal Laws**

The Board updated its statutes and rules to make them consistent with federal laws.

- ◆ **Goal 1** To ensure that licensure/certification is granted only to candidates who are competent and who meet the Appraisal Qualification Board standards, state standards, and adhere to the current Uniform Standards of Professional Appraisal Practice.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of complaint resolutions	165	180	185
Appraisers with more than one complaint filed	23	30	30

- ◆ **Goal 2** To efficiently process initial and renewal applications and license/certify appraisers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average days from receipt of application to test approval	60	60	60
Average days from receipt of test scores to licensure/ certification	10	10	10
Average days from receipt of nonresident application to licensure/certification	5	5	5

- ◆ **Goal 3** To expedite investigation of complaints and provide remedial discipline or take stronger regulatory measures when necessary to protect the public from incompetent and unethical conduct.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Disciplinary actions	21	25	25
Recidivism rate for those receiving disciplinary action	8	10	10
Average days from receipt of complaint to resolution	123	130	130

Average annual backlog of noncurrent cases

13	10	10
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- ◆ **Goal 4** To maintain up-to-date lists of all licensed and certified real estate appraisers, all registered Property Tax Agents, and all approved Qualifying and Continuing education courses and providers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Processing days from receipt of registration until name appears on list	8	8	8
Days from receipt of renewal form until the list is updated	10	10	10
Number of new and existing licensees	3,317	2,745	2,745
Administration as percent of total cost	2	2	2
Customer satisfaction rating (scale 1-8)	7.5	7.5	7.5

HUA 0.0

Agency Summary

COMMISSION ON THE ARTS

Robert Booker, Executive Director

Phone: (602) 771-6524

A.R.S. § 41-982

Mission:

*To ensure Arizona is a place where people
broaden, deepen and diversify their engagement with the arts,
as creators, audiences and supporters,
in ways that are satisfying and integral to their lives.*

Description:

The Arizona Commission on the Arts (ACA) supports a statewide arts industry that serves Arizona residents and visitors. Through education, economic development and citizen engagement, the arts help build communities that are healthy, vital and creative. The Commission provides Arizonans and Arizona communities with direct training, technical assistance, resources and grants to build and stabilize an arts industry that can serve Arizona citizens into the future. The Commission maximizes resources in four key areas: Partnerships, Leadership Activities, Services and Strategic Funding. The 15 Governor-appointed Commissioners and agency staff work in partnership with arts organizations, artists, schools and communities to deliver meaningful arts experiences, enhance academic performance in schools and celebrate our collective heritage.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,023.4	1,930.8	1,930.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,207.2	3,713.7	3,713.7
Program Total	5,230.6	5,644.5	5,644.5
FTE Positions	18.0	18.0	18.0

Strategic Issues:

Issue 1 Arizonans live and work in healthy, vibrant communities

Objective: Provide technical assistance, professional development opportunities and resources to arts organizations, artists, educators and schools to help them articulate clear and measurable goals; Provide funding to those who produce evidence of progress; Provide leadership in connecting arts organizations, artists and educators with social and civic development initiatives.

The Arizona Commission on the Arts is an agency of the State of Arizona charged with enhancing the livability of communities by providing access to arts and culture experiences in Arizona. In partnership with organizations, artists, teachers, civic leaders and citizens, we work to create an environment where the arts thrive in every county and community. Now in our 42nd year of service, we know with certainty that citizens' participation in the arts leads to sustained community investment and social engagement. We believe our success in this area at the state level helps to maintain a strong, prosperous and secure nation.

The Commission provides resources and assistance to initiatives that support the health and success of Arizona individuals and commerce. We are consistently engaged in work with Arizona Office of Tourism and the Governor's Conference on Rural Economic Development to further develop cultural tourism initiatives and bring additional revenue to Arizona communities. We support citizen and family wellness with our continued work in arts education as well as through our participation in community initiatives such as ongoing work with the Federal Freeway Enhancement Committee.

Arizona communities compete regionally, nationally, and globally to be considered desirable places to live and do business. The presence of quality arts experiences serves to aid in this effort: a state with an active arts industry brings citizens together in the context of cooperation and

continued learning; possesses the innovative economic drive necessary to build sustainable, viable communities; and attracts and retains creative, educated residents as well as national and global commerce.

The Commission supports a statewide arts industry and lifelong arts education with strategic financial investment, focused technical assistance and convenings of members of the arts and arts education fields. Our techniques for growing and stabilizing the Arizona arts infrastructure are recognized nationally: the National Assembly of State Arts Agencies, the National Endowment for the Arts, the Wallace-Readers Digest Funds, Creative Capital and the Rand Corporation have highlighted initiatives developed by the Commission as model programs. We have leveraged this recognition to build additional partnerships with both national and local organizations to expand our work throughout Arizona.

We continue to grow cultural tourism efforts across the state with cultural festivals initiatives which will increase the presence of arts festivals throughout the state, in small towns and rural communities as well as in urban centers. Festivals create an environment where local artists and craftspeople can share their creativity with hundreds of thousands of Arizonans and out-of-state visitors. Festivals are family friendly--they celebrate community and showcase the arts in ways that encourage participation by all citizens. In addition, festivals serve as small economic machines, as those who attend festivals spend discretionary funds in host communities and often stay in local resorts and inns. An increase in festivals thereby provides accessible arts experiences to a significant portion of the population and creates additional revenue sources for Arizona communities.

In 2007 we launched a new arts education grant program titled "Partners in Arts Learning." Partners in Arts Learning funds are granted to Arizona arts organizations or community centers that create arts-based learning programs and experiential opportunities for children and families they identify as sharing their neighborhood or community. With this program the Commission solidifies relationships between arts organizations, artists and educators, nurtures a sense of pride in Arizona communities, and promotes an investment in the social and civic health of neighborhoods across the state.

Issue 2 Arizonans implement public policy that recognizes and supports the pivotal role of the arts in society

Objective: Provide arts administrators, artists and educators with tools to gather critical data on arts participation, public benefit and public value; Foster awareness of the Commission's ability to serve as the primary resource for information about arts and culture policy and trends; Provide leadership in encouraging the participation of arts organizations, artists and educators in other sector policy forums and convenings.

The Arizona Commission on the Arts values the opportunity to increase civic and community engagement through the arts, and to participate in discussions in the public and private sectors which address public policy and result in healthy and successful state leadership.

The Commission is a co-sponsor of the annual Arizona Arts Congress, an event whose purpose is to unite state legislators and arts and education professionals in meaningful dialogue about the value of arts and culture in the lives of Arizona citizens. Commission staff also routinely participates in public policy forums and public development initiatives such as the Governor's Conference on Rural Economic Development, the Arizona-Mexico Commission, the Arizona Main Street Program, the Arizona Quarter Commission and the Arizona Centennial Commission.

The arts serve multiple purposes in society. They are a means of collective cultural expression and a reason for people to come together. Citizens participate in the arts to understand and interpret history; to make sense of contemporary events; to celebrate; to commemorate; to understand the experiences and perspectives of others; to mark passages and changes in individual lives, in families, in communities and in American life. Research states that "the goal of public policy should be to bring as many people as possible into engagement with their culture through meaningful experiences of the arts."* By working in partnership with public policy forums and leaders such as those in education, workforce preparation, transportation, community development and revitalization, tourism, healthcare and services

to the aging, the Commission brings a vital additional perspective to public policy decisions.

The Commission has a long history of ensuring access to the arts for people and communities that are underserved – including at-risk youth, rural communities, tribal communities and citizens with disabilities. We will continue to increase our partnerships to include hospitals/healthcare providers, municipal planners, and justice and safety circles. Research demonstrates that those who participate in the arts are much more likely to be active in other civic activities including voting, volunteerism, donating to charitable causes and attending houses of worship.**

The Arizona Commission on the Arts intends to promote increased civic involvement and state pride with an “Arizona Centennial Celebration” grants program, to launch in fiscal year 2010. This statewide initiative will relate to Arizona Centennial programs developed by the Centennial Commission and will provide organizations, schools and individuals with support to develop partnership projects celebrating Arizona history, the unique heritage of Arizona residents and the future of our state.

* “Gifts of the Muse: Reframing the Debate About the Benefits of the Arts,” 2004; Rand Corporation.

** “Arts Participation: Steps to Stronger Cultural and Community Life,” 2003; The Wallace Foundation.

Issue 3 *Arizonans experience lifelong opportunities to participate, create and learn through the arts*

Objective: Provide technical assistance, professional development opportunities and resources to arts organizations, artists, educators and schools to help them better understand and articulate the benefits of lifelong arts participation and arts education; Provide funding for activities that cultivate public participation and thus build public value; Provide additional funding and resources for teachers, school administrators and school boards to include arts-based learning in school curriculum and school district missions, policies, and practices.

Participation in the arts can take the shape of attendance at arts activities; membership in arts organizations; contributions of time, expertise, or money to arts organizations; or individual creative activity in formal or informal settings. Through individual experiences, people gain understanding about the impact one's actions can have outside of oneself, building a sense of responsibility and societal investment. At the Commission we believe these core values are at the center of what it means to be an American. Because of this, the Arizona Commission on the Arts has long been in the forefront of developing arts participation programs for our citizens of all ages, wherein Arizonans can broaden, deepen and diversify their participation in the arts.

Some of the Commission's programs related to issues of participation and arts learning include our annual Southwest Arts Conference, which brings Arizona arts and education professionals together to discuss issues of participation and sustainability. The Commission continually offers Teaching Artist and Individual Artist workshops across the state, to help teachers and artists develop the skills necessary to succeed in classrooms and in business. We are actively engaged in public art initiatives statewide, and provide support services to underserved and at-risk schools as well as to artists with disabilities. Inherent in our goals is the idea that all Arizonans should have access to meaningful arts experiences.

The community benefits derived from the availability of arts experiences include a wide range of direct economic benefits, such as employment, tax revenues, spending in the arts; as well as indirect economic benefits, such as the attraction of business and individuals to locations where the arts are available. These benefits are particularly important because they address the community at large, for those directly involved in the arts, and those who are not.

The Commission's educational initiatives actively engage youth (and include programs that target at-risk youth) in arts-based learning programs that allow students to participate in activities that stress critical thinking, self awareness, creative problem solving and teamwork – skills that promote success in life as well as in school. One of our primary goals is to actively

support the arts and the substantive impact they have on learning for preK-12 students. To that end, we provide programs that ensure the arts are an integral part of classroom curriculum and enable schools to meet the Arizona Arts Standards.

As outlined by the Arizona Arts Standards, an education in the arts supports learning in all subject areas and benefits students by developing attributes of self-discipline and personal responsibility, reinforcing self-esteem and the joy of learning, and fostering the thinking skills and creativity valued in the workplace. In addition, an education in the arts helps students to understand the direct connection between study, hard work and high levels of achievement. An education in the arts thus benefits society and the workplace because students learn to adapt to meet the needs of a complex and competitive society, discover the importance of teamwork and cooperation, and gain the ability to conceptualize and make decisions in situations where there are no standard answers. With increasingly competitive worldwide markets, it is critical that we provide Arizona students with the tools necessary to become healthy, innovative, informed global citizens.

The Commission now further supports the education of students across Arizona with the “Step Into Arts Learning” grant program, launched in 2007. This program provides funding, technical assistance, resources and support to rural and underserved schools that have not had a relationship with the Commission in the last 3 years and lack the financial support required to provide quality educational arts programs within their schools. Funding supports the placement of professional teaching artists in these schools and serves as a demonstration model for principals, superintendents and school board members. We believe this is a true point-of-entry program that will lead to participation in the more advanced support programs already offered by the Commission.

◆ Goal 1 To ensure that Arizonans live and work in healthy, vibrant communities

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Individuals benefiting from programs sponsored by agency (in thousands)	7,141.0	7,200.0	7,250.0
Explanation:	Figures for this measure are compiled in our online grants program (EGOR) and reflect the total number of persons benefitting from programs supported by ACA grants; figures provided by grantees as a part of their annual final reports.		
Number of applications for community-driven projects received/number funded	546/494	542/507	550/515
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).		
Number of grant applications submitted by ethnic-run organizations	70	72	75
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).		
Percentage of applications submitted by ethnic-run organizations funded	90	95	90
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).		
Number of applications submitted by rural applicants	164	150	150
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).		
Percentage of applications submitted by rural applicants funded	90	95	90
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).		

◆ Goal 2 To ensure Arizonans implement public policy that recognizes and supports the pivotal role of the arts in society

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total amount of state investment in arts participation opportunities (in thousands)	4,069.0	4,024.0	4,010.0
Explanation:	Figures for this measure are constructed by adding the following State monies provided to the Commission: Community Service Projects, Arts Trust Fund, ArtShare Endowment. In FY08 the Arts Trust Fund generated higher revenue than projected.		

Total amount of other public and private funds leveraged for arts participation opportunities/state investment (in millions)	300/3.8	305/3.8	305/3.8
Explanation:	Figures for this measure are constructed as follows: Cumulative statewide arts budgets as entered into our online grants system (EGOR) by grantees in FY08/Total State dollars granted to Arizona arts organizations and schools by the Commission in FY08.		
Number of public policy forums in which the Commission participates in order to integrate the arts	37	35	35
Explanation:	Figures for this measure reflect a subset of total leadership forums Commission staff participates in annually as leaders in the field of arts and culture. This particular measure reflects participation and partnerships in non-arts sectors. During FY08 Commission staff was particularly active in non-arts sectors and we expect to maintain the same kind of investment in forums that support civic health, community development and lifelong education.		
The cumulative contributions to Arizona ArtShare increase in both non-designated funds and contributions to arts organization endowments (in thousands)	43,289.0	44,000.0	44,500.0
Explanation:	Figures for this measure reflect the cumulative contributions to statewide arts endowments since the inception of ArtShare. Each year Arizona arts organizations that maintain endowments are asked to send data detailing their endowment totals to the Commission.		

◆ **Goal 3** To ensure Arizonans experience lifelong opportunities to participate, create and learn through the arts

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Constituent satisfaction ratings (scale of 0-8)	7.20	7.00	7.00
Explanation:	Figures for this measure are compiled by Commission staff and reflect ratings from the agency's annual satisfaction survey as well as evaluations from all presentations, convenings, workshops and review panels. Though the Commission has enjoyed superior constituent satisfaction ratings for several fiscal years, we are not projecting an increase given the fact that our rating is already so high.		
Number of outreach activities including site visits, public presentations, convenings and technical assistance (in thousands)	1.0	1.0	1.1
Explanation:	Figures for this measure are compiled by Commission staff and reflect the total number of workshops, convenings, panels, training sessions and planning meetings led by the Commission; the number of speaking engagements and panels involving Commission staff; and the number of publications presented to the field as technical assistance in FY08.		
Number of Arizonans impacted by outreach activities (in thousands)	83.2	85.0	86.0
Explanation:	Figures for this measure are compiled by Commission staff and reflect the total number of people participating in workshops, convenings, panels, training sessions and planning meetings led by the Commission; the number people attending speaking engagements and panels involving Commission staff; and the number of people receiving publications presented to the field as technical assistance in FY08.		
Number of applications submitted by organizations that did not apply in previous year	110	100	90
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).		
Percentage of applications submitted by organizations that did not apply in previous year funded	90	95	90
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).		
Number of applications submitted for arts education programs/dollar amount funded (in thousands)	159/4,264	160/4,460	160/4,400
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).		
Number of individual Arizona youth served by Commission programs and initiatives (in millions)	1.6	1.7	1.8
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).		

AGA 0.0
Agency Summary
 ATTORNEY GENERAL - DEPARTMENT OF LAW
 Terry Goddard, Attorney General
 Phone: (602) 542-4266
 A.R.S. § 41-191

Mission:

To provide comprehensive legal protection to the citizens of Arizona and quality legal services to the state agencies of Arizona.

Description:

The Office of the Attorney General was created by Article V, Section I of the Arizona Constitution. The Attorney General is an elected position and holds office for a four-year term. Powers of the Attorney General are conferred by the Arizona Constitution and by statute. The fundamental obligation of the Attorney General is to act as legal advisor to all state agencies except those few exempted by law. Additionally, primary responsibilities include prosecuting and defending proceedings in which the State has an interest and rendering written opinions upon questions of law.

To fulfill these responsibilities, the Department of Law is comprised of eight divisions. These divisions are the Child and Family Protection Division, the Civil Division, the Civil Rights Division, the Criminal Division, the Finance Division, the Public Advocacy Division, the Administrative Operations Division, and Executive Administration. Each division is further organized into sections which specialize in a particular area of practice.

Agency Summary:

(\$ Thousands)			
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ LEGAL SERVICES	86,358.9	84,788.0	92,284.0
➤ CENTRAL ADMINISTRATION	7,438.8	6,317.8	6,317.8
Agency Total:	93,797.7	91,105.8	98,601.8

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	23,964.8	23,107.4	28,437.8
Other Appropriated Funds	38,096.2	42,215.5	44,147.9
Other Non Appropriated Funds	31,736.7	25,782.9	26,016.1
Program Total	93,797.7	91,105.8	98,601.8
FTE Positions	757.6	757.6	796.6

Strategic Issues:

Issue 1 Consumer Protection

Consumer protection is fundamental to the mission of the Attorney General's Office. The Attorney General continues to fine tune existing programs and implement new programs that educate consumers and, through our enforcement, will deter illegal activity. Enforcement of consumer protection laws helps ensure that our citizens receive value for their spending dollar. Enforcement also supports a level playing field so that reputable businesses are not disadvantaged by those violating the law.

Issue 2 Prosecution of Complex Financial Crimes

The Attorney General's Office is a national leader in using enforcement efforts to deter money laundering and human smuggling. The Office continues to explore new and innovative approaches to combat these crimes. By attacking the root criminal activity, its source of cash, the efforts of the Office also reduce the number of assaults, thefts, burglaries and home invasions that are often associated with money laundering and human smuggling. The criminal prosecution team at the Attorney General's Office - its lawyers, investigators and staff assistants - are also expert in the investigation and prosecution of "white collar" financial crimes. They have succeeded in the most complex and time consuming trials in Arizona history, including the FY07 Baptist Foundation matter, where guilty verdicts were obtained against multiple defendants.

Issue 3 Protection of the Elderly from Physical and Financial Abuse

The elderly, as a group, are under-protected by society and often fall prey to those who abuse them physically and financially. The Attorney General's Office continues to find ways to enhance the State's protection of this group. FY10's budget request seeks additional funding so that the Office can develop a multidisciplinary team of trained and dedicated legal professionals to focus solely on preventing and prosecuting elder abuse issues.

Issue 4 Protection of Children

The Attorney General's Office plays a critical and central role in the protection of Arizona's children. The Office represents State programs in the areas of child protective services, child support, education, licensing professionals and licensing child care facilities. State professionals and the Office's lawyers work to help children grow and develop free from abuse and with the support necessary to meet their needs.

Issue 5 Protection of Civil Rights

In Arizona, each of our citizens should be employed, housed and served without regard to gender, race, age or national origin. Those who are faced with the challenges of physical, mental or emotional handicaps should not have their situation compounded by a society that does not enforce the laws intended to help and protect them. The Attorney General's Office takes seriously its responsibility to protect our citizens from discrimination. The Office will continue to explore innovative educational and enforcement approaches to prevent and to resolve discrimination issues in employment, housing and public accommodations.

Issue 6 Technological Development

In the area of technological development, the Office recently installed a state-of-the-art law office automation package. The system includes a variety of sub-systems such as Conflict of Interest Checking, Automatic Document Assembly, Document Management, Docketing/Calendar, Timekeeping, Evidence Management, Case Management, Victims' Rights Services, Debt Collections, and Restitution Payments. It includes firewalls to prevent unauthorized user access to particular data elements. To insure that this system continually enhances the productivity of the Attorney General's Office, a training and support program was established. New employee and annual refresher training classes are conducted to ensure increased user productivity and satisfaction. System experts provide functional software support. Users are shown how to input, view, and output the data by Section without the need for custom programming. FY10's budget request seeks additional funding so that the Office has sufficient memory storage, adequate case management software, and computer network and security measures in place.

AGA 1.0

Program Summary

LEGAL SERVICES

Terri Skladany, Chief Deputy

Phone: (602) 542-8080

A.R.S. § 41-191

Mission:

To effectively use state law to protect Arizona residents from those who threaten their civil rights, economic health or environmental well being; to fairly and aggressively prosecute cases involving a broad range of criminal activity while safeguarding the rights of Arizona's crime victims; and to provide high quality, innovative legal representation to the State and our client agencies.

Description:

This program consists of the following: (1) Public Advocacy Division; (2) Civil Rights Division; (3) Criminal Division; (4) Child and Family Protection Division; (5) Civil Division; and 6) Finance Division. The Public Advocacy Division enforces the State's consumer protection, environmental and antitrust laws while representing a number of client agencies including the Arizona Department of Environmental Quality, the Department of Real Estate, the Department of Insurance, and the Department of Health Services. The Civil Rights Division enforces state and federal statutes prohibiting discrimination in employment, voting, public accommodations and housing. The Criminal Division prosecutes a broad array of crimes, provides high quality investigative support to the Office and other law enforcement agencies, works with Arizona's crime victims and effectively represents the State in capital and non-capital criminal appeals and federal habeas actions. The Child and Family Protection Division provides legal services to the Department of Economic Security through the Protective Services Section, the Child Support Enforcement Section, and the Civil, Criminal Litigation and Advice Section. The Civil Division focuses on specialty areas of civil law and provides day-to-day legal services for a myriad of State agencies, departments, boards and commissions. Finally, the Finance Division provides legal advice and litigation services to the Executive and Judicial Branches of State Government as well as budgetary, contract, accounting, and financial control services to the Attorney General's Office.

This Program Contains the following Subprograms:

- ▶ Public Advocacy Division
- ▶ Civil Rights Division
- ▶ Criminal Division
- ▶ Child and Family Protection Division
- ▶ Civil Division
- ▶ Finance Division

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	17,950.6	18,379.6	23,710.0
Other Appropriated Funds	36,671.6	40,625.5	42,557.9
Other Non Appropriated Funds	31,736.7	25,782.9	26,016.1
Program Total	86,358.9	84,788.0	92,284.0
FTE Positions	708.6	708.6	747.6

AGA 1.1

Subprogram Summary

PUBLIC ADVOCACY DIVISION

Susan Segal, Division Chief Counsel

Phone: (602) 542-8323

A.R.S. § 41-191

Mission:

To use the discretionary power of the Office of the Attorney General to pursue those who prey upon the public and threaten the economic and environmental well-being of all Arizonans.

Description:

The Division's major duties are to enforce the environmental, consumer protection, and antitrust laws in a largely pro-active manner. The Division has administrative and civil functions. While most of its work involves using the Attorney General's independent authority to pursue wrongdoing, the Division does have some client representation duties. It serves the Arizona Department of Environmental Quality, Arizona Game and Fish, the Department of Agriculture, the Department of Real Estate, the Securities Division of the Arizona Corporation Commission, the Arizona Department of Insurance, the Department of Financial Institutions, and the Department of Health Services (DHS).

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,082.6	3,082.4	3,082.4
Other Appropriated Funds	5,858.7	8,102.0	8,180.5
Other Non Appropriated Funds	1,374.4	633.3	633.3
Program Total	10,315.7	11,817.7	11,896.2
FTE Positions	116.8	116.8	116.8

- ◆ **Goal 1** To be responsive to public concerns about consumer fraud.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Complaints opened	22,412	23,000	23,000
Explanation:	An improved web page, inquiries via e-mail, consumer alerts/advisories, and pro-active outreach efforts have reduced the number of telephone calls. We expect an increasing trend of savvy consumers, hence fewer complaints/calls.		
Complaints closed	22,479	23,000	23,000
Explanation:	See related comment under Measure #1.		
Telephone calls received from the public	46,962	48,000	48,000
Explanation:	See related comment under Measure #1.		

- ◆ **Goal 2** To deter fraudulent business practices as a means to protect consumers from fraud.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Civil cases/investigations opened	77	65	65
Explanation:	Increased activity due to newly established Senior Litigation Counsel and Assistant Attorney General positions. Also, a vacant part-time attorney position was filled.		
Judgments	13	15	15
Explanation:	The number of judgments was less than estimated, due in part to the fact that the Office is in complex litigation involving consumer fraud that affects a large number of consumers. These cases typically consume a greater period of time and manpower. While the number of judgments may have decreased, the money at stake and the number of victims affected are far greater than in previous years. Furthermore, the pace of litigation for multi-state cases is dictated by the working group, consisting of several State Attorneys General offices, and is outside the Division's control.		

- ◆ **Goal 3** To provide the highest quality legal advice and representation to the Department of Environmental Quality, the Department of Agriculture, and the Game and Fish Commission and Department.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Civil advice and litigation files open	755	725	725

Cases resolved within the year	407	330	320
Explanation:	The spike in FY2008 is attributable to the Environmental Enforcement Section (EES) being able to resolve a number of older matters during that year.		
Hours spent on matters reviewed but not opened	7,469	7,500	7,500
Administrative hearings set	210	190	180
Explanation:	Because of recent changes in the Underground Storage Tank (UST) statutes, fewer hearings are expected in FY09 and beyond.		
Summary and trial judgments	12	9	12
Explanation:	Fewer litigation cases were referred from the clients than in previous years.		

- ◆ **Goal 4** To provide quality legal representation to state agencies, assisting them in regulating the real estate, banking and insurance industries.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Cases opened	249	300	300
Explanation:	Fewer litigation cases were referred from the clients than in previous years.		
Enforcement and regulatory matters handled for agency clients	354	300	300
Explanation:	Several cases that had been on appeal were finalized during FY2008.		

- ◆ **Goal 5** To enforce the Model Escrow Statute, Directory Statute and Master Settlement Agreement and work to reduce sales of tobacco products to minors.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Youth compliance checks conducted	4,984	2,500	2,500
Explanation:	The increase is due primarily to a change in our contracts with the Tucson and Phoenix Police Departments, which allowed both agencies to perform more monthly checks. Additionally, more counties asked us to conduct compliance checks. However, future estimates are lower because our budget for inspections has been cut in half.		

- ◆ **Goal 6** To protect and promote competition for the benefit of Arizona consumers through enforcement of the Arizona Uniform Antitrust Act.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Complaints received	41	50	50
Explanation:	Arizona did not experience any significant supply disruptions or price spikes during FY2008, hence fewer complaints.		
Restitution ordered for Arizona consumers and costs recovered in antitrust cases (\$ dollars)	212,548	200,000	200,000
Explanation:	Anti-trust cases have long and inconsistent cycles. The cases can take several years to settle and, as such, some years the State receives large settlements and other years very little in settlements. Arizona's portion of settlement monies from the Samsung and Winbond multi-state DRAM case has not yet been determined by the court. We are not certain which fiscal year these monies will be received, nor how much the State will receive in settlements.		

AGA 1.2

Subprogram Summary

CIVIL RIGHTS DIVISION

Melanie Pate, Division Chief Counsel

Phone: (602) 542-7716

A.R.S. §§ 41-191 and 41-1401

Mission:

To enforce civil rights laws and eliminate discrimination statewide by increasing public awareness of civil rights through education and enforcement and providing greater access to victims, including offering dispute resolution services to the people of Arizona.

Description:

The Division's major duty is to enforce state statutes that prohibit discrimination in employment, voting, public accommodations, and housing by investigating and litigating civil rights complaints. In addition, the Division provides conflict resolution services and mediation programs statewide, including many court and agency programs. The Division not only is responsive to complaints it receives but is pro-active in addressing discriminatory activity by providing education and awareness. It also may conduct surveys and inquiries in efforts to eliminate discrimination and publish reports to highlight civil rights issues in the State.

The Division has administrative, community service, and civil functions. Its staff is comprised of lawyers, compliance officers, program managers, coordinators, support personnel, volunteers, and interns. The Division has offices in Phoenix and Tucson.

Funding and FTE Summary:	(Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds		1,946.2	1,712.7	1,712.7
Other Appropriated Funds		92.4	90.7	90.7
Other Non Appropriated Funds		772.2	1,033.0	1,033.0
Program Total		2,810.8	2,836.4	2,836.4
FTE Positions		41.0	41.0	41.0

- ◆ **Goal 1** To increase compliance with anti-discrimination laws through timely and effective investigation.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of cases investigated	1,548	1,550	1,575
Explanation:	The Division increased its education and outreach efforts in FY2008, especially in the area of fair housing. This may account for the substantial increase in the number of cases investigated.		
Number of cases resolved	975	1,000	1,025
Explanation:	See comments under Goal 1, Measurement 1.		
Percentage of cases resolved using voluntary settlement agreements	15.0	12.0	12.0
Explanation:	The Division has an experienced and well-staffed Conflict Resolution Program that was very successful in increasing the number of cases resolved using voluntary settlement agreements during FY2008. In addition, our experienced litigation attorneys resolved numerous administrative cases through voluntary settlement agreements.		

- ◆ **Goal 2** To identify major litigation with an emphasis on class and policy cases and to obtain monetary relief and significant remedial relief as appropriate.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of lawsuits	25	25	27
Explanation:	This number includes all cases that were pending or newly opened in FY2008.		
Number of lawsuits resolved	24	22	24
Explanation:	The Division is fully staffed with experienced litigation attorneys who have significantly increased our ability to successfully resolve lawsuits.		
Average number of months to resolve	10.7	12	12
Percentage of litigation cases resolved using voluntary settlement agreements	96	95	95

- ◆ **Goal 3** To provide the people of Arizona and its governmental entities effective dispute resolution services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of cases referred to mediation	481	500	525
Number of Civil Rights discrimination cases mediated	127	130	135
Explanation:	The Division has an experienced and well staffed Conflict Resolution Program that was very successful in mediating discrimination cases, especially employment discrimination cases, during FY2008.		
Percentage of total mediations in which agreement reached (including non-discrimination cases)	83	85	85
Maintain satisfaction rate of participants above 90 percent	97	95	95
Explanation:	Ninety-seven percent of mediation participants indicated that they would recommend mediation to others, which is the same measurement standard that was used in FY06 and FY07. The Division added a new measurement standard in FY08 that asks participants about their "overall" satisfaction with the mediation process. Eighty-nine percent of participants indicated satisfaction in response to the new measurement standard.		

- ◆ **Goal 4** To increase public awareness through litigation of the State's zero tolerance of discrimination, resulting in a positive impact on the community.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of people assisted through litigation	2,000	2,000	2,000
Explanation:	This figure is approximate because it reflects estimated numbers of employees, staff, and other related persons who may have received additional training or other benefits due to agreements reached with the Division.		
Approximate number of people reached through presentation and training	5,000	4,500	4,600
Explanation:	This figure is approximate because it reflects estimated numbers of people who may have been reached through information booths at large public events, Division forums and training presentations, and various radio spots and television appearances in FY2008.		

AGA 1.3	Subprogram Summary
	CRIMINAL DIVISION
	Donald Conrad, Division Chief Counsel
	Phone: (602) 542-8473
	A.R.S. §§ 41-191 and 21-427

Mission:

To protect the citizens of Arizona by successfully investigating and prosecuting criminal cases within the State; to promote and facilitate safety, justice, healing and restitution for Arizona's crime victims; and to continue to effectively represent the State of Arizona in capital and non-capital appeals filed by convicted felons.

Description:

The Criminal Division consists of attorneys, investigators, and support staff whose principal assignments focus them on investigating and litigating specific areas of criminal law. All sections of the Criminal Division work in close cooperation with many federal, state, and local law enforcement agencies to accomplish the Division's mission.

Funding and FTE Summary:	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
(Thousands)			
General Funds	8,373.9	8,630.7	11,568.5
Other Appropriated Funds	4,814.6	5,065.3	5,084.1
Other Non Appropriated Funds	28,703.9	22,829.6	23,062.8
Program Total	41,892.4	36,525.6	39,715.4
FTE Positions	198.4	198.4	226.4

- ◆ **Goal 1** To ensure that death penalty sentences are carried out justly and as timely as possible in order to preserve the rights of the victims and to defend the State of Arizona in all non-capital appellate cases.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Death penalty cases open	121	130	130

Percentage of death penalty sentences affirmed by the Arizona Supreme Court	100	90	90
Number of briefs, habeas answers, petitions for review and responses to petitions for review filed	737	774	813
Explanation:	Statistics are for the Criminal Appeals Section only.		

- ◆ **Goal 2** To aggressively investigate and prosecute drug, money laundering, gang and other related offenses that occur in Arizona, to seek fair civil economic remedies to reduce the profit incentive of drug trafficking, and to disrupt racketeering enterprises.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Cases open	545	561	570
Explanation:	Decreases in cases opened is a result of reduced submissions from the Maricopa County Methamphetamine Task Force.		
Number of defendants charged	637	656	675
Explanation:	Decrease in number of defendants resulted from fewer complex, multi-defendant cases submitted by law enforcement agencies.		
Forfeiture cases opened	300	309	318
Amount forfeited to State (\$ millions)	4.8	5.5	5.5
Explanation:	FY2008 Actual did not include CP Direct and the sweeping warrants that impacted the numbers for FY2007.		

- ◆ **Goal 3** To investigate and prosecute complex financial and high technology crimes and to assist prosecutorial offices throughout the State by prosecuting matters that are referred due to conflicts of interest.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Cases open	1,635	1,680	1,730
Explanation:	Increase in FY2008 reflects multi-defendant human smuggling wiretap cases.		
Total number of victims	6,186	6,370	6,560
Explanation:	Numbers after FY2007 exclude the victims from the Baptist Foundation of Arizona (BFA) case, which concluded in FY2007.		
Restitution ordered by the courts (\$ millions)	29.0	8.5	8.5
Explanation:	Actual for FY2007 included \$468,765,000 from the Baptist Foundation of Arizona (BFA) case, which closed in FY2007. Estimates for FY2009 and beyond are consistent with the FY2006 level (a more representative number).		
County Attorney conflict of interest referrals	57	59	61
Explanation:	Decrease in conflict cases is due to a reduction in requests for conflict assistance from the Maricopa County Attorney's Office.		

- ◆ **Goal 4** To foster victims' recovery from the traumatic short and long-term effects of victimization, to prepare victims to cope with the impact of criminal justice system involvement, and to provide for the efficient and effective delivery of quality services to victims during all stages of criminal prosecutions.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of victims served	11,377	11,700	12,100
Explanation:	Numbers after FY2007 exclude approximately 11,600 victims in the Baptist Foundation of Arizona (BFA) case, which concluded in FY2007.		
Number of trainings and presentations given	65	67	69
Explanation:	Increase in FY2008 was due to continued victims' rights training for different shifts of staff at the Arizona State Hospital.		

- ◆ **Goal 5** To provide competent and timely investigations of criminal conduct.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Open cases	384	395	405
Explanation:	Decrease is due to reallocation of resources caused in part by two consecutive years of unusual number of vacancies from retirements and resignations, and the difficulty in attracting applicants with specialized areas of expertise.		
Law enforcement assists	1,230	1,270	1,300
Explanation:	The increase in FY2008 Actual and the projected sustained increases in future years are due to 1) a higher awareness in the law enforcement community of the Office's detailed investigative data that are garnered through our Geographic Targeting Orders, and 2) our own Office staff's awareness of which matters can be handled as a law enforcement assist as opposed to opening a new case for processing within the Office. The increase in law enforcement assists is therefore offset by a decrease in new cases opened.		

AGA 1.4
CHILD AND FAMILY PROTECTION DIVISION
Juliet Peters, Division Chief Counsel
Phone: (602) 542-1645
A.R.S. § 41-191

Mission:

To provide the Department of Economic Security (DES) with high quality and timely legal advice and representation to promote the safety, economic sufficiency and well being of children, adults and families.

Description:

The Division is responsible for providing legal services to all programs and business operations of the Department of Economic Security (DES). The Division provides these services through three sections.

- The Protective Services Section (PSS) represents Child Protective Services in 15 counties statewide. PSS represents DES in all dependency, severance and guardianship proceedings (including appeals) brought for the protection of abused and neglected children. PSS administers a case-processing system ("Model Court") designed to expedite dependency court proceedings and place children in permanent homes. PSS also provides advice to DES on state and federal laws relating to child welfare and related funding programs.

- The Child Support Enforcement Section (CSE) represents DES's Division of Child Support Enforcement (DCSE). This includes establishing paternity and obtaining and enforcing support orders. The section also represents DCSE in appeals and class action litigation, and it provides general legal advice. CSE provides representation in 11 counties.

- The Civil, Criminal Litigation, and Advice Section (CLA) provides legal advice and representation in administrative hearings and state and federal courts to a myriad of programs within DES. Other than Child Protective Services and Child Support Enforcement, the attorneys in CLA represent all other programs within the Department. Some of the programs CLA represents are the Division of Developmental Disabilities, Procurement, Unemployment Insurance, Collections, Welfare programs (food stamps and child care assistance) and Licensing (foster homes and child welfare agencies). CLA also represents DES in all personnel and operations matters. In addition, CLA prosecutes criminal cases relating to various DES programs, including recipient benefit fraud, employee embezzlement, provider fraud and criminal nonpayment of child support.

The budget for this Division is shown as Special Line Items within the Department of Economic Security's budget.

Funding and FTE Summary:	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	215.3	162.2	162.2
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	215.3	162.2	162.2
FTE Positions	0.0	0.0	0.0

Goal 1 To assist DES in protecting children from abuse and neglect by providing legal services and representation compliant with the timeframes established in "Model Court" statutes.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of dependencies filed by DES (including supplemental and in-home petitions)	3,629	3,800	3,900
Number of preliminary protective hearings within five to seven days of filing initial dependency petition	3,146	3,200	3,300

Goal 2 To assist DES in establishing permanent living situations for children by providing legal services and representation in all stages of judicial proceedings that comply with "Model

Court" timeframes for new cases.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of hearings held to establish a permanent plan within 12 months	4,166	4,000	4,000
Explanation:	The number of dependency filings rose steadily during FY2008. In addition, new procedures have been implemented in the larger counties to better track/monitor timely permanency hearings within the 12-month timeframe.		
Number of reunifications achieved (child back with parents)	1,453	1,500	1,600
Explanation:	Due to the rise in the number of terminations, reunifications have decreased.		
Number of guardianships achieved (child placed with guardian)	561	600	700
Explanation:	Due to the rise in the number of terminations, guardianships have decreased.		
Number of terminations achieved (child removed from parents)	1,765	1,800	1,800
Explanation:	This increase is consistent with the above decreases in guardianship and reunification case plans. The overall increase in termination case plans can be attributed, in part, to the state of the economy and to the method in which cases are now assigned in Maricopa, Pinal, and Gila counties.		

Goal 3 To increase the percentage of cases in the State's child support caseload which have child support orders.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of court ordered cases ratio required	78.7	79.0	79.5

Goal 4 To increase the number of children in the State's child support caseload whose paternity is established.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of children with paternity established	3,184	3,250	3,300
Explanation:	Reduced number of court orders reflects fewer paternity cases referred by DCSE and the increased use of administrative process. The Office obtains paternity orders through a judicial court process. The number of court orders obtained to establish paternity is directly related to the number of referrals sent over by the client. The client has been gradually reducing the number of referrals because it can establish paternity through the Hospital Paternity Program, an administrative process that allows DCSE to obtain agreement between the mother and father regarding paternity of the child [A.R.S.25-812].		

Goal 5 To provide legal representation in DES litigation and to prosecute and deter fraud.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Administrative, Civil and Appellate litigation resolved	704	750	750
Explanation:	The 40% increase in FY2008 from FY2007 is attributable to an increase in cases received from our client.		
Civil Collection litigation resolved	351	325	325
Criminal prosecutions completed successfully	266	250	250

Goal 6 To generate funds for the State via criminal restitution and civil judgments.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Civil judgments (\$)	767,310	600,000	600,000
Explanation:	The 19% increase from FY2007 to FY2008 is attributable to a combination of the following: (i) protocols now requiring that relatively higher dollar amounts be given priority; and (ii) steadily increasing aggressiveness by our office in pursuing garnishees (as well as judgment debtors) for potential recovery.		
Garnishment funds received (\$)	399,992	250,000	250,000
Explanation:	The 30% increase from FY2007 to FY2008 is attributable to a combination of the following: (i) protocols now requiring that relatively higher dollar amounts be given priority; and (ii) steadily increasing aggressiveness by our office in pursuing garnishees (as well as judgment debtors) for potential recovery.		
Criminal restitution ordered (\$)	695,691	600,000	600,000
Criminal restitution received prior to sentencing (\$)	396,397	350,000	350,000

Goal 7 To provide comprehensive legal advice to the Department of Economic Security.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Hours of counsel and advice	25,418	22,000	22,000

Explanation: The 11% increase from FY2007 to FY2008 is attributable to the Division's response to increased requests by our client (DES).

AGA 1.5 Subprogram Summary

CIVIL DIVISION

Pam Culwell, Division Chief Counsel

Phone: (602) 542-7682

A.R.S. § 41-191

Mission:

To provide high-quality, effective, and innovative legal representation to the State of Arizona, its agencies, officers, and employees acting within the scope of their employment.

Description:

The Civil Division consists of attorneys and staff whose principal assignments focus on specialty areas of civil law. In addition, the Division provides day-to-day legal services to a number of departments, boards, and commissions in the State of Arizona.

Funding and FTE Summary:

(Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	827.4	840.3	840.3
Other Appropriated Funds	22,880.2	24,604.9	24,936.2
Other Non Appropriated Funds	0.6	0.6	0.6
Program Total	23,708.2	25,445.8	25,777.1
FTE Positions	269.8	269.8	269.8

- ◆ **Goal 1** To collect debts owed to the State sufficient to fund Tax, Bankruptcy and Collection operations, all Collection Enforcement Revolving Fund authorized positions (58), and to revert excess monies to the State General Fund.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
New cases opened	1,754	1,900	1,950

- ◆ **Goal 2** To provide legal strategy, advice, and advocacy that secures and augments the value of the State Land Trust and contributes to the General Fund.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Amounts recovered, generated, and/or saved (in millions of dollars)	217.4	248.0	280.0

Explanation: FY2008 Actual reflects continued drop in the real estate market and the deferral of payments on some transactions. Estimates for FY2009 - FY2011 are based on projections from the State Land Department and the extent of Assistant Attorney General involvement.

- ◆ **Goal 3** To provide quality legal services that are more efficient and less costly than outside legal counsel (AGO = Attorney General's Office and OSC = Outside Counsel).

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average months in suit: per tort lawsuit - AGO	16.4	18	19

Explanation: Average for any given year is based only on those cases which closed during that year. The facts of each case are different - as are the witnesses, attorneys, and judges - thereby causing fluctuations in average numbers from one year to the next.

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average months in suit: per tort lawsuit - OSC	21.2	25	27

Explanation: Average for any given year is based only on those cases which closed during that year. The facts of each case are different - as are the witnesses, attorneys, and judges - thereby causing fluctuations in average numbers from one year to the next.

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average billable hours: per tort lawsuit - AGO	242	215	215

Explanation: The increase in FY2008 Actual is due to the increase in number of complex cases, which require more hours. This is not expected to be repeated in the next fiscal year(s).

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average billable hours: per tort lawsuit - OSC	258	200	220

Explanation: The increase from the FY2008 Estimate and Actual for average billable hours per closed case is due to a significant increase in the use of legal assistants in those cases. The number is expected to decrease in the next fiscal year(s).

Average billable rate: per tort lawsuit - AGO 105 105 110

Explanation: The increase in the billable rate is due to the parity pay increase which went into effect July 1, 2007.

Average billable rate: per tort lawsuit - OSC 138 160 180

Explanation: The decrease in the average billable rate from FY2007 to FY2008 is due to a significant increase in the use of legal assistants in those cases.

Average months in suit: per employment lawsuit - AGO 45.5 22 25

Explanation: The FY2008 number is skewed by the inclusion of two large class action cases that went 225 months and 335 months respectively. If those numbers had been subtracted, the average would have been 26 months.

Average months in suit: per employment lawsuit - OSC 35 34 35

Average billable hours: per employment lawsuit - AGO 389 400 500

Average billable hours: per employment lawsuit - OSC 1,493 1,200 1,200

Explanation: FY2008 Actual was impacted by major litigation matters.

Average billable rate: per employment lawsuit - AGO 103 105 110

Explanation: Increase in FY2008 Actual reflects attorney parity pay increases that went into effect July 1, 2007.

Average billable rate: per employment lawsuit - OSC 182 185 195

Average billable rate: per workers compensation matter: AGO 94 95 96

Average billable rate: per workers compensation matter - OSC 129 130 135

Explanation: Increase in FY2008 was attributable to some appellate matters.

AGA 1.6 Subprogram Summary

FINANCE DIVISION

Mark Wilson, Division Chief Counsel

Phone: (602) 542-8327

A.R.S. § 41-191

Mission:

To provide legal advice and litigation services to the Executive and Judicial branches of State Government and to provide budgetary, contract, accounting, and financial control services to the Attorney General's Office.

Description:

The Division is comprised of a multi-disciplinary team of financial and legal professionals who operate in the Administrative Law and Financial Services Sections of the Office to further the above-stated mission.

Funding and FTE Summary:

(Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,720.5	4,113.5	6,506.1
Other Appropriated Funds	2,810.4	2,600.4	4,104.2
Other Non Appropriated Funds	885.6	1,286.4	1,286.4
Program Total	7,416.5	8,000.3	11,896.7
FTE Positions	82.6	82.6	93.6

- ◆ **Goal 1** To improve client satisfaction through 1) identification of the 12 clients who consume the most Section legal services and 2) special semi-annual meetings with those high-demand clients to improve the efficiency of legal services delivery.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Semi-annual meetings with high-demand clients	17	12	12

Explanation: This was a new measure for FY2008, with no prior years' measurements as a reference point. Future years' estimates are lower in that formalized meetings twice a year with each high demand client does not appear to be necessary. A formalized meeting once a year with the express purpose of improving delivery of legal services appears to be sufficient (hence 12 a year).

- ◆ **Goal 2** To improve client satisfaction through advanced client agency training sessions in the areas of public records law, open meetings law, conflict of interest law, and related legal

restrictions on the activities of public officials and employees.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Semi-annual meetings with high-demand clients	22	12	12
Explanation:	This was a new measure for FY2008, with no prior years' measurements as a reference point. FY2008 Actual is significantly higher than estimated because of unanticipated client meetings on special issues such as open meeting law, public records, and conflict of interest. Since issues such as these arise frequently, the estimate for future years is higher than the quantity of six (6) originally given.		

- ◆ **Goal 3** To effectively leverage technologies through staff training and full utilization/implementation of software programs including RevQ, Access Databases, and Internal Asset Tracking System.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Staff training (number of hours)	245	200	250
Explanation:	Measure was new for FY2008, hence there was no historical data as a reference point. Training hours are expected to decrease in FY2009 because of reduced staff levels.		
Percentage of implementation/utilization of software in accounting operations	>85	>95	>95

- ◆ **Goal 4** To increase efficiencies by reducing the number of adjusting journal entries processed.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Adjusting journal entries processed	327	350	300
Explanation:	Higher estimate for FY2009 reflects anticipated increase in number of case resolutions.		

AGA 2.0

Program Summary

CENTRAL ADMINISTRATION

Terri Skladany, Chief Deputy

Phone: (602) 542-8080

A.R.S. § 41-191

Mission:

To provide administrative and policy support in addition to direction for the Department of Law.

Description:

The program is comprised of three areas: (1) Attorney General, Executive Staff, and External Affairs; (2) Solicitor General; and (3) Administrative Operations Division. The Attorney General and Executive Staff are responsible for providing legal advice to state officials, legislators, county attorneys, and all client state agencies in addition to certifying rules promulgated by state agencies. External Affairs responds to general inquiries from the public, state legislators, staff, and the media. The Solicitor General's responsibilities include: (1) managing the State's civil appellate matters; (2) overseeing and advising on significant criminal appeals; (3) supervising the production of formal Attorney General opinions; (4) handling matters of election law; (5) providing independent advice to state agencies and boards in administrative proceedings in which other assistant attorneys general appear as advocates; (6) representing the Governor's Regulatory Review Council and five appellate boards; (7) serving as a clearinghouse for lawyers throughout the Attorney General's Office on a variety of special projects; and (8) providing policy support in the specific areas of ethics and training, specialized litigation, and key programs as prioritized by the Attorney General. Finally, the Administrative Operations Division provides administrative support to the Office in the areas of human resources, information services, facilities management, and library and research assistance.

Funding and FTE Summary:	(Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds		6,014.2	4,727.8	4,727.8
Other Appropriated Funds		1,424.6	1,590.0	1,590.0
Other Non Appropriated Funds		0.0	0.0	0.0
Program Total		7,438.8	6,317.8	6,317.8
FTE Positions		49.0	49.0	49.0

- ◆ **Goal 1** To optimize the use of State funds in fulfilling the mission of the Attorney General's Office.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Administrative costs as a % of total costs	6.5	6.2	6.2

- ◆ **Goal 2** To provide a superior level of legal services to our client agencies.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction rating for client agencies (scale of 1 to 8, with 8 the highest)	7.17	7.20	7.20

- ◆ **Goal 3** To timely issue formal legal opinions.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Days to respond to a request for a legal opinion	42	60	60
Explanation:	FY2008 Actual was less than expected due to a decrease in opinion requests and a higher number of same day and/or one-day turnarounds.		

- ◆ **Goal 4** To retain professional, experienced staff whose skills serve both state residents and client agencies.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of agency staff turnover	18.70	18.70	18.70

ATA 0.0

Agency Summary

AUTO THEFT AUTHORITY

Enrique Cantu, Executive Director

Phone: (602) 364-2888

A.R.S. § 41-3451

Mission:

To deter vehicle theft through a statewide cooperative effort by supporting law enforcement activities, vertical prosecution, and public awareness/community education programs.

Description:

The Arizona Automobile Theft Authority (AATA) analyzes the crime of vehicle theft, develops deterrence strategies, and promotes successful methods to address the problem. Funding is used to support law enforcement activities, vertical prosecution, and public awareness/community education programs designed to combat and deter vehicle theft statewide.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,435.3	6,016.7	6,016.7
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	5,435.3	6,016.7	6,016.7
FTE Positions	6.0	6.0	6.0

Strategic Issues:

Issue 1 **The Arizona Automobile Theft Authority will maintain its statewide programs in 2010-2011.**

The AATA serves as a unique example of an effective government/business/consumer partnership. The prime beneficiaries, specifically vehicle owners/insurance consumers, and the insurance industry totally support the government services from which they benefit. Additionally, all citizens in Arizona benefit from the services provided by this Agency, since vehicle theft is associated with many other criminal activities. The AATA does not receive any appropriations from the State of Arizona General Fund.

Vehicle theft and associated criminal activity is epidemic in Arizona, the nation, and throughout the world. It accounts for significant economic loss and affects the overall quality of life in our communities. Vehicle theft facilitates and is associated with a wide range of criminal activity. The international intelligence community has identified vehicle theft and related criminal activity as one of the leading illicit fundraising components supporting international terrorism. Local law enforcement is limited in their response. This complex problem requires a dedicated and coordinated statewide effort in order to respond in an efficient, effective and appropriate manner. The Agency is working on a local, state, national and international level to develop, implement and support law enforcement activities, border interdiction, vertical prosecution, and public awareness/community education programs to deter vehicle theft. The AATA's Board of Directors has committed the maximum available resources to support the Agency's aggressive anti-vehicle theft campaign during the next two fiscal years.

◆ **Goal 1** To analyze the problem of vehicle theft and associated criminal activity.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of research projects conducted	4	2	2

◆ **Goal 2** To reduce the incidence of vehicle theft and associated criminal activity by supporting deterrence and prevention programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of vehicles stolen statewide (calendar year)	n/a	52,000	51,000
Number of 2008 vehicle thefts not			

yet available

Number of vehicle theft rate statewide (# per 100,000 population) n/a 930 920

Explanation: FY 2007 actual is not available because data is collected on a calendar year basis using data provided by the FBI Unified Crime Report and is not available until October of the following calendar year.

◆ **Goal 3** To deter vehicle theft and associated criminal activity through aggressive, proactive law enforcement activities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Task Force positions funded by AATA	42	42	42
Number of stolen vehicles recovered by Task Force	3433	3000	3000
Value of stolen vehicles recovered by Task Force (in millions of dollars)	47	32.0	33.0
Number of felony arrests by Task Force	326	300	300
Number of "chop shops" investigated by Task Force	27	30	30
Number of insurance fraud investigations by Task Force	58	35	35
Number of training and investigative assistance provided by Task Force	953	1,000	1,000
Return on investment (for every dollar funded by the Arizona Auto Theft Authority amount recovered by Task Force)	14.03	12.00	12.00
Number of law enforcement grants awarded	17	15	15

◆ **Goal 4** To assure deterrence of vehicle theft and associated criminal activity through vigorous vertical prosecution.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of prosecutors funded by AATA	9	10	9
Number of participating counties	6	6	6
Number of vehicle theft cases filed	1355	1,200	1250
Number of convictions	670	725	750
Percent of convictions to cases closed	93	91.5	91.5
Amount of restitution ordered (in thousands of dollars)	1,140.2	1,000.0	1,000.0
Number of training sessions provided	10	12	15

◆ **Goal 5** To provide community education and enhance public awareness to reduce victimization of vehicle theft and related criminal activity.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of PACE grants to criminal justice agencies	24	25	25
Number of PACE (Public Awareness and Community Education) events statewide	932	825	835
Number of PACE events sponsored by AATA	175	125	130
Number of PACE events sponsored by AATA grantee agencies	757	700	705
Number of AATA published Watch Your Car brochures distributed	400,000	2,500,000	2,500,000
Explanation: MVD/Watch Your Car Mailing Program not in effect in FY08			
Estimated media exposures (in millions)	40.0	41.0	45.0
Number of Watch Your Car enrollments	161,000	195,000	195,000

◆ **Goal 6** To develop expertise and promote well-trained vehicle theft/insurance fraud investigators and prosecutors.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of professional training grants awarded to agencies	16	15	15
Number of criminal justice personnel benefiting	143	30	30

◆ **Goal 7** To maximize effectiveness, efficiency and customer satisfaction of the Agency.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Ratio of administrative costs as a percent of total expenditures	6.95	6.68	7.2

Number of grant agency compliance audits	12	12	10
Customer satisfaction rating (scale of 1-3, 1 highest rating)	1	1	1
Number of site visits to grant agencies	10	10	10

BBA 0.0

Agency Summary

BOARD OF BARBER EXAMINERS

Sam B. LaBarbera, Executive Director

Phone: (602) 542-4498

A.R.S. §§ 32-301 et. seq.

Mission:

To preserve the public welfare and health through the development and enforcement of adequate sanitation procedures, rules, and laws governing barbers and barbering establishments.

Description:

The Arizona Board of Barbers communicates with licensees regarding proper sanitation methods and changes in the law; administers barbering examinations; grants and renews licenses; inspects barbering establishments; investigates consumer complaints regarding unlawful activities; and takes effective measures to resolve complaints, including holding hearings, levying fines, and suspending or revoking licenses.

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	272.1	328.2	328.2
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	272.1	328.2	328.2
FTE Positions	3.6	4.0	4.0

Strategic Issues:

Issue 1 To allow all staff to utilize the database more efficiently.

To continually upgrade the database and other computer programs to enable the Board to work in an efficient manner.

Issue 2 To investigate methods to prevent usage of licenses by unlicensed individuals.

The Board has implemented a change to the Barber Database which allows the licensee's photograph to be printed on each license. This should cut down substantially on fraudulent usage of barber licenses. The Board has completed the input of all photos. In addition the Board will require replacement of photographs every ten years. The Board has implemented a computer program to track each licensee's status of citizenship or legal residency.

Issue 3 To lower the turnover of staff and increase the efficiency of staff

The Board has had great difficulty in recruiting and keeping staff. It needs to decide on what will attract qualified staff and implement a action plan. All members of the Board are now learning how to utilize the database and assist in some of the office procedures.

◆ Goal 1 To ensure that all licenses issued by the Board meet minimum requirements.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of applications accepted for new barber/instructor examinations	295	300	350
Number of examinations for new barber/instructor failed	143	150	175
Percent of examinations for new barber/instructor failed	48	40	50
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of applications for new barber/instructor licensees	360	370	420
Number of applications for new barber/instructor licenses rejected	5	5	5
Number of applications for new shop/school licenses	307	310	350
Number of applications for new shop/school licenses rejected	0	10	10

◆ Goal 2 To ensure the proper use of sanitary procedures to prevent

the transmission of disease, parasites, or injury to the public.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of inspections conducted	1,619	3,200	3,200
Percent of total inspections passed	76	75	75
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of complaints received	350	330	340
Avg. calendar days from receipt of complaint to start of investigation	21	21	21

◆ Goal 3 To enforce legislative requirements concerning the regulation of barbers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of inspections conducted	1619	3200	3200
Percent of inspections passed	76	75	75
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of licenses revoked or suspended	0	4	4
Disciplinary hearings	28	15	15
Disciplinary hearings resulting in penalties	17	10	10

◆ Goal 4 To serve licensees in an efficient manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of calendar days from receipt of application to issuance or denial	2	3	3
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Administrative cost as a percent of total cost	6.5	10	10
Number of barber/instructor and shop/school licenses	6,891	7,000	7,200

BHA 0.0

Agency Summary

BOARD OF BEHAVIORAL HEALTH EXAMINERS

Debra Rinaudo, Executive Director

Phone: (602) 542-1864

A.R.S. §§ 32-3251 to 32-3322

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Numbers of inspections/investigations	349	350	350
Average days to resolve a complaint	570	500	300
Number of complaints received about licensees	118	150	150
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customers satisfaction rating (scale 1- 8)	6.3	5.5	5.5

Mission:

To establish and maintain standards of qualifications and performance for licensed behavioral health professionals in the fields of counseling, marriage and family therapy, social work, and substance abuse counseling and to regulate the practice of licensed behavioral health professionals for the protection of the public.

Description:

The Board licenses and biennially renews licensure for approximately 8,000 behavioral health professionals, which requires that these professionals meet minimum standards of education, experience, and competency as measured by examination. The Board also receives and investigates complaints, takes necessary disciplinary action, and responds to inquiries from consumers regarding the licensure status and complaint history of individual behavioral health professionals.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,342.4	1,367.2	1,472.8
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,342.4	1,367.2	1,472.8
FTE Positions	17.0	17.0	17.0

Strategic Issues:

Issue 1 Addressing the Board's large backlog of complaints

The Board fulfills its mission to protect the public in part by investigating and taking action on complaints filed against licensed professionals. The Board also investigates applicants' backgrounds concerning the applicant's ability to practice safely and competently. The Board also conducts investigations regarding allegations that individuals are practicing psychotherapy without a license. Beginning in FY2003, the Board experienced a significant increase in the number of complaints received and investigations required. As a result, the Board currently has a large backlog of unprocessed complaints and investigations. The Board's complaint resolution times currently exceed 400 days. The Board's FY 2007 appropriation was increased to provide additional resources to allow the Board to eliminate the complaint and investigation backlog and reduce resolution times by the end of FY 2009.

◆ **Goal 1** To improve agency operations to insure equitable, consistent and timely enforcement of statutes and rules regulating behavioral health professionals.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of application reviews completed within 180 days	98	90	90
Number of new and existing licenses issued	8,241	7,861	7,960
Administration as a percentage of total cost	6.0	7.8	7.8
Applications received	790	700	700
Individuals licensed	653	595	595
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Renewals received	3,962	3,304	4,061
Average number of days to renew a license from receipt of application to issuance	17	20	20
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of days to process verifications.	5	10	10
Verifications received	913	900	900

DIA 0.0

Agency Summary

ARIZONA BIOMEDICAL RESEARCH COMMISSION

Dawn C. Schroeder, DDS, MA, Executive Director

Phone: (602) 542-1028

A.R.S. §§ 36-271 to 36-276

Mission:

To advance medical research within the state of Arizona.

Description:

The Biomedical Research Commission awards contracts for medical research projects studying the causes of disease, epidemiology and diagnosis of disease; the formulation of cures; medically accepted treatment; and prevention of diseases. The Commission oversees the projects to ensure contract compliance and serves as the technology transfer agent for discoveries made using state funding. The Commission also awards and manages additional contracts designed to advance biotechnology in the academic, non-profit and for-profit sectors in Arizona.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ DISEASE CONTROL RESEARCH PROGRAM	1,484.7	3,902.9	3,902.9
➤ HEALTH RESEARCH PROGRAM	10,750.7	11,816.1	11,816.1
Agency Total:	12,235.4	15,719.0	15,719.0

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	500.0	500.0
Other Non Appropriated Funds	12,235.4	15,219.0	15,219.0
Program Total	12,235.4	15,719.0	15,719.0
FTE Positions	4.5	6.0	6.0

Strategic Issues:

Issue 1 *To provide support and strategically placed funding to move the state's bioscience and biotechnology initiative forward.*

The Agency is uniquely positioned in the medical research community to provide gap funding to advance Arizona's medical researchers to higher levels by encouraging inter-institutional collaborations. Providing Arizona researchers with state funding improves their competitiveness at the federal level.

DIA 1.0

Program Summary

DISEASE CONTROL RESEARCH PROGRAM

Dawn Schroeder, D.D.S., Executive Director

Phone: (602) 542-1028

A.R.S. §§ 36-274

Mission:

To advance medical research within the state of Arizona.

Description:

Under this program, the Commission administers special projects such as the Parkinson's Disease Research Consortium; AZTransNet, a project that fosters research collaborations by removing barriers to institutional cooperation; and the collaborative ABRC Translational Research Initiative. Revenues for the fund are derived from the state lottery fund pursuant to A.R.S. §5-522 subsection E, monies appropriated by the legislature and gifts, contributions or other monies received by the Commission from any source.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,484.7	3,902.9	3,902.9
Program Total	1,484.7	3,902.9	3,902.9
FTE Positions	1.5	3.0	3.0

◆ **Goal 1** To monitor the contribution of investigators to medical research by reviewing the scientific literature for special projects.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of scientific articles published	32	10	10
Number of abstracts published	2	5	6

◆ **Goal 2** To advance biotechnology by combining the expertise and resources of the Commission with that of other non-profit and for-profit institutions to remove impediments to inter-institutional biomedical research collaborations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of jointly funded projects with the non-profit and for-profit sectors	7	5	6

DIA 2.0

Program Summary

HEALTH RESEARCH PROGRAM

Dawn Schroeder, D.D.S., Executive Director

Phone: (602) 542-1028

A.R.S. §§ 36-275 to 36-276

Mission:

To advance medical research within the state of Arizona.

Description:

Under this program, the Commission makes competitive research awards for a wide variety of medical research studies. These studies cover basic scientific research, translational research, and clinical research. The Health Research Program is funded by the proceeds from the sale of tobacco products.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	500.0	500.0
Other Non Appropriated Funds	10,750.7	11,316.1	11,316.1
Program Total	10,750.7	11,816.1	11,816.1
FTE Positions	3.0	3.0	3.0

- ◆ **Goal 1** To monitor the contribution of investigators to medical research by reviewing the scientific literature.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of scientific articles published	28	35	40
Number of abstracts published	0	7	10

- ◆ **Goal 2** To provide assistance to new and established researchers by offering a biannual workshop addressing timely information on research issues.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of biannual workshop participants	N/A	200	N/A
Number of inter-institutional collaborative projects submitted as a function of the total number of proposals received.	24/125	30/120	30/120

- ◆ **Goal 3** To inform medical researchers and others involved in health care in Arizona of research funding available through the Biomedical Research Commission (BRC).

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Requests for Proposal (RFP) mailed	945	950	950

Program Summary

DIA 3.0

NON-EMBRYONIC STEM CELL REPOSITORY

Dawn C. Schroeder, D.D.S., M.A., Executive Director

Phone: (602) 542-1028

Session Laws 2007, Chapter 263 Section 42

Mission:

To establish a self sustaining nonembryonic stem cell repository to provide cells for transplantation and for research use.

Description:

Although \$1 million dollars were appropriated from the General Fund in each fiscal year from FY 2008 through FY 2012 for the purpose of establishing a centralized public repository of diverse types of human stem cells of nonembryonic origin for public use, the legislature swept the funds to meet other fiscal needs. Therefore, the program has not been implemented.

- ◆ **Goal 1** To establish a self-sustaining nonembryonic stem cell repository.

PDA 0.0
Agency Summary
STATE CAPITAL POST CONVICTION PUBLIC DEFENDER
Martin Lieberman, Director
Phone: (602) 771-9000
A.R.S.41-4301

Mission:

To provide representation to capital defendants in post conviction proceedings, as assigned by the Supreme Court, in accordance with guidelines established by the American Bar Association.

Description:

The State Capital Post-Conviction Public Defender Office was established by Laws 2006, Chapter 369, and began accepting cases in September 2007. All capital convictions are automatically appealed to the State Supreme Court. If the sentence is affirmed on appeal, the Supreme Court appoints counsel to represent the inmate in state post conviction relief proceedings. The agency will accept appointments from the Supreme Court to the extent resources allow. Counties are responsible for reimbursing the state for one-half of the resources expended, limited to \$30,000 per case.

The Agency is bound by the Arizona Rules of Criminal Procedure, specifically, Rule 6.8, which provides that counsel shall be guided by the performance standards in the 2003 American Bar Association Guidelines for the Appointment and Performance of Defense Counsel in Death Penalty Cases. The Guidelines, require, among other things, the formation of a defense team consisting of two lawyers, a mitigation specialist, and an investigator for each case. At least one member of the team must be qualified by training and experience to screen individuals for the presence of mental or psychological disorders or impairments. Expert witnesses will be frequently utilized by the Agency.

Strategic Issues:

Issue 1 *To add sufficient staff to be able to provide services to as many clients as possible*

Current funding levels do not provide the resources necessary to represent more than a handful of clients. As of August 22, 2008, there are seventeen inmates on death row without counsel. It is anticipated that the numbers will increase as Maricopa County has an aggressive capital punishment policy. There are approximately one hundred and twenty six (126) capital cases pending as of June 2008 in the Maricopa County Superior Court. The Arizona Supreme Court estimates that it can decide approximately ten (10) death penalty appeals per year. The Agency will need to develop methods for obtaining additional funding which may include appropriated funds.

◆ **Goal 1** To provide high quality legal representation to clients assigned to the Agency

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Complete factual and legal investigation of case. FY10/FY11 estimates assume caseload improvement budget.	0	2	3
Filing of Petition for Post Conviction Relief	0	2	3
Number of professional staff providing high quality representation to clients.	3	4	7

CSA 0.0

Agency Summary**STATE BOARD FOR CHARTER SCHOOLS**

DeAnna Rowe, Executive Director

Phone: (602) 364-3080

A.R.S. §§ 15-181 to 15-189

Mission:

To foster accountability in charter schools, which will improve student achievement through market choice.

Description:

The Arizona State Board of Charter Schools reviews new and renewal applications and grants charters to qualified applicants and oversees all aspects of the charter schools it sponsors, which includes academic, financial and statutory compliance as well as adherence to the terms and conditions in the charter contract.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	811.3	828.7	1,055.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	811.3	828.7	1,055.9
FTE Positions	8.0	8.0	11.0

Strategic Issues:**Issue 1 Contract Renewal and Service Resources**

The Board must create an effective process for the consideration of renewing charter school contracts while maintaining its quality authorizing practices as a mechanism for sustained results. In order to do this the Board will create and sustain an organizational structure that commits the human, technological, and financial resources necessary for conducting its authorizing duties effectively and efficiently.

- ◆ **Goal 1** To approve quality applications and grant charters to qualified applicants.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of applications reviewed by staff for administrative completeness	52	51	52
Explanation:	Applicants may submit an application more than once for review and technical assistance.		
Number of sponsorship applications received	34	34	34
Explanation:	This number reflects the total number of unique applications received.		
Number of applications reviewed by technical review panel	26	25	26
Explanation:	Number of applications that have been deemed administratively complete and are reviewed for substantive completeness by the technical review panel.		
Number of sponsorship applications approved	13	15	15
Number of sponsored charters with one or more sites in operation	341	351	361
Explanation:	The numbers include all State Board of Education sponsored schools since the Charter School Board has agreed to provide oversight for these schools.		
Number of sponsored charter school sites in operation	439	443	447
Explanation:	The numbers include all State Board of Education sponsored schools since the Charter School Board has agreed to provide oversight for these schools.		
Number of students enrolled in sponsored charters	93,864	98,976	104,366
Explanation:	Total Average Daily Membership		
Number of new charter sites opening	17	36	25
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of replication applications received.	10	5	5
Explanation:	Alternative application process for an existing charter to replicate.		
Number of replication applications approved.	5	5	5

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of charter contracts to be reviewed for consideration of renewal.	0	0	54
Explanation:	Review of academic, fiscal and contractual compliance history.		
Number of charter school renewal applications processed.	0	0	0
Explanation:	Laws 1996, Ch. 356, Sec. 5 Duration of existing charters		

- ◆ **Goal 2** To provide clear information and services to stakeholders.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of public meetings held	31	28	25
Number of workshops conducted	23	24	24
Number of information broadcast communications sent to charter representative via e-mail	72	67	67
Number of publications sent to stakeholders	11	12	12
Percent of charter school attendees satisfied with information workshop content	95	95	95
Customer satisfaction survey (Scale 1-8)	6.4	6.6	6.8

- ◆ **Goal 3** To provide oversight to charter schools by evaluating performance, monitoring compliance, informing intervention & renewal decisions and ensuring autonomy as provided under the applicable law.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of annual on-site monitoring visits	141	104	145
Number of contract amendments processed annually	485	535	575
Number of first and second year site visits	22	41	67
Explanation:	Operations and academic performance is monitored in first years of operation		
Number of five and 10 year reviews required	109	56	28
Number of charter school annual audits reviewed	336	338	351
Number of annual complaints regarding sponsored schools	104	100	95
Number of disciplinary actions that resulted in withholding of funds	24	25	25
Explanation:	Pursuant to A.R.S. 15-185.H		
Number of corrective action plans mandated	68	60	55
Number of Notices of Intent to Revoke issued	6	5	5
Number of charter schools voluntarily surrendering their contract	8	7	7
Number of Consent/Settlement Agreements entered into	2	10	10
Number of charter school contracts revoked	2	4	4
Number of charter sites closing.	19	15	15
Administration as a % of total cost	4.2	3.3	3.3

CEA 0.0

Agency Summary**BOARD OF CHIROPRACTIC EXAMINERS**

Patti Pritzl, Executive Director

Phone: (602) 864-5088

A.R.S. § 32-900 et. seq.

Mission:

To protect the health, welfare, and safety of Arizona citizens who seek and use chiropractic care.

Description:

The Board of Chiropractic Examiners conducts examinations and evaluates applications from chiropractors seeking initial or renewal of licensure, as well as from persons seeking participation in Board-approved preceptorship or chiropractic assistant programs. The Board investigates backgrounds of applicants for licensure and complaints made against chiropractors and conducts administrative hearings as required. The Board provides information to the public concerning applicants, licensees, and regulatory actions taken. These functions are accomplished through a fees-financed program of examination, licensure, and regulation.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	617.1	520.4	474.8
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	617.1	520.4	474.8
FTE Positions	5.0	5.0	5.0

Strategic Issues:**Issue 1 Agency revenues cannot meet expenses.**

Mandated increases in expenses for the Agency have exceeded \$60,000 over the past four years. As a result, the Agency revenues no longer cover basic costs to maintain Agency functions of enforcement, licensing and customer service. The current legislature is not inclined to support legislation for the fee increase necessary to pay for the mandatory expense increase. The Agency will be required to either decrease attorney services or staffing within the next four years if a fee increase is not established.

Issue 2 The enforcement workload for investigations and probationary monitoring has begun to exceed the human resources of the Agency.

Complaint investigations average 200 per year. The investigation finds some level of violation in about 80% of all cases and 46% of all investigations result in disciplinary action. This reflects a substantial time commitment in the investigation of complaints. In addition, the Agency monitors 40 to 50 probationary files at any point in time. The Agency has one full time and trained enforcement officer. Additional staffing will be required to meet this ongoing workload.

Issue 3 The workload from requests for license verifications has increased both in volume and in type of information requested.

Historically, license verifications received by the Agency have requested the Agency to confirm the license status of no more than ten licensees at a time. Verifications took a matter of one to two minutes each. Verification levels have risen from 70 to 100 requests from one credentialing company at a time, with extensive records requests requiring that hard copy files be pulled, copied and sent via mail or fax. The time to verify each license has increased from five to ten minutes each. Additional fees have been instituted to fund facilitation of public records response time. The database and web site have been improved to allow on-line access to credentialing information and disciplinary actions. Ongoing trends in information technology and unfunded legislative and administrative mandates require continued funding development and emphasize the need to retain current staff members who have demonstrated the ability to manage the agency IT needs since services through DOA or DOA contracts substantially increase costs.

Issue 4 Mandated information technology contracts or policies remain unfunded.

Unfunded mandates, such as AZNET, increase operating costs as much as four-fold. The agency requires legislative authorization to raise fees in order to fund the IT and communications mandates that are being issued.

Issue 5 There is an ongoing need for public outreach.

The public is largely unaware of the resources offered by the Agency or has developed a negative perception of health regulatory agencies due to the media's negative focus on the Medical Board. In addition, the Agency has a presence only in Maricopa County. There is an ongoing need for the Agency to provide outreach initiatives to the public throughout the state. The performance measures do indicate improvement in this area, however, this will always be a focus for growth and development.

Issue 6 Agency staff does not possess the technical knowledge sometimes required for complete analysis and investigation of a complaint.

At the recommendation of the Auditor General, the Agency has implemented contracts with chiropractic professionals to assist in the technical components of investigations. However, mandatory increases in expenses imposed by legislation continue to divert Agency revenues away from this resource.

Issue 7 The legal representation for the agency through the Office of the Attorney General (A.G.) has been inconsistent and inadequate for the needs of the agency, resulting in delayed hearing dates and actions and receipt of conflicting A.G. advice.

Historically, cases voted to hearing by the Board have sat for as long as four years awaiting an Assistant A.G. to prosecute the case. A.G. advice has been conflicting and often based on the Assistant A.G.'s personal opinion rather than legal research or precedent. Requests for formal opinions are generally denied and legal representation on the part of the Office of the Attorney General has failed to demonstrate responsibility to the agency and to the public impacted by violations of the Chiropractic Act. The Agency has obtained funds to pay for improved services through the Office of the Attorney General. As a result, the timeframe for cases voted to hearing to be concluded has improved. However, the demand exceeds the part time Assistant Attorney General services that the agency is able to afford. In addition, mandatory increases in expenses associated with ERE costs, AZNet and other legislation threaten to decrease the financial resources available for the agency to pay for A.G. services.

Issue 8 Additional resources are needed to meet the time demand of the disciplinary proceeding docket.

The Board's authority to hold Formal Interviews was established in 2004. With that authority, the number of disciplinary proceedings that are held before the Board has quadrupled. In 2005, 100 cases were listed on the Board's Formal Interview/Formal Hearing docket. The Board salary appropriation covers 14 Board meetings. The salary appropriation for Board members does not reflect the level of time commitment that will be required with a disciplinary proceeding docket of 100, nor does it provide the Board with resources to appoint committees to hear cases and make recommendations.

- ◆ **Goal 1** To issue and renew licenses promptly to those applicants determined to be eligible based on their accurate and complete application and demonstration of the required standards of education, knowledge, and competency while ensuring that the health, safety, and welfare of the public is protected.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of applications for licensure received	117	115	115
Explanation:	This measure is used to assess future revenues.		
Average number of days between receipt of complete application and Board action	22	20	20
Explanation:	This performance measure determines if the Board is meeting the licensing time frames required in law.		
Number of new licenses issued	109	130	105
Explanation:	This measure identifies a trend that impacts revenue, staffing and resources planning		

Number of licenses issued prior to undisclosed conviction being identified	0	0	0
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Explanation: This performance measure is related to the Board's mission to protect the health, welfare and safety of the public.

Number of licenses eligible for renewal	2,619	2,700	2,620
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Percent of license renewal applications processed within 15 business days	94	95	95
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◆ **Goal 2** To investigate promptly complaints filed against licensees throughout the state and to proactively identify risks to the consumer public. To timely and knowledgeably determine if a matter should be dismissed or proceed to hearing, to conduct formal interviews and hearings in a timely manner, and to impose appropriate sanctions on those found to have violated the public trust.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of new complaints filed	122	130	130
Percent of complaints resolved within 180 days of receipt with no hearing required	23	95	95
Average number of months to resolve a complaint by administrative hearing	10	8.0	8.0
Total number of investigations conducted	224	200	150
Percent of concluded investigations resulting in disciplinary action	35	30	30

◆ **Goal 3** To increase public awareness of agency functions, resources, and parameters; to increase public record accessibility; and to increase communication with the public and professional community.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Web site access count	130,000	150,000	150,000
Self-assessment surveys returned	22	50	50
Percent of complaints filed with the Board which do not fall under the boards jurisdiction	0	5	5

◆ **Goal 4** To ensure Board and staff competence and knowledge.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of survey responses which indicate that staff was knowledgeable and courteous in public communications	100	97	97
Administration as a percent of total cost	0	20	0

ECA 0.0

Agency Summary

CLEAN ELECTIONS COMMISSION

Todd F. Lang, Executive Director

Phone: (602) 364-3477

A.R.S. §§ 16-901 et seq

Mission:

To fairly, faithfully, and fully implement and administer the Arizona Citizens' Clean Elections Act.

Description:

The Citizens' Clean Elections Act was a campaign finance reform measure initiated by Arizona citizens and approved by majority vote in 1998. The Act created a new campaign financing system for statewide and legislative offices that provides public funding to qualified candidates who agree to abide by CCEC guidelines. Candidates wishing to utilize public funding for statewide and legislative offices must become certified as participating candidates by agreeing to abide by all contribution and expenditure limits imposed in the Act and then obtain a certain number of \$5 qualifying contributions, depending on the office sought, in order to qualify for public funding. Nonparticipating candidates must accept campaign contributions at amounts that are 20 percent less than allowed in statute and comply with reporting requirements specified in the Act. The Commission sponsors debates and develops a procedure for publishing a document having space of predefined size for a message chosen by each candidate. The document is mailed before the primary and general elections to every household that contains a registered voter. The Commission is composed of five members of which no more than two can be from the same political party nor can more than two be residents of the same county. Appointments are for a five-year term.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,332.7	15,066.3	15,066.3
Program Total	4,332.7	15,066.3	15,066.3
FTE Positions	6.0	7.0	7.0

Strategic Issues:

Issue 1 Legislation

The Commission will pursue legislative changes to the Clean Elections Act (A.R.S. § 16-940 through 961) to address concerns raised by the Commission, candidates, and members of the public from the 2008 election cycle. The intent of the proposed legislative changes is to clarify the law. All proposed legislative changes further the purpose of the Act, which is to diminish the influence of special interest money, encourage citizen participation in the political process, and promote freedom of speech under the U.S. and Arizona Constitutions.

Issue 2 Voter Education

The Commission will continue its active program of voter education. The Commission sponsors candidate debates, publishes a candidate statement pamphlet for both the primary and general elections, mails the pamphlet to each household in Arizona with a registered voter, holds candidate training seminars, and travels statewide to communicate with and educate voters.

◆ **Goal 1** To provide public funding to qualified candidates.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of certified participating candidates (calendar years)	125	0	145

◆ **Goal 2** To administer debates and develop a procedure for communicating candidate statements to the citizens of Arizona

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of candidates submitting	187	n/a	200

candidate statements (calendar years)			
Number of candidate statement pamphlets mailed to AZ households (calendar years in thousands)	3,400,000	n/a	3,450,000

◆ **Goal 3** To comply with the Caps for spending specified in the Clean Elections Act

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of cap spent on administration and enforcement (calendar years)	3.1	7.00	3.5

EPA 0.0

Agency Summary

DEPARTMENT OF COMMERCE

Jan Leshner, Director

Phone: (602) 771-1100

A.R.S. § 41-1501

Mission:

To provide state leadership to create and retain quality jobs and strengthen Arizona's economic base.

Description:

As the State's principal economic development agency, the Department develops and implements the state's economic development plan directed at creating and retaining quality jobs statewide. Accordingly, the Department implements strategies that promote Arizona's global competitiveness; collects and disseminates economic and business-related information; supports community infrastructure and economic planning in rural areas; facilitates the coordination of the state's workforce development system; supports the expansion of existing businesses, including small and minority-owned businesses; conducts targeted business attraction to enhance economic diversification; and promotes international trade and investment.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ADMINISTRATION AND FINANCE	37,660.0	31,090.7	32,462.7
➤ BUSINESS DEVELOPMENT	3,234.4	3,920.5	4,523.3
➤ WORKFORCE DEVELOPMENT	15,362.3	29,976.5	29,976.5
➤ COMMUNITY DEVELOPMENT	21,564.4	13,457.3	19,086.8
Agency Total:	77,821.1	78,445.0	86,049.3

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	13,470.4	7,385.2	14,989.5
Other Appropriated Funds	2,301.2	3,684.5	3,684.5
Other Non Appropriated Funds	62,049.5	67,375.3	67,375.3
Program Total	77,821.1	78,445.0	86,049.3
FTE Positions	149.2	148.9	160.9

Strategic Issues:**Issue 1 Continuation Budget-Restoration of Cuts**

FY 2008 Continuation Budget – Restoration of \$6,194,300
To mitigate the detrimental impacts to Arizona citizens and the Department's stakeholders, a restoration in the Department's FY2010 General Fund appropriation to the FY2008 level is requested. The Department's General Fund appropriation was reduced \$6,194,300 in FY2009, a 36 percent decrease, which has created substantial direct and indirect impacts to the state. Restoration of the General Fund budget would include:

Military Installation Fund Appropriation (\$4.8 million) – Military bases are one of the largest economic drivers in the state. Compromising this fund will encourage or allow encroachment, force the military to reevaluate Luke Air Force Base's future, and demonstrate a weakened support of the state's endorsement to a major military presence in the future.

Reverse the CEDC Appropriation (\$750,000) – This appropriation of the CEDC lottery funding reduces its ability to provide loans and grants to facilitate business relocations, contribute to rural economic development projects, and provide outside research funding. Arizona already has one of the smallest business incentive funds in the nation, and this appropriation significantly reduces the state's ability to support these vital economic initiatives.

Reverse the Foreign Direct Investment Office Cut (\$350,000) – Since its inception in 2006, the Foreign Direct Investment programs have fostered

increased investment and awareness of the attractiveness of Arizona's economy in foreign countries looking to invest in the US. The ability of the state to attract domestic investment into the state's economy has become more difficult, but in a global economy numerous capital surplus countries are eager to invest here, and to not promote Arizona leaves us at a significant competitive disadvantage.

Reverse the Remaining General Fund Operating Fund Cut (\$294,300) – This reduction was largely borne by vacancy savings. Numerous critical positions have gone unfilled, which are impacting business and community services.

Issue 2 Research Administration Funding

Strategic Economic Research Budget

The Department is legislatively required to provide strategic planning economic research, as well as perform the role as the state's economic information clearinghouse. In addition, since the transfer of the former Research Administration from DES to Commerce in December 2007, Commerce performs the constitutionally required tasks of providing annual population estimates and forecasts, and is also a partner with the U.S. Department of Labor in providing monthly employment and unemployment data.

Both the U.S. Census Bureau and planners statewide expect that Arizona will continue to have one of the fastest growth rates for the next several decades. Accurate state, county and city population estimates and well conceived forecasts are critical for public and private sector planning. Population estimates are the cornerstone of all Arizona state-local revenue sharing programs, and U.S. Census population estimates, which are derived in cooperation with help from the Department's analysts, drive billions of dollars of federal program spending here. Accurate population and demographic estimates and forecasts are expected by all Arizonans. Arizona has had a history of close to negligible funding for population research.

Accurate, detailed labor force data is important to public and private sector planners, economic developers, and service providers. The Labor Market Information unit at Commerce, which works in partnership with the U.S. Bureau of Labor, provides this information monthly. Significant additional data about labor markets in Arizona's towns and cities can be produced but two (2) skilled analysts are needed to extract and prepare it.

Research and Population Statistics Unit - (\$465,000 and 6 FTE's). Arizona has not had a professional Demographer since 1978 and this is a critical need in preparation for the 2010 Census, as well as to provide state leadership in the production of state and local demographic statistics. The transfer of 6 FTE's by DES in the 2008 transfer of the former Research Administration was not recorded in the budget. Two statisticians that were not transferred by DES to the Department must be replaced. Equipment, data services, and software and the necessary staff upgrade from covered to uncovered employee status require additional, ongoing funding.

Labor Market Information – (\$505,000). No state in the nation operates its Labor Market Information unit only on federal funding, which the federal government acknowledges to be insufficient to produce the detailed reports required by the Department of Labor. The full amount of state funding was not transferred by DES to the Department in December 2007. Two new analysts are required to produce detailed local employment data, which will be of benefit to local communities seeking new investments and services from the state and federal government.

Issue 3 Arizona Office of Smart Growth

To be prepared to successfully pursue the attraction of new industry and the expansion of existing businesses, cities, towns, counties and tribal communities must have the necessary physical infrastructure to function as cohesive communities and vibrant economies. This initiative is the commitment to forge and strengthen statewide partnerships to guide quality growth and sustainable economic development. By establishing a strong centralized point of planning expertise through the enhancement of the existing Commerce Community Planning Office, Arizona will assist communities in managing rapid growth while developing local economic capacity and infrastructure that will protect Arizona's natural and military assets.

The following is recommended to provide adequate education, outreach, technical and financial assistance:

- Grants — \$200,000; \$100,000 to reward communities, counties, and

Tribal governments who are successfully implementing smart growth techniques and \$100,000 to build the capacity of communities, counties, and Tribal governments wanting to enhance their planning capabilities.

- FTEs — Fill 2 existing vacancies \$240,000 (\$120,000 each)

EPA 1.0 **Program Summary**
ADMINISTRATION AND FINANCE
Jerry Ewing, Assistant Deputy Director
Phone: (602) 771-1162
A.R.S. § 41-1504

Mission:

To be a model of good government by providing strong leadership, clear direction and quality support services that will enable the Agency to operate in an effective and efficient manner.

Description:

Administration and Finance supports the planning and operational needs of the Department by providing administrative guidance, services, and technical assistance to executive management and to all Department divisions.

This Program Contains the following Subprograms:

- Administration
- Planning, Research and Policy
- Finance

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,240.3	2,342.3	3,714.3
Other Appropriated Funds	419.4	430.9	430.9
Other Non Appropriated Funds	35,000.3	28,317.5	28,317.5
Program Total	37,660.0	31,090.7	32,462.7
FTE Positions	62.3	68.5	74.5

EPA 1.1 **Subprogram Summary**
ADMINISTRATION
Jerry Ewing, Assistant Deputy Director
Phone: (602) 771-1162
A.R.S. §§ 41-1504 et. seq.

Mission:

To be a model of good government by providing strong leadership, clear direction and quality support services that will enable the Agency to operate in an effective and efficient manner.

Description:

Administration supports the planning and operational needs of the Department by providing administrative guidance, services, and technical assistance to executive management and to all Department divisions. These services include accounting, human resources, information technology, planning and budget, procurement, and quality management of financial incentive programs.

* (New baseline of 78% due to a 30% increase in agency head count).

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,764.3	1,288.0	1,623.1
Other Appropriated Funds	28.1	89.7	89.7
Other Non Appropriated Funds	403.6	735.3	735.3
Program Total	2,196.0	2,113.0	2,448.1
FTE Positions	20.0	20.0	20.0

◆ **Goal 1** To provide high level, cost effective customer service to Department of Commerce internal customers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of surveys marked "very good" or "excellent" from annual survey of Administration Division's internal customers	78	78	78

◆ **Goal 2** To provide the Department with reliable information systems.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of network up-time	99	99	99

EPA 1.2 **Subprogram Summary**
PLANNING, RESEARCH AND POLICY
Kent Ennis, Deputy Director
Phone: (602) 771-1164
A.R.S. §§ 41-1504, 41-1505

Mission:

To provide resources, information, constitutionally and federally required data and analysis that enable sound policy and decision-making to enhance economic, workforce, and community development activities.

Description:

The Planning, Research and Policy team provides three core services: 1) constitutionally required population estimates; 2) partnering with the federal Bureau of Labor Statistics to provide detailed state employment and unemployment data, and 3) strategic economic research. This information is made available to the public. Leaders in business and all levels of government use this data to assist in making informed development decisions.

The Department is legislatively required to provide strategic planning economic research, as well as perform the role as the state's economic information clearinghouse. In addition, since the transfer of the former Research Administration from DES to Commerce in December 2007, Commerce performs the constitutionally required tasks of providing annual population estimates and forecasts, and is also a partner with the U.S. Department of Labor in providing monthly employment and unemployment data.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	242.2	599.0	1,635.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,073.1	1,713.5	1,713.5
Program Total	1,315.3	2,312.5	3,349.4
FTE Positions	33.3	38.0	44.0

◆ **Goal 1** To ensure information and resources that are strategic, timely, useful and relevant to stakeholders

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of stakeholders who rated Planning, Research and Policy information they received as very or extremely useful, timely, and relevant	81	86	86
Number of reports in on-line economic clearinghouse database	614	620	630
Number of Populations Statistics Unit Page website hits	13,200	13,500	14,000
Number of Labor Market Information training and presentations statewide.	15	15	15
Number of Labor Market Information website hits.	26,000	28,000	30,000

EPA 1.3 Subprogram Summary

FINANCE

Lisa Danka, Assistant Deputy Director

Phone: (602) 771-1165

A.R.S. § 41-1504

Mission:

To provide quality management of financial incentive programs and offer technical expertise in support of the Agency's economic development goals.

Description:

The Department of Commerce is statutorily responsible for numerous economic development finance and tax programs which are administered by the Finance and Investment Division. These programs include management of the State's federal private activity bond volume cap, Enterprise and Military Reuse Zones, the Greater Arizona Development Authority, Commerce and Economic Development Commission, Economic Strengths Projects, and five tax credits (small business opportunity, motion picture, healthy forest, commercial solar and military restructuring). The Division processes applications, certifies/approves applicants according to statutory requirements, provides technical assistance and maintains public and confidential records.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	233.8	455.3	455.3
Other Appropriated Funds	391.3	341.2	341.2
Other Non Appropriated Funds	33,523.6	25,868.7	25,868.7
Program Total	34,148.7	26,665.2	26,665.2
FTE Positions	9.0	10.5	10.5

◆ **Goal 1** To administer the Private Activity Bond program fairly and consistently.

◆ **Goal 2** To administer the Enterprise Zone program fairly and effectively.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of jobs created by companies participating in the Enterprise Zone program	5,248	4,700	4,200
Capital investment made by companies participating in Enterprise Zone program (property tax and income tax programs) (in millions)	796.9	717	645

EPA 2.0 Program Summary

BUSINESS DEVELOPMENT

Kent Ennis, Deputy Director

Phone: (602) 771-1164

A.R.S. §§ 41-1504 et. seq.

Mission:

To enhance Arizona's global competitiveness, which creates jobs and a higher standard of living for Arizonans.

Description:

The Business Development team works with strategic partners and provides leadership that increases the retention, expansion, and location of businesses across the state. Commerce provides a single point of contact and promotes all of Arizona as a great place to do business. The Business Development team supports the expansion of existing businesses, including small and minority- and women-owned businesses; conducts targeted business attraction focused on Arizona's key industries of opportunity; promotes international trade and investment; and facilitates growth of innovation and technology companies to enhance economic diversification and create high-quality jobs that expand Arizona's economy.

This Program Contains the following Subprograms:

- ▶ Business Assistance Center
- ▶ Global Business Development

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,284.9	1,216.8	1,819.6
Other Appropriated Funds	1,702.5	2,456.4	2,456.4
Other Non Appropriated Funds	247.0	247.3	247.3
Program Total	3,234.4	3,920.5	4,523.3
FTE Positions	27.4	25.7	25.7

EPA 2.1 Subprogram Summary

BUSINESS ASSISTANCE CENTER

Sandra Watson, Senior Director

Phone: (602) 771-1215

A.R.S. §§ 41-1504 et. seq.

Mission:

To promote the development and expansion of small, minority and women-owned businesses.

Description:

The Small Business Services team serves as the primary liaison and service provider for small business development in Arizona by providing information, resources and assistance to entrepreneurs, government agencies, and business organizations that are focused on small, minority, women, and disadvantaged business enterprise endeavors.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	76.7	0.0	263.2
Other Appropriated Funds	371.9	605.4	605.4
Other Non Appropriated Funds	46.0	46.0	46.0
Program Total	494.6	651.4	914.6
FTE Positions	12.7	11.0	11.0

◆ **Goal 1** To serve as the primary source of information to assist and enable small business growth statewide.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of responses to inquiries	25690	30000	30000

EPA 2.2 **Subprogram Summary**
GLOBAL BUSINESS DEVELOPMENT
Jaye O'Donnell, Senior Director
Phone: (602) 771-1124
A.R.S. §§ 41-1502 to 41-1505

Mission:

To provide state leadership to attract and expand businesses and investment that creates quality jobs, expands the tax base, and diversifies the Arizona economy.

Description:

The Global Business Development team encourages retention, expansion, and location of businesses across the state. Global Business Development conducts targeted business attraction, expansion, and retention efforts focused on Arizona's key industries of opportunity, promotes international trade and investment, and facilitates growth of innovation and technology companies to enhance economic diversification and create high-quality jobs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,208.2	1,216.8	1,556.4
Other Appropriated Funds	1,330.6	1,851.0	1,851.0
Other Non Appropriated Funds	201.0	201.3	201.3
Program Total	2,739.8	3,269.1	3,608.7
FTE Positions	14.7	14.7	14.7

- ◆ **Goal 1** To create opportunities that increase market penetration of Arizona products and services internationally

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of substantive export and trade related technical assistance sessions provided to export-ready, growth-potential companies and individuals	208	228	251
Number of trade events (trade shows, trade missions, conferences and workshops)	180	198	218
Number of companies participating in trade events	207	228	250
Percentage of companies rating service as "important" or "very important" to the ability of their business to access foreign markets	88	85	85
Customer satisfaction rating for business development program (Percentage rating services as good or excellent).	na	88	88

- ◆ **Goal 2** To promote foreign investment in Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Potential foreign investors attracted to Arizona for site visits	13	6	6

- ◆ **Goal 3** To enhance awareness of Arizona as a premier state for business relocation and expansion activities in targeted industries that generates new company locates or expansions throughout the state

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of companies recruited to rural locations	10	10	11
Locate/expansion capital investment (In millions)	496	500	412
Average hourly wage rate per job	19.78	19.00	21.00
Explanation:	Based on companies receiving business development assistance.		
Jobs created by companies utilizing Commerce Business Development programs	7,156	8,000	8,000
Number of new company relocations, expansions	40	50	42

EPA 3.0 **Program Summary**
WORKFORCE DEVELOPMENT
Sandra Watson, Senior Director
Phone: (602) 771-1215
A.R.S. § 41-1504

Mission:

To provide state leadership that enhances and develops the Arizona workforce resulting in quality jobs, economic prosperity, and global competitiveness

Description:

Workforce Development designs and implements policies and supports the implementation of a system to effectively and efficiently prepare Arizona workers for an ever changing economy. The Workforce Development team works to unify a statewide workforce development program and service delivery system with direction from the Governor's Council on Workforce Policy. The team is a key driver in crafting clear business-driven workforce development policies that expand the skilled labor pool in the state, particularly to meet the needs of key industries of opportunity. These workforce policies are carried out through the administration of the state's job training program and registered apprenticeship program.

This Program Contains the following Subprograms:

- ▶ Job Training
- ▶ Apprenticeship Service

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,941.3	2,821.9	2,821.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	12,421.0	27,154.6	27,154.6
Program Total	15,362.3	29,976.5	29,976.5
FTE Positions	17.0	17.3	17.3

EPA 3.1 **Subprogram Summary**
JOB TRAINING
Sandra Watson, Senior Director
Phone: (602) 771-1215
A.R.S. §§ 41-1541 to 41-1544

Mission:

To promote economic prosperity by providing qualified businesses with the resources to train and develop Arizona's workforce.

Description:

The Arizona Department of Commerce Job Training Program is a job-specific reimbursable grant program that supports the design and delivery of customized training to meet specific needs of employers, create new jobs and help increase the skill and wage levels of employees in Arizona.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,752.9	2,632.0	2,632.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	11,760.8	26,487.1	26,487.1
Program Total	14,513.7	29,119.1	29,119.1
FTE Positions	12.0	12.3	12.3

- ◆ **Goal 1** To help create and retain higher paying jobs that support emerging and base industries in every region of the State.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of companies assisted	97	75	75

Number of workers under contract to be trained	18,270	15,000	15,000
Explanation:	Forecasted to go through training to increase their job skills.		
Number of new jobs created as a result of the grant program	3668	2500	2500
Percent of Job Training Funds distributed to Small Business	37	45	50

EPA 3.2 Subprogram Summary

APPRENTICESHIP SERVICE

Sandra Watson, Senior Director

Phone: (602) 771-1215

A.R.S. § 41-1504

Mission:

To ensure a vibrant registered apprenticeship program in Arizona that will contribute to the future growth and development of a quality workforce system in Arizona.

Description:

The Arizona Department of Commerce apprenticeship program assists employers in developing registered apprenticeships that address their labor needs to help them compete in the global economy. Apprenticeship programs provide structured training that combines on-the-job training with related theoretical and practical classroom instruction to prepare exceptional workers for Arizona's industry.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	188.4	189.9	189.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	660.2	667.5	667.5
Program Total	848.6	857.4	857.4
FTE Positions	5.0	5.0	5.0

- ◆ **Goal 1** To implement an effective apprenticeship training system designed to produce highly skilled workers that support emerging and base industries in every region of the state.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of active registered programs	138	135	135
Percentage of registered programs with rural employers	31	35	35
Number of workers in registered apprenticeship programs	5185	5000	5000

EPA 4.0 Program Summary

COMMUNITY DEVELOPMENT

Deb Sydenham, Assistant Deputy Director

Phone: (602) 771-1127

A.R.S. § 41-1504, 41-1515, 41-1554

Mission:

To build a foundation for a healthy economy by providing coordinated technical and financial assistance to Arizona communities and local partners.

Description:

The Community Development team increases communities' capacity for action through planning and development of projects that improve the local economy and quality of life for current and future generations. The team provides communities with technical expertise, state leadership and modest grant monies to organize and implement locally driven community and economic development efforts. These activities prepare communities, particularly Arizona's rural communities, to have the capacity to receive advanced business development and attraction activities.

This Program Contains the following Subprograms:

- ▶ Small Community Development
- ▶ Greater Arizona Development Authority
- ▶ Motion Picture Development
- ▶ Energy Development and Utilization

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	7,003.9	1,004.2	6,633.7
Other Appropriated Funds	179.3	797.2	797.2
Other Non Appropriated Funds	14,381.2	11,655.9	11,655.9
Program Total	21,564.4	13,457.3	19,086.8
FTE Positions	42.5	37.4	43.4

Subprogram Summary

EPA 4.1

SMALL COMMUNITY DEVELOPMENT

Deb Sydenham, Asst Deputy Director

Phone: (602) 771-1127

A.R.S. § 41-1502, 41-1505, 41-1516

Mission:

To build the foundation for a healthy economy by providing coordinated technical and financial assistance to rural Arizona communities and local partners.

Description:

The Community Development team provides technical and financial assistance to political subdivisions and community based organizations to enhance the capacity of rural communities and to promote the intelligent use of resources in economic, community and workforce development.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	5,738.0	1,004.2	6,633.7
Other Appropriated Funds	179.3	612.3	612.3
Other Non Appropriated Funds	9,068.1	5,887.9	5,887.9
Program Total	14,985.4	7,504.4	13,133.9
FTE Positions	16.0	15.0	21.0

- ◆ **Goal 1** To enhance technical and financial resources of stakeholders in rural Arizona to strengthen statewide economic and community vitality.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of REDI-certified (rural) communities currently implementing local/regional economic development efforts	44	45	46
Number of active Main Street communities implementing strategic plans	14	14	15

- ◆ **Goal 2** To strengthen local land use planning and development capacity through customized training, outreach, and technical assistance.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of public officials and community leaders educated and trained on planning, zoning, and development issues	110	100	150
Percentage of stakeholders indicating outreach materials and activities were valuable in strengthening their decision-making capacity	95	90	90

EPA 4.2 **Subprogram Summary**
GREATER ARIZONA DEVELOPMENT AUTHORITY
Lisa Danka, Assistant Deputy Director
Phone: (602) 771-1165
A.R.S. § 41-1554

Mission:

To provide technical assistance and low-cost financing solutions to local infrastructure development projects.

Description:

The Greater Arizona Development Authority assists local communities and tribal governments in developing and financing public infrastructure projects.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	931.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	481.9	440.2	440.2
Program Total	1,412.9	440.2	440.2
FTE Positions	1.3	1.3	1.3

- ◆ **Goal 1** To increase development of public infrastructure projects by improving access to capital markets for communities with low and non-investment grade bond ratings.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Amount of financial assistance (in millions) loaned to cities, towns, counties, and special districts	54.67	75.0	75.0
Amount of savings (in millions) for cities, towns, counties, tribes, and special districts from participation in the GADA program over private financing	2,759	3,000	3,500

EPA 4.3 **Subprogram Summary**
MOTION PICTURE DEVELOPMENT
Jaye O'Donnell, Senior Director
Phone: (602) 771-1124
A.R.S. §§ 41-1504 et. seq.

Mission:

To enhance Arizona's imported film and visual arts production business from around the world for the economic benefit of Arizona communities, creating high-quality jobs statewide

Description:

The Arizona Department of Commerce Film Office works to promote and develop the Visual Arts Industry, and all of its components, throughout the State. It acts as a central point of contact to ensure that all of Arizona benefits from a strong Visual Arts Industry. The Film Office's primary activities are to build the industry through collaborative partnerships with local film offices and industry groups, provide professional and timely assistance to film, television, and multimedia customers, work with government entities to streamline the production process, and promote the state as a great place to do business through unique branding, comprehensive web presence, and direct customer relationship building.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	334.9	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	334.9	0.0	0.0
FTE Positions	6.0	0.0	0.0

- ◆ **Goal 1** To enhance Arizona's imported film and visual arts production business from around the world for the economic benefit of Arizona communities, creating high-quality jobs statewide

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of projects attracted or facilitated	36	32	32

EPA 4.4 **Subprogram Summary**
ENERGY DEVELOPMENT AND UTILIZATION
Jim Arwood, Senior Director
Phone: (602) 771-1144
A.R.S. §§ 41-1504 et. seq.

Mission:

To provide leadership on policy and programs that drive Arizona's sustainable energy development, economic prosperity, and security

Description:

The Energy Office works in partnership with local governments, utilities, and other public and private organizations to implement and facilitate programs that will increase the efficient use of energy resources to ensure that energy resources remain available, reliable and affordable.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	184.9	184.9
Other Non Appropriated Funds	4,831.2	5,327.8	5,327.8
Program Total	4,831.2	5,512.7	5,512.7
FTE Positions	19.2	21.1	21.1

- ◆ **Goal 1** To strengthen existing and build new partnerships with government entities, businesses and industry, and community groups that result in sustainable energy development, economic prosperity, and security.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Estimated present value of energy/dollars saved (in millions) by encouraging the incorporation of building science principles	170	180	180
Number of rural communities participating in the MEMP/CEP program	30	30	30

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Agency Summary**CONSTABLE ETHICS STANDARDS AND TRAINING**

Jesse Bolinger, Chairman

Phone: (602) 252-6563

A.R.S. 22-136

Mission:

To regulate and support the performance of elected and appointed constables in Arizona.

Description:

Constable Ethics Standards and Training Board is a citizen Board whose membership consists of a county manager, constables, a justice of the peace, a sheriff, a representative of the multihousing industry, and a representative of the general public. As an entity, it works to regulate and support the performance of elected and appointed constables in Arizona through the active enforcement of a professional code of conduct and the issuance of grants for constable training & equipment.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	254.0	254.0
Program Total	0.0	254.0	254.0
FTE Positions	0.0	0.0	0.0

Strategic Issues:

Issue 1 *As a new state agency beginning in FY 2008, the Constable Ethics Standards & Training Board will utilize FY2009 to establish its administrative structure via rules, will issue training & equipment grants and will enforce the constable code of conduct.*

◆ **Goal 1** To revise the Arizona Constable Code of Conduct

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
The number of revisions made by the close of FY2009.	0	Baseline	0

◆ **Goal 2** To adopt rules governing the operation of the Board

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
The number of rules adopted in FY2009.	0	Baseline	0

◆ **Goal 3** To investigate and resolve complaints against constables

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
The number of citizen complaints against constables received by the Board.	0	Baseline	0
The number of citizen complaints against constables resolved by the Board.	0	Baseline	0

◆ **Goal 4** To distribute grants for constable training & equipment

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
The number of grants awarded.	0	Baseline	0

◆ **Goal 5** To ensure compliance with constable training reporting requirements

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of constables reporting approved training.	0	Baseline	0
Percentage of constable training hours reported on time (within 30 days of completion).	0	Baseline	0

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Agency Summary

REGISTRAR OF CONTRACTORS

Fidelis V. Garcia, Director

Phone: (602) 542-1525

A.R.S. § 32-1101

Mission:

To promote quality construction by Arizona contractors through a licensing and regulatory system designed to protect the health, safety, and welfare of the public.

Description:

The agency licenses and regulates residential and commercial contractors and investigates and resolves complaints against licensed and unlicensed contractors. It administers the Residential Contractors Recovery Fund, designed to reimburse residential property owners for improper workmanship by licensed residential contractors.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ REGULATORY AFFAIRS	11,671.1	12,147.0	12,163.8
➤ RECOVERY FUND	6,983.8	6,753.4	6,753.4
Agency Total:	18,654.9	18,900.4	18,917.2

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	11,671.1	12,147.0	12,163.8
Other Non Appropriated Funds	6,983.8	6,753.4	6,753.4
Program Total	18,654.9	18,900.4	18,917.2
FTE Positions	154.8	154.8	154.8

Strategic Issues:

Issue 1 Efficient Delivery of Services

Current agency procedures for issuing and renewing licenses, investigating complaints, and providing financial reimbursement through the Recovery Fund are labor-intensive and lengthy in duration. To the extent possible under statute, and with respect for the legal requirements to ensure due process, the agency will identify and implement ways to streamline and simplify these operational processes to serve the public in a more timely manner.

Issue 2 Technology Resources

Based on the ROC's recently completed business technology assessment, the agency will develop an implementation plan to replace its 30-year-old COBAL based information technology (IT) and communication systems, thereby providing opportunities for re-engineering appropriate business processes throughout all areas of the agency. Implementation and integration of these systems will provide faster, more efficient customer service to the public as well as enhance staff efficiency by reducing duplication of effort and shortening time spent on various data-gathering and verification tasks.

Issue 3 Business Continuity Plan

In the event of emergency or disaster conditions resulting from natural, technological, or human-caused conditions, it is likely that the recovery period will involve a massive effort to construct and rehabilitate buildings and infrastructure. It is therefore critical that the ROC review, update, and continue to maintain its Business Continuity Plan (BCP) to ensure that it will facilitate that effort, including having the appropriate technology to ensure that ROC employees will be able to work, communicate with individuals inside and outside the agency, and access ROC data from a variety of alternative remote locations if necessary.

Issue 4 Human Resource Management

In light of the continued population growth and corollary construction needs predicted for Arizona well beyond the scope of this Strategic Plan, the agency will develop a human resources plan directed at recruitment and retention of employees with the skills, ability, and motivation to provide timely, professional service to our stakeholders statewide. Components of a strategically successful human resources plan for the ROC include, but are not limited to, the following: adequate staffing levels in the Phoenix and field offices, strategically located field offices, optimal organization structure and staff reporting relationships, effective internal communication processes, a competitive and equitable compensation program, and performance measures reflecting current department and program goals in support of the agency's mission.

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Program Summary

REGULATORY AFFAIRS

Wilma Himel, Assistant Director Administration

Phone: (602) 542-1525

A.R.S. § 32-1101

Mission:

To protect the health, safety, and welfare of the public by ensuring regulations and workmanship standards governing residential and commercial construction are being enforced and to maintain high level and quality of service to all stakeholder groups in the face of increased demand generated by rapid and extended growth in population and construction statewide.

Description:

The program licenses and regulates residential and commercial contractors and investigates and resolves complaints against licensed and unlicensed contractors.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	11,671.1	12,147.0	12,163.8
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	11,671.1	12,147.0	12,163.8
FTE Positions	144.8	144.8	144.8

- ◆ **Goal 1** To perform a substantive review of each applicant's qualifications for licensure to ensure that licenses are issued only to qualified contractors

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of contractors licensed in state	60,164	62,579	64,947
Percent of licensing customers indicating they received excellent service	82	88	87

- ◆ **Goal 2** To provide quality and timely service to the customer in the investigation of complaints against persons found to be in violation of contracting or related laws or regulations of the State of Arizona.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of complaints received - unlicensed contractors	2,243	2,069	2,021

- ◆ **Goal 3** To rapidly resolve complaints filed against licensed contractors, and enforce the laws, regulations, and standards governing construction contracting in a timely, fair and uniform manner.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of days from receipt of licensed complaint to conduct jobsite inspections	30	30	30

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total inspections conducted	NA	NA	17,000
Percent of inspections customers indicating they received excellent service	80	80	80

- ◆ **Goal 4** To improve internal operational efficiency; enable timely generation of reports, electronic sharing of data, and exchange of information with other State agencies and departments; support the agency's Disaster Recovery Planning for IT portion of the Business Continuity Plan; and serve the public in a timely and professional manner appropriate for a public service agency.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Incoming telephone calls	291,313	355,315	375,285
Explanation:	During fiscal year 2008 the agency implemented a new phone system. Due to the transition, data is not available from December 22 - January 31.		

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of unique visitors to agency website.	632,694	743,267	853,840

- ◆ **Goal 5** To process cases referred to the Office of Administrative Hearings timely with a skilled, competent, and professional staff, to the extent possible under statute, and with respect for the legal requirements to ensure due process while maintaining high level and quality of service to all stakeholder groups in the face of increased demand generated by rapid and extended growth in population and construction statewide.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of cases resulting in a Citation for Hearing	3,713	4,156	4,409
Total number of disciplinary license revocations and suspensions	1,620	1,695	1,751

- ◆ **Goal 6** To reduce workforce personnel turnover in all positions agency-wide.

workmanship of a licensed residential contractor while maintaining high level and quality of service to all stakeholder groups in the face of increased demand generated by rapid and extended growth in population and construction statewide.

RGA 2.0

Program Summary

RECOVERY FUND

Wilma Himel, Assistant Director - Administration

Phone: (602) 542-1525

A.R.S. § 32-1131

Mission:

To provide a measure of reimbursement to consumers who have been injured by an act, representation, transaction or conduct of a licensed residential contractor.

Description:

The Residential Contractors Recovery Fund was established to assist persons who have hired licensed residential contractors in the recovery of monetary damages as a direct result of a violation by the contractor. The fund pays a maximum of \$30,000 for a violation. The maximum payout per residential contractor's license is \$200,000.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,983.8	6,753.4	6,753.4
Program Total	6,983.8	6,753.4	6,753.4
FTE Positions	10.0	10.0	10.0

- ◆ **Goal 1** To provide equitable financial restitution, in a timely manner, to persons financially injured as a result of

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Agency Summary

CORPORATION COMMISSION

Brian C. McNeil, Executive Director

Phone: (602) 542-3931

Arizona Constitution Article XV, A.R.S. § 40-101 et seq.

Mission:

To exercise exclusive state regulatory authority over public service corporations (public utilities) in the public interest; to grant corporate status and maintain public records; to ensure the integrity of the securities marketplace; and to foster the safe operations of railroads and gas pipelines in Arizona.

Description:

The Corporation Commission was established by Article 15 of the State Constitution and is composed of five elected commissioners. Commissioners are currently serving terms which expire in 2008 or 2010. The seats are staggered four year terms. Staffing is provided in seven divisions, each headed by a division director serving under the Commission's Executive Director, who is the chief executive officer and responsible for the day-to-day operations of the divisions. The Commission's primary responsibilities include reviewing and establishing public utility rates, regulating the sale of securities, and administering the Arizona Corporations Code. The Commission also serves as the repository of corporate annual reports and other publicly available documents filed by corporations in accordance with state law.

Agency Summary:

(\$ Thousands)			
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ADMINISTRATION	3,171.8	2,749.4	2,749.4
➤ HEARINGS	1,487.5	1,614.1	1,614.1
➤ CORPORATIONS	4,940.9	5,162.3	5,162.3
➤ SECURITIES	4,886.7	4,992.5	4,967.5
➤ RAILROAD SAFETY	671.4	606.7	606.7
➤ PIPELINE SAFETY	1,709.2	1,724.4	1,724.4
➤ UTILITIES	6,088.1	6,738.9	6,714.4
➤ LEGAL	1,900.5	2,036.9	2,036.9
➤ INFORMATION TECHNOLOGY	3,113.7	3,744.1	3,290.1
Agency Total:	27,969.8	29,369.3	28,865.8

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	5,655.6	4,791.7	4,791.7
Other Appropriated Funds	21,900.9	24,225.6	23,722.1
Other Non Appropriated Funds	413.3	352.0	352.0
Program Total	27,969.8	29,369.3	28,865.8
FTE Positions	323.3	332.3	332.3

Strategic Issues:

Issue 1 **Agency needs further modernization of its processes and service delivery to keep up with the rapid population growth of the constituency it serves.**

There are increasing demands on existing resources due not only to rapid population growth, but from the growing number of difficult and complex issues the Commission is required to hear and rule upon. For example, the transition to competition in the telecommunications industries has resulted in the explosive growth in numbers of entities the Commission regulates. In addition, the Telecom Act of 1996 (TA96) imposes and delegates certain obligations on the Commission. These obligations and delegations require the Commission to arbitrate/mediate various issues that arise from interconnection agreements. This has led to an increase in applications for

arbitration between and among companies. In the long term, there will be a natural exiting of market participants due to competitive pressures and Commission resources may be sufficient. A similar transition in the electric industry has not occurred as previously expected. For various reasons, including the vacating of large portions of the electric competition rules by the courts, retail competition has not developed in the Arizona electric industry. Because of this the Commission has had to process traditional rate cases for electric utilities. Additionally, because of developments in the natural gas and wholesale electric power markets, the Commission has had to enhance its oversight of the actions of regulated utilities that participate in or may be impacted by market related activities. Also, the Commission has identified revamping the resource planning process in Arizona and complying with the requirements of the Federal Energy Policy Act of 2004 as priorities.

Issue 2 **Agency needs to develop and strengthen its human resources.**

In order to keep pace with increasing overall demands on existing Commission resources, the Agency needs to continue to fill critical vacant positions with quality personnel. In addition, the Commission needs to retain the valuable personnel currently on staff. Finally, the Commission should constantly seek to improve the abilities and capabilities of its personnel through on-going training and equipment (hardware and software) support.

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Program Summary

ADMINISTRATION

Michael Kearns, Administration Division Director

Phone: (602) 542-0657

A.R.S. § 40-105

Mission:

To provide the executive leadership and decision-making authority for the timely resolution of matters coming before the Commission. To plan, coordinate and direct the administrative and fiscal activities necessary to support the Commissioners and all divisions of the Commission.

Description:

The Administration Division is composed of the five elected commissioners and their staffs, the Executive Director's Office and the administrative functions, which provide the fiscal and administrative services necessary to support all divisions of the Corporation Commission. The chief executive officer of the Commission is the Executive Director, who serves at the pleasure of the Commissioners. He is assisted by the Administration Division Director (Deputy Executive Director), who oversees the administrative and fiscal functions of the Commission. The business office provides accounting, payroll, purchasing, and personnel support for the entire Commission.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,116.3	700.9	700.9
Other Appropriated Funds	2,055.5	2,048.5	2,048.5
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	3,171.8	2,749.4	2,749.4
FTE Positions	24.0	24.0	24.0

- ◆ **Goal 1** To ensure all matters coming before the Commission are resolved in a timely manner, in accordance with administrative procedures.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of open meetings held	71	80	80
Agenda items considered	529	560	600
Claims processed	2,655	3,000	3,000
Revenue deposited with the Treasurer (in millions)	61	60	60

- ◆ **Goal 2** To provide business services to all Divisions.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Purchase orders issued	551	600	600

CCA 2.0

Program Summary**HEARINGS**

Lyn A. Farmer, Chief Hearing Officer

Phone: (602) 542-4250

A.R.S. § 40-243 to 40-255

Mission:

To preside over administrative hearings and procedural conferences concerning complex utility and securities matters, and to write and submit Proposed Opinion and Orders for the Commissioners' consideration at Open Meeting.

Description:

The Hearing Division exercises the Commission's authority to hold public evidentiary hearings on matters involving the regulation and deregulation of public service corporations, the sale of securities and the registration of non-municipal corporations. Under the direction of the presiding hearing officer, the proceedings are conducted on a formal basis through the taking of direct testimony, the cross-examination of witnesses, the admission of documentary and other physical evidence, and the submission of oral arguments or post-hearing briefs. The Division is also responsible for Commission record-keeping through its Docket Control Center.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	18.9	18.9
Other Appropriated Funds	1,487.5	1,595.2	1,595.2
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,487.5	1,614.1	1,614.1
FTE Positions	18.0	18.0	18.0

- ◆ **Goal 1** To conduct fair and impartial hearings, and to propose timely, factually and legally sound Orders for the Commissioners' consideration.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Rehearings granted - Hearing Officer's error	0	0	0
Procedural Orders issued	679	700	700
Proposed Orders issued	150	180	180

- ◆ **Goal 2** To provide timely and efficient docket services to regulated utilities and consumers.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Open Meeting items processed	1,100	1,150	1,200
Filings docketed (in thousands)	11.6	12.5	13
Number of Decisions	713	1,000	1,000

CCA 3.0

Program Summary**CORPORATIONS**

Linda Fisher, Director

Phone: (602) 542-3521

A.R.S. Title 10

Mission:

To approve corporate names and grant corporate or limited liability company status to companies organizing under the laws of the State of Arizona; to issue licenses to foreign corporations and limited liability companies who wish to transact business in this State; to collect annual reports from all corporations of record; and to maintain these files for the benefit of public record and service of process.

Description:

The Corporations Division is comprised of seven areas (Annual Reports, Corporate Filings, Name Reservations, Corporate Records, Certifications, STARPAS/MIS, and Administration). The Division also provides staffing for the Tucson office of the Corporation Commission to serve the residents of Southern Arizona. The Corporations Division has limited investigatory powers and no regulatory authority.

The Corporations Division approves for filing all articles of incorporation, amendments to articles, mergers, consolidations, withdrawals, and dissolutions for Arizona businesses; approves corporate names; approves all articles of organization for limited liability companies (LLC); grants authority to foreign corporations transacting business in this State; verifies that public record publishing requirements are met; approves documents for corporations that are winding-up operations; propounds interrogatories, when necessary, to determine a company's lawful purpose; and revokes the authority of foreign corporations in Arizona or administratively dissolves the charters of Arizona corporations which do not comply with Arizona law.

The Division collects an annual report from for-profit corporations reflecting their current statutory agent, corporate address, amount of stock issued, lists of officers and directors, Certificate of Disclosure, Statement of Bankruptcy, and principle businesses. Non-profit corporations are also required to file an annual report. The Division updates the public record with information provided by the annual report and when it receives notice of corporate address change or statutory agent change. The Division must maintain this information in a data format conducive to public access; respond to public questions concerning Arizona businesses and corporation law; and respond to the needs of the business sector by disseminating whatever information is mission-critical to them. The Division has limited investigatory powers and no regulatory authority. However, the Articles of Incorporation of an Arizona corporation may be administratively dissolved if certain statutory requirements are not met. Likewise, the authority of a foreign (non-Arizona) corporation to transact business in Arizona may be revoked. The Division acts as an agent for Arizona corporations and limited liability companies whenever either entity does not maintain a statutory agent or when the agent cannot be located. In these instances, services of process directed to the Commission are accepted and processed by the Records Section. The Division also works extensively with other governmental agencies, such as Banking, Insurance, Real Estate and the Secretary of State to ensure consistency between agencies relative to filing requirements. Law enforcement agencies such as the Attorney General, FBI and IRS rely upon records obtained from the Division.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,951.5	2,723.4	2,723.4
Other Appropriated Funds	1,989.4	2,438.9	2,438.9
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	4,940.9	5,162.3	5,162.3
FTE Positions	79.5	88.5	88.5

- ◆ **Goal 1** To provide customers with timely processing of their business documents.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent expedited achieved within 5 business days	100	100	100
Percent regular achieved within 30 business days	100	100	100
Range of days to process expedited requests - corporate filings	2-5	2-5	2-5
Range of weeks to process regular requests - Corporate Filings	3-6	3-6	3-6
Total active corporations and Limited Liability Corporations recorded	536,851	570,000	605,000
Total filings	240,743	245,000	255,000
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average turnaround time (days) for normal Annual Reports	27	28	27
Average turnaround time (days) for expedited Annual Reports	3	3	3
Annual reports filed	183,529	184,000	194,000
Number of e-filed Annual Reports	55,815	70,000	85,000

- ◆ **Goal 2** To provide customers the most expedient public information services possible.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total Number Offered - Corporate Filings	7,795	8,500	9,000
Total Answered-Corporate Filings Section	4,704	6,000	7,000
Total Number Offered - Records Section/ call center	131,211	140,000	150,000
Total Answered- Records Section/ call center	107,349	119,000	127,000
Total Number Offered - Annual Reports	30,114	40,000	40,000
Total Answered-Annual Reports Section	27,703	36,000	36,000
Tucson Office Calls Answered	25,600	27,000	30,000
Division-wide incoming calls for corporate filings and records, annual reports, and Tucson office	194,720	214,500	228,500
Division-wide calls answered	165,356	188,000	200,000
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Days to process expedited - Records Section	1-2	1-2	1-2
Days to process regular - Records Section	2-3	2-3	2-3
Mail and counter work orders	37,487	40,000	43,000
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of web site hits (in thousands)	73,295	74,000	75,000
Corps. Homepage hits (in thousands)	2,621	3,000	3,250
Explanation: Changed count from "hundreds" to "thousands" in FY08.			
Corp. Filings Forms (in thousands)	2,638	2,800	2,900
Annual Report Hits (in thousands)	31	36	40
Corp Records images (in thousands)	57	67	70
Total number of image downloads (in thousands)	9,574	9,675	9,700

- ◆ **Goal 3** To streamline and improve internal customer related administrative/ operational functions

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total mail received - division-wide, including faxes	222,312	235,000	200,000
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Initial Processing Section documents scanned	341,579	330,000	315,000
Division checks processed	196,048	185,000	170,000

- ◆ **Goal 4** To expand training opportunities for division staff members.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General in-house class hours	1,630	1,525	1,725
Class hours per full-time equivalent (FTE)	21	19.5	22.1

- ◆ **Goal 5** To continually improve customer service and customer satisfaction.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Overall satisfaction score from customer surveys	7.5	7.7	7.7
Explanation:	(on scale of 1-8; 8=high)		

CCA 4.0

Program Summary

SECURITIES

Matthew Neubert, Director

Phone: (602) 542-0605

A.R.S. §§ 44-1801 to 44-2041

Mission:

To ensure the integrity of the securities marketplace through investigative actions as well as the registration and/or oversight of securities, securities dealers and brokers, investment advisers and their representatives; to enhance legitimate capital formation; and to minimize the unnecessary burden and expense of regulatory compliance by legitimate businesses.

Description:

The Division consists of four sections: Registration and Compliance, General Counsel, Enforcement, and Administrative Support. The Division reviews prospective offerings of securities to ascertain that full and fair disclosure is made to potential securities investors and that the terms of offerings are not inherently fraudulent. Securities dealers and salespersons are required to register with the Division. Investment advisers and their representatives are required to be licensed by the Division unless exempt. The Division reviews these applications and monitors the conduct of dealers and salespersons, investment advisers and their representatives; investigates possible violations; where the evidence warrants, brings administrative, civil or criminal enforcement actions; and conducts programs to educate investors to protect themselves and industry on compliance with statutory and regulatory requirements.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	958.1	783.7	783.7
Other Appropriated Funds	3,868.3	4,208.8	4,183.8
Other Non Appropriated Funds	60.3	0.0	0.0
Program Total	4,886.7	4,992.5	4,967.5
FTE Positions	63.3	63.3	63.3

- ◆ **Goal 1** To ensure that registered securities offered to public investors are structured fairly and equitably and fully disclose all information necessary for an investor to make an informed decision.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Applications/filings	22,748	20,000	20,000
Registrations/exemptions	24,708	21,000	21,000
Exemptions (Rule 126)	1,833	1,750	1,750
Pre-Filing Conference	0	2	2
Number of months required to review applications	1.5	1.5	1.5
Other Exemptions	128	125	125
Name Changes	2,204	2,000	2,000
Dealer Examination	38	30	30
Dealer Registration	2,246	2,000	2,000
Salesman Registration	158,346	150,000	150,000
IA Registrations	419	350	350
IAR Registrations	4,431	3,000	3,000
IA Examinations	22	35	35
Public Educational Programs	56	55	55
Legislative Initiatives	0	1	0
No Action Letters	4	3	3
Regulatory Initiatives	1	2	2
Training Programs	6	8	8
Legal Research & Analysis Projects	48	50	50

- ◆ **Goal 2** To reduce the public investor losses and protect Arizona's reputation from damage caused by fraudulent sales and

services peddled to victims by unlicensed and unregistered frauds.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of complaints	245	250	250
Enforcement action: investigations initiated	46	45	45
Enforcement action: subpoenas issued	312	300	300
Commission Order: Cease and Desist	39	35	35
Commission Order: Fines- Respondents	38	50	50
Commission Order: Restitution - Respondents	55	40	40
Civil Cases - initiated	1	5	5
Number of indictments - True Bills	25	7	7
Civil Proceedings: Closed	3	3	3
Civil Proceedings: Open at Year End	7	5	5
Total Examinations Under Oath	26	50	50
To Hearing	5	5	5
Administrative Proceedings: Number Respondents	37	45	45
Administrative Proceedings: Initiated	17	20	20
Civil Proceeding Initiated : Number Defendants	1	10	10
Number Criminal Defendants - Indicted	25	10	10
Criminal Restitution Orders	15	8	8
Defendants Pleas and Convictions	21	8	8
Investigations Closed	38	25	25
Investigations Open at Year End	82	70	70
Number Respondents: Commission Orders	82	65	65

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	629.7	564.8	564.8
Other Appropriated Funds	41.7	41.9	41.9
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	671.4	606.7	606.7
FTE Positions	7.0	7.0	7.0

- ◆ **Goal 1** To promote and ensure the safe operation of Arizona railroads.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Miles of railroad track inspected	1,165	1,300	1,300
Freight cars inspected	3,140	3,500	3,500
Locomotive units inspected	148	160	160
Operating practices inspections	145	140	140
Hazardous materials inspections	4,363	4,000	4,000
Grade crossing inspections	333	450	450
Industrial spur track inspections	18	25	25
Federal violations filed	30	30	35
Derailments	23	30	30
Number of grade crossing accidents	31	35	35
Other accidents	2	5	5
Grade crossing complaints	26	35	35
Other complaints	26	25	25
Operation Lifesaver presentations	2	5	5
HazMat Accidents/Incidents	8	15	15

- ◆ **Goal 2** To ensure the Commission role in rail/highway grade crossings safety is effectively performed.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Grade crossings improved	12	12	12
New Grade Crossings Installed	0	2	2
Signal & Train control inspections	3	10	25
Signal system components inspected	78	500	1,000

CCA 5.0 Program Summary

RAILROAD SAFETY

Brian Lehman, Supervisor
Phone: (602) 262-5601
A.R.S. §§ 42-201 et. seq.

Mission:

To ensure that the citizens of Arizona as well as railroad employees throughout the State have a Railroad System that is operated and maintained in as safe a manner as possible.

Description:

The Railroad Safety Section is responsible for inspection activities on both intrastate and interstate railroads operating in Arizona. Inspection activities are carried out under the authority of the federal government, which is conveyed to the Commission's Railroad Safety program by way of an Interagency Agreement between the Commission and the Federal Railroad Administration (FRA). It is through this agreement that the Commission's Rail Safety Staff obtains the authority to fulfill its mission objectives.

Under the terms of the agreement, Commission Inspectors must be FRA certified before they can function as such. FRA has separated all inspector positions into five "disciplines". Those are: Motive Power and Equipment (MP&E), Signal and Train Control Devices (S&TC), Hazardous Materials (HM), Track, and Operating Practices (OP). Each inspector, based on his or her qualifications, specializes in one of these disciplines, eventually being certified by FRA. Once certification is in place, the inspector conducts in that discipline, informing the railroad of any defects that are found. Defects must be corrected and verified by a re-inspection. If the inspector finds that the defects were not corrected and no effort was made to address the problem, he/she may submit a federal violation against the company.

CCA 6.0 Program Summary

PIPELINE SAFETY

Robert Miller, Supervisor
Phone: (602) 262-5601
A.R.S. §§ 42-201 et. seq.

Mission:

To enforce federal and state pipeline safety regulations and to provide training and guidance to pipeline operators to ensure safe operation of pipeline facilities. To enforce the Arizona Underground Facilities Law and to provide training to facility owners and excavators in an attempt to reduce damage to underground facilities and to eliminate personal injuries and deaths associated with underground facilities.

Description:

The Pipeline Safety Office maintains staff in Phoenix, Tucson, Prescott, and Flagstaff. The Office has the responsibility for the inspection of all intrastate pipeline operators within the State of Arizona. The Office also has the responsibility to enforce the Arizona Underground Facilities Law and to provide training to facility owners and excavators. The Office conducts training classes for operators of master meter gas systems and maintains a natural gas equipment loan out program to assist them in complying with Pipeline Safety regulations.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,416.7	1,374.4	1,374.4
Other Non Appropriated Funds	292.5	350.0	350.0
Program Total	1,709.2	1,724.4	1,724.4
FTE Positions	18.0	18.0	18.0

- ◆ **Goal 1** To protect the public and the environment by providing the highest level of pipeline safety awareness.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Fines collected (in thousands)	64.2	50	50
Total intrastate inspections	84	100	100
Violations: Intrastate (major operators only)	132	80	75
Explanation: Prior years include master meter operators			
Violations: Master Meter	1,200	1,200	1,200
Total master meter inspections	1,374	1,400	1,400
Total number code compliance inspections	1,457	1,500	1,500
Total Bluestake violations written	259	250	250
Random Bluestake inspections	54	60	60
Seminars/Public awareness meetings held	26	30	30
Investigated incidents	450	400	400
Total number of Interstate pipeline safety violations	3	0	0
Total interstate inspections	23	30	25

- ◆ **Goal 2** To ensure the pipeline operators in Arizona operate their gas pipeline systems as safe as possible.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total intrastate violations corrected (major operators only)	132	100	100
Major pipeline operators training classes held	0	1	1
Master Meter training classes held/persons attending	19/276	17/325	17/325
Bluestake training classes held/persons attending	24/1,824	25/2,250	25/2,250
Total master meter violations corrected	1,298	1,400	1,400

- ◆ **Goal 3** To receive and maintain an interagency agreement with the Federal Dept. of Transportation to ensure safe operations of interstate pipeline.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Renewal of interstate agreement for gas and liquid	2	2	2

- ◆ **Goal 4** To maintain and improve the professional skills of the ACC pipeline staff.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Development/updates of training courses for staff	5	5	5

CCA 7.0	Program Summary
	UTILITIES
Ernest Johnson, Director	
Phone: (602) 542-4251	
A.R.S. § 40-201 et. seq.	

Mission:

To conduct research and analysis and provide recommendations to the elected commissioners on all matters relating to the regulation of public service corporations (public utilities) under the state constitution and statutes to ensure their actions are consistent with the public interest.

Description:

The Utilities Division carries out its responsibilities through five organizational sections: Finance and Regulatory Analysis, Telecom and Energy, Engineering, Compliance, and Consumer Services. The Utilities Division makes specific recommendations to the Commissioners to assist them in reaching decisions regarding public utility rates, financial condition and quality of service for approximately 700 traditional utilities. The Division implements the Commission rules for deregulation of segments of the telecommunications and electric industries. The Division conducts research, presents evidence in hearings and contracts with utility rate analysts and expert witnesses in carrying out its responsibilities. The Division also monitors compliance with Commission decisions. The staff conducts public workshops and other public proceedings on various regulatory topics. The Utilities Division Staff also initiates actions pertaining to utility practices and rates when necessary and in furtherance of the public interest.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,027.6	6,738.9	6,714.4
Other Non Appropriated Funds	60.5	0.0	0.0
Program Total	6,088.1	6,738.9	6,714.4
FTE Positions	72.0	72.0	72.0

- ◆ **Goal 1** To ensure that utility service within the Commission's jurisdiction is available to all consumers at authorized rates.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Utilities regulated	706	700	675
Rate cases completed	31	30	30
Tariff applications processed	435	488	500

- ◆ **Goal 2** To promote the transition of the telecommunications and electricity generation markets from the current regulated monopoly structure to one of competition while ensuring safe and reliable service.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
CLEC applications filed	4	5	5
Reseller applications filed	45	45	45
ESP applications filed	10	15	15
Certifications processed: CLECs	4	5	5
Certifications processed: Resellers	45	45	45
Certifications processed: ESPs	0	5	5
CLEC interconnection agreements processed	152	150	150

- ◆ **Goal 3** To maximize the Division's operating efficiency through modernization of electronic processing and enhancing the Division's Information Technology.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Consumer complaints/requests submitted electronically	8,254	8,600	8,800

- ◆ **Goal 4** To maintain public involvement, accessibility and regulatory oversight by conducting workshops, forums and community outreach programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of public awareness functions	21	23	25
Number of water workshops	0	2	2
Number of electric workshops	3	6	6

CCA 8.0 Program Summary

LEGAL

Janice Alward, Chief Counsel

Phone: (602) 542-6029

A.R.S. § 40-106

Mission:

To provide legal representation to the Corporation Commission in the performance of all of its powers and duties, except for matters pertaining to the activities of the Securities Division.

Description:

Matters handled by the Legal Division fall into five general categories: Commission dockets; federal regulatory dockets; litigation; other administrative matters; and special projects. The Legal Division represents the Commission in all matters relating to public utility rate setting, and in other areas not associated with the Securities Division. Securities-related legal cases are litigated by the Attorney General's Office.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,900.5	2,034.9	2,034.9
Other Non Appropriated Funds	0.0	2.0	2.0
Program Total	1,900.5	2,036.9	2,036.9
FTE Positions	20.5	20.5	20.5

◆ Goal 1 To provide efficient, high-quality legal representation.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Education and training expenditures	22,655	20,000	20,000
Attorney legal education classes completed	9	9	9
Job-related education classes for attorneys	31	31	31
Classes completed: job-related education for support staff	9	9	9
Classes completed: other education	18	18	18
Expenditures on advanced research tools	30,057	30,684	31,600

◆ Goal 2 To provide high-quality representation in administrative matters before the Corporation Commission.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Docketed matters handled	622	622	622
Administrative hearing days handled by the Legal Division	267	267	267
Orders to Show Cause prepared by the Legal Division	4	4	4
Formal complaints prepared by the Legal Division	2	2	2
Discovery/Data Requests/ Responses/ Oppositions prepared	435	435	435
Motions, Briefs, & others Pleadings prepared	378	378	378

◆ Goal 3 To provide high-quality representation in Judicial matters before various courts.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Commission actions appealed to courts	6	6	6
Motions, briefs and other pleadings filed in courts	30	30	30

◆ Goal 4 To provide high-quality legal advice to the Commission.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Open/Special Open Meetings	47	47	47

attended by Legal counsel

Explanation: On numerous occasions, more than 1 staff member attend.

Line Sitting hearing days attended by counsel	19	19	19
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Explanation: On numerous occasions, more than 1 staff member attend.

Commission Staff Meetings attended by counsel	10	10	10
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Explanation: On numerous occasions, more than 1 staff member attend.

Commission hearing days attended by counsel	267	267	267
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CCA 9.0 Program Summary

INFORMATION TECHNOLOGY

Clark Lathrum, IT Division Director

Phone: (602) 542-0671

A.R.S. § 40-105 (B)(2)

Mission:

To provide accurate, efficient and timely technology design, development, implementation, communications and maintenance support services to the agency and its respective divisions in support of their missions and objectives.

Description:

The Information Technology Division provides technology services and support such as application development, network services, hardware support and project management for the entire Commission.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,113.7	3,744.1	3,290.1
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	3,113.7	3,744.1	3,290.1
FTE Positions	21.0	21.0	21.0

◆ Goal 1 To provide electronic interaction effectively with the public and other governmental entities. In addition, to Implement effective protocols, software and communication with the public to allow them to retrieve and submit data, forms, and all other documents.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of website hits to databases (starting in FY07 in millions)	30.5	35	40
Number of entities available via the internet (in thousands)	0	585	640
Number of dockets available via the internet	0	15.2	15.4
Number of website visits to databases (in millions)	0	14	16
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of filings submitted electronically to the ACC (in thousands)	120.2	130	160
Streaming Audio listening time hours (in thousands)	22	22	22

◆ Goal 2 To use information technologies effectively to enhance intra-agency communications

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of hits to agency intranet pages (in thousands)	800	600	600
Number of visits to agency intranet pages	0	240	240
Explanation: Visits are interactions with websites for a longer period of time.			
Percentage of staff using electronic document management integrated with business processes.	0	15	25

◆ Goal 3 To improve employees' preparation to use technology and react to their job-specific needs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of staff in attendance at IT-related training classes	140	150	150
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of staff in attendance at formal IT-related security classes	95	100	100

Agency Summary

DEPARTMENT OF CORRECTIONS

Dora B. Schriro, Director

Phone: (602) 542-5225

A.R.S. § 41-1602

Mission:

To recruit and recognize a well-trained, professional work force to serve and protect our communities and their crime victims by effectively employing the field's best security practices and proven re-entry programming to prepare offenders for their release and reintegration in the communities of Arizona as civil, productive citizens.

Description:

The Department serves and protects the people of the state of Arizona by incarcerating inmates in its correctional facilities and supervising released offenders in the community in keeping with the field's best practices, periodically assessing their needs and risks and providing commensurate levels of supervision and program services that promote literacy, employability, sobriety and accountability to crime victims, thereby reducing the possibility of relapse, revocation and recidivism and increasing the likelihood the felon population will be law-abiding and productive as they serve their sentences and later, when they are released.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ PRISON OPERATIONS AND SERVICES	958,260.8	1,010,103.5	1,119,153.3
➤ COMMUNITY CORRECTIONS	16,687.5	15,607.8	16,737.4
➤ ADMINISTRATION	36,631.1	36,576.4	81,891.5
Agency Total:	1,011,579.4	1,062,287.7	1,217,782.2

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	884,274.5	947,476.0	1,102,970.5
Other Appropriated Funds	50,056.0	52,225.5	52,225.5
Other Non Appropriated Funds	77,248.9	62,586.2	62,586.2
Program Total	1,011,579.4	1,062,287.7	1,217,782.2
FTE Positions	9,926.4	10,096.9	11,041.2

Strategic Issues:**Issue 1 Improve public safety now through facility and field operations, employing Corrections' best practices.**

During FY 2008, ADC admitted 21,423 inmates of which, 32% were not new court commitments but revocations from probation and community supervision for technical reasons. With a designated bed capacity of 31,760 and an offender count of 38,897, ADC ended the fiscal year with a deficit of 7,137 permanent beds, operating at 122% of its capacity on June 30, 2008.

Focused efforts toward programming the population resulted in 69% of the population productively engaged at the end of FY 2008. The impact of increasing school, work and treatment and improving supervision strategies on the department's capacity to confine inmates and supervise offenders on community supervision have improved its operations since FY 2003 reducing inmate-on-inmate assaults 46% and inmate-on-staff assaults 41%, cutting inmate grievances 27% and inmate lawsuits 63%.

To efficiently and effectively operate a corrections system whose prisons are overcrowded and community corrections bureau is short on statutory intermediate sanctions, all staff at every work location presses for excellence, striving to comply in full with department policy and procedure, performing their duties professionally, proficiently. Participating in peer-review teams to assess each unit's compliance with policies and procedures and ensuring all employees are proficient in their performance of core

correctional competencies improves the department's execution of its core security practices. Eliminating idleness by moving towards full employment of the population and productive use of leisure time mitigates the impact of overcrowding further improving public safety now.

During FY 2008, all complexes completed peer review assessments and achieved significant compliance with department policies, resulting in a 90% reduction in peer assessment negative findings over the past four years. Today, 99% of all correctional officers and 99% of all correctional supervisors demonstrated proficiency of key corrections competencies.

Issue 2 Improve public safety later by reducing offenders' relapse, revocation and recidivism.

During FY 2008, 32% of all felons admitted to ADC were committed or returned to custody as a result of technical violations of community supervision or readmitted after the Court's revocation of probation or the Board of Executive Clemency's revocation of parole. The remaining 68% of last year's admissions were sentenced by the court for new felony offenses. Few in this group, only 20%, were first-time felons and fewer still, only 14%, committed non-violent crimes, and just 5% were first-time, non-violent, drug offenders.

Most inmates admitted to ADC last year – 83% of the total prisoner population – have criminal histories including prior arrests, jail time and/or suspended sentences to probation. They have other problems as well. While 46% or so of the inmate population reported at Intake that they were under the influence of drugs or alcohol at the time of their arrest, 75% were determined to need substance abuse treatment services, 30% needed intensive treatment and 45% moderate treatment. Further, 46% of the population admitted in FY 2008 had not completed high school and did not possess a GED, the majority of which – 59% – performed academically below grade 8.

By and large the ADC inmate population failed to perform as civil (law abiding) or productive (literate, sober, employed) citizens in the community. Now sentenced to ADC, inmates serve on average about 19 months in prison but a considerable number – 39% of all releases in FY 2008 – served less than six months confined. The rest – 61% last year – only served about 29 months. While many – about 70% – have a limited opportunity to finalize release plans on community supervision, 17% completed their sentence in prison. Given the scope and severity of inmates' deficiencies at admission and the relatively short sentences they serve, the department's approach to pre-release preparation begins day one of incarceration and continues through the last day of the sentence and includes transition-specific services starting twelve months prior to release. The ADC overall re-entry initiative, the Arizona Plan is a pragmatic pre-release program designed for inmates to acquire and apply in simulated real world situations, the skills they need to prepare and to succeed when they go home. It has four facets. (1) At Intake and annually through a process called Five by Five, an individualized Corrections Plan is developed and then updated for each inmate. (2) In the component called Seven-by-Three-by-Three all inmates are required to work and encouraged to attend school and undergo treatment as warranted during the "work" day. When not at work, they are expected to participate in community service, victim-focused activities, and programs providing family support and self improvement. All inmates can advance in their standing in a three-tiered recognition system, the Earned Incentive Program, progressively improving the conditions of their confinement. (3) As inmates get closer to release, the corrections plans incorporate Transition-Specific strategies. Inmates admitted with short sentences are assigned to Fast Track facilities where their primary focus is discharge planning. (4) The Arizona Plan also incorporates into prison life expectations and opportunities that make institutional life more like the free world, a Parallel Universe. Inmates earn GED certificates and complete job-training before seeking premium-paying jobs. Inmates lacking GED certificates are limited to entry-level jobs and fewer institutional privileges. The discipline policy is more like the Criminal Code than a Rules Book, focusing on legal, not rule, violations. The calendar also resembles the real world because elective activities are scheduled at night and during weekends, no longer just during the work day. Finally, inmates, not correctional staff, are responsible for staying on schedule and spending within their means.

The impact of the Arizona Plan, an integrated effort imbued with real-world

expectations, is measurable. Over the past five years, 13,917 inmates have earned a high school equivalency diploma and in FY 2008, ADC graduates represented a full 22.8% of the state's total GED recipients. Indicators of our initiative's efficiency are as impressive as those measuring its effectiveness. About 1,500 low custody inmates who completed the Arizona Plan have been released over the past two years. This group is doing much better than comparable inmates, 35% fewer new crimes and 5% less revocations equating to a 26,000 bed day saving totaling \$1.6 million dollars thus far. The department's correctional industries (ACI) generated \$28.7 million in sales last year; its profits reinvested in programs services for the population. The money was well spent. More than 104% of all classroom seats and over 93.5% of treatment slots were fully utilized. Increasingly, when the vast majority, 96% of all ADC inmates serving a term of years, are released they are far better prepared than before to take care of themselves and their families and far less likely to relapse, be revoked, and re-offend.

Issue 3 Recruit, retain, and recognize excellent ADC staff that represents this flagship agency.

ADC employs 9,988 excellent employees who serve the state diligently. The department is resolved that the state matches our employees' efforts and expresses its appreciation for the contributions of the ADC workforce with competitive wages and benefits. During FY 2008 the department successfully reduced its turnover rate of 25% in FY 2006 to 15%. In addition, improvements in staff salaries particularly in the CO series have sustained a measurable positive difference in FY 2008 reducing the vacancy rate in FY 2006 of 22.6%, reaching 30% at certain locations, to 4.2% at the end of FY 2008.

Better pay coupled with operational reforms has resulted in slow and steady growth in the workforce. While COTA classes are full, the rate of resignations is not yet fully resolved. ADC redoubles its efforts in FY 2009 to find and keep exceptional personnel with continued efforts towards providing a safe and sound environment through effective and efficient operational practices. This includes the sharing of ADC outcome successes to the Corrections Community in Arizona and nationally by introducing its exemplary cadre of correctional professionals as subject matter expert's and this state's agents of change for improved public safety.

Issue 4 Provide victim-focused and victim-friendly services to crime victims and survivors.

Prior to FY 2004 the department had only limited involvement with crime victims and survivors. It provided few victim services and offered no opportunities for victims-focused services. Integral to the Plan first formed in FY 2004 is our steadfast commitment to advocate for and extend support to the very core of our constituency, crime victims and survivors. We strive to improve their access to timely, reliable information about offenders and payment in full of all court-ordered restitution. We also expect all offenders to accept responsibility for their criminal conduct and express remorse in work and deed repairing the harm they have caused crime victims, their families, neighbors and neighborhoods. In FY 2008, inmates contributed over \$574,733 in cash and in-kind donations to crime victim agencies in Arizona through restorative justice activities held at each of the 10 prisons throughout the year. Since FY 2004, inmates have given \$1,424,658 to crime victim agencies.

Court-ordered restitution payments also increased 14% since FY 2003 and individual inmate payments are up an average of 14 percent. To this end, the department is redoubling its efforts to collect more restitution for more crime victims and has three kinds of restorative justice programs benefiting in part through survivors statewide and raising inmates awareness of their impact of crime on others. All three endeavors are victim-focused and victim-friendly. They are intended primarily to benefit and better serve the crime victims' community by engaging offenders in activities that mitigate the harm that their felonious conduct has done to others. Two of these programs – Impact of Crime on Victims (ICVC) classes and Restorative Justice (victims' focused community service requested by and directly benefiting crime victims and crime victims' organizations) – are provided at every complex and over time will be offered at every unit. The third offering – victim-offender dialog – will be available later this year.

DCA 1.0

Program Summary

PRISON OPERATIONS AND SERVICES

John Hallahan, Division Director

Phone: (602) 542-3894

A.R.S. § 41-1602

Mission:

To improve public safety now through facility and field operations, employing Correction's best practices and to improve public safety later by reducing offenders' relapse, revocation and recidivism, utilizing only evidence-based strategies and services.

Description:

This program is responsible for year-round, round the clock oversight of all offenders sentenced to ADC and the management of all state-operated prison complexes, community corrections and contract beds (previously called Private Prisons but now including contracts with private providers for permanent instate beds and provisional out-of-state beds and Arizona county jails and other states' public and private prisons). It encompasses the whole of the continuum of custodial control from the first day of incarceration until the last day of the sentence. This program is accomplished by the Division of Offender Operations which assumes responsibility for the management of inmates and offenders alike throughout the sentence which typically includes confinement in prison for at least 85 percent of the sentence and about 15 percent in the field on community supervision. The Division of Offender Operations encompasses security, inmate work programs, the physical plant, administration (including personnel and business office functions), inmate records, occupational safety, fleet/motor pool, warehouse, food services, classification, mail and property, telecommunications and security systems, laundry and information technology. The Division's continuum of supervision strategies are evidence-based and include meaningful incentives and sanctions, the elimination of idleness by productively engaging all offenders to offset overcrowding and the preparation of the population for release providing more opportunities to make pro-social decisions throughout their sentence and holding them accountable for the bad choices they may have made. The Division sustains an organizational environment where offenders are held accountable to crime victims and the community and can earn opportunities to improve the conditions of their confinement through sustained civil and productive conduct. Finally, it works with the population in their acquisition of skills providing opportunity to practice realistic re-entry preparation throughout their sentence, to rejoin their communities as civil and productive ex-offenders and to remain crime-free and self sustaining. All activities are coordinated to manage risk that inmates and offenders present to themselves and others throughout the sentence; its outcomes include the reduction of untoward events such as assaults, escapes, homicides, suicides and fewer inmate grievances and lawsuits.

This Program Contains the following Subprograms:

- ▶ Security
- ▶ Inspections and Investigations
- ▶ Inmate Education, Treatment, and Work Programs
- ▶ Health Care
- ▶ Private Prisons
- ▶ Prison Management and Support

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	838,551.9	900,789.5	1,009,839.3
Other Appropriated Funds	47,230.2	49,954.6	49,954.6
Other Non Appropriated Funds	72,478.7	59,359.4	59,359.4
Program Total	958,260.8	1,010,103.5	1,119,153.3
FTE Positions	9,346.4	9,516.0	10,434.3

DCA 1.1 Subprogram Summary

SECURITY

John Hallahan, Division Director

Phone: (602) 542-3894

A.R.S. § 41-1604

Mission:

To improve public safety now through facility and field operations, employing Correction's best practices.

To meet this objective, the Department recruits and recognizes a well-trained, professional work force to serve and protect our communities and its crime victims by effectively employing the field's best security practices and includes ensuring there are sufficient and adequate secure space and supervision slots, to which inmates and offenders are appropriately assigned. It also necessitates all interactions between and among staff and offenders are appropriate and professional.

Description:

This program is responsible for implementation and oversight of operational areas of inmate accountability, key control, security/facility inspections, inmate regulations, inmate transportation, emergency preparedness, incident management, inmate escape prevention/response, searches, substance abuse detection, interdiction and control, execution procedures, inmate death or hospitalization notification/disposition, tool and restricted product control, inmate levels of supervision, armory procedures and security systems. It also includes evaluating and allocating security staff and providing for their in-service training; implementing gang management strategies; developing operational intelligence (acquisition, analysis, storage, dissemination); enhancing security and safety measures through utilization of service dog resources and security technology transfer and product review process.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	457,047.6	445,367.8	496,097.6
Other Appropriated Funds	573.9	3,029.7	3,029.7
Other Non Appropriated Funds	69.0	94.4	94.4
Program Total	457,690.5	448,491.9	499,221.7
FTE Positions	7,200.2	7,376.8	8,083.8

◆ Goal 1 To enhance safety and security practices

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of escapes of inmates from any location	2	0	0
Achieve 0 escapees from any location	2	0	0
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of major rule violations per 1,000 inmates per annual ADP	428	TBD	0
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of inmate on staff assaults per 1,000 offenders per annual ADP	4.7	TBD	0
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of inmate on inmate assaults per 1,000 inmates per annual ADP	14.3	TBD	0
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of programmable inmates employed in appropriate work assignments	69	TBD	0

◆ Goal 2 To reduce drug use by incarcerated inmates

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of annual inmate population randomly testing negative for drugs	96.85	TBD	0

◆ Goal 3 To reduce inmate lawsuits (non-habeas)

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of inmate lawsuits (non-habeas)	148	TBD	TBD
Explanation:	New measure		

DCA 1.2 Subprogram Summary

INSPECTIONS AND INVESTIGATIONS

John Hallahan, Division Director

Phone: (602) 542-1160

A.R.S. § 41-1604

Mission:

To support ADC's Strategic Plan, the Inspector General Bureau promotes safety and security by conducting administrative, civil, criminal, and gang related investigations; annual Peer Review and special audits of institution and administrative functions; ensure agency compliance to fire and life safety code regulations.

Description:

This subprogram conducts administrative investigations in support of the hiring and retention of professional staff through enforced policy compliance; conducts investigations into criminal acts and civil violations committed by inmates, staff, or others, to support successful prosecution and/or effective applications of discipline; develops intelligence, and investigates Security Threat Group activity to support management of inmates and the safe operation of institutions; provide consultation and assistance in fire and life safety code compliance to support staff, inmate, and environmental safety in all agency matters.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	6,409.7	6,906.0	7,046.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	6,409.7	6,906.0	7,046.2
FTE Positions	126.0	126.0	130.0

◆ Goal 1 To utilize the Peer Audit process to ensure State prisons are compliant with policy and practice in field operations

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average peer audit percent score of all state prisons	99.86	90	0

◆ Goal 2 To increase core competencies of all staff in Correctional Officer Series

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of correctional series staff passing annual core competency test	98.96	90	0

DCA 1.3 **Subprogram Summary**
 INMATE EDUCATION, TREATMENT, AND WORK PROGRAMS
 Cree Zischke, Division Director
 Phone: (602) 364-3234
 A.R.S. § 41-1604, 1604.02, 41-1623

Mission:

To improve public safety later by reducing offenders’ relapse, revocation and recidivism utilizing only evidence-based strategies in the provision of proven academic and jobs training instruction (work-based education), treatment and work and leisure activities encompassing self-improvement, worship opportunities and family reunification.

Description:

Through the Program Services Division, all inmates and offenders are routinely assessed for risk and need utilizing only validated, objective diagnostic instruments and serving as the basis for the development of individualized corrections plan. As preparation for re-entry the population is expected through practice and daily programming to be literate, sober, and employed, address their criminal thinking, make good decisions and cultivate sound work and wellness habits thereby reducing the likelihood of relapse, technical revocations and recidivism. This program is comprised of Offender Services, Health Services, Work Force Development, Counseling and Treatment Services and Pastoral Services. Offender Services is responsible for inmate classification, intake and assessment, protective segregation assignments, time computation, inmate records and public access. The Health Services Bureau provides medical, dental, nursing and pharmaceutical services. Work Force Development consists of academic education (special education services, functional literacy and GED), Work-Based Education (jobs training provided in partnership with community colleges) and Arizona Correctional Industries.

The Counseling and Treatment Services Bureau provides assessment and treatment services in the areas of Addiction Treatment and Services (ATS); Mental Health (MH); Sex Offender Education and Treatment (SOETP); and Mental Retardation/Developmental Disability (MRDD). Through the Pastoral Services Bureau staff Chaplains recruit religious volunteers to provide inmates worship/study opportunities. The Division also proposes modifications to operations to improve long term outcomes for female offenders and oversees the professional development of the department’s case workers. Finally, the Division identifies and schedules evidence-based leisure activities in the areas of self-improvement through cognitive-based coursework including wellness and relapse prevention and family reunification.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	19,608.1	20,386.5	22,926.4
Other Appropriated Funds	1,128.9	1,143.3	1,143.3
Other Non Appropriated Funds	36,032.2	35,486.7	35,486.7
Program Total	56,769.2	57,016.5	59,556.4
FTE Positions	456.0	450.0	482.0

- ◆ **Goal 1** To increase number of inmates achieving 8th grade Functional Literacy

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of eligible inmates placed in Functional literacy class	97	100	TBD
Percent of inmates enrolled in Functional Literacy program achieving grade eight proficiency	52	TBD	TBD
Explanation:	New measure for FY 2008		

- ◆ **Goal 2** To ensure eligible inmates under age 22 will receive Free Appropriate Public Education (FAPE) within 20 days of intake

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of eligible inmates enrolled in FAPE within 20 days of intake	100	100	TBD

- ◆ **Goal 3** To increase number of inmates graduating with GED

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
# GED graduates	2,956	TBD	TBD

- ◆ **Goal 4** To provide 300,000 hours of community betterment per fiscal quarter

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Annual average quarterly hours provided for community betterment	509,068	300,000	300,000

DCA 1.4 **Subprogram Summary**
 HEALTH CARE
 Cree Zischke, Division Director
 Phone: (602) 364-3234
 A.R.S. § 31-201.01, 41-1604

Mission:

To improve the general health of the offender population to achieve maximum participation and benefit from full time programming in preparation for successful reentry civil and productive to protect and promote the public’s health.

Description:

This subprogram provides medical, dental, nursing and pharmaceutical services through licensed corrections staff and contracts with community hospitals and specialists. Through early detection and intervention and comprehensive health education, immediate health care needs are addressed and life-style change initiated leading to an improved state of wellbeing. Inmates with chronic care conditions participate in specialized clinics in prison and those requiring continued health care for chronic conditions are referred to community-based providers upon release.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	119,334.6	133,481.3	149,448.3
Other Appropriated Funds	10,429.7	10,432.5	10,432.5
Other Non Appropriated Funds	416.8	213.8	213.8
Program Total	130,181.1	144,127.6	160,094.6
FTE Positions	766.7	766.7	869.0

- ◆ **Goal 1** To provide medically necessary in-patient hospital care while assessing appropriate utilization and reducing costs whenever possible

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average length of stay for in-patient hospital care	5.33	TBD	TBD

- ◆ **Goal 2** To improve general health of inmate population through comprehensive services, patient education, and effective provider-patient communication

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of medical grievances per 1,000 inmates per annual ADP	19.2	TBD	TBD

DCA 1.5 **Subprogram Summary**

PRIVATE PRISONS

John Hallahan, Division Director

Phone: (602) 542-3894

A.R.S. § 41-1604, 1604-02

Mission:

To solicit and manage cost effective contracts with private prison providers and Arizona county jails through frequent monitoring to ensure vendors are compliant with the terms and conditions of the contracts, conditions of confinement are comparable to those in ADC facilities, and program services outcomes are competitive.

Description:

This subprogram facilitates contract development, proposal evaluation, and contract negotiations, maintenance and enforcement. The Contract Beds Bureau works with private prison firms, Arizona county jails, and out-of-state providers as necessary to ensure comparable custodial care and program services are provided to all Arizona state inmates regardless of location. Oversight of private prisons in Arizona and other jurisdictions and in-state county jail contracts are provided by ADC staff which monitor facility operations, the management of inmates, inmate services, clearance of contractor personnel and payment of fees consistent with the contract. ADC monitoring staff performs duties commensurate with the terms outlined in the individual facility and service contracts.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	119,313.3	168,014.9	189,860.9
Other Appropriated Funds	33,232.3	34,530.6	34,530.6
Other Non Appropriated Funds	5,021.7	5,617.0	5,617.0
Program Total	157,567.3	208,162.5	230,008.5
FTE Positions	29.0	29.0	33.0

- ◆ **Goal 1** To ensure private prisons are managed and operated in a manner consistent with ADC prisons

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of peer audit reviews that meet or exceed compliance standards	95.07	90	90
Explanation:	4 of 5 in-state private prisons were audited FY 2007		

DCA 1.6 **Subprogram Summary**

PRISON MANAGEMENT AND SUPPORT

John Hallahan, Division Director

Phone: (602) 542-3894

A.R.S. § 41-1604

Mission:

To provide leadership and direction in the administration and operations of all prisons and ensure uniformity in the supervision of all offenders completing their sentences in the community ensuring inmate and offender accountability and staff and public safety. To ensure timely release, realistic home plans, transition assistance and supervision of offenders released to the community, the Division utilizes a continuum of proven supervision strategies, evidence-based program services and meaningful incentives and sanctions. It ensures the swift return to custody of those who violate Conditions of Supervision and represent a serious threat to public safety; identifies and processes sex offenders per regulatory laws and provides meaningful interaction with crimes victims enhancing public protection through restorative justice activities.

Description:

This subprogram oversees prison operations and community corrections and includes Regional Operations Directors, Community Supervision Bureau Administrators, Wardens and their immediate staff. Its responsibilities include administering prison budgets and staffing/safety issues; manages prison activation and centralized aspects of management issues, systems and services. This subprogram encompasses fiscal management, fire and safety, food service, warehouse and maintenance.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	116,838.6	126,633.0	144,459.9
Other Appropriated Funds	1,865.4	818.5	818.5
Other Non Appropriated Funds	30,939.0	17,947.5	17,947.5
Program Total	149,643.0	145,399.0	163,225.9
FTE Positions	768.5	767.5	836.5

- ◆ **Goal 1** To forecast inmate population growth.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average daily inmate population	37,919	40,079	42,239
Average daily bed deficit	6,159	2,319	4,479

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Program Summary

COMMUNITY CORRECTIONS

John Hallahan, Division Director

Phone: (602) 542-3894

A.R.S. § 41-1604

Mission:

To provide leadership and direction in the administration and operations of all prisons and ensure uniformity in the supervision of all offenders completing their sentences in the community ensuring inmate and offender accountability as well as staff and public safety. To ensure timely release, realistic home plans, transition assistance and supervision of offenders released to the community, the Division utilizes a continuum of proven supervision strategies, evidence-based program services and meaningful incentives and sanctions. It ensures the swift return to custody of those who violate Conditions of Supervision and represent a serious threat to public safety; identifies and processes sex offenders per regulatory laws; provides meaningful interaction with crime victims; and enhances public protection through restorative justice activities.

Description:

This subprogram encompasses fiscal management, fire and safety, warehouse and maintenance. This subprogram is also responsible for the operation of 18 parole offices statewide that supervise offenders in the community, coordinate reentry to the community by monitoring offenders' compliance with the Conditions of Supervision and returns to prison those offenders who represent a serious threat to public safety. The Prison/Community Corrections subprogram identifies sex offenders subject to registration, community notification and sexually violent person laws for referral to law enforcement or prosecutorial agencies; coordinates sex offender registration prior to release; assists in the apprehension and extradition processes and the transportation of fugitives; completes due process on all offenders returned to custody; represents the Department at revocation hearings conducted by the Board of Executive Clemency; conducts administrative hearings; provides criminal history information to authorized criminal justice agencies; manages the implementation of the Interstate Compact for the Supervision of Adult Inmates and Offenders (parolees); and collaborates with state and community agencies and interacts with individual victims and victim associations.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	11,720.4	11,956.7	13,086.3
Other Appropriated Funds	825.7	1,040.4	1,040.4
Other Non Appropriated Funds	4,141.4	2,610.7	2,610.7
Program Total	16,687.5	15,607.8	16,737.4
FTE Positions	176.0	176.0	189.0

- ◆ **Goal 1** To reduce the number of offenders who abscond while under community supervision

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of offenders under community supervision who absconded	2,385	TBD	TBD

- ◆ **Goal 2** To reduce number of offenders arrested for committing new felony crimes while under community supervision

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of offenders arrested for new felony crimes while on supervision	236	0	0

- ◆ **Goal 3** To reduce the number of offenders returned to prison for technical violations of their community supervision

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of offenders revoked for technical violations of their community supervision per 1000	143.7	TBD	TBD

offenders on community supervision

Explanation: New Measure for FY08

DCA 3.0

Program Summary

ADMINISTRATION

Charles Goldsmith, Division Director

Phone: (602) 542-1160

A.R.S. § 41-1602, 41-1604

Mission:

To provide direction and support for agency employees, administrative functions and resource management in support of the ADC Strategic Plan enabling the Department to serve and protect the people of the State of Arizona.

Description:

The Support Services Division provides support services to the Operations and Program functions in the Arizona Department of Corrections. This program provides support through Human Services; Training and Development; Administrative Services; Engineering and Facilities Bureau (FAB); Inspector General (including inspections and investigations); Planning, Budget and Research (PBR); and Information Technology (IT).

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	34,002.2	34,729.8	80,044.9
Other Appropriated Funds	2,000.1	1,230.5	1,230.5
Other Non Appropriated Funds	628.8	616.1	616.1
Program Total	36,631.1	36,576.4	81,891.5
FTE Positions	404.0	404.9	417.9

- ◆ **Goal 1** To recruit and retain a qualified, professional, and diverse correctional workforce, and recognize staff's contributions to the actualization of the department's vision and achievement of its mission.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of employee formal grievances	142	TBD	TBD

- ◆ **Goal 2** To ensure that victims receive meaningful and effective services

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of victim requested packets sent	100	100	TBD

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of victim notifications sent timely	100	100	100

Explanation: This is a new measure. 21,422 victim notifications were sent during FY 2005

- ◆ **Goal 3** To provide opportunities for the inmate population to donate cash and/or in-kind contributions to crime victim organizations in Arizona

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Rolling 12-month amount donated by ADC inmates	556,890	TBD	TBD

- ◆ **Goal 4** To retain a qualified, diverse and professional Correctional Officer II workforce

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Annual Correction Officer II turnover rate	15.0	TBD	TBD

- ◆ **Goal 5** To continue state-of-the-art pre-service, in-service and career development training programs that prepare the ADC workforce to assume and perform their duties with excellence.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Percent of uniform staff that received PREA pre-service training	100	100	100
Explanation:	New measure for FY 2008		

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of ADC non-uniform staff that received PREA pre-service training.	100	100	0
Explanation:	New measure for FY 2008		

◆ **Goal 6** To ensure inmates comply in full with court-ordered restitution obligations

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total dollar amount collected towards court-ordered restitution.	976,379	TBD	TBD
Number of inmates with court-ordered restitution	7,472	TBD	TBD
Average amount of court-ordered restitution collected per inmate	130.67	TBD	TBD

CBA 0.0

Agency Summary**BOARD OF COSMETOLOGY**

Sue Sansom, Executive Director

Phone: (480) 784-4539

A.R.S. § 32-501 et seq.

Mission:

To ensure the public health, welfare, and safety through education and enforcement of cosmetology laws and rules by efficient regulation of salons, schools, and individuals who practice cosmetology.

Description:

The Board of Cosmetology is mandated to protect the public in Arizona. It issues 12 categories of licenses to salons, schools, and individuals who qualify by reciprocity or through the administration of a written and practical examination. The Board enforces regulation by routine health and safety inspections of salons and schools, investigates consumer complaints, conducts hearings and imposes enforcement action when appropriate. The Board establishes health and safety standards, as well as educational and curriculum standards and oversight. The Board provides monthly classes on infection control and law and regulation practices for the general licensing population by registration. The Board also uses the educational classes for remediation and regulatory rehabilitation of violators by Board Order as terms of probation. Electronic service convenience is available to the Board's customers, along with other strategic uses of technology to provide efficient government and reduce the overall costs and demands on full-time employees and other resources.

The Board has experienced an explosion of growth during the past decade. Through efficient use of technology and careful monitoring of resources, the Board has systematically provided enhanced systems, additional full-time employees (FTE's) or additional facilities.

The Board is recognized by national industry entities as being progressive, insightful, and a leader in cosmetology regulation.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,827.3	1,747.8	1,903.4
Other Non Appropriated Funds	94.3	0.0	0.0
Program Total	1,921.6	1,747.8	1,903.4
FTE Positions	24.5	24.5	24.5

Strategic Issues:**Issue 1 Improved enforcement efficiency**

The agency is at a 30% reduction in staff due to the hiring freeze which is preventing the Agency from meeting its health and safety inspection performance objective. This failure prevents the Agency from performing its mission and mandate. Currently, 6.5 positions are needed to be funded and filled in order to meet mandate requirements and further agency growth. Also, the regulatory requirements of Arizona are comprehensive, complex and repetitive for licensees and small businesses such as salons. Duplication of government oversight has reached a degree of sizable impact on salons. These small business which provide cosmetic or beautification services are required to have as many as 6 business licenses including cosmetology, barber, massage therapy, laser and light therapies, a city or county permit, and possibly any one or combination of the following: tattooing, permanent cosmetics, piercing, and scaring. Industry is proposing legislation which recognizes that using the Board of Cosmetology's investigative and health and safety inspection systems already in place would accommodate a combination, and therefore reduction, in oversight. Economic impact is being reviewed.

Issue 2 System maintenance support, equipment replacement, enhancements, and upgrades

When compared to personnel costs, technology has proven to be a more efficient way to operate state government. The agency needs to replace 10-

year-old personal computers with current technology housing upgraded Microsoft Office and utilizing expanded screens for dual program management. Renewal and other electronic services operate at comparatively real time and save an applicant 14-20 days of processing time by an employee. Physical, fiscal, and on-site securities will be improved and assured as government, through available technology, is taken to the people rather than requiring people to come to the state office.

Issue 3 Other operating expenses

The agency has provided 105,000 licensing application services in 2008, an increase from 101,094 in 2007. This represents ongoing growth over the past decade which has been effectively offset by greater efficiency, use of technology, and unfilled positions. Cost increases such as postage, office supplies, rent, facility maintenance, utilities, printing, fuel and other operating expenses are no longer controllable and must be funded.

Issue 4 Quality continuity plan

In preparation for an emergency, the first line of defense is to protect expensive hardware and software at the Agency location. Storms and other disasters have caused agency flooding and placed agency equipment at risk. Proper housing is required to protect equipment on site. Maintenance must be ongoing, ensuring backups are secure and electronic files are protected at all times. Off-site back up is recommended. Greater geographic distance is the best preservative of critical files and backups.

Issue 5 Employee Development

The Agency recognizes the value of good employees and must nurture professional growth and development. The Agency has continually reduced personnel requirements by maximizing the use of technology as well as by undertaking ongoing review and care of its employees. As a result the Agency has retained personnel longevity and satisfaction. However, the reduction of staff caused by the hiring freeze and the loss of agency reserve funds has caused employee unrest and challenged their dedication. The agency must communicate appreciation to the current employees by providing professional development and implementing the technology necessary for staff to meet the demands for even greater efficiency.

Issue 6 External Partners

The Agency needs to continue its relationship with current partners including the Internal Revenue Service (for small business participation and investigative tax fraud), Cut it Out (in partnership with Attorney General, Terry Goddard), National Interstate Council of State Boards of Cosmetology, National Accreditation Commission of Cosmetology Arts and Sciences, Council for Licensure, Enforcement and Regulation Federation Association of Regulatory Boards, American Association of Cosmetology Schools, The Salon Association, and others. Participation and leadership involvement assist the Board in benchmarking and remaining current both as a regulatory agency and as industry requires. All partnerships require travel to meetings or electronic participation at the very least.

Issue 7 Public Communication

Improved communication with the Arizona Legislature and State Administration about the importance of the Board's mandate and the funding necessary to continue responsible regulation is required. Regulatory pamphlets, health and safety information, and issues of public interest require publication to be available for the public on request and in answer to regulatory questions and issues. Reorganization and restructuring of the outdated Agency website is also needed to improve communication with a highly colorful, artistic and ever changing industry which uses currency equal only to the technology industry itself.

Issue 8 Rule Promulgation

Rule promulgation is needed to enhance school reporting, facilitate examination processing, and expedite the issue of first licenses by beginning the licensure applications at the time of school enrollment. Costs will be minimal.

Issue 9 Increase of Fees

The Board has effectively contained the costs of regulation and created a cash reserve in order to avoid returning to the legislature to increase fees. Due to the recent transfer of dedicated Agency reserves to the General Fund, however, the Agency is required to request increases by the legislature to assure expenditure levels are met. Based on the declining economy this option is unfavorable, and the public is reporting to be less

and less trustful of government in general. Lump sum appropriation continues to be the best option for administration and management of the appropriations.

Issue 10 Lawful Presence

Attorney General's Office Memo dated October 23, 2007, advised agencies of federal and state laws requiring agencies to determine lawful presence of applicants before granting initial or renewal licenses. The Agency must receive appropriation authority to cover the increased service costs necessary to comply with the state and federal requirements.

- ◆ **Goal 1** To establish standards for the professional practice of cosmetology.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average calendar days from receipt of completed application to issuance of license	15	20	10
Total individuals and establishments licensed	101,094	106,000	111,000

- ◆ **Goal 2** To ensure swift, fair, and effective enforcement of statutes and rules governing the profession.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total inspections conducted	5,828	9,600	9,600
Total complaints and application denials	2,165	2,500	2,500
Average calendar days to resolve a complaint	120	120	120

- ◆ **Goal 3** To educate the consumers and cosmetology professionals about their rights, resolutions, and responsibilities among the cosmetology community, the public, and the Board by delivering courteous, efficient, cost-effective service to the citizens, owners, and employees of state government.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Educational class opportunities offered to the public in class or over the internet	30	30	0
Percent of citizen satisfaction surveys reporting Board service as satisfied or higher	93	90	95

- ◆ **Goal 4** To provide services through efficient government.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of hard files replaced by electronic files	50	70	80
Constituents aided in transferring to another governmental jurisdiction or educational/testing entity through Certification.	2,600	3,000	3,000
Licensees accepted through reciprocity from another state or country.	2500	2,500	3,000
Percentage of applicants or license holders reporting very good or excellent.	95	90	95

JCA 0.0

Agency Summary

CRIMINAL JUSTICE COMMISSION

John A. Blackburn, Jr., Executive Director

Phone: (602) 364-1146

A.R.S. § 41-2401

Mission:

To sustain and enhance the cohesiveness, the effectiveness, and the coordination of the criminal justice system in Arizona; to monitor the criminal justice system and identify needed revisions to the system; to monitor existing criminal justice statutes and proposed or new criminal justice statutes and identify needed revisions in the statutes or proposed legislation; to acquire and administer designated funds for the enhancement of specified criminal justice programs and activities in the State of Arizona; and to make reports on these activities and functions.

Description:

The Arizona Criminal Justice Commission is a nineteen-member, statutorily-authorized entity which is mandated to carry out various coordinating, administrative, management, monitoring, and reporting functions regarding the criminal justice system in Arizona. The nineteen Commission members are appointed by the Governor, according to statutory guidelines, and represent the various elements of the criminal justice system in the State. Ten of the nineteen are county or local elected officials and the remainder are appointed criminal justice agency heads. In addition to its statutorily-mandated duties, the Commission is the state agency responsible for the acquisition of several formula criminal justice grants each year and for the management, administration, and reporting on these federal grants. The Commission generates reports regarding the Criminal Justice Records Improvement Program and State Identification Program grants to the US Department of Justice, Bureau of Justice Assistance and the National Criminal History Improvement Program to the Bureau of Justice Statistics. The Commission also develops and publishes an annual records improvement plan.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ AGENCY MANAGEMENT	1,790.4	1,593.4	1,638.4
➤ CRIME VICTIMS	5,518.9	5,437.1	5,737.1
➤ STATISTICAL ANALYSIS CENTER	555.9	691.4	944.9
➤ CRIMINAL JUSTICE SYSTEM IMPROVEMENT	21,331.3	23,253.2	16,241.1
➤ CRIME CONTROL	4,534.7	6,068.8	14,013.5
Agency Total:	33,731.2	37,043.9	38,575.0

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,067.7	1,172.0	9,463.1
Other Appropriated Funds	6,957.8	6,636.9	7,018.4
Other Non Appropriated Funds	25,705.7	29,235.0	22,093.5
Program Total	33,731.2	37,043.9	38,575.0
FTE Positions	31.2	31.2	33.2

Strategic Issues:

Issue 1 *The Criminal Justice Commission will provide mandated, responsible and reliable service to a significantly increasing and more complex population in Arizona over the next 5 years.*

All new mandates, either Federal or State, will require expansion of staff and funding for the Criminal Justice Commission.

Issue 2 Criminal Justice Records Integration Project

The Arizona ICJIS Strategic Plan adopted by the Commission indicated a cost of \$28 million to complete. The funding would not provide the total answer to all integration efforts but would improve the integration process and eventually allow for complete full integration among all agencies. All funding would not be needed in a single year as the agencies would not be able to accomplish all the goals in a single year. As such, ACJC is pursuing a strategic funding plan that would call for \$5 million per year for four years and would continue to seek funds for the fifth year. This strategic issue ties with the critical funding issue submitted in the FY08/09 budget request.

JCA 1.0

Program Summary

AGENCY MANAGEMENT

John A. Blackburn, Jr., Executive Director

Phone: (602) 364-1146

A.R.S. § 41-2405

Mission:

To provide planning, direction, and administration for all Commission mandates, programs, functions, and activities to carry out the mission of the Agency.

Description:

The Agency Support operations consist of central management, coordination, and administrative functions of the Arizona Criminal Justice Commission. It organizes, supports, schedules, and carries out the many public meetings of the nineteen member Commission; the many meetings of the various committees, task forces, and working groups of the Commission; and implements the decisions of these groups. It serves as the clearing house and liaison focus for the enhancement and coordination of criminal justice system wide concerns and activities. It also provides for the direct management oversight, fiscal administration, and policy establishment functions for the Commission staff and for all programs contained within the Commission.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	484.5	296.2	352.7
Other Non Appropriated Funds	1,305.9	1,297.2	1,285.7
Program Total	1,790.4	1,593.4	1,638.4
FTE Positions	12.0	12.0	12.0

◆ **Goal 1** To acquire and distribute timely, accurate information regarding relevant criminal justice legislation at both state and federal levels and to provide an effective mechanism for both legislative advocacy and related informational resources.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of agency legislative events	235	200	200
Number of criminal justice lobbyist meetings coordinated	30	30	30

◆ **Goal 2** To develop, establish, and maintain reliable accurate fiscal systems for all Commission activities including grant programs and fund distribution functions.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Generate and execute contracts, working agreements and other routine fund distribution and expenditure functions	270	265	265

◆ **Goal 3** To provide a continuous, organized forum for the discussion of the criminal justice system, the identification of changes needed, the development of change mechanisms including legislative proposals, and the coordination of information regarding these activities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Organize, support and conduct	40	25	25

meetings under the Commission responsibility to produce effective results

Conduct liaison with congressional and legislative officials and other officials at all levels of federal, state, county, and municipal governments that produce coordination, cooperation and effective outcomes	125	125	125
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- ◆ **Goal 4** To develop, implement and sustain processes that provide a relevant, reliable source of information on crime and the criminal justice system in Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Develop, continuously refine and sustain the implementation of a criminal justice records improvement program for the criminal justice system in AZ	100	100	100
Develop, implement and operate data and information producing programs and processes on crime activity and the criminal justice system in AZ	80	100	100
Accurately and successfully publish, distribute reports containing reliable info and data on crime activity and the criminal justice system in AZ	100	100	100

- ◆ **Goal 5** To develop and sustain programs, functions and activities related to the criminal justice system that increases productivity in the system, enhances the coordination of the system and the effectiveness of the system.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Develop strategies and implement plans that effectively utilize funds and resources available to the Commission	100	100	100
Develop and sustain fiscal processes that successfully acquire, allocate, monitor, and report on all programs, functions and activities under the Commission's control	100	100	100
Organize, support, and conduct all meetings under the Commission responsibility to produce effective results	100	100	100

- ◆ **Goal 6** To provide a continuity of reliable, accurate, responsible service that meets the statutory mandates for the Commission and enhances the cohesiveness, the effectiveness and coordination of the criminal justice system in Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent completion of statutory mandates regarding Commission duties, responsibilities and mandates	90	100	100
Collect and analyze data, conduct research and evaluation, and publish reports regarding the criminal justice system	90	100	100

- ◆ **Goal 7** To provide a continuum of effective organization and administration for Commission responsibilities, activities and programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of required reports published	23	13	13

JCA 2.0 Program Summary

CRIME VICTIMS

Tony Vidale, Crime Victims Program Manager

Phone: (602) 364-1146

A.R.S. §§ 41-2407 et. seq.

Mission:

To administer the Crime Victims Programs under the authority of the Arizona Criminal Justice Commission in a reliable and accurate manner which provides support to all agencies that assist and compensate the victims of crime.

Description:

The Crime Victims Program administers the Arizona Crime Victim Compensation Fund, the Arizona Crime Victim Assistance Fund, and the Office of Justice Programs, Office for Victims of Crime, Victims of Crime Act (VOCA) victim compensation grant. The funds are disseminated on a state-wide basis through a grant and formula allocation to public and private service providers and operational units. These provide financial assistance, services, and reimbursement to victims of crime. This program also monitors all victim-related legislation on both the federal and state levels and disseminates this information to victim advocates and programs.

Funding and FTE Summary:	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,368.3	4,265.6	4,565.6
Other Non Appropriated Funds	1,150.6	1,171.5	1,171.5
Program Total	5,518.9	5,437.1	5,737.1
FTE Positions	5.2	5.2	5.2

- ◆ **Goal 1** To increase the number of compensation claims filed and awarded to eligible crime victims.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Obtain increased spending authority for the crime victim compensation program	2.8M	2.8M	2.8M
Increase in compensation awards reported by Operational units	2.7M	2.7M	2.7M
Increase in eligible benefits available to crime victims	2.8M	2.8M	2.8M

- ◆ **Goal 2** To effectively manage the allocation and administration of Crime Victim Compensation Funds.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Continuity of administration in the 15 counties	15	15	15
Percent of counties in which case reviews completed	53	60	60
Percent of cases reviewed showing no deficiencies	100	95	98
Percent of programs reviewed reflecting compliance with certified assurances and fiscal management practices	50	50	60

- ◆ **Goal 3** To effectively manage the allocation and administration of state crime victim assistance funds to provide a high probability of relieving the impact of crime on crime victims.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Applicants requesting funds	47	50	50
Grants awarded in a timely manner to victim services providers	47	48	50
Number of site visits completed	20	24	24
Program audits reflecting no deficiencies	18	23	23
Program single audits reflecting compliance with Administrative Rules	20	24	24

- ◆ **Goal 4** To provide an organized forum for the discussion of victim issues, needs, gaps in services, and available resources.

JCA 3.0

Program Summary

STATISTICAL ANALYSIS CENTER

Phillip Stevenson, Statistical Analysis Center Director

Phone: (602) 364-1146

A.R.S. § 41-2405

Mission:

To improve the criminal justice system in Arizona through the efforts of a quality Statistical Analysis Center.

Description:

The Statistical Analysis Center's purpose is to oversee the research, analysis, studies, reports, and publications regarding crime and criminal justice statistics for the benefit of criminal justice agencies across the State. The Statistical Analysis Center also conducts the biennial School Drug Survey (AYS) which provides critical information to the Governor and Legislature regarding the use of drugs among students in Arizona. Other statistical and research projects are conducted by the Center with the approval of the Executive Director.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	291.1
Other Appropriated Funds	25.0	0.0	25.0
Other Non Appropriated Funds	530.9	691.4	628.8
Program Total	555.9	691.4	944.9
FTE Positions	6.5	6.5	8.5

◆ **Goal 1** To implement and maintain an effective and relevant criminal justice research program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of studies/research projects proposed by internal and external customers	25	30	30
Number of studies/reports completed and published	8	30	15
Number of completed research products requested and mailed to external customers	86	80	50
Number of public and media data requests processed	23	25	25
Number of legislative and policy-maker data requests processed	119	15	25

JCA 4.0

Program Summary

CRIMINAL JUSTICE SYSTEM IMPROVEMENT

Pat Nelson, CJ Systems Improvement Program Manager

Phone: (602) 364-1146

A.R.S. § 41-2405

Mission:

To improve the criminal history records in the State of Arizona as well as manage criminal justice records integration and criminal justice system improvements projects through out the state.

Description:

The Records Improvement Program is an ongoing, long-term effort to coordinate the process of the integration of all criminal justice information systems. This is accomplished through the development and implementation of a comprehensive criminal justice records improvement plan. Activities in this area include, but are not limited to, encouraging and facilitating the development of common data standards among criminal justice agencies, facilitating the development and implementation of automated records systems and processes, encouraging and facilitating interagency cooperation and information sharing, and other activities intended to increase the accuracy, completeness, and timeliness of criminal justice and criminal history information.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,067.7	1,172.0	1,172.0
Other Appropriated Funds	2,073.5	2,073.5	2,073.5
Other Non Appropriated Funds	18,190.1	20,007.7	12,995.6
Program Total	21,331.3	23,253.2	16,241.1
FTE Positions	3.0	3.0	3.0

◆ **Goal 1** To apply for available federal funds in such program areas as DNA and Laboratory Improvements.

◆ **Goal 2** To establish and publish technology and data standards for criminal justice agencies of the state annually.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Meetings conducted annually	8	8	8

◆ **Goal 3** To improve disposition reporting of each county to the central repository each year.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Meetings coordinated to discuss record improvement challenges by records coordinator annually.	48	30	15
Percentage of increase in disposition reporting utilizing the Records Quality Index (RQI) tool for record improvement projects funded through the program annually.	UNK	5	7

◆ **Goal 4** To introduce legislation to change/improve criminal history reporting as needed.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Bills submitted to Legislature	0	1	1
Bills passed by the Legislature for the improvement of criminal history record reporting	0	UNK	UNK

◆ **Goal 5** To administer, monitor, and evaluate grant projects on a continual basis.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Site visits to grantee agencies	11	11	11
Assistance provided to grantee agencies	11	11	11

Program progress and financial reports received on a quarterly basis from each grantee agency to monitor progress and ensure funding expenditure occurs prior to grant expiration date	287	280	280
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- ◆ **Goal 6** To develop a strategic plan and allocation plans for utilization of available funds on an annual basis to assist in the completion of the Arizona Records Improvement Plan.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Grants awarded to agencies for improvement of criminal justice/history records	2	10	10

- ◆ **Goal 7** To apply for available funds from federal Justice Department agencies.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of grant applications submitted to proper agencies	4	3	4
Number of grant awards provided to the Commission by the various granting agencies	1	2	3
Number of applicants requesting funding	14	10	10

JCA 5.0 **Program Summary**
CRIME CONTROL
 Kathy Karam, Crime Control Program Manager
 Phone: (602) 364-1146
 A.R.S. § 412402

Mission:

To enhance and coordinate the funded efforts to deter, investigate, prosecute, adjudicate, and punish drug, violent crime, and criminal street gang offenders.

Description:

The program administers the federally funded Edward Byrne Memorial Justice Assistance Grant (Byrne JAG Grant Program), a congressionally consolidated local law enforcement program in 2004 previously known as Edward Byrne Memorial State and Local Law Enforcement Assistance Grant Program and the Local Law Enforcement Block Grant Program (LLEBG). This grant program provides enhanced funding to state and local law enforcement and related agencies to carry out the purposes set forth under A.R.S. § 41-2402. The Arizona Criminal Justice Commission is designated as the State Administrative Agency (SAA) for this program. In 1996 the Arizona Criminal Justice Commission was also designated as the State Administrative Agency for the Residential Substance Abuse Treatment Grant Program. This program administers a number of state grant programs, including Obscenity Prosecution grants, Aggravated Domestic Violence Prosecution grants, Gang Prosecution grants, and Sexual Exploitation of Children Investigation and Prosecution grants. In addition, this program also administers a number of non-grant projects such as Fill the Gap Methamphetamine Interdictions funds for distribution to counties.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	8,000.0
Other Appropriated Funds	6.5	1.6	1.6
Other Non Appropriated Funds	4,528.2	6,067.2	6,011.9
Program Total	4,534.7	6,068.8	14,013.5
FTE Positions	4.5	4.5	4.5

- ◆ **Goal 1** To distribute appropriated funds and court fines to County Attorneys as required by A.R.S. § 41-2409 for the purpose of improving case processing and by January 8th each year report to those stated in the legislation on the expenditure of the monies in the state aid to county attorneys fund for the prior fiscal year and on the progress made in achieving the goal of improved criminal case processing.

- ◆ **Goal 2** To distribute appropriated funds and court fines to County indigent defense agencies and contract indigent defense as required by A.R.S. § 41-2409 for the purpose of improving case processing and by January 8th each year report to those stated in the legislation on the expenditure of the monies in the state aid to indigent defense fund for the prior fiscal year and on the progress made in achieving the goal of improved criminal case processing.

- ◆ **Goal 3** To distribute appropriated methamphetamine interdiction funds to county board of supervisors as required by A.R.S. § 36-2007 (3) for the purpose of increased methamphetamine interdiction efforts including investigation, training, prosecution, abuse treatment and education programs and submit quarterly summary reports to those stated in the legislation 45 days after the close of the prior quarter on the use and effectiveness of the distributed monies.

- ◆ **Goal 4** To effectively manage the acquisition, allocation and administration of local, state and federal grant funds to provide a high potential for significant productivity and impact on drug, violent and street gang crime in Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Grants identified, applications submitted and approved by funding authorities	4	2	2
Number of grant applications received from criminal justice agencies requesting grant funds for criminal justice system activities authorized by the Commission.	47	50	50
Number of grant applications evaluated and awarded to criminal justice agencies for criminal justice system activities authorized by the Commission.	44	45	45
Number of arrests made by grant-funded task forces	7,707	5,000	5,000
Convictions reported by grant-funded prosecution projects	29950	25000	25000
Percent of grant agreements executed in a timely manner by Commission staff	100	100	100
Percent of requests for training/technical assistance received and filled	100	100	100
On-site monitoring visits conducted by Commission staff	23	40	40
Federal grantor agency conferences, workshops and planning sessions attended by Commission staff	3	2	2
Complaints received by Commissioners regarding actions by the Commission staff in the administration of subgrants	0	0	0
Percent of complete, accurate reports submitted on or before due dates	100	100	100

SDA 0.0 **Agency Summary**
 ARIZONA STATE SCHOOLS FOR THE DEAF AND THE BLIND
 Dr. Harold E. Hoff, Superintendent
 Phone: (520) 770-3704
 A.R.S. § 15-1300 et. Seq

Mission:

To work together with the parents, school districts, advocacy organizations, business and community members to create nurturing environments in which children with sensory impairments feel valued, develop their unique abilities, strive to achieve academic excellence, and develop skills to help them become productive and responsible members of society. This mission is based upon the belief that all children with sensory impairments can learn and that every effort must be made to ensure that students are provided with a thorough and efficient education in a safe environment where students can fulfill their academic potential.

Description:

The Arizona State Schools for the Deaf and the Blind (ASDB) consists of a variety of programs that provide education and evaluation to sensory-impaired children and youth from birth to 22 years of age. School-aged children are served in one of the site based schools located in Tucson or Phoenix or in their home school district through one of the five Regional Cooperative programs. In addition to educational and evaluation services, the ASDB Tucson campus provides a residential program. Sensory impaired preschool children are served in both Tucson and Phoenix. Infants and toddlers with vision or hearing loss receive services in their homes throughout the State. ASDB also provides comprehensive evaluation services for a limited number of referred sensory impaired children with multiple disabilities.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ PHOENIX DAY SCHOOL	10,771.0	11,990.8	12,528.1
➤ TUCSON CAMPUS	19,015.0	18,598.0	19,594.1
➤ REGIONAL COOPERATIVES	18,935.4	20,593.4	20,709.3
➤ PRESCHOOL	4,860.1	5,146.5	5,694.0
➤ ADMINISTRATION	4,299.5	5,642.7	5,755.0
Agency Total:	57,881.0	61,971.4	64,280.5

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	20,226.8	22,011.7	24,320.8
Other Appropriated Funds	14,299.5	14,695.4	14,695.4
Other Non Appropriated Funds	23,354.7	25,264.3	25,264.3
Program Total	57,881.0	61,971.4	64,280.5
FTE Positions	975.8	975.8	978.8

Strategic Issues:

Issue 1 **Fostering the development of parent and community partnerships**

The Principals have implemented and coordinated a number of activities to involve more parents with the schools and their child's educational program. Family Literacy Program bringing literacy into the home with the support of tutors.

Parent folders to inform parents of learning occurring in the classroom, activities at the school, and events in the community. Parent groups active on both site-based campuses. Parent groups provide support and information to other parents regarding the education of students with visual impairment. Parent groups provide support to school events for students in the form of after school activities.

Staff is involved in presenting information to community organizations and

parents regarding advocacy and general information for accessing educational programs. Agency staff provides speakers, location, and child care for meetings to occur and to encourage a larger number of parents. ASDB is developing cooperative arrangements with other community agencies to support provision of service to sensory impaired students. ASDB participates in local organizational meetings with other professionals in the education field, in the rehabilitation area, and community businesses to foster cooperation and increased success of students. Several agency employees are members of service organizations to expand ASDB's exposure to the community and to provide service to others. ASDB works with employers to support students in occupations that will be sustainable after graduation. ASDB works, in conjunction with other agencies serving sensory impairment, to increase choices and opportunities for the students. Agencies include SAAVI, CPY, VCD, AFB, COPD and FBC.

Issue 2 **Developing and maintaining a proactive work environment within the Agency.**

The Department of Human Resources implemented a number of changes to enhance operations in the Agency with the goal of being able to respond quicker to employee needs and requests. ASDB is part of the HRIS system which will better track work schedules, leave, etc. An HRIS Specialist is being employed with time dedicated solely to maintaining the HRIS and TMG systems and to keep the Agency in line with state requirements. Specialists in HR have developed a schedule for visiting ASDB sites outside of Tucson. They are conducting employee meetings to answer questions about benefits, policies, etc.

The Professional Development Leadership Team is developing a survey of the schools to assess the environment and to provide information to be used as part of a strategic plan to improve the organizational climate.

Issue 3 **Embracing technology into instructional and operational activities of the Agency.**

Educational technology has become a joint effort of the site-based programs. A representative group from both site-based programs worked together to develop an Educational Technology Plan, which was submitted and approved by the Arizona Department of Education. The Agency also submitted the GITA plan to the State. Staff attended a variety of technology workshops across the country, returned to the educational programs and presented information to be immediately utilized by teachers. An excess costs grant was written and successfully obtained to purchase assistive technology for use with students with visual impairment and blindness. The Agency database is being centralized for use from anywhere in the state to provide the most up-to-date information on students. The database provides demographic information that can be used for accountability reports. The database will be expanded to include additional information on student progress. An Internet based program called PowerSchool has been implemented at the site-based schools. This allows parents to review their son or daughter's school information from home using a secure password. It also allows parents and teachers to communicate directly via the Internet. The infrastructure of the technology system has been enhanced at the Agency to make communication more effective and efficient. New methods of communication are being provided for Hearing Impaired students through the implementation of a systemwide video relay system.

In order to facilitate communication, Internet and e-mail access is available to all agency personnel as well as the public. All programs in the Agency are now connected and able to access the Internet for resources. E-mail has increased the ability of staff to communicate across the state and results in faster services to students.

The current infrastructure will be reviewed to improve functionality, security, and to reduce downtime. Specifics could include the tying together of (1) assistive technology, (2) dormitory wiring/fiber/wireless, (3) Tucson Campus building wiring/fiber/wireless, and (4) upgrade and combination of overall technological capabilities and resources (both business support and assistive technologies working in a symbiotic relationship). This will be done in conjunction with GITA, AZNET and ASDB.

Issue 4 **Enhancing recruitment and retention of employees.**

Hiring enough qualified teachers is critical to the success of ASDB. The competition for teachers has become very intense with many districts

offering bonuses as well as other incentives. A fulltime recruiting supervisor has been hired to develop a strategy for managing the recruiting process. In addition, the department has been reorganized to focus on three areas: hiring, staff services and staff development.

To increase the awareness of potential teachers, ASDB has initiated a national recruiting effort. The Agency works with several university programs around the country to recruit talented future professionals to ASDB. Presentations are made by ASDB teachers at universities and colleges that have teacher preparation programs to communicate information regarding the Agency and the students served. Student teachers and graduate interns are encouraged to come to ASDB to complete their university program.

The Internet is being used as a means to recruit qualified staff from around the country. Websites offered by the Arizona Department of Education, Jobing.com, Gateway and professional organization websites are a few of the most popular sites. The selection process has been revamped for principals, directors and supervisors to reflect more consistency, more assessment steps, and greater inclusion of constituents in the selection panel.

Formal presentations and training's are made available during the school year to educate and inform staff regarding employment issues to enhance benefit opportunities. Employee seminars are held to inform staff of current benefits. New employee orientations are held to provide organization and procedural information regarding agency function. An extensive staff development program has been implemented to educate staff in strategies and techniques to improve student classroom performance. The focus is on developing existing skills, developing new skills, and succession planning. In addition to regularly scheduled staff meetings, larger blocks of time are reserved for more in-depth presentations by outside professionals and staff returning from national conferences.

Compensation issues are currently not being addressed adequately due to budgetary deficits at the state level. The Agency continues to compare salaries of staff with other equal positions at other state agencies and at school districts to keep information current.

Issue 5 Provide leadership and organizational support.

ASDB Leadership has restructured the Agency to create more communication and interaction opportunities between the site-based and cooperative programs consisting of the Northern and Southern Regions. This structure is in response to the need to provide a continuum of service for all sensory impaired students. This structure offers the opportunity for fresh interactions among programs and with outside programs and agencies. Interagency agreements have been broadened to increase the provision of service to staff and students, and to increase service to other agency personnel. Interagency interactions with university and community college programs allow students with sensory impairment to access a wider choice of programs. Interagency interactions with university and community college programs allow programs to have more choices for their college students for practicum and internship possibilities, and brings specialized services (e.g. audiology) to programs. Interactions with state agencies allow provision of affordable service to clients and staff. Procurement has been centralized to more efficiently meet state procurement law. Training is provided at a variety of leadership levels to promote quality of service to constituents.

Advocacy training is being provided to parents to assist them in understanding their rights. Intensive training has been obtained in NCLB, IDEA, IEP and MIPS to maximize service to students served at ASDB.

Issue 6 Enhancing curriculum and instructional accountability.

Curriculum enhancement has occurred on a variety of levels with all programs served by ASDB. Curriculum Based Measurement is being conducted with students with hearing impairment. Quality Programming for the Visually Impaired training is being conducted at all regional cooperatives and at the site-based programs. A literacy program has been implemented with young students with hearing impairment and their families to promote increased reading. A curriculum selection process and accompanying textbook purchases have been completed in site-based

programs. Curriculum enhancement activities continue in the areas of science and social studies through History Alive! and Science Alive! trainings. Currently, curriculum is being evaluated in Language, Reading, Mathematics, and Science.

Instructional accountability continues to be a critical focus area of the Agency. A large data based has been collected to compare results of standardized testing with fixed factors. Training is provided for teachers to enhance their use of results from standardized assessment in planning the educational program for their students. The accountability coordinator have created an ongoing dialogue with ADE to obtain test results for those students that require accommodations.

Issue 7 Reviewing the Agency structure to enhance communication, efficiency and effectiveness.

The Agency is restructuring the operation of the Early Childhood Program in response to increased demand on a statewide basis. The Birth to Three Program is being assessed and ideas proposed to promote better and increased services to infants and toddlers in home based programs. The Three to Five Program is being assessed to look at how to provide preschool services closer to the students' homes across the state. The Agency continues to investigate ways to increase services through partnerships with local school districts. An Instructional Council has been established to develop and follow the priorities of the Agency. The Council meets on a regular basis to bring issues pertinent to the entire agency together in one forum for discussion and planning. Regional Directors and Principals have monthly meetings to review agency issues.

Issue 8 Providing students and staff with appropriate facilities.

The Legislature appropriated \$19 million dollars to be used to address building needs on both campuses. A new middle school/high school has been constructed on the Phoenix campus and was occupied for the 2008-2009 school year. In Tucson, the current student health center and OT/PT buildings are being replaced. The building is currently under construction with a completion schedule allowing the building to be occupied January 2009. The building will also include a new Career and Technical Education center. Three of the final four dormitories that did not have air conditioning are have had air-conditioning added. The fourth is in the process of having air conditioning added with an anticipated completion of November 2008. In Phoenix, satellite programs for the have been established in elementary schools in partnership with school districts to serve preschool students with sensory impairments closer to their homes. Additional programs are being explored with other local school districts. Since these programs are dependent on the availability of space, it is not always possible to have satellite programs where they are needed the most.

SDA 1.0

Program Summary

PHOENIX DAY SCHOOL

Robert Hill, Ass't Superintendent of Curriculum and Instruction

Phone: (520) 770-3087

A.R.S. § 15-1300 et. Seq

Mission:

To create a nurturing environment in which children who are deaf or hard of hearing feel valued, develop their unique abilities, strive to achieve academic excellence, and develop skills to help them become productive and responsible members of society. This mission is based upon the belief that all children with sensory impairments can learn and that every effort must be made to ensure that students are provided with a complete education in a safe environment where they can fulfill their academic potential.

Description:

PDSD was established in 1967 and has expanded over the years from its inception as an elementary school to include a middle school and high school. The campus in North-Central Phoenix sits on 14 acres and currently provides educational services to approximately 295 students aged 5 through 22 who live within the metropolitan Phoenix area to the extent that daily transportation is feasible.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,555.9	4,132.5	4,669.8
Other Appropriated Funds	5,847.4	5,027.0	5,027.0
Other Non Appropriated Funds	2,367.7	2,831.3	2,831.3
Program Total	10,771.0	11,990.8	12,528.1
FTE Positions	194.7	194.7	194.7

- ◆ **Goal 1** To increase efficiency and effectiveness in the instructional program for students served by ASDB Programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Individual Educational Plans (IEP) with participation of representatives from school districts	95	100	95
Percent of IEPs developed with participation of parent	95	95	95

- ◆ **Goal 2** To exceed all expected performance standards as identified by the TerraNova, AIMS, and AIMS-A for every student served by an ASDB Program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of parents satisfied with the quality of the program in Phoenix	95	95	95
Percent of parents satisfied with their involvement in the program	95	90	95

- ◆ **Goal 3** To effectively manage transportation, food service and medical services to ensure that these programs are supportive of the educational programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of parents satisfied with the quality of transportation services provided at PDSD	95	95	95
Percent of parents satisfied with the quality of food services provided at PDSD	88	85	85
Percent of parents satisfied with the quality of medical services provided at PDSD	100	95	95

SDA 2.0

Program Summary

TUCSON CAMPUS

Robert Hill, Ass't Superintendent of Curriculum and Instruction

Phone: (520) 770-3087

A.R.S. § 15-1300 et. Seq

Mission:

To work together with the parents, school districts, business and community members to create nurturing environments in which children with sensory impairments feel valued, develop their unique abilities, strive to achieve academic excellence, and develop skills to help students become productive and responsible members of society. This mission is based upon the belief that all children with sensory impairments can learn and that every effort must be made to ensure that students are provided with a thorough and efficient education in a safe environment where students can fulfill their academic potential.

Description:

ASDB's Tucson Campus is the home of the Arizona School for the Deaf (ASD), the Arizona School for the Blind (ASB), the Visually Impaired Preschool (VIP), the Center for Hearing Impaired Children (CHIC), the evaluation center for the entire agency (Technical Assistance to Schools [TAS]), and the ASDB administrative headquarters. The Tucson Campus has boarding facilities for students who live far from the Tucson Campus and need the services that only a special school for the deaf or the blind can provide. Currently about 251 students aged 5 through 22 attend the Tucson Campus, and of these about 102 live in the campus residence halls.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	11,261.7	10,659.7	11,655.8
Other Appropriated Funds	5,660.2	6,614.6	6,614.6
Other Non Appropriated Funds	2,093.1	1,323.7	1,323.7
Program Total	19,015.0	18,598.0	19,594.1
FTE Positions	304.5	304.5	304.5

- ◆ **Goal 1** To increase efficiency and effectiveness in the instructional program for students served by ASDB Programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Individual Educational Plans (IEP) with participation of representatives from school districts in Tucson	100	95	95
Percent of IEPs developed with participation of parent	99	95	95
Percent of parents satisfied with their involvement in the program in Tucson	99	95	95
Percent of parents satisfied with the quality of educational programs provided to their child.	98	95	95

- ◆ **Goal 2** To exceed all expected performance standards as identified by the TerraNova, AIMS, and AIMS-A for every student served by an ASDB Program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of parents satisfied with the quality of the program in Tucson	98	90	95

- ◆ **Goal 3** To effectively manage transportation, food service and medical services to ensure that these programs are supportive of the educational programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of parents satisfied with the quality of transportation services provided at ASD/ASB in Tucson.	97	95	95
Percent of parents satisfied with the quality of food services provided at ASD/ASB in Tucson.	96	90	90
Percent of parents satisfied with the quality of medical services provided at ASD/ASB in Tucson.	97	95	95

SDA 3.0

Program Summary

REGIONAL COOPERATIVES

Dr. Harold E. Hoff, Superintendent

Phone: (520) 770-3704

A.R.S. § 15-1300 et. Seq

Mission:

To work together with the parents, school districts, local business and community members to create nurturing environments in which children with sensory impairments feel valued, develop their unique abilities, strive to achieve academic excellence, and develop skills to help them become productive and responsible members of society.

Description:

The assessment of students is done by certified staff personnel many of whom have advanced degrees up to and including several individuals with Doctorates. Instruction is provided by itinerant teachers who serve several school districts. These teachers work in cooperation with the child's family and the local school district. Placement for each child is a team decision made by the family, the home school district and the staff. The decision is based on the individual comprehensive evaluation and the Individual Education Plan.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,541.8	1,008.7	1,124.6
Other Appropriated Funds	0.0	438.9	438.9
Other Non Appropriated Funds	17,393.6	19,145.8	19,145.8
Program Total	18,935.4	20,593.4	20,709.3
FTE Positions	338.9	338.9	338.9

◆ **Goal 1** To operate the Cooperatives in a cost effective manner

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Per student costs for Cooperatives	12,317	14,188	14,188

◆ **Goal 2** To provide quality programming for students

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of parents rating the program as good or excellent	99	95	95

◆ **Goal 3** To provide programming meeting the individual needs of students

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of parents rating the student IEP progress as good or excellent	98	95	95

◆ **Goal 4** To increase the number of students served through the regional cooperatives.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of students served by the regional cooperatives and the Outreach program	1579	1550	1600

◆ **Goal 5** To increase the number of school districts served by the Cooperatives

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of districts served by the Cooperatives	215	215	215

SDA 4.0

Program Summary

PRESCHOOL

Dr. Harold Hoff, Superintendent

Phone: (520) 770-3704

A.R.S. § 15-1300 et. Seq

Mission:

To look at the whole child, as a member of a family, as a child first who happens to be visually impaired, blind, hearing impaired or deaf. We are committed to nurturing the child and the family through education, involvement and continued support. We will be sensitive to the cultural, emotional, social and educational priorities of each family. We are committed to fostering a partnership with families that will enable the child with visual impairments to reach personal independence.

Description:

There two components to the Preschool program offered by ASDB, Parent Outreach and Preschool. The Parent Outreach Program serves children birth to three with hearing and visual impairments as well as children who are deaf-blind. The statewide program serves every county in the state of Arizona. ASDB participates with the Arizona Early Intervention Program (AzEIP) in providing early intervention services to families and their children with sensory impairments under IDEA (The Individuals with Disabilities Education Act) Part C. The AzEIP participating State Agencies are the five state agencies identified in A.R.S. §§ 8-651 and 8-652 as responsible for maintaining and implementing a comprehensive, coordinated, interagency system of early intervention services. The five participating state agencies identified in A.R.S. § 8-652 are: Arizona Department of Economic Security (DES), Arizona State School for the Deaf and the Blind (ASDB), Arizona Department of Health Services (ADHS), the Arizona Health Care Cost Containment System (AHCCS), and the Arizona Department of Education (ADE). Currently, 393 children are served by the program. The Preschool program serves VI and HI children from 3 to 5 in a structured learning environment on the Tucson campus and in Phoenix at several locations throughout the metropolitan area. Services offered to eligible children, their families and school districts include: Family education, developmentally appropriate center based preschool education, comprehensive educational assessment, functional vision assessments, audiological assessment, orientation/mobility services, physical therapy, sensory integration therapy, occupational therapy, speech/communication therapy, feeding therapy, transition to kindergarten and transportation.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,211.7	1,503.1	2,050.6
Other Appropriated Funds	2,791.9	2,614.9	2,614.9
Other Non Appropriated Funds	856.5	1,028.5	1,028.5
Program Total	4,860.1	5,146.5	5,694.0
FTE Positions	63.7	63.7	66.7

◆ **Goal 1** To increase the number of students participating in the Parent Outreach Program

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of students served annually through the Parent Outreach Program and the Preschool program.	489	500	500

◆ **Goal 2** To provide quality programming for preschool students

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of parents rating overall quality as good or excellent	100	90	95
Percent of parents indicating the staff regularly communicates with them.	100	95	95
Percent of parents who feel their child is progressing satisfactorily toward their child's IEP/IFSP goals.	95	95	95
Percent of parents satisfied with their level of participation in the IEP/IFSP and MET process.	100	95	95

Percent of parents satisfied with the services and specialized equipment provided based on the IEP/ISFP.	100	95	95
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by the TerraNova, AIMS, and AIMS-A for every student served by an ASDB Program.

SDA 5.0

Program Summary

ADMINISTRATION

Robert Hill, Ass't Superintendent of Curriculum and Instruction

Phone: (520) 770-3087

A.R.S. § 15-1300 et. Seq

Mission:

To provide leadership and vision for the Arizona State Schools for the Deaf and the Blind programs and to secure, maintain, and protect resources needed to meet the mission of the Agency.

Description:

The Arizona State Schools for the Deaf and the Blind (ASDB) consists of a variety of programs that provide education and evaluation to sensory-impaired children and youth from birth to 22 years of age. School-aged children are served in one of the site based schools located in Tucson or Phoenix or in their home school district through one of the five Regional Cooperative programs. In addition to educational and evaluation services, the ASDB Tucson campus provides a residential program. Sensory impaired preschool children are served in both Tucson and Phoenix. Infants and toddlers with vision or hearing loss receive services in their homes throughout the State. ASDB also provides comprehensive evaluation services for a limited number of referred sensory impaired children with multiple disabilities.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,655.7	4,707.7	4,820.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	643.8	935.0	935.0
Program Total	4,299.5	5,642.7	5,755.0
FTE Positions	74.0	74.0	74.0

◆ Goal 1 To prudently and fairly manage personnel resources of the Agency.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of permanent certified positions filled PDS	86	90	85
Percent of permanent classified positions filled PDS	78	85	85
Percent of permanent certified staff turnover PDS	3	10	10
Percent of permanent classified staff turnover PDS	60	25	25

◆ Goal 2 To effectively manage facilities, transportation, food service and loss prevention to ensure that these services are supportive of the educational programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of parents satisfied with the quality of the medical services provided at ASDB.	98	95	95
Percent of parents satisfied with the quality of transportation services provided at ASDB.	96	95	95
Percent of parents satisfied with the quality of food services provided at ASDB.	94	90	90

◆ Goal 3 To maintain a positive relationship with parents

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of parents satisfied with leadership at ASDB	97	90	90
Percent of parents rating overall quality of services as good or excellent based on annual survey PDS	98	95	95

◆ Goal 4 To exceed all expected performance standards as identified

◆ Goal 5 To prudently and fairly manage personnel resources of the Agency

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of permanently certified positions filled (TC)	86	90	90
Percent of permanent classified positions filled (TC)	69	90	80
Percent of permanent certified staff turnover (TC)	3	10	10
Percent of permanent classified staff turnover (TC)	56	25	25

◆ Goal 6 To maintain a positive relationship with parents.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of parents rating overall quality of services as good or excellent based on annual survey (TC)	98	90	90

◆ Goal 7 To provide quality services to the schools within the Regional Cooperatives

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of parents with students served through the cooperatives satisfied with the services provided by ASDB.	99	95	95

DFA 0.0

Agency Summary

COMMISSION FOR THE DEAF AND HARD OF HEARING

Sherri L. Collins, Executive Director

Phone: (602) 542-3336

A.R.S. §§ 36-1941 through 36-1978

Mission:

To ensure, in partnership with the public and private sectors, accessibility for the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties to improve their quality of life.

Description:

The Arizona Commission for the Deaf and the Hard of Hearing (ACDHH) acts as an information bureau for the Deaf, Hard of Hearing, DeafBlind, and individuals with speech difficulties, as well as for State agencies and institutions providing services to those consumers. Local government and other public or private community agencies benefit also from ACDHH information, programs and activities. An excellent example of services benefiting the community: ACDHH Deaf and Hard of Hearing Specialists provide sensitivity training for State agencies or other organizations and groups that work with Deaf, Hard of Hearing, DeafBlind, and individuals who have speech difficulties.

ACDHH also administers a telecommunications equipment distribution voucher program that loans equipment to qualifying Arizona State residents. The Arizona Relay Service (7-1-1), which allows equal accessibility of public telephone service, is available through ACDHH as well. The service is administered by ACDHH and is required by the Federal Communications Commission (FCC). ACDHH is also mandated to provide licensing of American Sign Language interpreters and certification of American Sign Language teachers.

Agency Summary:

(\$ Thousands)			
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ COUNCIL ACTIVITIES	1,800.2	2,675.5	2,675.5
➤ TDD - TELECOMMUNICATION DEVICE FOR THE DEAF	2,672.3	2,765.6	2,765.6
Agency Total:	4,472.5	5,441.1	5,441.1

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,472.5	5,441.1	5,441.1
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	4,472.5	5,441.1	5,441.1
FTE Positions	16.0	16.0	16.0

Strategic Issues:

Issue 1 *Lack of an effective quality assurance system to manage and monitor the telecommunications relay service (TRS), implementation of governmental mandates, products and services, and handling consumer complaints.*

1A.) Due to the size of the TRS operation and its statewide coverage, effective monitoring and management of products, services, consumer complaints and governmental mandates is hindered by the Commission's staffing limitations. Additionally, there is no set practice in place for quality assurance purposes. 1B.) The current appropriation will not satisfy the impending cost of intrastate video and IP relay service.

Issue 2 *Satisfaction of the legislative mandate to establish and administer a statewide program to purchase, distribute and repair telecommunications devices necessitates the establishment of demonstration sites throughout the state.*

In order to maintain and improve consumer satisfaction with the

telecommunications equipment distribution program, demonstration sites are needed to provide hands on training, as well as assistance in the selection of devices.

Issue 3 *The Legislature has mandated the Commission ensure that a sufficient supply of licensed interpreters are available, particularly those with legal interpreting skills; however, the demand is far greater than the supply.*

The state of Arizona faces a constant shortage of qualified interpreters, thus forcing consumers in the private and public sectors to rely on unqualified interpreters, to a probable detrimental effect on consumers. Miscommunication in a medical environment may result in injury or death; miscommunication in the courts or with police may ultimately abridge the rights of a citizen; and miscommunication in the private sector may result in strained employer/employee relations.

Issue 4 *Lack of awareness in the public and private sectors about the Commission's available resources and services results in under-service to the eligible population as well as the general population.*

While the Commission serves an ever-growing number of consumers, the number of those not provided with Commission resources and services is far greater. The general population as well as those with hearing loss can only utilize the Commission's resources and services if they are made aware of them.

Issue 5 *Satisfaction of legislative mandates on American Sign Language (ASL) teacher certification standards.*

The Commission is tasked with the responsibility to develop ASL teacher certification standards. The need for ASL teacher certification standards results from the fact that the Arizona educational system does not have effective and efficient instruments to determine an individual's suitability as an ASL instructor.

Program Summary

DFA 1.0

COUNCIL ACTIVITIES

Lynn Wakefield, Business Manager

Phone: (602) 542-3363

A.R.S. §§ 36-1941 through 36-1978

Mission:

To assist agency administrators and political subdivision directors improve the quality of services available for Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties; and to educate the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties on how best to access services.

Description:

The agency director and staff make numerous presentations to public organizations, agencies and private businesses on the needs of the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties. These individuals coordinate consumer workshops, seminars, and interpreters for the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties training programs. Support staff responds to hundreds of inquiries regarding technology, laws, and availability of services.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,800.2	2,675.5	2,675.5
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,800.2	2,675.5	2,675.5
FTE Positions	11.0	11.0	11.0

◆ **Goal 1** To increase public awareness of accessibility issues related to the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of information and	16,375	17,500	18,000

referral contacts

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of persons receiving training, exhibits and workshops providing information on the Arizona Commission for the Deaf and Hard of Hearing, the Arizona Relay Service, and the Arizona Telecommunications Equipment Distribution Program	75,000	80,000	80,000

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total website visits	50,000	90,000	90,000

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of newsletters distributed annually	9,600	18,000	18,000
Number of viewers impacted by Community View on an annual basis	96,000	96,000	96,000

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of website visits	50,000	90,000	90,000
Total number of advertisements	6	8	10
Total number of articles	10	15	20

- ◆ **Goal 2** To increase the number of public and private sector partnerships in providing training and program services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of partnerships formed	5	10	5

- ◆ **Goal 3** To prepare present and future American Sign Language instructors for national-level standards and certification.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of workshop hours	0	5	4

- ◆ **Goal 4** To improve interpreter support services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of licensed general interpreters	26	28	31
Explanation: Legal & Provisional			
Average number of calendar days from receipt of complaint about licensed interpreter to resolution	270	90	90
Number of complaints about certified/licensed interpreters	1	5	5
Number of general licensed interpreters	167	175	191
Number of licensed legal interpreters	26	28	31
Number of provisional interpreters	105	145	190

- ◆ **Goal 5** To improve public relations on issues related to hearing loss.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Increase the number of printed articles related to the Arizona Commission for the Deaf and Hard of Hearing.	17	20	20
Increase the number of printed articles related to the Arizona Telecommunications Equipment Distribution Program.	5	15	15
Increase the number of printed articles related to the Arizona Relay Service.	6	10	10
Increase number of telecommunication advertisements for Arizona Relay Service.	52	52	52
Increase number of telecommunication advertisements for Arizona Telecommunication Equipment Distribution Program	52	52	60

DFA 2.0

Program Summary

TDD - TELECOMMUNICATION DEVICE FOR THE DEAF

Lynn Wakefield, Business Manager

Phone: (602) 542-3363

A.R.S. §§ 36-1941 through 36-1978

Mission:

To provide telecommunications access for the Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties.

Description:

The Agency provides various assistive devices on a loaner basis to State residents who are Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties. In addition the Agency, through a contract with an interstate telephone company (currently Hamilton Communications), provides telephone relay services 24 hours a day. This relay service provides a link between Deaf, Hard of Hearing, DeafBlind and persons with speech difficulties and all other telephone users.

Funding and FTE Summary:	(Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds		0.0	0.0	0.0
Other Appropriated Funds		2,672.3	2,765.6	2,765.6
Other Non Appropriated Funds		0.0	0.0	0.0
Program Total		2,672.3	2,765.6	2,765.6
FTE Positions		5.0	5.0	5.0

- ◆ **Goal 1** To monitor telecommunications relay services to ensure compliance with current contract.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of telecommunication relay service calls completed without a complaint	99.98	98	99.90
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Annual call minutes for the telecommunications relay service	1,160,411	1,300,000	1,276,767

- ◆ **Goal 2** To administer voucher system of the Telecommunications Equipment Distribution Program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of customer satisfaction with equipment distribution voucher program	97.87	97	90
Number of equipment distributed to consumers	1,766	1,500	1,500
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of applications distributed to consumers regarding the equipment distribution program	2,000	1,500	1,500
Explanation: AZTEDP applications are primarily available at demonstration sites.			
Number of demonstration performed	1,773	1,500	1,500

DXA 0.0

Agency Summary

BOARD OF DENTAL EXAMINERS

Kevin B. Earle, MPH, Executive Director

Phone: (602) 242-1492

A.R.S. §§ 32-1201, 32-1299

Mission:

To provide professional, courteous service and information to the dental profession and the general public through examination, licensing, complaint adjudication and enforcement processes to protect the oral health, safety, and welfare of Arizona citizens through a fair and impartial system.

Description:

The State Board of Dental Examiners examines, licenses, and certifies professionals to practice in the field of dentistry. The Board also accepts complaints against licensees and certificate holders, investigates allegations, and administratively adjudicates complaints. The Board serves approximately 8,000 professionals licensed or certified to practice in the state, as well as all Arizona citizens who receive their professional services.

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,097.8	1,102.8	1,190.5
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,097.8	1,102.8	1,190.5
FTE Positions	11.0	11.0	11.0

Strategic Issues:

Issue 1 Information Technology Development

The Board continues to work through the Project Investment Justification (PIJ) process in upgrading existing equipment and software toward the development of a new database. Efforts will be directed to accomplish the following PIJ objectives as approved by GITA and the Legislature. 1) Replace the existing DOS platform DataPerfect database with a current Windows based system. 2) Provide software capable of enabling current key staff to manage the network and build the new database. 3) Launch the new database for universal access to the agency. 4) Take control of the web site with a staff member serving as webmaster and publish portions of the database for public use via the internet. 5) Initiate paperless media for Board member review at Board meetings. Development of the new database and purchase of state-of-the-art software enables staff to update, access and retrieve information in a more efficient and timely manner. A web-ready database designed for ultimate interface with the web site will enable the public to access licensing and complaint histories on line reducing staff time spent in verbal and written license and complaint history verifications. Developing the potential of paperless Board meetings will reduce printing and delivery costs from the current 10,000 plus pages per Board member, per meeting. Staff will manage documents via electronic archiving. Board members will view Board meeting materials via laptop computers.

- ◆ **Goal 1** To ensure the health, safety, and welfare of the public through regulation of the dental profession.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of days from receipt of completed application to issuance or denial of certification or license	3	10	10
Total number of applications received	888	874	870
Total number of individuals or facilities licensed	7913	8637	8401
Customer satisfaction rating (scale 1-5)	5	4	4
Total number of licenses/renewals issued	3647	2882	2944
Average calendar days to renew a license (from receipt of application to issuance)	10	10	10

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of cases adjudicated each calendar year (ratio of complaints resolved to complaints received)	121	90	90
Average number of calendar days from receipt of complaint to resolution of complaint	124	150	150
Percent of investigations resulting in disciplinary or enforcement action	14	15	15
Number of licenses revoked or suspended	11	11	11
Total number of investigations conducted	536	503	520
Total number of complaints received annually	529	453	482
Total number of inspections conducted	85	173	153
Percent of total licensees with disciplinary action	2	5	5

- ◆ **Goal 2** To ensure compliance with statutory mandates

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Publication of periodic newsletter that provides information to licensees regarding statutes and rules	2	2	2

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Administration as a percent of total cost	5.1	5.0	5.0

DPA 0.0

Agency Summary

DRUG AND GANG PREVENTION RESOURCE CENTER

Cassandra A. Larsen, Director

Phone: (602) 496-1320

A.R.S. § 41-2402,H

Mission:

To help organizations, individuals, neighborhoods, and communities decrease drug and gang related problems and other destructive behaviors. To help Arizonans encourage and develop healthy and successful families and communities.

Description:

The Arizona Drug and Gang Prevention Resource Center is a statewide resource system that assists agencies, organizations, and coalitions in their community's drug and gang prevention activities. The Center manages an information clearinghouse (exhibits; literature distribution; video, book, curricula, visual learning aids & games and material loans), addresses evaluation of prevention programs, provides training and technical assistance in utilizing programs designated as Model, Effective or Promising. The Center collaborates with state and local government agencies, school districts, and social service organizations in the submission of grant proposals to enhance funding for prevention and to improve the lives of Arizonans.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	500.6	639.0	639.0
Other Non Appropriated Funds	756.5	1,393.4	1,393.4
Program Total	1,257.1	2,032.4	2,032.4
FTE Positions	14.3	23.3	23.3

Strategic Issues:

Issue 1 Statewide Accountability

The Center continues to seek state or grant funding to enable it to continue to assist the Arizona Substance Abuse Partnership (ASAP) subcommittees with identifying effective programs statewide. The Center will continue to procure funding to promote the use of nationally recognized research based (effective) programs when collaborating on grant proposals and while providing technical assistance.

- ◆ **Goal 1** To provide prevention services to communities, schools, and government agencies. To help Arizonans encourage and develop healthy and successful families and communities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Prevention service requests completed (in thousands)	2.6	2.5	2.5
Number of people directly and indirectly impacted (in thousands)	28.6	35.0	25.0

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction rating of agencies being served by the Center (scale of 1 to 8)	6.9	7.3	7.3

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of grant proposals the Center assisted organizations, schools and agencies in writing.	17	22	20
Value of grant proposals awarded to organizations, schools and agencies through collaborative proposals the Center assisted on (in thousands)	368.2	760.0	700.0
Twenty			

- ◆ **Goal 2** To facilitate state level policy analysis by providing research and drug and gang program information to the Governor's

Arizona Substance Abuse Partnership (ASAP).

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of nationally recognized effective (research-based) programs identified to serve as a resource for Arizona based agencies who are planning and delivering programs. This is a simple count of the different types of effective programs in use. It does not count the number of times each program was used.	300	302	303
Number of agencies reporting publicly supported education, prevention and treatment programs related to substance abuse and participation in criminal street gangs in operation in this state. (reported in whole numbers)	12	12	12

DEA 0.0

Agency Summary

DEPARTMENT OF ECONOMIC SECURITY

Tracy L. Wareing, Director

Phone: (602) 542-5678

A.R.S. 41-1954

Mission:

To promote the safety, well-being and self-sufficiency of children, adults, and families.

Description:

The Department of Economic Security (DES) is an integrated human services agency that provides critical protective and assistance services each month to more than one million of Arizona's children, adults and families.

Together, DES' programs impact the safety, well-being and self-sufficiency of Arizonans. Some of these programs include: Child Protective Services; Children Services to provide families the tools they need to care for their children; child care assistance for working parents; Adult Protective Services; domestic violence shelter and supports; early intervention services for infants and toddlers at risk of developmental delays; home and community-based services for individuals with developmental disabilities and the aged; independent living programs for both seniors and young adults; unemployment insurance; employment assistance including vocational rehabilitation and job training; and child support enforcement.

DES and its services are an integral part of the Arizona community. Recognizing the interconnectedness and interdependence between DES services and community resources, the Department works closely with a network of community organizations and providers, as well as federal agencies that oversee Department programs, other state agencies, and Native American tribes in the delivery of services to the people of Arizona.

The Department's objective is to move beyond simply delivering services to ensuring that these services are offered to improve outcomes and are integrated to best meet the clients' needs in the most effective and efficient manner possible. Emphasis is on assisting individuals and families to gain the tools they need to effectively and permanently escape the hardships of poverty and other barriers that currently prevent them from being self-sufficient.

The following overarching, interrelated goals have been established for DES:

Strengthen individuals and families
Increase self-sufficiency
Develop the capacity of communities

These goals serve as the framework and foundation for the DES vision that every child, adult, and family in the state of Arizona will be safe and economically secure.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ADMINISTRATION	130,374.1	130,987.6	104,098.1
➤ DEVELOPMENTAL DISABILITIES	1,117,249.0	941,896.0	1,086,972.7
➤ BENEFITS AND MEDICAL ELIGIBILITY	1,144,140.0	1,188,473.2	1,207,124.4
➤ CHILD SUPPORT ENFORCEMENT	16,404.0	17,106.6	18,906.6
➤ AGING AND COMMUNITY SERVICES	116,398.5	118,444.2	120,741.4
➤ CHILDREN, YOUTH AND FAMILIES	512,587.7	521,938.3	587,022.7
➤ EMPLOYMENT AND REHABILITATION SERVICES	760,046.1	865,246.8	886,222.4
Agency Total:	3,797,199.4	3,784,092.7	4,011,088.3

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	785,264.1	808,328.1	936,076.4
Other Appropriated Funds	418,558.7	504,518.7	495,357.2
Other Non Appropriated Funds	2,593,376.6	2,471,245.9	2,579,654.7
Program Total	3,797,199.4	3,784,092.7	4,011,088.3
FTE Positions	11,352.6	11,691.9	12,206.3

Strategic Issues:

Issue 1 Population Growth

Arizona is one of the fastest-growing states in the nation. State statistics identify several populations that will grow significantly, including the birth-to-five year old population, and the number of individuals ages 65 and older.

The number of children in Arizona under five years of age will increase by almost 30 percent by 2020, and there are a number of investments to be made in order to attain the best outcomes for children. Research shows that comprehensive, high-quality care and early learning experiences are linked to children's success in school and in life, and investments in early learning save money by preventing future expenses for remedial education, incarceration, and other public benefits. The Department is working with community partners and with other state agencies to meet the needs of this population. Additionally, the Department remains committed to improving outcomes in the early childhood development field through its work in the Arizona Early Intervention Program and the Child Care Administration's efforts to improve the quality of child care in the state. As Arizona continues to grow, and the number of children under five years of age increases, DES will be required to work with its partners in state government and in the community to assure that these challenges are effectively addressed.

Older adults, ages 65 and over, are the fastest-growing segment of the U.S. population. By 2020, 20 percent of Arizona's population will be over 60 years of age compared to 17 percent in 2003, and for those over 60, the fastest-growing age group is of persons over 85 years of age. As the population ages, Arizona is likely to see an increase in people with medical complications that will limit their ability to live independently. These changes will likely produce a significant increase in demand for long-term care services. At the same time, Arizona's population will have unprecedented numbers of senior citizens as life expectancy edges higher each year. This will require a change in thinking about how to support independence in the elderly population and people with disabilities, recognizing how this will impact all segments of society – not just human services, but also transportation, housing, etc. Additionally, as more and more people have children later in life, there is a growing segment of the population that are raising children at the same time they are taking care of parents. Supports must be put in place for these caregivers and families. This population growth also presents an opportunity for DES,

through work with its partners, to develop civic engagement and volunteerism for the senior population.

The Department must engage in strategic short-term and long-range planning for this growth, engaging partners in other state agencies such as the Department of Health Services and the Arizona Health Care Cost Containment System (AHCCCS), as well as local governmental entities, public and private service providers, and communities to help meet the needs of these growing populations.

Issue 2 Social and Economic Stressors

Numerous factors in today's changing society, individually and combined, create special challenges in the continuum of human service delivery. These factors have a direct, immediate effect, as well as long-range implications on the volume and array of DES assistance services needed.

In Arizona, more than 14 percent of people live in poverty, and 21 percent of Arizona's children are living below the federal poverty level. The federal poverty level for a family of four is currently \$21,200. At DES, best practice research on anti-poverty practices is being utilized to develop strategies to meet these challenges. Strategies include expanding knowledge for working families of the federal Earned Income Tax Credit (EITC) and the child care tax credit, helping families with relatives transitioning out of prison to successfully reintegrate back into their home communities, providing training and education for employment through the Jobs program, and strengthening the role of fathers in supporting their families. Additional areas must be addressed through innovative program designs utilizing community partnerships.

Families today face increasingly complex issues. Violence against children continues to be an issue, oftentimes brought on by the compounding effect of multiple risk factors including poverty and substance abuse, thus establishing critical needs for protective, remedial, prevention and intervention services for children and families. Arizona leadership has recognized that the state faces a methamphetamine crisis. DES has been involved from the start in efforts to respond to this problem, particularly in the areas of prevention, treatment for adults and juveniles, improving access to services throughout the state, and enhancing community efforts to establish Drug Endangered Children (DEC) protocols.

Because the challenges that families face are complex and often interrelated, the strategies and remedies to address them call for a collective effort. The Department continues to look for innovative strategies and to integrate the spectrum of human services both internally and with communities in order to provide and coordinate the most effective services and delivery systems to assist the vulnerable individuals, children and families of Arizona.

Issue 3 Responsive to the Community

DES and its services are an integral part of the Arizona community. In order to carry out its mission to promote the safety, well-being, and self-sufficiency of Arizona's children, adults, and families, the Department recognizes the interconnectedness and interdependence between DES services and community resources. Strong, mutually beneficial relationships are being forged with a broad range of local community organizations and providers, including private, non-profit, faith-based and advocacy organizations, as well as other state agencies and Native American tribes.

Working closely with communities throughout Arizona is a top priority for the Department. The Department is committed to continuing to expand and strengthen these relationships by involving community constituencies in strategic planning and resource allocation efforts. DES recognizes that each community is unique and knows best what they need. Not only do communities have the answers, but they also know what questions need to be asked and DES is committed to listening. The Department is enhancing the role of family voice, community partnerships, tribal relationships, and sister agency collaboration to improve outcomes for Arizona's children and families.

Utilizing the principles of Asset-Based Community Development through the DES Community Network Teams and the Community Development and Family Leadership Workgroup, DES is working to further embed community involvement and capacity building into the work of DES in the community.

DES collaborations are involving individuals in the community to build their capacity as leaders. A foundational effort to develop leadership utilizes principles of the Breakthrough Series Collaborative on Service Integration as a fundamental practice of the Department for further embedding the voice of families.

DES continues to move forward in collaboration with its many community partners to accomplish the goals set forth by the Department. The integrated and innovative approach to human services that is inherent to DES is crucial to developing and incorporating how to best assist the populations DES serves in order to achieve the best possible outcomes for the vulnerable individuals, children and families of Arizona.

Issue 4 Federal Funding Reductions and Unfunded Mandates

As it has over the past several years, the federal government continues to shift program costs to the state while increasing administrative burdens. These actions are occurring at the same time that a challenging economy is resulting in decreased state revenues while increasing the demand for services. The Deficit Reduction Act of 2005 (P.L. 109-171) shifted costs to the states for child welfare and child support enforcement services. Backfilling just those cuts costs the state almost \$17 million per year.

During these times of declining funding or flat funding – which, for a fast-growing state like Arizona is tantamount to a cut – the federal government is inappropriately encroaching upon states' ability to manage their own programs new restrictions and administrative burdens. For example, several new regulations related to the Temporary Assistance for Needy Families block grant are designed to make it more difficult for states to achieve the required work participation rate. Additionally, the federal government has proposed creating more stringent error rate measurements. No additional funds have been provided for any of these new mandates.

In other instances, outdated federal laws no longer serve the purposes for which they were created. As an example, federal funding is available for children who have been removed from their home, but is generally not available for children who are placed with relatives or to provide services designed to keep families intact. A funding formula in the Low Income Home Energy Assistance Program (LIHEAP) that disproportionately benefits cold-weather states also does not serve states like Arizona where people need assistance during the summer months. Though one-time LIHEAP funding was made available to partially address this inequity this year, the outdated and unfair formula remains and will dictate future year allocations.

The Department, like other human service agencies in the state and across the nation, continues to struggle with an out-of-touch federal government. Any dollar spent backfilling federal cuts or complying with new administrative mandates is a dollar that cannot be spent to actually improve services. The Department actively participates with various national organizations that advocate on behalf of the states and looks forward to working with a new Congress and Administration to establish a more productive state/ federal partnership.

Issue 5 Department Capacity

In order to function as a high performance organization in providing integrated services to individuals and families served by the Department, DES must position itself within the community with a solid foundation grounded in qualified, motivated employees and high quality business systems, including a sound technological base. These are absolute requisites for doing business in the 21st century. To facilitate integrated services and improved outcomes for children, adults and families in Arizona, the Department is placing particular focus on workforce planning and information technology improvements.

DES, like many other state agencies, experiences challenges in attracting and retaining a qualified workforce. Recruitment, development and retention of qualified staff are crucial to achieving the Department's vision, mission, and goals. Qualified employees are a good investment to prevent the costs of turnover, retraining and low morale.

Repositioning the workforce is a major focus of health and human services across the country. While fewer students are electing to enter the social work and related fields, more experienced staff are reaching retirement

age. Across Arizona, DES and its partners are advocating for solutions and developing strategies to improve employee recruitment, retention and training. Arizona can be a national leader in this area through strong partnerships, and DES will continue to address workforce needs in a collaborative way.

State government, like most American businesses, increasingly relies on information technology for the provision of services, financial management, personnel management and responding to federal and state reporting requirements. The Department requires a sound technological infrastructure to support integrated service delivery, increased demand for services, and E-government expansion to improve access to services and facilitate improved outcomes for children, adults, and families throughout Arizona.

Several information technology systems within the Department are no longer functionally adequate to meet internal and external business needs. DES must invest in improvements and modern, integrated systems.

Beyond addressing specific needs of the human services workforce and information technology, capacity is a key environmental factor in service delivery. Capacity issues include lack of early intervention services, substance abuse treatment, transportation, and other infrastructure issues. In addition, Arizona's smaller and rural communities, while sometimes facing capacity concerns themselves, also present an opportunity for DES engagement and improvement by working together and seeing the smaller size as an advantage.

To address this strategic issue and to help DES continue to move forward as a high-performance organization, twelve department-wide strategies have been identified. These have been structured according to the five areas of focus of the DES Business Model as either foundational – what must take place now to move forward – or as actions that help strengthen the organization. Each action area is reflective of a sector of the Business Model, and incorporates proactive communication and individual and family voice.

Strategies Foundational to the Organization:

1. Ensure alignment of the Department's vision, mission, values and overall goals and engage in disciplined and strategic thinking
2. Develop Executive Leadership
3. Ensure effective Department evaluation
4. Effectively frame issues, aligning all communication with agency vision, mission, values and overall goals
5. Ensure meaningful engagement of key management and decision-making bodies in DES, such as the Economic Security Advisory Council (ESAC), Executive Leadership, Partners in Action, Change, and Excellence (PACE), District Quality Councils (DQC), Native American Advisory Council, etc.

Strategies that Strengthen the Organization:

1. Enhance the role of family voice, community partnerships, tribal relationships, and sister agency collaboration to improve outcomes for Arizona's children and families
2. Engage in continuous improvement of staff by aligning employee performance expectations with organizational values and expected results
3. Continuous improvement of customer service
4. Ensure a quality workforce
5. Enhance training and supports for supervisors
6. Improve technology to support agency goals
7. Provide a quality physical work environment that furthers the mission of

the agency

DEA 1.0

Program Summary

ADMINISTRATION

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 41-1954

Mission:

To provide leadership, direction, coordination, and support to enable the Department of Economic Security to achieve its mission and vision.

Description:

The Administrative support areas provides leadership, direction, coordination, and support to the Department and its nine divisions in delivering human services to the people of Arizona.

This Program Contains the following Subprograms:

- ▶ Central Administration
- ▶ Finger Imaging
- ▶ Attorney General Legal Services
- ▶ Disaster Recovery
- ▶ Governor's Advisory Council on Aging
- ▶ Governor's Council on Developmental Disabilities
- ▶ Arizona Early Intervention Program
- ▶ Document Management

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	35,259.7	35,798.0	31,994.6
Other Appropriated Funds	6,933.5	10,316.7	6,760.3
Other Non Appropriated Funds	88,180.9	84,872.9	65,343.2
Program Total	130,374.1	130,987.6	104,098.1
FTE Positions	1,096.6	1,097.3	1,114.9

DEA 1.1

Subprogram Summary

CENTRAL ADMINISTRATION

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

PL 108-446

Mission:

To provide leadership, direction, coordination, and support to enable the Department of Economic Security to achieve its mission and vision.

Description:

The Central Administration of DES consists of the Office of the Director, Employee Services and Support, Business and Finance, Technology Services, Financial Services, Human Resources, and Organization and Management Development.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	33,870.1	33,914.2	30,010.7
Other Appropriated Funds	6,381.3	9,473.6	5,917.2
Other Non Appropriated Funds	74,541.5	71,113.6	51,483.0
Program Total	114,792.9	114,501.4	87,410.9
FTE Positions	1,041.0	1,039.7	1,055.3

- ◆ **Goal 1** To improve communication and collaboration within the Department and with other stakeholders, including clients, other agencies, and the broader community in order to

improve customer access, service, outcomes, and satisfaction throughout the state.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Agencywide customer satisfaction rating (Scale 1-5)	3.8	3.9	3.9
Human Resources Administration customer satisfaction rating based on annual survey for the Appellate Services Administration (Scale 1-5)	4.7	4.6	4.6
Customer satisfaction rating based on annual survey for the Appellate Services Administration (Scale 1-5)	4.2	4.3	4.4
Customer satisfaction rating based on annual survey for Office of Organization and Management Development (OMD) (Scale 1-5)	NA	4.2	4.2
Number of referrals to the Ombudsman Program (Data will be available in the next Master List submittal)	-	-	-
Number of equal opportunity cases received	87	80	80
Percent of equal opportunity cases completed	100	100	100

- ◆ **Goal 2** To create a Department culture and infrastructure that supports employees, promotes excellence, and fosters culturally and linguistically appropriate human service delivery.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Agencywide employee satisfaction rating (Scale 1-5)	3.6	3.6	3.6
Percent of agency staff turnover as reported by Arizona Department of Administration	18.8	18.0	17.5
Number of new employee recruitment and retention strategies implemented	8	4	4
Percent of hires filled through internal promotion	8.8	9.0	9.0
Number of employee recognition celebrations	2,384	2,600	2,700
Number of staff attending cultural diversity training	1,203	1,203	1,203

- ◆ **Goal 3** To improve the quality and efficiency of services delivered to customers.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total Office of Accounts Receivable and Collections cost per dollar to administer, bill, and collect debts	0.1	0.1	0.1
Number of audits and process improvement projects completed	20	27	27
Number of reviewed DES provider Single Audits with notification letters sent to the programs by Audit and Management Services	95	90	90

- ◆ **Goal 4** To improve public service by enhancing information technology systems and expanding electronic access.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of increase in total number of Family Assistance Administration applications for benefits via One-e-App	7	3	3

- ◆ **Goal 5** To increase operational efficiencies through the implementation of innovative and leveraged information technology solutions.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Department divisions with Web pages on the DES Intranet	9	Done	Done
Develop a methodology to identify, evaluate, prioritize, and monitor Service-Oriented Architecture (SOA) initiatives	50	75	100

Subprogram Summary

DEA 1.2

FINGER IMAGING

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 46-217; 46-218

Mission:

To utilize a fingerprint imaging comparison system in the FAA eligibility determination process for General Assistance, Cash Assistance, and Food Stamps to ensure participants receive benefits appropriately.

Description:

The Arizona Fingerprint Imaging Program (AFIP) is an automated fingerprint imaging comparison system for use in the eligibility determination process. AFIP is designed to ensure that participants only receive benefits for which they are entitled.

Funding and FTE

Summary:	(Thousands) FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	461.3	461.3	461.3
Other Appropriated Funds	99.7	277.5	277.5
Other Non Appropriated Funds	352.7	354.8	354.8
Program Total	913.7	1,093.6	1,093.6
FTE Positions	2.1	2.1	2.1

- ◆ **Goal 1** To maintain an automated fingerprint imaging system used to eliminate multiple enrollments.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Cost-avoidance savings (in thousands of dollars)	*	11,980.2	11,980.2

Explanation: *Savings estimated by applying the current average cost of benefits to number of denials due to fingerprinting. FY 2008 data will be available February 2009.

Subprogram Summary

DEA 1.3

ATTORNEY GENERAL LEGAL SERVICES

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 41-191

Mission:

To provide the Department of Economic Security with high-quality and timely legal advice and representation to promote the safety, economic self-sufficiency, and well-being of children, adults, and families.

Description:

The Attorney General Child and Family Protection Division is responsible for providing legal services to all programs and business operations of the Department of Economic Security (DES). The division provides these services through three sections: the Protective Services Section, which represents Child Protective Services; the Child Support Enforcement Section, which represents the Division of Child Support Enforcement; and the Civil, Criminal Litigation and Advice Section (CLA) which provides legal advice and representation in administrative hearings and state and federal courts to all other programs within the Department, as well as all personnel and operations matters. In addition, CLA prosecutes criminal cases relating to various DES programs, including recipient benefit fraud, employee embezzlement, provider fraud, and criminal nonpayment of child support.

NOTE: Goals and performance measures for this program are included in the Master List for the Attorney General, AGA 1.4, Child and Family Protection Division.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	751.7	747.9	848.0
Other Appropriated Funds	181.0	294.1	294.1
Other Non Appropriated Funds	2,112.9	1,915.0	2,015.9
Program Total	3,045.6	2,957.0	3,158.0
FTE Positions	35.5	35.5	37.5

DEA 1.4	Subprogram Summary
	DISASTER RECOVERY
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. 41-3504	

Mission:

To provide a Disaster Recovery Plan and the most efficient and cost-effective recovery services possible for the Department's data center and network.

Description:

The Division of Technology Services must maintain acceptable recovery point objective and recovery time objective for the equipment and the Department's application systems, which support the agency's mission.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	271.5	271.5	271.5
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	271.5	271.5	271.5
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To maintain a viable DES Data Center "hot site" backup Disaster Recovery Plan.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of annual testing of the Department's data center disaster recovery plan completed	100	100	100

DEA 1.5	Subprogram Summary
	GOVERNOR'S ADVISORY COUNCIL ON AGING
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. 46-183	

Mission:

To advise the Governor, Legislature, and all state departments that the Council deems necessary on all matters and issues relating to the aging population, including the administration of the State Plan on Aging.

Description:

The Governor's Advisory Council on Aging (GACA) is a policy advisory body and does not have regulatory authority. It was established and organized to meet the responsibilities and duties prescribed in A.R.S. § 46-183. The Council advises the Governor, the Legislature, and state departments about aging policies and programs. The Council works to find solutions to the current aging problems and lay groundwork for the future needs of an increasingly aging population.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	176.6	180.1	180.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	185.9	180.8	180.8
Program Total	362.5	360.9	360.9
FTE Positions	2.0	2.0	2.0

- ◆ **Goal 1** To obtain input regarding aging issues, programs, and policies from Council members in order to make legislative, program, and awareness recommendations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of GACA meetings	9	7	7

- ◆ **Goal 2** To engage the public in efforts to inform public policy process on issues related to aging.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Biannual Senior Action Days	NA	5	NA
Number of seniors informed on legislative issues at biannual action days	NA	1,250	NA

- ◆ **Goal 3** To educate the public on aging issues in Arizona and the U.S.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Cosponsor a Mature Workers education seminar and/or job fair	4	4	4
Number of mature workers and employers informed regarding resources and opportunities	Millions**	5,000	5,000
Explanation:	**Includes events and media efforts.		
Sponsor biannual conference on aging	1	NA	1
Number of conference participants informed regarding current aging resources, research, and programs	500	NA	400
Number of Legislative Updates issued to keep senior Arizonans informed of aging issues in the Legislature	25	20	20
Number of State Plan on Aging hearings monitored (occurs only once every 4-5 years)	NA	NA	NA

DEA 1.6	Subprogram Summary
	GOVERNOR'S COUNCIL ON DEVELOPMENTAL DISABILITIES
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. 41-2451	

Mission:

To work in partnership with individuals with developmental disabilities and their families through systems change, advocacy, and capacity building activities that promote independence, choice, and the ability of all individuals to pursue their own dreams.

Description:

The Governor's Council on Developmental Disabilities (GCDD) is Arizona's state planning council for people with developmental disabilities. It was established in 1974 and organized to meet the responsibilities and duties prescribed in the Developmental Disabilities Assistance and Bill of Rights Act (Public Law 98-527 as amended by Public Law 104-183, Public Law 106-402 and state statute (A.R.S. §§ 41-2451 to 41-2454). GCDD measures are reported on federal fiscal year.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,176.9	1,147.8	1,147.8
Program Total	1,176.9	1,147.8	1,147.8
FTE Positions	8.5	8.5	8.5

- ◆ **Goal 1** To ensure all individuals with developmental disabilities will have the choice to acquire, retain, and advance in paid employment with benefits consistent with their interests, abilities, and needs, including supported employment or self-employment, in integrated settings in the community.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of employers and providers of employment services to persons with developmental disabilities who attend best practices training sessions (*federal fiscal year)	*	50	50

- ◆ **Goal 2** To provide all individuals with developmental disabilities unrestricted opportunities and choice for inclusive living.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of professional users registered with Socialserve and completing satisfaction and outcomes surveys on services used to support individuals with disabilities (*federal fiscal year)	*	20	20
Number of people with disabilities living in homes as a result of the Socialserve housing search services (*federal fiscal year)	*	200	200

- ◆ **Goal 3** To have the service system fully responsive to individuals with developmental disabilities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of the Self Advocacy Coalition of Arizona planning committee who participate in board leadership training (*federal fiscal year)	*	-	-
Number of individuals with developmental disabilities interested in becoming staff members of a nonprofit organization who participate in a mentoring program (*federal fiscal year)	*	-	-

- ◆ **Goal 4** To ensure all individuals with developmental disabilities will be valued participating members of their community and will have access to the full range of community services and supports.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of young women with developmental disabilities at the Black Canyon School for Girls who participate in the "Youth in Transition" mentoring program (*federal fiscal year)	*	-	-
Number of first responders who receive training on the "Smart Card" first responders program and how it would impact their service to the community (*federal fiscal year)	*	-	-

- ◆ **Goal 5** To ensure members of the general public and policymakers statewide will be educated about issues impacting the lives of individuals with developmental disabilities and be informed about the council's initiatives.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of the general public educated about Council initiatives through staff conducted outreach at conferences (*federal fiscal year)	*	1,600	1,600

DEA 1.7	Subprogram Summary
ARIZONA EARLY INTERVENTION PROGRAM	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
PL 108-446	

- Mission:**
- To enhance the capacity of families to support the infants and toddlers with delays or disabilities to thrive in their homes and communities.*

Description:

As defined in Section 631 of Public Law 108-446, the Individuals with Disabilities Education Act (IDEA) Part C, Infant and Toddlers with Disabilities, Congress finds that there is an urgent and substantial need to (1) enhance the development of infants and toddlers with disabilities and to minimize their potential for developmental delay, and to recognize the significant brain development that occurs during a child's first three years of life; (2) to reduce the educational cost to our society, including our nation's schools, by minimizing the need for special education and related services after infants and toddlers with disabilities reach school age; (3) to maximize the potential for individuals with disabilities to live independently in society; (4) to enhance the capacity of families to meet the special needs of their infants and toddlers with disabilities; and (5) to enhance the capacity of state and local agencies and service providers to identify, evaluate, and meet the needs of all children, particularly minority, low-income, inner-city, and rural children, and infants and toddlers in foster care. It is, therefore, the policy of the United States to provide financial assistance to States to (1) develop and implement a statewide, comprehensive, coordinated, multidisciplinary, interagency system that provides early intervention services for infants and toddlers with disabilities and their families; (2) to facilitate the coordination of payment for early intervention services from federal, state, local, and private sources (including public and private insurance coverage); (3) to enhance state capacity to provide quality early intervention services and expand and improve existing early intervention services being provided to infants and toddlers with disabilities and their families; and (4) to encourage states to expand opportunities for children under three years of age who would be at risk of having substantial developmental delay if they did not receive early intervention services.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,811.0	9,663.3	9,663.3
Program Total	9,811.0	9,663.3	9,663.3
FTE Positions	7.5	7.5	7.5

- ◆ **Goal 1** To improve the family-centered model for Arizona's children birth to age three who have developmental delays and their families.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of counties that have participated in and completed the AzEIP on-site monitoring process	15	NA	NA
Number of counties that have demonstrated improved compliance and performance as documented through the AzEIP general supervision and monitoring system	NA	8	10

DEA 1.8
Subprogram Summary
 DOCUMENT MANAGEMENT
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 Laws 2007, Chapter 255, Section 28

Mission:
To implement a document management system that meets the Department's needs to manage electronic documents across the enterprise.

Description:
 The Department of Economic Security must share documents and create common work flow processes across all divisions and programs in order to support service integration and further the Department of Economic Security's initiatives to convert paper records to electronic media.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	494.5	494.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	497.6	497.6
Program Total	0.0	992.1	992.1
FTE Positions	0.0	2.0	2.0

◆ **Goal 1** To increase operational efficiencies through the implementation of innovative and leveraged IT solutions.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Conduct an assessment, develop plan, and implement Document Management System projects.	NA	100	100

◆ **Goal 2** To develop and implement a statewide document imaging and barcoding system for FAA local office documents.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of FAA offices imaging in Maricopa County	Done	Done	Done
Percent of balance of FAA offices imaged statewide	73	100	Done

DEA 2.0
Program Summary
 DEVELOPMENTAL DISABILITIES
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. 36-554

Mission:
To support the choices of individuals with developmental disabilities and their families by promoting and providing flexible, quality, consumer-driven services and supports.

Description:
 The Division of Developmental Disabilities, in partnership with individuals with developmental disabilities, their families, advocates, community members, and service providers, administers and manages the various programs, services, and supports to Arizonans and their families who have autism, cerebral palsy, epilepsy, or a cognitive disability, which is manifested before the age of 18, or children who are below the age of six and at risk of having a developmental disability.

This Program Contains the following Subprograms:

- ▶ Developmental Disabilities Operations
- ▶ Case Management - Title XIX
- ▶ Case Management - State Only
- ▶ Home and Community Based Services - Title XIX
- ▶ Home and Community Based Services - State Only
- ▶ Institutional Services - Title XIX
- ▶ Institutional Services - State Only
- ▶ Medical Services
- ▶ ATP-Coolidge - Title XIX
- ▶ ATP-Coolidge - State Only
- ▶ State-Funded Long Term Care
- ▶ Dental Pilot
- ▶ Autism Training and Oversight
- ▶ Medicare Clawback Payments
- ▶ Children's Autism Intensive Behavioral Treatment Services
- ▶ Children's Autism Intensive Early Intervention Services for Toddlers
- ▶ Arizona Early Intervention Program

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	326,129.7	345,339.0	394,148.2
Other Appropriated Funds	22,183.5	26,668.5	29,926.4
Other Non Appropriated Funds	768,935.8	569,888.5	662,898.1
Program Total	1,117,249.0	941,896.0	1,086,972.7
FTE Positions	1,903.2	1,963.2	2,166.2

DEA 2.1
Subprogram Summary
 DEVELOPMENTAL DISABILITIES OPERATIONS
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. 36-554

Mission:
To enhance supports and services to consumers and families through the effective and efficient use of state and federal funding.

Description:
 The Division of Developmental Disabilities serves both Arizona Long Term Care System (ALTCS) eligible individuals and state only eligible individuals with developmental disabilities. ALTCS is a federally matched Medicaid research and demonstration program. Individuals with developmental disabilities who are eligible for services through the Division may also be eligible for services through the Arizona Long Term Care System. The Division of Developmental Disabilities coordinates services and resources through six district offices and approximately 52 local offices in various communities throughout the state.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	16,312.3	16,625.4	18,449.4
Other Appropriated Funds	0.0	0.0	3,257.9
Other Non Appropriated Funds	32,358.1	24,532.2	29,727.2
Program Total	48,670.4	41,157.6	51,434.5
FTE Positions	322.7	322.7	364.7

◆ **Goal 1** To enhance the supports and services available to consumers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of families/individuals using	194	224	257

cooperatives, microboards, or

support brokerage models

Number of consumers interviewed by peers regarding in-home supports 62 75 84

- ◆ **Goal 2** To increase the number of therapists serving consumers with developmental disabilities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of occupational therapists	251	264	277
Number of physical therapists	219	230	241
Number of speech therapists	314	330	347

DEA 2.2 **Subprogram Summary**
CASE MANAGEMENT - TITLE XIX

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 36-554

Mission:

To coordinate services and supports in a timely manner for eligible individuals with developmental disabilities and their families to promote attainment of maximum potential for independence, productivity, and integration into the community.

Description:

Case management services coordinate services and supports for Long Term Care and state only eligible individuals and their families.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	13,261.3	14,419.2	15,872.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	32,740.3	28,090.6	30,927.3
Program Total	46,001.6	42,509.8	46,800.1
FTE Positions	761.5	821.5	892.5

- ◆ **Goal 1** To increase opportunities for individuals and their families to have control over decisions and resources.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of individuals/families who choose where they (or their family member) live (Survey conducted every two years)	65	NA	65
Number of individuals/families who choose contracted case management services	724	766	804
Number of consumers participating in the Fiscal Intermediary Program	2,484	2,500	2,515

- ◆ **Goal 2** To provide quality case management services for all eligible consumers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of consumer satisfaction with case management services (Title XIX only)	99	99	99
Percent of individuals/families who choose the case manager (Survey conducted every two years)	59	NA	64
Average number of consumers with developmental disabilities served	19,700	20,882	22,135

DEA 2.3 **Subprogram Summary**

CASE MANAGEMENT - STATE ONLY

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 36-554

Mission:

To coordinate services and supports in a timely manner for eligible individuals with developmental disabilities and their families to promote attainment of maximum potential for independence, productivity, and integration into the community.

Description:

Case management services coordinate services and supports for Long-Term Care and state only eligible individuals and their families.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,531.1	4,496.0	8,832.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,287.9	4,311.0	4,311.0
Program Total	8,819.0	8,807.0	13,143.8
FTE Positions	125.6	125.6	197.6

- ◆ **Goal 1** To increase opportunities for individuals and their families to have control over decisions and resources.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of individuals/families who choose contracted case management services	599	599	600
Number of consumers participating in the Fiscal Intermediary Program	62	62	62

- ◆ **Goal 2** To promote quality case management services for all eligible consumers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of consumers with developmental disabilities served	8,770	9,068	9,340

DEA 2.4 **Subprogram Summary**

HOME AND COMMUNITY BASED SERVICES - TITLE XIX

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 36-552

Mission:

To effectively meet the needs of eligible individuals with developmental disabilities and their families, in the least restrictive home- and community-based settings, using the principles of family support and self-determination to promote independence and inclusion within the community.

Description:

This program consists of home- and community-based services including, but not limited to, respite, habilitation, therapies, and attendant care delivered in the consumer's home and community.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	203,268.9	207,289.9	245,306.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	565,284.0	401,608.9	485,518.0
Program Total	768,552.9	608,898.8	730,824.0
FTE Positions	99.2	99.2	103.2

- ◆ **Goal 1** To provide home- and community-based services that support the majority of consumers in their family or own home.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of child and adult consumers with a developmental disability that live in their family or own home	84	84	84

- ◆ **Goal 2** To increase consumer satisfaction with home- and community-based services and supports.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of consumers living at home who are satisfied with services and supports (Survey conducted every two years)	64	NA	66
Percent of families of children under 18 who are satisfied with services and supports (Survey conducted every two years)	NA	48	NA
Percent of families or individuals for people over 18, who do not live at home with family, who are satisfied with services and supports (Survey conducted every two years)	NA	73	NA

- ◆ **Goal 3** To maintain the number of children returned to a family or relative home or placed in adopted settings.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of foster children with permanency plans	338	350	361
Number of foster children returned to family or relative home	10	15	15
Number of foster children adopted	26	28	28
Percent of children returned to family or relative home or adopted	11	11	11

- ◆ **Goal 4** To increase consumers' economic prosperity and self-sufficiency by placing adult consumers in community employment opportunities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of adult consumers eligible for employment services	5,163	6,195	7,372
Percentage of eligible adult consumers placed in community employment	15	18	22
Consumer satisfaction rating with Employment Services program (scale 1 to 5)	NA	4.5	4.5

DEA 2.5	Subprogram Summary
HOME AND COMMUNITY BASED SERVICES - STATE ONLY	
Alcira Angulo, Strategic Planning	
Phone: (605) 542-0213	
A.R.S. 36-552	

Mission:

To effectively meet the needs of eligible individuals with developmental disabilities and their families, in the least restrictive home- and community-based settings, using the principles of family support and self determination to promote independence and inclusion within the community.

Description:

This program consists of home- and community-based services, including, but not limited to, respite, habilitation, therapies, and attendant care delivered in the consumer's home and community.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	34,451.3	35,849.4	38,480.6
Other Appropriated Funds	0.0	848.1	848.1
Other Non Appropriated Funds	1,413.9	1,095.3	1,095.3
Program Total	35,865.2	37,792.8	40,424.0
FTE Positions	48.4	48.4	48.4

- ◆ **Goal 1** To provide home- and community-based services that support the majority of consumers in their family or own home.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of child and adult consumers with a developmental disability who live in their family or own home	98.6	98.6	98.6

- ◆ **Goal 2** To maintain the number of children returned to a family or relative home or placed in adoptive settings.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of foster children with permanency plans	240	260	280
Number of foster children returned to family or relative home	11	15	15
Number of foster children adopted	56	56	58
Percent of children returned to family or relative home or adopted	28	30	30

- ◆ **Goal 3** To increase economic prosperity and self-sufficiency of adult consumers by providing community employment opportunities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of adult consumers eligible for employment services	421	421	425
Percentage of eligible adult consumers placed in community employment	63	63	63

DEA 2.6

Subprogram Summary

INSTITUTIONAL SERVICES - TITLE XIX

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 36-552

Mission:

To provide services and supports to eligible individuals with developmental disabilities that will promote home- and community-based placement whenever appropriate.

Description:

This program consists of state and privately operated intermediate care facilities for the mentally retarded (ICF/MR) and nursing facilities.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,486.4	5,167.6	5,167.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	17,561.0	9,990.8	9,990.8
Program Total	22,047.4	15,158.4	15,158.4
FTE Positions	77.7	77.7	77.7

- ◆ **Goal 1** To place individuals with developmental disabilities transitioning from nursing facility settings into home- and community-based settings as indicated by the pre-admission screening and annual resident review process.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of consumers screened	81	67	67
Percent of identified individuals moved within 30 days of notification	100	100	100

- ◆ **Goal 2** To reduce or maintain the number of people placed in institutional settings.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of consumers at Phoenix ICF/MR	40	40	40
Number of consumers in private ICF/MR	40	40	40
Number of consumers at skilled nursing facilities	55	55	55

DEA 2.7

Subprogram Summary

INSTITUTIONAL SERVICES - STATE ONLY

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 36-552

Mission:

To provide services and supports to eligible individuals with developmental disabilities that will promote home- and community-based placement whenever appropriate.

Description:

This program consists of state and privately operated intermediate care facilities for the mentally retarded (ICF/MR) and nursing facilities.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	153.7	294.9	294.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	153.7	294.9	294.9
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To place individuals with developmental disabilities transitioning from nursing facility settings into home- and community-based settings as indicated by the pre-admission screening and annual resident review process.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of consumers screened	1	1	1

DEA 2.8

Subprogram Summary

MEDICAL SERVICES

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 36-2939

Mission:

To provide cost-effective, quality medical services that enable Arizona Long Term Care System (ALTCs) eligible individuals with developmental disabilities to achieve and maintain optimal health and well-being.

Description:

The program provides medical care and services for Long Term Care-eligible individuals including hospital care; physician, pharmacy, laboratory, and rehabilitation services; durable medical equipment; and Early and Periodic Screening Diagnosis and Treatment and other medical services, and care, and supports.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	38,585.1	46,098.4	46,460.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	97,001.8	89,003.2	89,710.7
Program Total	135,586.9	135,101.6	136,171.5
FTE Positions	36.7	36.7	45.7

- ◆ **Goal 1** To provide cost effective, quality health care.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of consumers satisfied with care received from their primary care physician (Data will be available in the next Master List submittal)	-	-	-
Number of consumers that have an advance health-care directive (Data will be available in the next Master List submittal)	-	-	-

DEA 2.9 **Subprogram Summary**
ATP-COOLIDGE - TITLE XIX

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. 36-2939

Mission:

To provide active treatment, residential care, supervision, and services to eligible individuals to promote home and community placements whenever possible and appropriate.

Description:

The Arizona Training Program at Coolidge is an Intermediate Care Facility for the Mentally Retarded (ICF/MR) consisting of certified residential facilities that provide active treatment and other services in accordance with federal and state regulations.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	5,690.7	5,762.3	5,947.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	15,876.9	11,256.5	11,617.8
Program Total	21,567.6	17,018.8	17,565.2
FTE Positions	417.4	417.4	422.4

◆ **Goal 1** To provide quality residential services in the Arizona Training Program at Coolidge.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of individuals living in Intermediate Care Facilities for the Mentally Retarded at the Arizona Training Program at Coolidge	97	89	85
Number of individuals living in state-operated group homes at the Arizona Training Program at Coolidge	28	28	28
Total number of consumers living at Arizona Training Program at Coolidge	125	118	113
Average cost per member year at the Arizona Training Program at Coolidge (in dollars)	141,123	140,153	140,153

DEA 2.10 **Subprogram Summary**
ATP-COOLIDGE - STATE ONLY

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. 36-2939

Mission:

To provide active treatment, residential care, supervision, and services to eligible individuals to promote home and community placements whenever possible and appropriate.

Description:

The Arizona Training Program at Coolidge is an Intermediate Care Facility for the Mentally Retarded (ICF/MR) consisting of certified residential facilities that provide active treatment and other services in accordance with federal and state regulations.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	77.5	566.4	566.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	77.5	566.4	566.4
FTE Positions	12.0	12.0	12.0

◆ **Goal 1** To provide quality residential services in the Arizona Training Program at Coolidge.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of individuals served through the Senior Companion Program	15	15	15

DEA 2.11 **Subprogram Summary**
STATE-FUNDED LONG TERM CARE

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
Laws 2007, Chapter 255, Section 28

Mission:

To effectively meet the needs of Long Term Care-eligible individuals with developmental disabilities.

Description:

This funding provides non-Title XIX services to Long Term Care-eligible consumers.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,921.7	762.9	762.9
Other Appropriated Funds	22,064.5	25,620.4	25,620.4
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	24,986.2	26,383.3	26,383.3
FTE Positions	2.0	2.0	2.0

◆ **Goal 1** To provide state funded services to Long Term Care-eligible consumers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Long Term Care-eligible consumers that receive state-funded room and board to live in community-based homes	3,227	3,517	3,517

DEA 2.12 **Subprogram Summary**
DENTAL PILOT

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
Laws 2006, Chapter 350, Section 24

Mission:

To improve access to dental services for adults enrolled in the Division of Developmental Disabilities.

Description:

The Division contracted with A.T. Still University's Arizona School of Dentistry and Oral Health in Mesa to provide dental services. The original appropriation, which designated the funding as one-time, lapsed as of June 30, 2008.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	508.6	0.0	0.0
Program Total	508.6	0.0	0.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To provide dental services to adult consumers that qualify for Title XIX.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of consumers referred to the	207	0	0

dental program			
Number of consumers approved to receive dental services	414	0	0
Number of consumers who received funded transportation services	44	0	0

DEA 2.13 **Subprogram Summary**
AUTISM TRAINING AND OVERSIGHT
Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. 36-574

Mission:

To enhance the quality of intensive behavioral training for providers of children with autism.

Description:

Provides training and oversight of habilitation workers utilizing intensive behavioral treatment for children with or at risk of developing autism.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	119.0	200.0	200.0
Other Non Appropriated Funds	103.3	0.0	0.0
Program Total	222.3	200.0	200.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To provide training in intensive behavioral treatment to habilitation workers that serve children with autism.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of habilitation workers that received training and certification to provide services to children with autism	369	0	0

DEA 2.14 **Subprogram Summary**
MEDICARE CLAWBACK PAYMENTS
Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
Laws 2007, Chapter 255, Section 28

Mission:

To provide Medicare clawback funds as required by federal law under the Medicare Modernization Act.

Description:

The Medicare clawback payment budget provides for payments to Medicare, as required by the Medicare Modernization Act (MMA). The health plan medical costs are reconciled on actual claims data rather than on accrued audited financial statements. A data warehouse has been developed to house claims data and to facilitate the production of standard reporting.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,184.4	2,206.6	2,206.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	2,184.4	2,206.6	2,206.6
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To effectively coordinate medical benefits for consumers that are dually eligible for Medicaid and Medicare.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of dually eligible consumers	4,107	4,353	4,614

DEA 2.15 **Subprogram Summary**
CHILDREN'S AUTISM INTENSIVE BEHAVIORAL TREATMENT SERVICES
Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. 36-574

Mission:

To effectively meet the needs of children who have or are at risk for autism.

Description:

This program provides interventions using individualized curricula based on the principles of applied behavior analysis.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	1,800.0	1,800.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,800.0	0.0	0.0
Program Total	1,800.0	1,800.0	1,800.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To promote social, language, and positive behavioral development.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of families satisfied with applied behavioral analysis services. (New measure FY 2008)	100	100	100

DEA 2.16 **Subprogram Summary**
CHILDREN'S AUTISM INTENSIVE EARLY INTERVENTION SERVICES FOR TODDLERS
Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. 36-574

Mission:

To effectively meet the needs of children who have or are at risk for autism.

Description:

This program provides early intervention services to children who have or are at risk for autism.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	205.3	500.0	500.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	205.3	500.0	500.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To provide intensive early intervention services to children who have or are at risk for autism.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of families satisfied with pre-school services	79.5	80	80

DEA 2.17

Subprogram Summary**ARIZONA EARLY INTERVENTION PROGRAM**

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

PL 108-446

Mission:

To enhance the capacity of families to support the infants and toddlers with delays or disabilities to thrive in their homes and communities.

Description:

As defined in Section 631 of Public Law 108-446, the Individuals with Disabilities Education Act (IDEA) Part C, Infant and Toddlers with Disabilities, Congress finds that there is an urgent and substantial need to (1) enhance the development of infants and toddlers with disabilities and to minimize their potential for developmental delay, and to recognize the significant brain development that occurs during a child's first three years of life; (2) to reduce the educational cost to our society, including our nation's schools, by minimizing the need for special education and related services after infants and toddlers with disabilities reach school age; (3) to maximize the potential for individuals with disabilities to live independently in society; (4) to enhance the capacity of families to meet the special needs of their infants and toddlers with disabilities; and (5) to enhance the capacity of state and local agencies and service providers to identify, evaluate, and meet the needs of all children, particularly minority, low-income, inner-city, and rural children, and infants and toddlers in foster care. It is, therefore, the policy of the United States to provide financial assistance to States to (1) develop and implement a statewide, comprehensive, coordinated, multidisciplinary, interagency system that provides early intervention services for infants and toddlers with disabilities and their families; (2) to facilitate the coordination of payment for early intervention services from federal, state, local, and private sources (including public and private insurance coverage); (3) to enhance state capacity to provide quality early intervention services and expand and improve existing early intervention services being provided to infants and toddlers with disabilities and their families; and (4) to encourage states to expand opportunities for children under three years of age who would be at risk of having substantial developmental delay if they did not receive early intervention services.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	3,500.0	3,500.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	3,500.0	3,500.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To improve the family-centered model for Arizona's children birth to age three who have developmental delays and their families.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of counties that have participated in and completed the AzEIP on-site monitoring process	15	NA	NA
Number of counties that have demonstrated improved compliance and performance as documented through the AzEIP general supervision and monitoring system	NA	8	10

DEA 3.0

Program Summary**BENEFITS AND MEDICAL ELIGIBILITY**

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 41-1954

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

The Division of Benefits and Medical Eligibility administers programs in the following areas:

The Family Assistance Administration (FAA) provides support to field staff by providing leadership, oversight, policy and procedures, training, system support, financial and purchasing control, human resources, and management information. FAA programs ensure conformity with federal and state laws in the Food Stamps, Cash Assistance under Temporary Assistance for Needy Families (TANF), General Assistance, and Tuberculosis Control programs; coordinate eligibility determination for Medical Assistance Only programs; and provide child passenger restraint seats.

The Office of Program Evaluation (OPE) evaluates and monitors eligibility for the following programs: Cash Assistance, Food Stamps, General Assistance, and specialized areas within the Arizona Health Care Cost Containment System (AHCCCS) through the application of approved quality control and performance measurements. OPE performs a management evaluation function by reviewing local office processes to determine Food Stamps and Cash Assistance program accuracy and compliance with state and federal mandates.

The Disability Determination Services Administration (DDSA) adjudicates Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) benefit claims from Social Security offices in Arizona.

This Program Contains the following Subprograms:

- ▶ Benefits and Medical Eligibility Operations
- ▶ Disability Determination Services Administration
- ▶ TANF Cash Benefits
- ▶ Tribal Pass-Through Funding
- ▶ General Assistance
- ▶ Tuberculosis Control Payments
- ▶ Food Stamps Benefits
- ▶ Child Passenger Restraint
- ▶ Eligibility System Upgrade
- ▶ Document Management

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	125,658.2	82,456.2	143,172.1
Other Appropriated Funds	57,263.3	111,021.2	57,809.7
Other Non Appropriated Funds	961,218.5	994,995.8	1,006,142.6
Program Total	1,144,140.0	1,188,473.2	1,207,124.4
FTE Positions	3,925.0	4,010.6	4,181.3

DEA 3.1	Subprogram Summary
BENEFITS AND MEDICAL ELIGIBILITY OPERATIONS	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. 41-1954	

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

The Division of Benefits and Medical Eligibility administers programs in the following areas:

The Family Assistance Administration (FAA) provides support to field staff by providing leadership, oversight, policy and procedures, training, system support, financial and purchasing control, human resources, and management information. FAA programs ensure conformity with federal and state laws in the Food Stamps, Cash Assistance under Temporary Assistance for Needy Families (TANF), General Assistance, and Tuberculosis Control programs; coordinate eligibility determination for Medical Assistance Only programs; and provide child passenger restraint seats.

The Office of Program Evaluation (OPE) evaluates and monitors eligibility for the following programs: Cash Assistance, Food Stamps, General Assistance, and specialized areas within the Arizona Health Care Cost Containment System (AHCCCS) through the application of approved quality control and performance measurements. OPE performs a management evaluation function by reviewing local office processes to determine Food Stamps and Cash Assistance program accuracy and compliance with state and federal mandates.

The Disability Determination Services Administration (DDSA) adjudicates Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) benefit claims from Social Security offices in Arizona.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	34,339.8	31,188.4	36,794.3
Other Appropriated Funds	23,279.3	26,256.0	28,044.5
Other Non Appropriated Funds	165,959.6	160,526.6	171,673.4
Program Total	223,578.7	217,971.0	236,512.2
FTE Positions	3,702.3	3,771.3	3,942.0

- ◆ **Goal 1** To attract, develop, and retain qualified employees and improve job satisfaction.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of staff satisfied with Family Assistance Administration	88.1	88	88
Percent of employees satisfied with Office of Program Evaluation	-	94	94
Percent of Family Assistance Administration staff turnover as reported by Arizona Department of Administration	-	19.5	19.5

- ◆ **Goal 2** To improve customer service and accessibility.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of recipients receiving medical assistance for which DES determines eligibility per month	922,060	960,602	986,797
Percent of clients satisfied with Family Assistance Administration	88.1	88.0	88.0
Percent of customers satisfied with Office of Program Evaluation	99.7	98	98
Percent of stakeholders satisfied with Office of Program Evaluation	100	97	97

- ◆ **Goal 3** To increase Family Assistance Administration efficiency and accountability.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Medical Assistance timeliness rate	94.0	95.0	95.0
Medical Assistance case accuracy rate (*federal fiscal year)	*	97.0	97.0
State focus offices accuracy rates (*federal fiscal year)	*	95	95
Percent of reviews completed timely (95 days)	100	99	99
Total dollar amount of federal food stamp differences in sub-sample reviews (*federal fiscal year)	*	430	430
Number of invalid negative reviews per year (*federal fiscal year)	*	3	3

DEA 3.2	Subprogram Summary
DISABILITY DETERMINATION SERVICES ADMINISTRATION	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. 41-1954; 46-251	

Mission:

To provide timely and accurate disability determinations for the people we serve.

Description:

The Disability Determination Services Administration (DDSA) adjudicates Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) benefit claims from Social Security offices in Arizona. Federal statutes and regulations require the states to administer the disability documentation and decision-making process for claimants who are residents. DDSA operates under federal statutes and regulations that require states to make SSDI and SSI disability determinations for their residents. The Social Security Administration (SSA) funds 100 percent of the program cost and mandates specific program guidelines and performance standards. In addition, DDSA reviews and determines entitlements for all referred initial and continuing Arizona Long Term Care System claims. The applicant's potential for vocational rehabilitation is considered, with referrals made as appropriate. DDSA measures are reported on federal fiscal year.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	28,572.9	27,026.6	27,026.6
Program Total	28,572.9	27,026.6	27,026.6
FTE Positions	221.1	221.3	221.3

- ◆ **Goal 1** To improve Disability Determination Services Administration performance.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of correct cases (*federal fiscal year)	*	95.9	95.9
Average Social Security Disability Insurance initial case processing time (days) (*federal fiscal year)	*	98.5	98.5
Average Supplemental Security Income initial case processing time (days) (*federal fiscal year)	*	98.5	98.5

- ◆ **Goal 2** To improve customer satisfaction.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction rating (Scale 1-5) (*federal fiscal year)	*	4.5	4.5

- ◆ **Goal 3** To increase the effectiveness of relationships with business partners.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of rural vendors (*federal fiscal year)	*	150	150

◆ **Goal 4** To increase job satisfaction.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of job satisfaction (*federal fiscal year)	*	80.0	80.0

DEA 3.3 **Subprogram Summary**

TANF CASH BENEFITS

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. 41-1954; 46-291

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

Cash Assistance (CA) under Temporary Assistance for Needy Families (TANF) provides for financial benefit payments to those individuals who meet the eligibility criteria. The CA Program operates under the Welfare Reform Demonstration Project EMPOWER (Employing and Moving People Off Welfare and Encouraging Responsibility). EMPOWER provides temporary Cash Assistance to families who are seeking employment or completing an education or training program that enables them to move into the work force and leave the welfare system. The major provisions of EMPOWER include: time limited assistance - household receiving CA benefits can only receive CA for 60 months unless they are eligible for a hardship extension; family benefit cap - CA benefits will not be increased for additional children; unwed minor parents - eligibility of unwed minor parents is limited; individual development account - Allowing an educational/training savings account that will not count against the CA or Food Stamp resource limits; and Transitional Medical Assistance - extending benefits from 12 to 24 months. In addition to the EMPOWER provisions, the CA Program includes a grant diversion option. The diversion option offers a one-time up-front payment to needy CA applicants who are likely to obtain immediate employment. The one-time diversion payment may eliminate the applicant's need for ongoing CA assistance.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	84,969.3	43,922.8	98,129.2
Other Appropriated Funds	33,984.0	79,297.2	24,297.2
Other Non Appropriated Funds	1,515.2	0.0	0.0
Program Total	120,468.5	123,220.0	122,426.4
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To increase the Family Assistance Administration's efficiency and accountability.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of cases diverted from TANF	1,663	1,663	1,663
Average number of TANF Cash Assistance recipients	80,221	82,408	83,735
Average cash benefits caseload (unduplicated)	37,030	37,832	38,652
Average TANF Cash Assistance benefits adult caseload (non-child only cases)	19,578	20,002	20,435
Percentage of change in TANF Cash Assistance benefits adult caseload (non-child-only cases)	-2.7	+2.7	+2.16
Average length of stay in months in current Cash Assistance (adult caseload, non-child-only cases)	9.4	10.0	10.0
Percentage of TANF recipients who leave due to employment and do not return for at least six months	79.2	80.0	80.0
Number of kinship cases who receive Cash Assistance	9,388	9,000	9,000
Average length of stay in months in current Cash Assistance (kinship cases)	28.4	28.4	28.4

Percent of TANF Cash Assistance issued timely	96.0	96.0	96.0
Percent of total TANF Cash Assistance payments issued accurately	94.7	95.0	95.0

DEA 3.4

Subprogram Summary

TRIBAL PASS-THROUGH FUNDING

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. 46-134

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

Tribal Pass-Through Funding provides financial assistance to Native American tribes who elect to operate their own Temporary Assistance for Needy Families (TANF) programs by providing cash assistance for eligible households to help them become self-sufficient through increased educational and employment opportunities and supportive services while maintaining tribal values. In addition to monies received from this pass-through, these tribes independently receive TANF block grant monies from the federal government.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,859.9	4,288.7	5,192.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	3,859.9	4,288.7	5,192.3
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To provide financial assistance to tribes who operate their own TANF program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of tribes operating their own TANF program	6	6	6

DEA 3.5

Subprogram Summary

GENERAL ASSISTANCE

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. 41-1954; 46-231

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

This 100 percent state-funded program provides financial assistance to individuals who are unemployable because of physical or mental disability which was verified by a physician when the client applied for SSI/SSA benefits.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,979.9	2,060.8	2,060.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	88.1	0.0	0.0
Program Total	2,068.0	2,060.8	2,060.8
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To increase the Family Assistance Administration's efficiency

and accountability.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Assistance timeliness rate	90.4	92.0	92.0

DEA 3.6 **Subprogram Summary**
TUBERCULOSIS CONTROL PAYMENTS
Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. 36-716

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

This program provides financial assistance and support services to persons certified unemployable because of communicable tuberculosis.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	14.8	32.2	32.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	14.8	32.2	32.2
FTE Positions	0.0	0.0	0.0

◆ Goal 1 To increase the Family Assistance Administration's efficiency and accountability.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Tuberculosis Control timeliness rate	90.9	92.0	92.0

DEA 3.7 **Subprogram Summary**
FOOD STAMPS BENEFITS
Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. 41-1954

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

Food Stamps (FS) provide low-income households increased food-purchasing power, enabling them to obtain a more adequate nutritional diet. This is a federal program regulated by the U.S. Department of Agriculture (USDA). The state administers the distribution of Food Stamps through electronic benefit transfers (EBT).

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	764,722.6	803,211.8	803,211.8
Program Total	764,722.6	803,211.8	803,211.8
FTE Positions	0.0	0.0	0.0

◆ Goal 1 To increase the Family Assistance Administration's efficiency and accountability.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
FS timeliness rate	96.0	96.5	96.5
Mean number of days to process initial food stamp applications	17.9	19.6	19.6

Percent of total food stamp payments issued accurately	95.8	95.5	95.5
Average monthly number of FS recipients	600,549	683,136	734,419

◆ Goal 2 To improve customer service and accessibility.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of persons in poverty receiving Food Stamps	67.9	68.0	68.0

DEA 3.8 **Subprogram Summary**
CHILD PASSENGER RESTRAINT
Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. 28-907

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

The program provides car seats for distribution to requesting hospitals, health clinics, domestic violence shelters, and homeless shelters for loan to indigent applicants.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	180.7	206.5	206.5
Program Total	180.7	206.5	206.5
FTE Positions	0.0	0.0	0.0

◆ Goal 1 To disburse the Child Passenger Restraint Fund monies on purchasing and distributing child restraints seats.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Car seats purchased and distributed	5,198	3,157	3,157
Cost per car seat	37.6	37.6	37.6

DEA 3.9 **Subprogram Summary**
ELIGIBILITY SYSTEM UPGRADE
Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
Laws 2007, Chapter 255, Section 28

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

The Arizona Systems Replacement Project (ASRP) provides for a five-year project (2008-2012) for information technology (IT) upgrades to replace the current case management/eligibility determination system used for Jobs case management, Medicaid, Food Stamps, Cash Assistance, General Assistance, Child Care Assistance and other public assistance programs. This includes equipment, internal IT support, and contracted programming and system development. The ASRP replaces the AZTECS, JAS, and AZCCATS systems with one Web-based system which integrates a rules-driven eligibility and case management IT support system with one set of client data and consolidated enabling technologies.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	963.3	963.3
Other Appropriated Funds	0.0	5,468.0	5,468.0
Other Non Appropriated Funds	170.9	4,024.3	4,024.3
Program Total	170.9	10,455.6	10,455.6
FTE Positions	0.0	18.0	18.0

◆ **Goal 1** To implement the eligibility system upgrade by FY 2012.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Develop requirements for systems redesign	Done	Done	Done
Develop and issue the Advance Planning Document (APD)	Done	Done	Done
Prepare and issue the request for proposal	Done	Done	Done

DEA 3.10	Subprogram Summary
	DOCUMENT MANAGEMENT
	Alcira Angulo, Strategic Planning
	Phone: (602) 542-0213
	Laws 2007, Chapter 255, Section 28

Mission:

To promote the safety, well-being, and self-sufficiency of children, adults, and families.

Description:

This program provides a statewide document imaging and barcoding system for Family Assistance Administration (FAA) local office documents. Document management is a multi-year project that will expand an existing pilot program in Maricopa County statewide.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	494.5	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8.5	0.0	0.0
Program Total	503.0	0.0	0.0
FTE Positions	1.6	0.0	0.0

◆ **Goal 1** To develop and implement a statewide document imaging and barcoding system for FAA local office documents.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of FAA offices imaged in Maricopa County	Done	Done	Done
Percent of balance of FAA offices imaged statewide	73	100	Done

DEA 4.0	Program Summary
	CHILD SUPPORT ENFORCEMENT
	Alcira Angulo, Strategic Planning
	Phone: (602) 542-0213
	A.R.S. 41-1954: Laws 1994, Ch 374

Mission:

To provide effective and fair child support services.

Description:

This program provides intake services, locates absent parents, establishes paternity, and establishes the legal obligation to pay child support and provide medical support in local and interstate cases. The program enforces child support obligations and medical support through various administrative and judicial remedies. Child support services are provided to custodial persons who receive Cash Assistance, Arizona Health Care Cost Containment System (AHCCCS) medical assistance services, foster care assistance, as well as to any other custodial or non-custodial person who applies. These services are provided pursuant to Title IV-D of the Social Security Act. Services in ten counties are provided by the Department of Economic Security's Division of Child Support Enforcement (DCSE), in conjunction with the Attorney General's Office. DCSE contracts with a private vendor to provide services in one county and has intergovernmental agreements with County Attorneys to provide services in four counties. The program also provides payment processing services statewide for all cases, Title IV-D and non-Title IV-D.

This Program Contains the following Subprograms:

- ▶ Child Support Enforcement Operations
- ▶ Genetic Testing
- ▶ County Participation
- ▶ CSE Attorney General Legal Services

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	940.5	1,009.9	1,009.9
Other Appropriated Funds	2,978.4	3,810.6	3,810.6
Other Non Appropriated Funds	12,485.1	12,286.1	14,086.1
Program Total	16,404.0	17,106.6	18,906.6
FTE Positions	145.0	148.0	148.0

DEA 4.1	Subprogram Summary
CHILD SUPPORT ENFORCEMENT OPERATIONS	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. 41-1954; Laws 1994, Ch 374	

Mission:

To provide effective and fair child support services.

Description:

This program provides intake services, locates absent parents, establishes paternity, and establishes the legal obligation to pay child support and provide medical support in local and interstate cases. The program enforces child support obligations and medical support through various administrative and judicial remedies. Child support services are provided to custodial persons who receive Cash Assistance, Arizona Health Care Cost Containment System (AHCCCS) medical assistance services, foster care assistance, as well as to any other custodial or non-custodial person who applies. These services are provided pursuant to Title IV-D of the Social Security Act. Services in ten counties are provided by the Department of Economic Security's Division of Child Support Enforcement (DCSE), in conjunction with the Attorney General's Office. DCSE contracts with a private vendor to provide services in one county and has intergovernmental agreements with County Attorneys to provide services in four counties. The program also provides payment processing services statewide for all cases, Title IV-D and non-Title IV-D.

◆ Goal 1 To increase IV-D child support collections.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of IV-D cases	211,958	214,078	216,218
Number of court ordered IV-D cases	166,720	168,387	170,071
Number of IV-D cases with payments in the state fiscal year	112,708	113,835	114,973
Total IV-D collections (millions)	350.2	360.7	371.5
Percentage of change in IV-D collections from prior fiscal year	4.2	3.0	3.0

◆ Goal 2 To improve the cost-effectiveness ratio.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
IV-D dollars collected for each IV-D dollar expended (cost-effectiveness ratio)	4.2	4.5	4.6
Percentage of change in IV-D dollars collected for each IV-D dollar expended from prior fiscal year	-3.7	8.3	0.9

◆ Goal 3 To sustain the number of paternity establishments for children who were born out of wedlock.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of the IV-D caseload in the paternity function	11.3	11.2	11.1
Number of children in the IV-D caseload requiring paternity establishment	28,758	28,758	28,758
Number of children for whom paternity was established in the IV-D caseload	14,165	14,165	14,448
Total number of children for whom paternity was established including those established in the Hospital Based Paternity Program	50,921	51,430	51,945
Percentage of IV-D children in the paternity function for whom paternity was established during the year	44.3	49.3	50.2

◆ Goal 4 To increase the number of court-ordered IV-D cases.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of court ordered IV-D cases	166,720	168,387	170,071
Number of IV-D cases	211,958	214,078	216,218
Ratio of court ordered cases (in percent)	78.6	78.6	78.6

Percentage of cases in the establishment function for which orders were established during the year

31.4 35.9 30.1

◆ Goal 5 To increase compliance with court orders.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Title IV-D cases in the enforcement function (excludes collection cases which represent paying cases with no arrears)	160,878	162,487	164,112
Percentage of Title IV-D caseload in a Title IV-D enforcement function (excludes collection cases that represent paying cases with no arrears)	75.9	75.9	75.9
Number of Title IV-D cases with payments in the state fiscal year	112,708	113,835	114,973
Percentage of change in Title IV-D cases with a IV-D payment from prior fiscal year	2.2	1.0	1.0
Percentage of Title IV-D caseload with a Title IV-D payment	53.2	53.2	53.2
Percentage of Title IV-D court ordered cases with a payment during the year	67.6	67.6	67.6
Ratio of current IV-D child support collected and distributed to current IV-D support due	50.9	52.4	53.9
Percentage of change in ratio of current Title IV-D support collected and distributed from prior fiscal year	1.5	1.5	1.5

DEA 4.2	Subprogram Summary
GENETIC TESTING	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. 41-1954; Laws 1994, Ch 374	

Mission:

To provide funding to cover the cost of genetic testing services required to establish potential paternities.

Description:

Genetic testing is a small part in the overall process of establishing paternities. Some cases require DNA testing of the biological mother and child to the alleged father. The result can potentially end with paternity established allowing a child support order to be pursued. Genetic testing is performed by vendors secured under the state procurement process.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	122.4	122.4	122.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	158.5	237.6	237.6
Program Total	280.9	360.0	360.0
FTE Positions	0.0	0.0	0.0

◆ Goal 1 To pay for genetic testing in a timely manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of genetic tests performed	6,146	6,146	6,146
Number of invoices received	229	229	229
Number of invoices paid within 30 days of receipt	229	229	229
Percent of invoices paid on time	100	100	100

DEA 4.3 **Subprogram Summary**
COUNTY PARTICIPATION
Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. 41-1954; Laws 1994, Ch 374

Mission:

To ensure that the participating County Attorney-operated child support offices provide effective and fair child support services.

Description:

The Division of Child Support Enforcement has intergovernmental agreements with four participating County Attorneys to provide multiple services to custodial persons who receive Cash Assistance, Arizona Health Care Cost Containment System (AHCCCS) medical assistance services, foster care assistance, as well as any other custodial or noncustodial person who applies for child support services. All measures shown are based on a federal fiscal year.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	818.1	887.5	887.5
Other Appropriated Funds	2,425.1	2,426.5	2,426.5
Other Non Appropriated Funds	6,171.9	6,587.4	6,587.4
Program Total	9,415.1	9,901.4	9,901.4
FTE Positions	145.0	148.0	148.0

- ◆ **Goal 1** To provide Child Support services at a comparable rate of growth to the State run program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Ratio of children born out of wedlock with paternity established during the federal fiscal year	110.9	95	95
Percent of change in the paternity establishment ratio from prior federal fiscal year	2	0	0
Ratio of open cases with support orders established during the federal fiscal year	79.4	80.4	81.4
Percent of change in the ratio of cases with support orders established during the federal fiscal year	1.0	1.0	1.0
Ratio of current IV-D Child Support collected and distributed to current IV-D support due during the federal fiscal year	50.9	52.4	53.9
Percent of change in ratio of current IV-D support collected and distributed from prior federal fiscal year	1.5	1.5	1.5
Ratio of cases with arrears due paying arrearages during the federal fiscal year	58.3	59.7	61.3
Percentage of change in ratio of cases paying arrearages from prior federal fiscal year	1.4	1.5	1.5

DEA 4.4 **Subprogram Summary**
CSE ATTORNEY GENERAL LEGAL SERVICES
Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. 41-191

Mission:

To provide the Department of Economic Security (DES) with high-quality and timely legal advice and representation to promote the safety, economic self-sufficiency, and well-being of children, adults, and families.

Description:

The Attorney General Child and Family Protection Division/Child Support Enforcement Section (CSE) represents DES's Division of Child Support Enforcement (DCSE). This includes establishing paternity and obtaining and enforcing support orders. The section also represents DCSE in appeals and class-action litigation, and it provides general legal advice. CSE provides representation in 10 counties.

NOTE: Goals and performance measures for this program are included in the Master List for the Attorney General, AGA 1.4, Child and Family Protection Division.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	553.3	1,384.1	1,384.1
Other Non Appropriated Funds	6,154.7	5,461.1	7,261.1
Program Total	6,708.0	6,845.2	8,645.2
FTE Positions	0.0	0.0	0.0

DEA 5.0

Program Summary

AGING AND COMMUNITY SERVICES

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 41-1954

Mission:

To support and enhance the ability of at-risk and older adults to meet their needs to the maximum of their ability, choice, and benefit. To assist refugees in Arizona with attaining social and economic self-sufficiency and well-being. To provide leadership by establishing partnerships and building community networks that deliver premiere human services to vulnerable, at-risk populations. To assist vulnerable families that are at high risk of child welfare involvement and long-term Cash Assistance dependency and identify and address their issues and barriers to achieving self-sufficiency.

Description:

The Division of Aging and Adult Services administers a statewide program of advocacy, social services, and programs to serve at-risk and older adults. Emphasis in the delivery of services is placed on at-risk and older adults with the greatest social and economic needs. Aging and adult services include investigative and protective services, case management, home care (housekeeper, home health aide, personal care, and home nursing), home repair/adaptation/renovation, transportation, the State Health Insurance Assistance Program, the Family Caregiver Support Program, the Long-Term Care Ombudsman, legal assistance, congregate meals, home-delivered meals, socialization/recreation, counseling, subsidized employment, volunteer opportunities and training, and adult day care.

The Arizona Refugee Resettlement Program (RRP) supports and advances successful resettlement of refugees, individuals forced to flee their home countries due to persecution, war, and human rights violations through the coordination of public and private resources that best enable them to be firmly established on the path to success and well-being.

The Office of Community Partnerships and Innovative Practices (CPIP) addresses urgent, short-term basic needs, and strategies for long-term solutions by providing direct services and utilizing comprehensive networks and partnerships. The goal of CPIP is to establish and provide vision and leadership at all levels that result in effective responses to identified needs for our vulnerable populations. The Family Connections Program serves families on a voluntary basis who are identified by other programs in the Department such as Child Protective Services (CPS), schools, community agencies, self-referral, shelters, law enforcement, and other resources. Family Connections teams provide a rapid response to families to address crisis situations and, once stability is achieved, to outline problems and issues that have contributed to their instability, ultimately assisting to develop their capacity to more effectively deal with and resolve future problems.

This Program Contains the following Subprograms:

- ▶ Aging and Community Services Operations
- ▶ Adult Services
- ▶ Community and Emergency Services
- ▶ Coordinated Hunger
- ▶ Coordinated Homeless
- ▶ Domestic Violence Prevention
- ▶ Community-Based Marriage and Communication Skills Program Fund Deposit
- ▶ Refugee Resettlement Program
- ▶ Permanent Guardianship Subsidy
- ▶ Lifespan Respite Care

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	34,344.9	36,347.4	40,942.8
Other Appropriated Funds	15,101.8	16,142.7	16,142.7
Other Non Appropriated Funds	66,951.8	65,954.1	63,655.9
Program Total	116,398.5	118,444.2	120,741.4
FTE Positions	284.2	314.2	314.2

DEA 5.1

Subprogram Summary

AGING AND COMMUNITY SERVICES OPERATIONS

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 41-1954

Mission:

To support and enhance the ability of at-risk and older adults to meet their needs to the maximum of their ability, choice, and benefit. To assist refugees in Arizona with attaining social and economic self-sufficiency and well-being. To provide leadership by establishing partnerships and building community networks that deliver premiere human services to vulnerable, at-risk populations. To assist vulnerable families that are at high risk of child welfare involvement and long-term Cash Assistance dependency and identify and address their issues and barriers to achieving self-sufficiency.

Description:

The Division of Aging and Adult Services administers a statewide program of advocacy, social services, and programs to serve at-risk and older adults. Emphasis in the delivery of services is placed on at-risk and older adults with the greatest social and economic needs. Aging and adult services include investigative and protective services, case management, home care (housekeeper, home health aide, personal care, and home nursing), home repair/adaptation/renovation, transportation, the State Health Insurance Assistance Program, the Family Caregiver Support Program, the Long-Term Care Ombudsman, legal assistance, congregate meals, home-delivered meals, socialization/recreation, counseling, subsidized employment, volunteer opportunities and training, and adult day care.

The Arizona Refugee Resettlement Program (RRP) supports and advances successful resettlement of refugees, individuals forced to flee their home countries due to persecution, war, and human rights violations through the coordination of public and private resources that best enable them to be firmly established on the path to success and well-being.

The Office of Community Partnerships and Innovative Practices (CPIP) addresses urgent, short-term basic needs, and strategies for long-term solutions by providing direct services and utilizing comprehensive networks and partnerships. The goal of CPIP is to establish and provide vision and leadership at all levels that result in effective responses to identified needs for our vulnerable populations. The Family Connections Program serves families on a voluntary basis who are identified by other programs in the Department such as Child Protective Services (CPS), schools, community agencies, self-referral, shelters, law enforcement, and other resources. Family Connections teams provide a rapid response to families to address crisis situations and, once stability is achieved, to outline problems and issues that have contributed to their instability, ultimately assisting to develop their capacity to more effectively deal with and resolve future problems.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	6,822.4	6,573.0	6,868.4
Other Appropriated Funds	218.6	247.6	247.6
Other Non Appropriated Funds	8,243.2	7,893.6	8,065.6
Program Total	15,284.2	14,714.2	15,181.6
FTE Positions	273.2	303.2	303.2

- ◆ **Goal 1** To increase communication and collaboration within the Department and with other stakeholders, including consumer families, other agencies, and the broader community in order to identify and test anti-poverty strategies with real families in real situations and refine the strategies to make them most effective. Proven strategies are incorporated into appropriate parts of the agency to become part of the way the Department does business.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Community Network Teams	18	22	30
Number of service integration activities that engage family members in improving local outcomes	106	110	115

- ◆ **Goal 2** To assist Family Connections families in conducting a self-assessment of family needs utilizing various techniques to identify issues, i.e. Family Eco Map, Self-Sufficiency Matrix, or other tools, and encourage the family to develop their case plan including goals and target dates for achieving goals.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of families receiving a telephonic and/or in-person response on the same day to identify the crisis and determine the response plan	90	90	90
Percent of families who voluntarily participate in a discovery meeting to identify family issues and problems and develop a case plan within two weeks of the initial contact	95	95	95
Percent of families that complete the Self-Sufficiency Matrix	95	98	98

- ◆ **Goal 3** To strengthen and support kinship placements in order to provide safe and economically secure homes for children.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Family Connections kinship referrals who are connected with state and community resources	95	95	95
Percent of Family Connections kinship providers who are assisted with the completion of the legal guardianship or foster care licensing process	95	95	95

- ◆ **Goal 4** To enhance administrative and contract management procedures to improve the quality of services provided to customers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average Division of Aging and Adult Services provider satisfaction rate (Based on a scale of 1-5.)	3.8	3.9	4.0

- ◆ **Goal 5** To improve the effectiveness and efficiency of the Office of Community Partnerships and Innovative Practices

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of invoices processed within 10 business days	88	90	90

DEA 5.2

Subprogram Summary

ADULT SERVICES

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 41-1954; 46-191

Mission:

To further develop and provide a continuum of services designed to meet the needs of older or at-risk adults so they may retain independence and autonomy; to provide statewide leadership in the areas of planning, developing, and coordinating a comprehensive system of protection and advocacy programs that assist disabled and vulnerable elders to exercise their rights and choices promised by law; and to empower economically disadvantaged persons aged 55 or older with job opportunities in training programs or stipend volunteer programs to enhance the participants' quality of life.

Description:

The system of home- and community-based services includes services that assist disabled adults and the elderly to live as independently as possible in their homes and community. Services provided include home care, home delivered meals, transportation, adult day health care, respite, home repair, and case management. Services are also available for family caregivers and grandparents raising grandchildren.

Adult Protective Services accepts and evaluates reports of abuse, neglect, and exploitation of vulnerable and incapacitated adults and offers appropriate services. Elder Rights, as part of Title VII of the Older Americans Act, includes four major components under state leadership. These components are Elder Abuse Prevention, Legal Services Assistance, the State Long-Term Care Ombudsman, and the State Health Insurance Assistance Program. Elder Rights is an advocacy program that incorporates all services, support, and protection to assist vulnerable adults in understanding their rights, maintaining and exercising control over decision making, and benefiting from services and benefits promised by law.

The Older Workers Program consists of two programs. The first is the Senior Community Service Employment Program (SCSEP), also known as Title V of the Older Americans Act, which provides subsidized job training to older workers 55 years of age and older who are at or below 125 percent of the federal poverty levels. The purpose of Title V is to train workers to enable them to move to unsubsidized employment in the public and private sectors. The second is the Foster Grandparent Program, which provides stipends and travel expenses to volunteers 60 years of age and older who are at or below poverty guidelines to work with children with special needs.

Funding and FTE

Summary:	(Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds		16,772.0	18,977.7	18,977.7
Other Appropriated Funds		0.0	0.0	0.0
Other Non Appropriated Funds		28,021.6	26,539.9	25,539.9
Program Total		44,793.6	45,517.6	44,517.6
FTE Positions		0.0	0.0	0.0

- ◆ **Goal 1** To improve the ability of the home- and community-based services system to ensure that clients are retaining independence through the provision of services in the least restrictive environment and based upon the client's choice.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of survey respondents indicating provision of home- and community-based services avoided premature institutionalization (active cases) (biannual survey)	91	NA	92

- ◆ **Goal 2** To provide caregiver support services aimed at meeting the needs of the family caregiver.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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- ◆ **Goal 3** To improve the Adult Protective Services investigation process.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Adult Protective Services investigation percentage rate	100	100	100

- ◆ **Goal 4** To enhance Medicare beneficiaries' knowledge and understanding of their benefits, health care coverage, and options.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Estimated dollars saved by Arizona beneficiaries (in thousands of dollars)	3,246	3,862	4,570

- ◆ **Goal 5** To improve residents of long-term care facilities knowledge and understanding of their rights.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of verified complaints resolved to the resident's satisfaction	86	89	91

- ◆ **Goal 6** To improve the provision of legal services assistance for vulnerable adults in Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of client satisfaction with legal services	97	98	99

- ◆ **Goal 7** To improve the economic self-sufficiency of eligible workers aged 55 and over by moving them toward self-sufficiency through training and employment opportunities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of participants in the older workers program transitioned from subsidized to unsubsidized positions	31	40	40

- ◆ **Goal 8** To improve the quality of life of low-income persons aged 60 and over while providing meaningful intergenerational contact with special needs children.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of respondents indicating satisfaction with the Foster Grandparent program	96	97	98

DEA 5.3	Subprogram Summary
COMMUNITY AND EMERGENCY SERVICES	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. 41-1954; 46-241; PL 97-35; Title VI	

Mission:

To assist Community Action Agencies in addressing the causes of poverty, pursue community revitalization, and assist low-income people to become more self-sufficient.

Description:

This program funds Community Action Agencies both for services that assist with short-term basic needs and to develop responses to poverty. Areas addressed by agencies include issues associated with energy assistance and homeless prevention.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,336.8	5,424.9	5,424.9
Other Non Appropriated Funds	16,856.8	16,426.6	15,907.0
Program Total	22,193.6	21,851.5	21,331.9
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To ensure the provision of emergency and utility assistance

services to low-income households throughout the State of Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of households receiving financial assistance in paying rent and mortgage to prevent eviction	3,384	3,385	3,385
Number of households receiving financial assistance for paying home energy bills	28,164	28,000	28,000
Number of households participating in utility or telephone discount programs	78,160	78,500	78,500

DEA 5.4	Subprogram Summary
COORDINATED HUNGER	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. 41-1954; 41-1981; PL 97-35; Title VI	

Mission:

To implement effective policies, services, programs, and partnerships that address food security in Arizona.

Description:

The Coordinated Hunger Program provides a focal point for addressing hunger issues in Arizona and promoting food security. The program coordinates with various federal, state, and local organizations that provide food assistance to the hungry and contracts with various hunger organizations to leverage federal and state resources.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,481.0	1,514.6	1,514.6
Other Appropriated Funds	376.2	500.0	500.0
Other Non Appropriated Funds	1,256.2	1,248.9	1,248.9
Program Total	3,113.4	3,263.5	3,263.5
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To facilitate the resolution of critical hunger issues identified by customers and stakeholders, relative to the Coordinated Hunger Program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Hunger Advisory Council meetings held	11	10	10

- ◆ **Goal 2** To administer The Emergency Food Assistance Program (TEFAP) that provides commodities from the United States Department of Agriculture (USDA) for low-income households and congregate meals through contracts with regional food bank warehouses and a statewide food bank organization.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Temporary Emergency Food Assistance Program (TEFAP) pounds distributed (in millions of pounds)	8.0	8.0	8.0
Average number of households served quarterly with TEFAP	195,000	195,000	195,000
Average number of congregate meals served quarterly with TEFAP	988,000	900,000	900,000

- ◆ **Goal 3** To more effectively distribute food resources among counties in Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total pounds of food distributed by Department contracted food banks from all food sources (millions of pounds)	79	125	125

DEA 5.5 **Subprogram Summary**
COORDINATED HOMELESS

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. 41-1954; PL 100-77; PL 100-628

Mission:

To work toward preventing and ending homelessness for homeless individuals and families and those at risk of homelessness throughout the state.

Description:

The Coordinated Homeless Program is responsible for staffing the Interagency and Community Council on Homelessness, co-chaired by the DES Director and Department of Housing Director and for the development and implementation of the State Plan to End Homelessness. Additional areas of responsibility include administration of over 35 homeless shelter and supportive services contracts, implementation of the Statewide Program Evaluation Project, data collection and analysis, and support for and participation in local homeless planning activities.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,141.3	1,155.4	1,155.4
Other Appropriated Funds	1,484.9	1,649.5	1,649.5
Other Non Appropriated Funds	1,631.0	2,451.9	2,451.9
Program Total	4,257.2	5,256.8	5,256.8
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To assess the needs and characteristics of homeless individuals and families on an annual basis

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Surveys completed	1	1	1

- ◆ **Goal 2** To develop and fund needed services for homeless individuals and families through a variety of strategies.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Individuals receiving emergency shelter	13,659	13,750	13,750
Individuals receiving transitional housing	1,623	1,700	1,700

- ◆ **Goal 3** To staff the development of and provide leadership to implement the State Plan to End Homelessness, which will focus on increased access to mainstream resources, integration of services, rapid re-housing, and permanent supportive housing for homeless individuals and families.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
State Plan to End Homelessness developed and implemented	Yes	Yes	Yes

DEA 5.6 **Subprogram Summary**
DOMESTIC VIOLENCE PREVENTION

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. 36-3001

Mission:

To provide safety and services to the victims of domestic violence and their children and to improve the comprehensive Domestic Violence Program in Arizona.

Description:

The Domestic Violence Program provides contractual funding for shelter and supportive services for victims of domestic violence and their children utilizing a statewide network of private nonprofit shelter facilities including safe houses. Technical assistance is provided to the domestic violence network members in collaboration with a statewide coalition against domestic violence.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	7,127.0	7,626.7	10,926.7
Other Appropriated Funds	7,685.3	8,320.7	8,320.7
Other Non Appropriated Funds	877.8	1,625.3	1,625.3
Program Total	15,690.1	17,572.7	20,872.7
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To assist the community in meeting the needs of victims of domestic violence and their children.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of women and children sheltered in emergency shelters	11,332	11,000	11,500
Number of unduplicated women and children sheltered in transitional housing	525	550	550
Number of victims assisted in self-help clinics	2,243	3,200	3,200
Number of victims provided with civil legal assistance	5,538	4,000	4,000
Number of victims provided with lay legal advocacy	1,642	2,000	2,000

- ◆ **Goal 2** To partner with the shelter providers to improve the accessibility and quality of the domestic violence service network.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average cost to operate an emergency shelter - annualized and based on 21 beds	600,000	750,000	800,000

DEA 5.7 **Subprogram Summary**
COMMUNITY-BASED MARRIAGE AND COMMUNICATION SKILLS
PROGRAM FUND DEPOSIT
Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. 41-2031; 41-2032

Mission:
To reduce the divorce rate in Arizona by providing skills training and education for individuals and couples who wish to be better prepared for marriage or who wish to establish and sustain a healthy marriage. Healthy marriages will result in better outcomes and a more stable society.

Description:
Contractors provide marriage and communication skills workshops that promote healthy marriages and strong two-parent families. The workshops are designed to improve communication and relationship skills for couples who are planning to marry or who are already married. The courses include negotiation skills to help couples resolve common relationship problems.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	950.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,115.3	950.6	0.0
Program Total	2,065.3	950.6	0.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To provide marriage and communication skills workshops.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of workshop participants	1,812	0	0
Percentage of persons who register for workshops who attend the first session	95	0	0
Percentage of participants who start workshops who complete the workshops	99	0	0
Accuracy rate in eligibility determinations for the voucher program	98	0	0
Percentage of participants served who are eligible for the Voucher program	92	0	0
Explanation:	This program no longer funded in FY 2009		

DEA 5.8 **Subprogram Summary**
REFUGEE RESETTLEMENT PROGRAM
Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
PL 96-212

Mission:
To assist refugees in Arizona with attaining social and economic self-sufficiency and well-being.

Description:
The Arizona Refugee Resettlement Program (RRP) supports and advances successful resettlement of refugees, individuals forced to flee their home countries due to persecution, war, and human rights violations, through the coordination of public and private resources that best enable them to be firmly established on the path to success and well-being. RRP partners with a wide array of organizations, including local Voluntary Agencies (VOLAGs) and Mutual Assistance Associations (MAAs), to coordinate and provide core employment and case management services that promote self-sufficiency and integration, such as housing, school enrollment, cultural orientations, employment orientations, benefits applications, and ongoing adjustment services.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,949.9	8,817.3	8,817.3
Program Total	8,949.9	8,817.3	8,817.3
FTE Positions	10.0	10.0	10.0

◆ **Goal 1** To promote refugee social and economic self-sufficiency and well-being.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of refugees receiving refugee cash assistance	354*	1,000	1,000
Explanation:	*July 1, 2007 - Jan 31, 2008. Feb 1-May 31, 2008 data not available		
Number of refugees placed in employment	783	800	800
Average hourly salary of refugees placed in employment	7.8	7.8	7.8
Percent of refugee medical assistance program eligibility determinations made within 48 hours of receipt of a complete application	100	100	100
Number of eligible refugees receiving medical assistance	3,370	3,000	3,000
Number of older refugees who obtain U.S. citizenship	46	50	50

DEA 5.9 **Subprogram Summary**
PERMANENT GUARDIANSHIP SUBSIDY
Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. 41-1954; 8-814;

Mission:
To assist and support grandparents as they transition into their role of raising grandchildren for whom they are responsible.

Description:
The Grandparent Kinship Care Support Service allows payments of the following expenses if the kinship caregiver is the child's grandparent: (1) clothing and personal allowances not to exceed \$75 per child per month; (2) upon submission of written receipts for each purchase, one-time transitional assistance not to exceed \$300 per child to help cover the cost of additional beds and furniture and other necessary expenses related to transitioning the child into the grandparents home.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	51.2	500.0	500.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	51.2	500.0	500.0
FTE Positions	1.0	1.0	1.0

◆ **Goal 1** To enhance the ability of grandparents to provide a stable environment for their grandchildren during the time of transition.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of grandparents receiving subsidy	875	875	875

DEA 5.10

Subprogram Summary**LIFESPAN RESPITE CARE**

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 46-171

Mission:

To coordinate respite care services for family caregivers who are not eligible for other publicly funded respite care programs.

Description:

The Lifespan Respite Care Program establishes a respite program for primary caregivers of individuals who do not currently qualify for other publicly funded respite services. The program will coordinate with other respite services, support the growth and maintenance of a statewide respite coalition, conduct a study on the need for respite care throughout the lifespan of individuals, identify local training resources for respite care providers, link families with respite care providers and other types of respite caregiver consultant, and create an evaluation tool for recipients of respite care to ensure quality of care.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	1,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	1,000.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To preserve the family unit and support family stability through the coordination of respite care services.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of caregivers served	86	110	110

DEA 6.0

Program Summary**CHILDREN, YOUTH AND FAMILIES**

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 41-1954; 8-800

Mission:

To promote services for children to enable them to be safe, and live with strong families so they can be successful in life.

Description:

The Division of Children, Youth and Families (Division) provides services to children and families, which includes the following: prevention, family support and preservation, substance abuse treatment, Child Services, out-of-home care, adoptions, permanent guardianship, independent living, health care services, and other child welfare programs.

The Division serves as the state-administered child welfare services agency, and is divided into three administrations: Child Welfare Administration (CWA), Finance and Business Operations Administration (FBOA), and Comprehensive Medical and Dental Program (CMDP).

Arizona's 15 counties are divided into six regions, which are referred to as districts. District 1 (Maricopa County) and District 2 (Pima County) are the urban districts, while Districts 3 through 6 are the rural districts, although some rural counties are growing rapidly.

Each district provides directly or through contracts with community providers: investigation of Child Protective Services (CPS) reports, case management, in-home services, out-of-home services, contracted support services, permanency planning, and foster and adoptive home recruitment, study and supervision.

The Statewide Child Abuse Hotline is centralized for the receiving and screening of incoming communications regarding alleged child abuse and neglect. Incoming communications are centrally screened to determine if the communication meets the definition and criteria of a CPS report. Report information is triaged to determine risk of harm to the child, and to establish a response timeframe. Reports are investigated by child protective services specialists or referred to other jurisdictions (such as tribal jurisdictions) for action.

Finance and Business Office Operations provide oversight of district functions; policy and program development, including analysis of state and federal legislation; management of the Child Welfare Training Institute (CWTI) for initial in-service staff training, ongoing/advanced staff training, and out-service and education programs; management of the Comprehensive Medical and Dental Program (CMDP) that provides dental and health care services for children in out-of-home care; oversight of programs including: Healthy Families Arizona, Promoting Safe and Stable Families, Arizona Families F.I.R.S.T., Adoption Subsidy, Subsidized Guardianship, Independent Living Programs including Chafee, Child Abuse Prevention and Treatment Act, Foster and Adoptive Home Recruitment, Study and Supervision, the Interstate Compact on the Placement of Children, and the Title IV-E Demonstration Project on Expedited Reunification; oversight of statewide practice improvement, including case record reviews, data and trend analysis, the federal Child and Family Services Review process, continuous quality improvement processes, new practice improvement initiatives, and implementation of Family to Family strategies; oversight of strategic planning, including development and implementation of the federal Child and Family Services Plan; management of the appeals process for proposed substantiated CPS reports; management of family advocacy and high profile cases; management of business operations, including finance, budget, contracts, payment operations, and the Division's case management and payment processing automated system; and management of data, data analysis, report preparation, and the Division's data dashboard.

This Program Contains the following Subprograms:

- ▶ Children, Youth and Families Operations
- ▶ Children Support Services
- ▶ CPS Emergency Placement
- ▶ CPS Residential Placement
- ▶ Foster Care Placement
- ▶ Education and Training Vouchers
- ▶ Healthy Families
- ▶ Family Builders Program
- ▶ Intensive Family Services
- ▶ Child Abuse Prevention
- ▶ Homeless Youth Intervention
- ▶ Comprehensive Medical and Dental Program
- ▶ Residential Drug Treatment
- ▶ Joint Substance Abuse – AZ Families (FIRST)
- ▶ Permanent Guardianship Subsidy
- ▶ Adoption Services
- ▶ Adoption Services - Family Preservation Projects
- ▶ CPS Appeals
- ▶ CYF Attorney General Legal Services
- ▶ Adoption Services - Tutoring
- ▶ Independent Living Maintenance

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	206,333.7	206,755.6	261,039.2
Other Appropriated Funds	95,760.6	123,107.7	112,909.6
Other Non Appropriated Funds	210,493.4	192,075.0	213,073.9
Program Total	512,587.7	521,938.3	587,022.7
FTE Positions	2,211.1	2,338.1	2,494.1

DEA 6.1	Subprogram Summary
CHILDREN, YOUTH AND FAMILIES OPERATIONS	
Alicia Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. 41-1954; 8-800	

Mission:

To promote services for children to enable them to be safe, and live with strong families so they can be successful in life.

Description:

The Division of Children, Youth and Families (Division) provides services to children and families, which includes the following: prevention, family support and preservation, substance abuse treatment, Child Services, out-of-home care, adoptions, permanent guardianship, independent living, health care services, and other child welfare programs.

The Division serves as the state-administered child welfare services agency, and is divided into three administrations: Child Welfare Administration (CWA), Finance and Business Operations Administration (FBOA), and Comprehensive Medical and Dental Program (CMDP).

Arizona's 15 counties are divided into six regions, which are referred to as districts. District 1 (Maricopa County) and District 2 (Pima County) are the urban districts, while Districts 3 through 6 are the rural districts, although some rural counties are growing rapidly.

Each district provides directly or through contracts with community providers: investigation of Child Protective Services (CPS) reports, case management, in-home services, out-of-home services, contracted support services, permanency planning, and foster and adoptive home recruitment, study and supervision.

The Statewide Child Abuse Hotline is centralized for the receiving and screening of incoming communications regarding alleged child abuse and neglect. Incoming communications are centrally screened to determine if the communication meets the definition and criteria of a CPS report. Report information is triaged to determine risk of harm to the child, and to establish a response timeframe. Reports are investigated by child protective services specialists or referred to other jurisdictions (such as tribal jurisdictions) for action.

Finance and Business Office Operations provide oversight of district functions; policy and program development, including analysis of state and federal legislation; management of the Child Welfare Training Institute (CWTI) for initial in-service staff training, ongoing/advanced staff training, and out-service and education programs; management of the Comprehensive Medical and Dental Program (CMDP) that provides dental and health care services for children in out-of-home care; oversight of programs including: Healthy Families Arizona, Promoting Safe and Stable Families, Arizona Families F.I.R.S.T., Adoption Subsidy, Subsidized Guardianship, Independent Living Programs including Chafee, Child Abuse Prevention and Treatment Act, Foster and Adoptive Home Recruitment, Study and Supervision, the Interstate Compact on the Placement of Children, and the Title IV-E Demonstration Project on Expedited Reunification; oversight of statewide practice improvement, including case record reviews, data and trend analysis, the federal Child and Family Services Review process, continuous quality improvement processes, new practice improvement initiatives, and implementation of Family to Family strategies; oversight of strategic planning, including development and implementation of the federal Child and Family Services Plan; management of the appeals process for proposed substantiated CPS reports; management of family advocacy and high profile cases; management of business operations, including finance, budget, contracts, payment operations, and the Division's case management and payment processing automated system; and management of data, data analysis, report preparation, and the Division's data dashboard.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	61,372.9	60,687.0	71,849.8
Other Appropriated Funds	27,978.6	36,773.8	38,321.9
Other Non Appropriated Funds	47,767.4	37,922.1	41,575.6
Program Total	137,118.9	135,382.9	151,747.3
FTE Positions	2,002.6	2,129.6	2,261.6

- ◆ **Goal 1** To provide quality leadership and training opportunities to enhance the delivery of quality services and promote accountability.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of newly hired Child Protective Services (CPS) Specialists completing training within seven months of hire	100	100	100
Percent of CPS complaints reviewed by the Office of the Citizens Aide where allegations are reported as valid by the Ombudsman	13	13	13
Number of CPS reports received (Data will be available in the next Master List submittal)	-	34,981	34,981
Child protective services response rate (percent)	100	100	100
Percent of child protective service reports that are substantiated	*	8.0	8.0
Number of substantiated reports of child maltreatment	*	2,800	2,800
Number of substantiated CPS reports of child maltreatment per 1,000 children	*	4.6	4.6
Percent of CPS original dependency cases where the court denied or dismissed the dependency	<1	<1	<1
Explanation:	*federal fiscal year		

- ◆ **Goal 2** To improve employee satisfaction, retention, and recruitment.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Employee satisfaction rating for employees in the Division of Children, Youth and Families	2.3	3.0	3.0

DEA 6.2	Subprogram Summary
CHILDREN SUPPORT SERVICES	
Alcira Angulo, Strategic Planning	
Phone: (602) 542-0213	
A.R.S. 8-802; 8-701; 8-521	

Mission:

To strengthen, stabilize, and promote safety of families through the provision of a continuum of family-centered in-home services that are comprehensive, coordinated, community-based, accessible, and culturally responsive. (In-Home Children Services Program and Family Support and Family Preservation Program)

Description:

The In-Home Children Services Program focuses on families where unresolved problems have produced visible signs of existing or imminent child abuse, neglect, or dependency, and the home situation presents actual and potential risk to the physical or emotional well-being of a child. In-home children services seek to prevent further dependency or child abuse and neglect through provision of social services to stabilize family life and preserve the family unit. These services, including voluntary services without court involvement and court-ordered in-home intervention, are available statewide, although the actual design of services varies by district. Services include parent aide, parenting skills training, counseling, self-help, and contracted case management. Families may also receive referrals for services provided by other Divisions within the Department or other state agencies, including behavioral health services and other community resources.

Contracted services provided are available statewide. This integrated services model includes two service levels, intensive and moderate, which are provided based upon the needs of the child and family. The model is provided through collaborative partnerships between CPS, community social service agencies, family support programs, and other community and faith-based organizations.

The Division uses in-home service units to support delivery of integrated services and other in-home supports. Cases served include voluntary foster care, in-home court intervention, in-home dependency, integrated services, and other in-home support cases. Districts 1, 2, 3, and 6 have specialized in-home service units and Districts 4 and 5 have in-home services specialists.

The Family Support and Family Preservation Program provides community-based family support and preservation services, which are not limited to Child Protective Services cases, to improve the safety and well-being of families, enhance family functioning, foster a sense of self-reliance, reduce risk factors, and stabilize families. A broad array of services are provided including, but not limited to, case management, assistance in securing child care, early intervention, food and nutrition, information and referral, mentoring, parenting skills training, peer self-help, supportive counseling, transportation, emergency services, and intensive family preservation services. Service providers are required to form collaborative partnerships with other agencies for the provision of family-centered services. Services provided are contingent upon the needs of the family and the community resources, and are voluntary. Family Support and Family Preservation outcomes are evaluated and reported on a federal fiscal year.

In the Young Adult Program and the Transitional Independent Living Program, youth and Division staff work together to establish youth-centered case plans that include services and supports to assist each youth to reach his or her full potential while transitioning to adulthood and maintain safe, stable, long-term living arrangements and relationships with persons committed to their support and nurturance. State policy requires an individualized independent living case plan for every youth age 16 and older in out-of-home care, regardless of his or her permanency goal. Life skills assessments and services are provided to ensure each youth acquires the skills and resources necessary to live independently of the foster care system at age 18.

Youth who do not have a goal of reunification, adoption, or guardianship are assisted to establish another planned permanent living arrangement through participation in services, opportunities, and activities through the Arizona Young Adult Program, which is Arizona's State Chafee Program. The Arizona Young Adult Program provides training and financial assistance to children in out-of-home care who are expected to make the transition from adolescence to adulthood while in foster care. Youth served under the Arizona Young Adult Program are currently in out-of-home care, in the custody of the Department.

State statute allows youth to continue to receive Division services and supports to age 21 through voluntary foster care services and/or the Transitional Independent Living Program. Young adults served under the Transitional Independent Living Program are former foster youth, ages 18 through 20, who were in out-of-home care and in the custody of the Department while age 16, 17, or 18. This program provides job training, skill development, and financial and other assistance to former foster youth, to complement their efforts toward becoming self-sufficient.

The Young Adult Transitional Insurance Program (YATI) serves young adults who reached the age of 18 while in out-of-home care and who may be eligible for medical services through the YATI Program, which was implemented in fiscal year 2000. YATI is a Medicaid program operated by AHCCCS. All foster youth who are Medicaid eligible are pre-enrolled into an AHCCCS plan as they turn 18 years of age. This program provides continuous health coverage until the age of 21, regardless of income. Approximately 200 additional youth who reached the age of 18 while in foster care during the last year will benefit from this program.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	40,803.3	45,403.3	63,137.5
Other Appropriated Funds	21,508.0	30,679.1	18,932.9
Other Non Appropriated Funds	19,807.4	17,090.9	17,978.4
Program Total	82,118.7	93,173.3	100,048.8
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To enhance the ability of parents being served by Child Protective Services to create safe, stable, and nurturing home environments by providing cost-effective services that promote the safety of all family members.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of families receiving in-home services (point in time 6/30)	5,509	5,600	5,700

- ◆ **Goal 2** To enhance parents' ability to create stable and nurturing home environments and to enhance children's health and development.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of families served by Family Support and Family Preservation program (*federal fiscal year)	*	7,233	7,233
Percent of Family Support and Family Preservation participants not having subsequent substantiated CPS report (*federal fiscal year)	*	99	99
Percent of all Family Support and Family Preservation families, regardless of service provided, who reported an improvement in parental competence (*federal fiscal year)	*	85	85
Percent of Family Support and Family Preservation families who reported they were satisfied with the program (*federal fiscal year)	*	96	96
Percent of Family Support and Family Preservation families who received parenting skills training who reported an improvement in parental competence (*federal fiscal year)	*	91	91
Percent of Family Support and Family Preservation families who showed a positive change on at least one presenting issue (*federal fiscal year)	*	78	78

Average participant satisfaction with the Family Centered Practice Conference (Scale 1-5)	4.2	4.4	4.4
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- ◆ **Goal 3** To assist young adults to achieve self-sufficiency.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Young Adult Program participants (*federal fiscal year)	*	1,300	1,300
Number of Young Adult Independent Living Subsidy participants (*federal fiscal year)	*	420	430
Percent of Transitional Independent Living (TIL) participants who have graduated from high school or received a General Equivalency Diploma (*federal fiscal year)	*	40	45
Percent of TIL participants who are employed or participating in post-secondary education or training at the time of discharge (*federal fiscal year)	*	60	65

DEA 6.3

Subprogram Summary

CPS EMERGENCY PLACEMENT

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 8-514

Mission:

To provide permanence, stability, and continuity of care in safe homes that meet the needs of children who enter out-of-home care. Services include, but are not limited to, case management, permanency planning, provision of out-of-home care, and other out-of-home support services to individuals or families.

Description:

Out-of-home placement services are available statewide for children who are unable to remain in their homes due to immediate safety concerns or impending and unmanageable risk of maltreatment. Placement services promote safety, permanency, and child and family well-being through supervision and monitoring of children in out-of-home placement, and support of the out-of-home caregiver's ability to meet the child's needs. State policy requires a complete individual placement needs assessment for every child who requires out-of-home care, and that the Division whenever possible: place children in the least restrictive placement available, consistent with the needs of the child; place children in close proximity to the parents' home and within the child's own school district; seek adult relatives or adults with whom the child has a significant relationship to meet the placement needs of the child in out-of-home care; place siblings together unless there is documented evidence that placement together is detrimental to one of the children; and place children with caregivers who can communicate in the child's language.

Placement types include placement in: emergency shelters, kinship homes, foster homes, adoptive homes, group homes, residential treatment centers, and independent living subsidy arrangements.

Goals and performance measures for this program are contained in the Foster Care Placement program, DEA 6.5, as only aggregate data for out-of-home children services is available.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,180.1	2,180.1	4,029.1
Other Appropriated Funds	2,978.2	3,006.4	3,006.4
Other Non Appropriated Funds	4,963.9	2,792.7	3,788.4
Program Total	10,122.2	7,979.2	10,823.9
FTE Positions	0.0	0.0	0.0

DEA 6.4 **Subprogram Summary**
 CPS RESIDENTIAL PLACEMENT
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. 8-514

Mission:

To provide permanence, stability, and continuity of care in safe homes that meet the needs of children who enter out-of-home care. Services include, but are not limited to, case management, permanency planning, provision of out-of-home care, and other out-of-home support services to individuals or families.

Description:

Out-of-home placement services are available statewide for children who are unable to remain in their homes due to immediate safety concerns or impending and unmanageable risk of maltreatment. Placement services promote safety, permanency, and child and family well-being through supervision and monitoring of children in out-of-home placement, and support of the out-of-home caregiver's ability to meet the child's needs. State policy requires a complete individual placement needs assessment for every child who requires out-of-home care, and that the Division whenever possible: place children in the least restrictive placement available, consistent with the needs of the child; place children in close proximity to the parents' home and within the child's own school district; seek adult relatives or adults with whom the child has a significant relationship to meet the placement needs of the child in out-of-home care; place siblings together unless there is documented evidence that placement together is detrimental to one of the children; and place children with caregivers who can communicate in the child's language.

Placement types include placement in: emergency shelters, kinship homes, foster homes, adoptive homes, group homes, residential treatment centers, and independent living subsidy arrangements.

Goals and performance measures for this program are contained in the Foster Care Placement program, DEA 6.5, as only aggregate data for out-of-home children services is available.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	6,543.4	6,543.4	11,354.1
Other Appropriated Funds	11,135.3	11,166.6	11,166.6
Other Non Appropriated Funds	23,679.1	19,489.7	22,080.1
Program Total	41,357.8	37,199.7	44,600.8
FTE Positions	0.0	0.0	0.0

DEA 6.5 **Subprogram Summary**
 FOSTER CARE PLACEMENT
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. 8-514

Mission:

To provide permanence, stability, and continuity of care in safe homes that meet the needs of children who enter out-of-home care. Services include, but are not limited to, case management, permanency planning, provision of out-of-home care, and other out-of-home support services to individuals or families.

Description:

Out-of-home placement services are available statewide for children who are unable to remain in their homes due to immediate safety concerns or impending and unmanageable risk of maltreatment. Placement services promote safety, permanency, and child and family well-being through supervision and monitoring of children in out-of-home placement, and support of the out-of-home caregiver's ability to meet the child's needs. State policy requires a complete individual placement needs assessment for every child who requires out-of-home care, and that the Division whenever possible: place children in the least restrictive placement available, consistent with the needs of the child; place children in close proximity to the parents' home and within the child's own school district; seek adult relatives or adults with whom the child has a significant relationship to meet the placement needs of the child in out-of-home care; place siblings together unless there is documented evidence that placement together is detrimental to one of the children; and place children with caregivers who can communicate in the child's language.

Placement types include placement in: emergency shelters, kinship homes, foster homes, adoptive homes, group homes, residential treatment centers, and independent living subsidy arrangements.

Goals and performance measures for the Foster Care Placement Program, CPS Emergency Placement, and CPS Residential Placement SFY 2008 state appropriated line items are contained in this program as only aggregate data for out-of-home children services is available.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	21,579.2	17,139.5	21,548.0
Other Appropriated Funds	6,881.6	6,223.1	6,223.1
Other Non Appropriated Funds	18,559.2	16,870.0	20,950.1
Program Total	47,020.0	40,232.6	48,721.2
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To promote permanent placement for children who enter out-of-home care.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of children in out-of-home care	9,965	9,937	9,937
Explanation: Point in time measure 6/30.			
Percent decrease in number of children in out-of-home care	+1	0	0
Explanation: Point in time measure 6/30.			
Percent of children in out-of-home care who exit the child welfare system who achieve permanent placement through reunification, adoption, or legal guardianship	*	34	34
Percent of children in out-of-home care who have not returned to their families or been placed in another type of permanent placement for more than 24 consecutive months since they were removed from their homes	25.7	25	25
Number of children with finalized adoptions	*	1,500	1,500

Of the children who leave DES custody by reason of adoption, the percentage who exited in less than 24 months from the time of their latest removal from home	*	36	36
Of all children who were safely reunified with parents or caretakers, the percent who exited in less than 12 months from the time of their latest removal from home	*	80	80
Of all children who entered out-of-home care, percent who re-entered within 12 months of a prior discharge	*	9	9

Explanation: *federal fiscal year

- ◆ **Goal 2** To enhance children's health and development by providing stable and nurturing environments.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of children in congregate care (includes shelters, group homes, and residential treatment)	1,520	1,490	1,460
Percent decrease in the number of children in congregate care (includes shelters, group homes, and residential treatment)	13	+1	2
Number of children remaining in shelter more than 21 days	1,024	600	575
Average number of days spent in shelter care for those children in shelter care 21 days or longer	78.2	70	70
Number of children under 3 in shelter care as of June 30	23	24	24
Number of children under 6 in group homes as of June 30	4	8	8
Number of licensed foster family homes (*federal fiscal year)	*	3,500	3,500

DEA 6.6	Subprogram Summary
	EDUCATION AND TRAINING VOUCHERS
	Alcira Angulo, Strategic Planning
	Phone: (602) 542-0213
	P.L. 107-133

Mission:

To provide young adults with the opportunity to achieve self-sufficiency.

Description:

Through funding received from the federal Education and Training Voucher (ETV) Program, vouchers to support post-secondary education and training costs, including related living expenses, are provided to eligible youth up to 23 years of age. In accordance with the current state Chafee Foster Care Independence Program (CFCIP), a youth may apply for assistance through the State ETV program if the youth was in out-of-home care in the custody of the Department when age 16, 17, or 18; is age 18-21 and was previously in the custody of the Department or a licensed child welfare agency, including tribal foster care programs; was adopted from foster care at age 16 or older; or was participating in the state ETV program at age 21.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	329.2	700.0	700.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,142.6	801.0	801.0
Program Total	1,471.8	1,501.0	1,501.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To increase the number of new participants in the Education and Training Vouchers Program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of new participants	184	220	250

DEA 6.7	Subprogram Summary
	HEALTHY FAMILIES
	Alcira Angulo, Strategic Planning
	Phone: (602) 542-0213
	A.R.S. 8-701

Mission:

To utilize home-based, family-centered services which promote child health and development, prevent child abuse and neglect, and enhance positive parent/child interaction.

Description:

The Healthy Families Arizona program is a community-based, multi-disciplinary program serving pregnant women and families of newborns. The program is designed to reduce stress, enhance family functioning, support positive parent/child interaction, promote child development and health, and minimize the incidence of abuse and neglect. This voluntary home visitation program provides a family support specialist (FSS) who assists the family to obtain concrete services and provides emotional support; informal counseling; role modeling; effective life-coping skills; bonding; education on child development and school readiness activities; developmental assessments to identify developmental delays, physical handicaps, or behavioral health needs; and referrals when needed.

The program provides education on the importance of preventive health care, assistance and encouragement to access comprehensive private and public preschool and other school readiness programs, assistance in applying for private and public financial assistance and employment services, and assistance to improve parent-child interaction, develop healthy relationships, and access prenatal care. The FSS works closely with the child's medical provider in monitoring the child's health. Families may be visited anywhere from weekly to quarterly, according to the family's level of need. The program's statutory authority was expanded in 2004 to permit the program to serve women and their families prior to their child's birth, and to serve people who have a substantiated report of abuse or neglect. Program services are available until the child reaches age five. The program has expanded, increasing the number of program sites to 58. The program now serves over 150 communities throughout Arizona, including all of the Division's six administrative districts.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	5,715.8	5,715.8	5,715.8
Other Appropriated Funds	5,034.2	5,034.2	5,034.2
Other Non Appropriated Funds	9,035.9	7,641.7	7,641.7
Program Total	19,785.9	18,391.7	18,391.7
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To prevent and reduce abuse and neglect of children while protecting vulnerable children under the age of five years.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of at-risk families served	5,527	5,527	5,527
Percent of program families not having a substantiated report of child abuse or neglect	98.6	98.6	98.6
Percent of program participants who show improvement on the risk and protective factors measured by the Healthy Families Parenting	66.6	66.6	66.6

- ◆ **Goal 2** To enhance parents' ability to create stable and nurturing home environments and to enhance children's health and development.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of program children having developmental screens to identify delays at appropriate intervals during year one of program participation	75.7	75.7	75.7

DEA 6.8

Subprogram Summary

FAMILY BUILDERS PROGRAM

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 8-816

Mission:

To strengthen, stabilize, and promote safety of families through the provision of a continuum of family-centered in-home services which are comprehensive, coordinated, community-based, accessible, and culturally responsive.

Description:

This program provides funding for the In-Home Children Services Program which is shown at DEA 6.2, Children Support Services. Goals and performance measures for this program are contained in the Children Support Services Program as only aggregate data for in-home children services is available.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,181.5	5,200.0	5,200.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	5,181.5	5,200.0	5,200.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To enhance the ability of parents being served by Child Protective Services to create safe, stable, and nurturing home environments by providing cost-effective services that promote the safety of all family members.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of families receiving in-home services (point in time 6/30)	5,509	5,600	5,700

DEA 6.9

Subprogram Summary

INTENSIVE FAMILY SERVICES

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 41-1954

Mission:

To strengthen, stabilize, and promote safety of families through the provision of a continuum of family-centered in-home services which are comprehensive, coordinated, community-based, accessible, and culturally responsive.

Description:

This program provides funding for the In-Home Children Services Program which is shown at DEA 6.2, Children Support Services. Goals and performance measures for this program are contained in the Children Support Services Program as only aggregate data for in-home children services is available.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,985.6	1,985.6	1,985.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,985.6	1,985.6	1,985.6
FTE Positions	0.0	0.0	0.0

DEA 6.10

Subprogram Summary

CHILD ABUSE PREVENTION

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 8-701

Mission:

To strengthen and stabilize families and to increase public awareness of child abuse prevention.

Description:

The Child Abuse Prevention Fund provides financial assistance to community agencies for the prevention of child abuse. The funds are generally used for the Regional Child Abuse Prevention Councils and the Child Abuse Prevention Conference.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	39.4	826.9	826.9
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	39.4	826.9	826.9
FTE Positions	1.0	1.0	1.0

- ◆ **Goal 1** To provide quality leadership and training opportunities to enhance the delivery of quality services and promote accountability.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average participant satisfaction with the Child Abuse Prevention Conference (scale 1-5)	4.4	4.0	4.0

DEA 6.11

Subprogram Summary

HOMELESS YOUTH INTERVENTION

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 8-521

Mission:

To provide family support, preservation, and reunification, along with independent living skills, establishing a sense of self-reliance and reducing risk factors to Arizona's homeless or potentially homeless youth.

Description:

The focus of this program is to reunify homeless youth with their families and enhance the parent-child relationship by providing the necessary resources and services to enable a safe and stable environment. Referrals are received from parents, schools, or any significant person in a child's life. Participation by the youth is voluntary. Upon referral, staff contact the youth to gather input regarding his or her needs, resources, and interest in services and to engage and motivate the youth to participate in services. Services may include, but are not limited to: case management, parent aide, parent training, shelter care, counseling, and crisis intervention. Services continue, as needed, to support and stabilize children in-home following reunification. When reunification is not possible, the focus becomes the enhancement of the homeless youth's ability to be self-sufficient. Self-sufficiency services include: shelter care and supervision (with parental consent), employment skills training, employment assistance, personal living skills training, independent/transitional living programs, counseling, mentoring, and the provision of emergency supplies. Homeless Youth Intervention measures are on federal fiscal year.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	367.7	400.0	400.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	367.7	400.0	400.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To reunify homeless/runaway youth with their families.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of youth referred for Homeless Youth Intervention Program services	146	150	150
Percent of Homeless Youth Intervention Program youth who have been reunified with their families	60	60	60

◆ **Goal 2** To provide homeless/runaway youth with the opportunity to become self-sufficient if reunification with their family is not possible.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Homeless Youth Intervention Program youth who have improved two or more presenting self-sufficiency issues	62	62	62

DEA 6.12

Subprogram Summary

COMPREHENSIVE MEDICAL AND DENTAL PROGRAM

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 8-512

Mission:

To promote the well-being of Arizona's children in foster care by ensuring, in partnership with the foster care community, the provision of appropriate and quality health care services.

Description:

The program provides for the full coverage of medical and dental care for Arizona's children in foster care who are under the jurisdiction of the Department, the Arizona Department of Juvenile Corrections, or the Administrative Office of the Courts/Juvenile Probation Offices. The program facilitates access to health care services provided by medical professionals in the community, and coordinates with the foster caregivers and custodial agencies who are responsible for children in foster care. A full scope of health care services is covered, including all Early and Periodic Screenings, Diagnosis and Treatment (EPSDT) services, inpatient and outpatient hospital care, laboratory services, vision care, drug prescription services, and necessary services of physicians and other specialty providers. CMDP operates as an acute health care plan under the Arizona Health Care Cost Containment System (AHCCS) for children who are determined Medicaid eligible.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,057.0	2,057.0	2,057.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	22,330.9	24,699.1	24,699.1
Program Total	24,387.9	26,756.1	26,756.1
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To improve the well-being of children in foster care.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of children enrolled	10,185	9,981	9,981
Number of children enrolled	18,244	17,880	17,880
Number of children age 2 and under	3,670	3,597	3,957

Percentage of children age 2 and under who are immunized	69	72	75
Number of children age 2 to 6 years of age	4,815	4,719	4,719
Percentage of children ages 2 to 6 who have received at least one EPSDT visit while in care	67	70	73
Number of children over age 6 and under 21 years of age	9,759	9,564	9,564
Percentage of children over age 6 and under age 21 who had at least 1 primary care physician visit	64	68	71

◆ **Goal 2** To optimize fiscal responsibility by increasing the percentage of children receiving health care funded through Medicaid (Title XIX).

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of children enrolled	10,185	9,981	9,981
Percentage of children who are Medicaid (Title XIX) eligible	91	92	92
Average annual cost per child served	2,930	3,164	3,323

DEA 6.13

Subprogram Summary

RESIDENTIAL DRUG TREATMENT

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

Description:

NOTE: This program is no longer funded.

DEA 6.14

Subprogram Summary

JOINT SUBSTANCE ABUSE – AZ FAMILIES (FIRST)

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 8-812

Mission:

To promote permanency for children and stability in families, protect the health and safety of abused and/or neglected children, and promote economic security for families. This is accomplished through the provision of family-centered substance abuse and recovery support services to parents whose substance abuse is a significant barrier to maintaining or reunifying the family.

Description:

Arizona Families F.I.R.S.T. provides an array of structured interventions to reduce or eliminate abuse of and dependence on alcohol and other drugs, and to address other adverse conditions related to substance abuse. Services are available statewide. Interventions are provided through contracted community providers in outpatient and residential settings. Specific modalities include educational, outpatient, intensive outpatient, residential treatment, and aftercare services. In addition to the traditional services, AFF includes an emphasis on face-to-face outreach and engagement at the beginning of treatment; concrete supportive services, transportation, and housing; and an aftercare phase to manage relapse occurrences. Several residential providers also allow children to remain with their parent during treatment. Essential elements based on family and community needs are incorporated into the service delivery, such as culturally responsive services, gender specific treatment, services for children, and motivational interviewing to assist the entire family in its recovery.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,241.8	5,224.5	7,724.5
Other Appropriated Funds	1,835.8	2,000.0	2,000.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	6,077.6	7,224.5	9,724.5
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To promote recovery from alcohol and drug abuse for Arizona Families F.I.R.S.T. program participants.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of CPS clients referred for substance abuse treatment services	4,691	5,934	6,500
Percent increase in number of referred CPS clients who participated in at least six months of therapeutic services (Data will be available in the next Master List submittal)	-	10	10
Percent increase in referred individuals who participated in at least one therapeutic service	13.5	10	10

- ◆ **Goal 2** To reduce the recurrence of child abuse and neglect of Arizona Families F.I.R.S.T. program participants' children.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent increase in referred families who have engaged in substance abuse treatment and do not have a subsequent CPS report after six months of enrollment in Arizona Families F.I.R.S.T. (Data will be available in the next Master List submittal)	-	1	1

- ◆ **Goal 3** To establish permanency for the children of Arizona Families F.I.R.S.T. program participants.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent increase of children who achieve permanency through reunification, adoption, or guardianship following at least six months parental participation in the substance abuse treatment program	221	15	15
Percent decrease in the number of days in out-of-home care following at least six months of parental participation in the substance abuse treatment program	2	2	2

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	6,308.1	7,192.3	7,369.1
Other Appropriated Funds	644.5	1,743.0	1,743.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	6,952.6	8,935.3	9,112.1
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To increase permanency for children who have been adjudicated dependent by providing a monetary subsidy to persons appointed as permanent guardians.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of children with finalized guardianships (*federal fiscal year)	*	800	800
Average number of children receiving subsidized guardianships	2,036	2,276	2,500

DEA 6.15

Subprogram Summary

PERMANENT GUARDIANSHIP SUBSIDY

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 8-814

Mission:

To provide permanency for children by strengthening the guardianship placement with a monetary subsidy to persons appointed permanent guardians of a dependent child.

Description:

Guardianship subsidy provides a monthly partial reimbursement to caretakers appointed as permanent guardians of children in the care, custody, and control of the Department. These are children for whom reunification and adoption has been ruled out as unachievable or contrary to the child's best interest. Medical services are provided to Title XIX eligible children through the Arizona Health Care Cost Containment System (AHCCCS). Administrative services include payment processing, administrative review, and authorization of services. Many of the permanent homes supported by Subsidized Guardianship are kinship placements.

DEA 6.16 **Subprogram Summary**
ADOPTION SERVICES

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
A.R.S. 8-141 - 8-173

Mission:

To promote the timely placement of children into permanent adoptive homes, to provide adoption support services to these children and families to maintain the placement, and to provide for the special needs of children who are adopted.

Description:

Adoption promotion and support services are provided with the goal of placing children in safe nurturing relationships that last a lifetime. Kinship care with another member of the child's extended family, including a person who has a significant relationship with the child and foster parents who are able to meet the child's needs are given placement preference. New contracts for foster care and adoption home study, recruitment, and supervision emphasize targeted and child specific recruitment. The contracts provide incentives for placement of sibling groups, teens, children whose ethnicity is over-represented in the foster care system, and children with special needs. In collaborative effort with the Department's contract providers, the Department is addressing issues of disproportionality by specifically targeting the African-American and Hispanic populations. The agencies are also being requested to recruit homes in specific geographical areas.

Adoption promotion and support services include: placement of the child on the Central Adoption Registry, assessment of the child's placement needs, preparation of the child for adoptive placement, recruitment and assessment of adoptive homes, selection of an adoptive placement, supervision and monitoring of the adoptive placement, and application for adoption subsidy services. Adoption promotion and support funds are used to support adoptive families through pre-placement adoptive family and child visits and facilitation of post-placement visitation with siblings. Adoption promotion and support services also include post-adoption individual, group, or family counseling services for adoptive children, adoptive parents, and the adoptive parents' other children. These counseling services supplement the services that are available through the Title XIX mental health system. Services are provided by contracted providers who are experts in the field of adoption. There are no geographic limitations on adoptive home identification, placement, and support services, although some support services, such as specialized counseling, may be more readily available in some areas.

The Adoption Subsidy program subsidizes adoptions of special needs children who would otherwise be difficult to place for adoption because of physical, mental, or emotional disorders; age; sibling relationship; or racial or ethnic background. The physical, mental, or emotional disorders may be a direct result of the abuse or neglect the children suffered before entering the child welfare system. Services include monthly maintenance payments, eligibility for Title XIX services, reimbursement of services rendered by community providers, crisis intervention, case management, and information and referral.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	37,158.7	35,942.2	44,100.2
Other Appropriated Funds	11,886.1	19,302.4	19,302.4
Other Non Appropriated Funds	56,435.6	58,121.5	66,490.3
Program Total	105,480.4	113,366.1	129,892.9
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To promote placements in permanent adoptive homes.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of children with finalized	*	1,500	1,500

adoptions (*federal fiscal year)			
Average monthly number of children receiving adoption subsidy	11,072	12,489	13,731

DEA 6.17 **Subprogram Summary**
ADOPTION SERVICES - FAMILY PRESERVATION PROJECTS

Alcira Angulo, Strategic Planning
Phone: (602) 542-0213
Laws 2007, Chapter 255, section 28

Mission:

To promote adoption as a permanent option for children in foster care and to promote placement stability for these children through transitional and after-care services.

Description:

The Adoption Promotion Services - Family Preservation Program provides funding to promote adoption as an option for children. Expenditures of these funds are based upon the recommendations of the Joint Legislative Committee on Adoption Promotion established by Laws 2005, Chapter 328, Section 3. The current expenditure plan provides for the expansion and enhancement of operations of the 1-(877) KIDSNEEDU home recruitment information and resource line, the development of a database to track inquiries from current and prospective adoptive parents, the provision of specialized training for staff working with prospective adoptive parents, the hiring of one staff person to provide constituent support, and the hiring of one staff person to recruit Native American homes. The plan also addresses adoption transition and preservation and includes crisis intervention services, individual and family counseling with specialized adoption therapists, and special services such as tutoring or specialized items or products to support adoption transition and preservation of adoptive families.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	289.5	700.0	700.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	289.5	700.0	700.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To increase community awareness of the need for foster and adoptive homes.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of calls to the 1-877-KIDSNEEDU foster and adoptive parent recruitment information line	4,110	4,000	4,000
Percentage of calls immediately answered by a recruitment response specialist	91	91	91

◆ **Goal 2** To increase support services for adoptive parents of special needs children.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of families referred to family transition and support crisis response services that expressed that the service provided the needed support to their family	34	34	34
Number of children referred for transition counseling and therapeutic services that remain in the adoptive placement without a placement disruption	200	200	200

DEA 6.18

Subprogram Summary

CPS APPEALS

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 41-1954; 8-800

Mission:

To promote services for children to enable them to be safe, and live with strong families so they can be successful in life.

Description:

The CPS Appeals program provides management of the appeals process for proposed substantiated CPS reports.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	732.1	732.3	732.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	732.1	732.3	732.3
FTE Positions	10.5	10.5	10.5

- ◆ **Goal 1** To provide quality leadership and training opportunities to enhance the delivery of quality services and promote accountability.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Office of Administrative Hearings where CPS case findings are affirmed	89.3	86	86

DEA 6.19

Subprogram Summary

CYF ATTORNEY GENERAL LEGAL SERVICES

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 41-191

Mission:

To provide the Department of Economic Security with high-quality and timely legal advice and representation to promote the safety, economic self-sufficiency, and well-being of children, adults, and families.

Description:

The Attorney General Child and Family Protection Division/Protective Services Section (PSS) represents Child Protective Services in 15 counties statewide. PSS represents DES in all dependency, severance, and guardianship proceedings (including appeals) brought for the protection of abused and neglected children. PSS administers a case-processing system designed to expedite dependency court proceedings and place children in permanent homes. PSS also provides advice to DES on state and federal laws relating to child welfare and related funding programs.

NOTE: Goals and performance measures for this program are included in the Master List for the Attorney General, AGA 1.4, Child and Family Protection Division.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	12,190.5	12,116.6	14,512.4
Other Appropriated Funds	0.2	52.2	52.2
Other Non Appropriated Funds	4,571.1	4,546.3	4,969.2
Program Total	16,761.8	16,715.1	19,533.8
FTE Positions	197.0	197.0	221.0

DEA 6.20

Subprogram Summary

ADOPTION SERVICES - TUTORING

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 8-173

Mission:

To improve educational outcomes for children who have been adopted and who are behind grade level or failing.

Description:

The Adoption Subsidy Tutoring Program is administered through the Adoption Subsidy Program and provides financial assistance to adoptive parents to pay for educational tutoring services for children they have adopted.

- ◆ **Goal 1** To increase the number of adoptive children who benefit from tutoring services.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of children participating in adoption subsidy tutoring	NA	NA	NA
Explanation:	Service discontinued in 2008 due to lack of appropriation		

DEA 6.21

Subprogram Summary

INDEPENDENT LIVING MAINTENANCE

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 8-802, 8-521

Mission:

To provide young adults with the opportunity to achieve self-sufficiency with independent living skills.

Description:

The independent living maintenance program provides stipends to former foster youth between 18 and 21, who are now living on their own and are either enrolled in a postsecondary program or employed.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,136.0	3,136.0	4,223.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,200.3	2,100.0	2,100.0
Program Total	5,336.3	5,236.0	6,323.8
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To assist young adults to achieve self-sufficiency.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of youth exiting the young adult program, currently age 18-21	200	200	200
Percent of young adult program participants age 18 or older, who have graduated from high school or received a General Equivalent Diploma	60	65	70
Percent of young adult program participants who are employed or participating in post-secondary education or training at the time of discharge	40	45	50

DEA 7.0 **Program Summary**
 EMPLOYMENT AND REHABILITATION SERVICES
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. 41-1967; 41-1954; 46-801; 46-136

Mission:

To increase self-sufficiency and well-being for individuals and families through programs and services that promote and support employment and independent living.

Description:

The Division of Employment and Rehabilitation Services administers a comprehensive range of employment programs, services, and supports to Arizonans and their families that includes employment, education, and training services to individuals receiving TANF Cash Assistance and Food Stamps, child care assistance for eligible recipients, assistance to individuals with disabilities in achieving and/or maintaining employment, independent living services and supports to individuals with significant disabilities, Workforce Investment Act (WIA) programs for adults, dislocated workers, and economically disadvantaged youth administered through Local Workforce Investment Areas (LWIAs), Unemployment Insurance benefits to eligible individuals and collection of payroll taxes from employers to fund the payment of those benefits, and employment services to assist job seekers and employers to achieve a quality workforce.

This Program Contains the following Subprograms:

- ▶ Employment and Rehabilitation Services Operations
- ▶ JOBS
- ▶ Day Care Subsidy
- ▶ Transitional Child Care
- ▶ Vocational Rehabilitation Services
- ▶ Independent Living Rehabilitation Services
- ▶ Summer Youth Employment and Training
- ▶ Workforce Investment Act - Discretionary
- ▶ Workforce Investment Act - Local Governments
- ▶ Unemployment Insurance
- ▶ Employment Services

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	56,597.4	100,622.0	63,769.6
Other Appropriated Funds	218,337.6	213,451.3	267,997.9
Other Non Appropriated Funds	485,111.1	551,173.5	554,454.9
Program Total	760,046.1	865,246.8	886,222.4
FTE Positions	1,787.5	1,820.5	1,787.6

DEA 7.1 **Subprogram Summary**
 EMPLOYMENT AND REHABILITATION SERVICES OPERATIONS
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. 41-1967; 41-1954; 46-801; 46-136

Mission:

To increase self-sufficiency and well-being for individuals and families through programs and services that promote and support employment and independent living.

Description:

The Division of Employment and Rehabilitation Services administers a comprehensive range of employment programs, services, and supports to Arizonans and their families that includes employment, education, and training services to individuals receiving TANF Cash Assistance and food stamps; child care assistance for eligible recipients; assistance to individuals with disabilities in achieving and/or maintaining employment; independent living services and supports to individuals with significant disabilities; Workforce Investment Act (WIA) programs for adults, dislocated workers, and economically disadvantaged youth administered through Local Workforce Investment Areas (LWIAs); Unemployment Insurance benefits to eligible individuals and collection of payroll taxes from employers to fund the payment of those benefits; and employment services to assist job seekers and employers to achieve a quality workforce.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	9,720.6	9,628.1	11,908.3
Other Appropriated Funds	15,200.1	19,337.4	20,461.4
Other Non Appropriated Funds	4,987.8	4,910.0	8,191.4
Program Total	29,908.5	33,875.5	40,561.1
FTE Positions	437.9	470.9	493.9

- ◆ **Goal 1** To increase customer satisfaction with services provided.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Division of Employment and Rehabilitation Services customer satisfaction rating (scale 1-5)	3.8	3.9	3.9

DEA 7.2 **Subprogram Summary**
 JOBS
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. 41-1954; 46-136

Mission:

To provide eligible individuals the opportunity to become economically independent through employment. Jobs removes barriers by providing a variety of services that make a positive difference in their lives.

Description:

The Jobs Program provides comprehensive employment, education, and training services to work eligible individuals receiving Temporary Assistance for Needy Families (TANF) Cash Assistance benefits. The services provided include employment skills assessment, job search/job readiness activities, work experience, vocational training, GED preparation, job development and placement, case management, and support services.

The Food Stamp Employment and Training (FS E&T) program provides short-term training, work experience and also offers limited support services for mandatory Food Stamp recipients in the program.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,425.2	1,825.2	1,554.2
Other Appropriated Funds	17,368.5	21,748.5	21,909.5
Other Non Appropriated Funds	41.8	40.0	40.0
Program Total	18,835.5	23,613.7	23,503.7
FTE Positions	93.0	93.0	37.1

- ◆ **Goal 1** To increase the number of Jobs Cash Assistance recipients who obtain employment.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of unduplicated Cash Assistance individuals who obtained employment	13,881	13,881	13,881
Average cost per participant	252	519	519
Number of Cash Assistance employment placements	17,902	17,902	17,902

- ◆ **Goal 2** To maintain the number of Food Stamp recipients who obtain employment.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
FS E&T clients who obtained employment	97	540	540

DEA 7.3 Subprogram Summary

DAY CARE SUBSIDY

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 41-1967; 46-801

Mission:

To support the well-being and economic independence of Arizona's families by providing child care assistance and developing quality child care

Description:

The program provides child care assistance for eligible recipients under state appropriation of state and federal block grant funding sources, certifies small family child care homes that serve eligible families, provides funding to increase the availability and improve the quality of child care services, and provides leadership for statewide coordination and collaboration of various child care and early childhood development programs.

Note: The Transitional Child Care Program, in conjunction with the Day Care Subsidy Program, is a component of the overall DES Child Care Program. Neither of these two subprograms are stand-alone in that the Child Care Program is a seamless service delivery system. Although funding is appropriated separately, the underlying program mission and goals and most performance measures are identical and not uniquely tracked. For additional performance measure data associated with the Transitional Child Care Program, please refer to information cited in the subprogram information for the Day Care Subsidy Program.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	38,751.4	82,920.1	44,058.5
Other Appropriated Funds	118,070.0	79,368.9	132,630.5
Other Non Appropriated Funds	283.1	271.1	271.1
Program Total	157,104.5	162,560.1	176,960.1
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To improve the efficiency and quality of the child care program administration.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of customer satisfaction with child care	89	90	91

- ◆ **Goal 2** To increase the availability, supply, and quality of child care providers to support the needs of children and families.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of children whose families are assisted by Child Care Resource and Referral	81,975	83,615	85,287
Percent of increase in average yearly number of children assisted by Child Care Resource and Referral services	3.0	2.0	2.0
Number of accredited providers	170	171	172
Percent of increase in average yearly number of accredited providers	0	0.5*	0.5*
Explanation:	*Discontinuation of an accreditation assistance program in Pima County have led to a decrease in the expected growth in accredited providers.		

- ◆ **Goal 3** To increasingly meet the child care needs for families that are working or are in work activities and are at or below 165 percent of the federal poverty level. (This population includes Temporary Assistance for Needy Families (TANF) and Transitional Child Care families, as well as non-TANF families.)

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total average number of children in Day Care Subsidy program per month	37,396	39,334	40,715
Monthly average number of additional children in Day Care Subsidy program compared to prior year	1,578	1,938	1,381

DEA 7.4 Subprogram Summary

TRANSITIONAL CHILD CARE

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

A.R.S. 41-1967; 46-801

Mission:

To support the well-being and economic independence of Arizona's families by providing child care assistance and developing quality child care.

Description:

The program provides child care assistance for eligible recipients under state appropriation of federal block grant funding sources, certifies small family child care homes that serve eligible families, provides funding to increase the availability and improve the quality of child care services, and provides leadership for statewide coordination and collaboration of various child care and early childhood development programs.

Note: The Transitional Child Care Program, in conjunction with the Day Care Subsidy Program, is a component of the overall DES Child Care Program. Neither of these two subprograms are stand-alone in that the Child Care Program is a seamless service delivery system. Although funding is appropriated separately for both Day Care Subsidy and Transitional Child Care, the underlying program mission and goals and most performance measures are identical and not uniquely tracked. For additional performance measure data associated with the Transitional Child Care Program, please refer to information cited in the subprogram information for the Day Care Subsidy Program

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	29,728.0	36,193.0	36,193.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	29,728.0	36,193.0	36,193.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To increasingly meet the child care needs for families that are working or are in work activities and are at or below 165 percent of the federal poverty level. (This population

includes Transitional Child Care families but does not include Temporary Assistance for Needy Families (TANF) as well as non-TANF families.)

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total average number of children in Transitional Child Care Program per month	7,785*	7,251**	7,177
Explanation:	*Recent reduction in the Transitional Child Care Program child care caseload are directly attributable to a reduction in the TANF child care caseload. **The ability to achieve these estimates will be dependent upon having sufficient funding to cover the cost for children in care.		
Monthly average number of additional children in Transitional Child Care programs compared to prior years.	-1,006	-534**	-74
Explanation:	**The ability to achieve these estimates will be dependent upon having sufficient funding to cover the cost for children in care. The approved budget for FY 09 did however state: "It is the intent of the legislature to fully fund child care caseloads and not create a wait list."		

Of all individuals who achieve an employment outcome in the Vocational Rehabilitation program the percent who are employed in competitive settings (Federal Indicator #3, Standard 72.60%)	92.3	92.3	92.3
Number of individuals with the most significant disabilities who require long-term supports	87	87	87

DEA 7.6 Subprogram Summary
INDEPENDENT LIVING REHABILITATION SERVICES
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 (SLI) PL 93-112

Mission:

To work with individuals who have significant impairments to maintain and increase self-determination and independence (placing primary emphasis on core services: information and referral services, independent living skills services, peer counseling, and self-advocacy) in partnership with the Centers for Independent Living, other Independent Living Programs, and the Statewide Independent Living Council.

Description:

The Independent Living Rehabilitation Services (ILRS) program promotes and advocates for the independent living needs and goals of individuals with significant disabilities, provides information and referral services, provides peer support and counseling services, provides grants and contracts to community programs to provide services and for community development, provides training in independent living skills to individuals, provides other independent living services as necessary and appropriate to individuals including: technology assistance, adaptive aids and devices, home modifications, etc.; and provides eye exams and glasses.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	735.8	784.2	784.2
Other Appropriated Funds	1,646.8	1,707.7	1,707.7
Other Non Appropriated Funds	1,782.6	1,706.8	1,706.8
Program Total	4,165.2	4,198.7	4,198.7
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To improve the ability of individuals to make decisions leading to self-determination and to live independently.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of individuals receiving services in order to achieve or maintain their independence	1,601*	1,400**	1,400

Explanation: * Numbers reflect decrease in funding. ** Numbers reflect decrease in funding, and changes in service delivery patterns.

- ◆ **Goal 2** To provide eye examinations and glasses, not available through AHCCCS, for eligible Arizona adults who are financially needy.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of individuals receiving eye exams/glasses	9,315***	9,315	9,315

Explanation: *** Numbers reflect decrease due to program costs of providing eye exams and glasses.

DEA 7.5 Subprogram Summary
VOCATIONAL REHABILITATION SERVICES
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. 23-501; 36-552

Mission:

To work with individuals with disabilities to achieve gainful employment through the provision of jointly developed and individually planned vocational rehabilitation services in a partnership with the State Rehabilitation Council (SRC), Community Rehabilitation Programs (CRP), and all other stakeholders.

Description:

This subprogram assists individuals with disabilities to evaluate and determine appropriate employment goals and to identify the activities and services necessary to achieve these goals, including the provision of employment support services. To assist individuals in achieving and/or maintaining employment, this subprogram provides counseling and an array of individually planned and purchased services, including medical and psychological restoration, training, job development and placement, job coaching, rehabilitation technology aids, etc. The subprogram also provides program development grants to community rehabilitation programs to develop new or different patterns of services that will benefit clients of the Vocational Rehabilitation (VR) program and provides for the purchase of services and goods that benefit groups of individuals eligible for the VR program.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,714.4	4,714.4	4,714.4
Other Appropriated Funds	143.3	204.7	204.7
Other Non Appropriated Funds	86,938.7	83,084.4	83,084.4
Program Total	91,796.4	88,003.5	88,003.5
FTE Positions	674.2	674.2	674.2

- ◆ **Goal 1** To assist consumers to achieve meaningful and sustained work as effectively and efficiently as possible.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Individuals in the Vocational Rehabilitation program successfully rehabilitated	2,004	2,004	2,004
The difference from application to closure in the percent of individuals in the Vocational Rehabilitation program who report monthly wages as their primary income (Federal Indicator #6, Standard 53%)	66.6	66.6	66.6

DEA 7.7 **Subprogram Summary**
 SUMMER YOUTH EMPLOYMENT AND TRAINING
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. 41-1954; 11-1041; PL 105-220

Mission:

To provide support for programs that prepare youth for participation in the labor force.

Description:

The Summer Youth Employment and Training Program (SYETP) passes through General Funds to counties and cities to enhance the basic skills of youth and prepare them for participation in the labor force. NOTE: DES passes these funds directly to the counties and cities to operate their SYETP programs and has no control or reporting requirements once the monies are distributed. It is not possible to develop and track goals and performance measures for this program.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,250.0	750.0	750.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,250.0	750.0	750.0
FTE Positions	0.0	0.0	0.0

DEA 7.8 **Subprogram Summary**
 WORKFORCE INVESTMENT ACT - DISCRETIONARY
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. 41-1954; PL 105-220

Mission:

To provide leadership and support to programs that prepare eligible individuals for long-term employment and self-sufficiency.

Description:

The Employment Administration, Workforce Investment Act Section, is the administrative agency and state grant recipient for the Workforce Investment Act (WIA) Title I-B federal funds. Fifteen percent of the federal WIA allocation is available for discretionary purposes such as administration, statewide initiatives, and competitive grants for employment and training programs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,633.9	3,614.0	3,614.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	2,633.9	3,614.0	3,614.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To conduct on-site programmatic monitoring reviews for each of the Local Workforce Investment Areas (LWIAs).

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of LWIAs monitored for programmatic compliance	14	14	14
Total number of LWIAs monitored for fiscal compliance	14	14	14

DEA 7.9 **Subprogram Summary**
 WORKFORCE INVESTMENT ACT - LOCAL GOVERNMENTS
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. 41-1954; PL 105-220

Mission:

To provide leadership and support to programs that prepare eligible individuals for long-term employment and self-sufficiency.

Description:

The Employment Administration, Workforce Investment Act Section, is the administrative agency and state grant recipient for the Workforce Investment Act (WIA) Title I-B federal funds. It has the responsibility for state program planning and policy direction, overall management, program development, and performance oversight of the employment and training programs operated in 14 Local Workforce Investment Areas (LWIAs). The LWIAs administer the programs for adults, dislocated workers, and economically disadvantaged youth.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	33,066.7	48,040.6	48,040.6
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	33,066.7	48,040.6	48,040.6
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To meet or exceed the statewide goal for entered employment rate federal performance standards for adults, youth, and dislocated workers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of entered employment rate federal performance standards for adults	81.8	78.0	78.0
Percent of entered employment rate federal performance standards for youth	79.7	71.0	71.0
Percent of entered employment rate federal performance standards for dislocated workers	86.8	86.0	86.0

DEA 7.10 **Subprogram Summary**
 UNEMPLOYMENT INSURANCE
 Alcira Angulo, Strategic Planning
 Phone: (602) 542-0213
 A.R.S. 23-601

Mission:

To collect taxes from covered employers and to pay benefits to eligible unemployed workers.

Description:

The program provides Unemployment Insurance benefits to eligible individuals based on their past earnings and collects payroll taxes from subject employers to fund the payment of those benefits.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	480.3	3,236.5	3,236.5
Other Non Appropriated Funds	378,556.6	449,173.0	449,173.0
Program Total	379,036.9	452,409.5	452,409.5
FTE Positions	404.9	404.9	404.9

- ◆ **Goal 1** To increase the degree of timeliness in paying Unemployment Insurance benefits.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Unemployment Insurance benefits paid within 14 days of first compensable week ending date	82.9	87.9	88.4

- ◆ **Goal 2** To ensure sufficient funds are available to meet Unemployment Insurance payment needs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of days to deposit 90 percent of taxes collected (100% within 2 days)	2	2	2

DEA 7.11 **Subprogram Summary**

EMPLOYMENT SERVICES

Alcira Angulo, Strategic Planning

Phone: (602) 542-0213

(SLI) PL 93-112

Mission:

To assist job seekers and employers to achieve a quality workforce through an improved service delivery system.

Description:

The program provides job placement, counseling, job search assistance, referral to training, and certification of employers who qualify for a tax credit for providing jobs to eligible job seekers.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	12,520.5	11,988.2	11,988.2
Program Total	12,520.5	11,988.2	11,988.2
FTE Positions	177.5	177.5	177.5

- ◆ **Goal 1** To provide employment opportunities for individuals seeking employment and recruitment services to employers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of job seekers placed in employment	54,333	54,333	54,333

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Agency Summary

DEPARTMENT OF EDUCATION

Tom Horne, Superintendent of Public Instruction

Phone: (602) 542-5460

Arizona State Constitution, A.R.S. § Title 15 et seq.

Mission:

To increase the quality of public education in the State of Arizona by raising expectations and providing support, resources, and assurances that enable schools and students to excel.

Description:

The Arizona Department of Education is administered by the Superintendent of Public Instruction, an elected official under the Arizona State Constitution. The Superintendent leads the State of Arizona in developing and implementing educational guidelines. Through the various programs within the Arizona Department of Education, the Superintendent oversees direct services to 237 locally governed school districts and 364 Charter Holders operating at over 478 Charter sites. The Department executes the educational guidelines through evaluation, training, school improvement assistance, dissemination of information, and administration and allocation of funds. The Department also serves as the primary source for current, reliable, and accurate information on the status and needs of the public school system.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ STATE BOARD OF EDUCATION / VOCATIONAL AND TECHNOLOGICAL EDUCATION	517.2	3,573.0	3,573.0
➤ SCHOOL FINANCE - PAYMENT AND FINANCIAL COMPLIANCE	4,487,638.0	4,656,785.6	4,913,626.7
➤ SCHOOL ACCOUNTABILITY AND IMPROVEMENT	40,731.1	75,681.7	119,166.1
➤ EDUCATION SERVICES	935,389.1	1,182,880.3	1,190,313.0
➤ PROFESSIONAL DEVELOPMENT	99,077.0	130,180.1	130,180.1
➤ ADMINISTRATION	17,008.9	15,908.8	17,742.2
Agency Total:	5,580,361.3	6,065,009.5	6,374,601.1

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,943,009.3	4,141,201.0	4,450,792.6
Other Appropriated Funds	54,959.0	54,793.5	54,793.5
Other Non Appropriated Funds	1,582,393.0	1,869,015.0	1,869,015.0
Program Total	5,580,361.3	6,065,009.5	6,374,601.1
FTE Positions	686.7	717.3	745.8

Strategic Issues:

Issue 1 Student Accountability and Information System (SAIS) and Accountability

A central data warehouse of accurate, timely student and financial information has been developed, and real-time information continues to be collected to satisfy state and federal reporting requirements. Aggregate information has become available for guidelines decisions, and to parents/guardians and the general public to hold schools accountable for student success and the expenditure of funds.

Issue 2 Customer Service

Efforts to improve customer service and department operations continue to be explored and implemented.

Issue 3 Academic Standards

Arizona standards represent a rich and vital curriculum, ensuring that all students are taught challenging material. Although Arizona's Instrument to Measure Standards (AIMS) continue to concentrate on Reading, Writing, and Mathematics, all of the Arizona Academic Standards are important and should be integrated throughout a school's curriculum.

Issue 4 Student achievement (special emphasis on K-3 reading initiative).

AZ READS continues to provide direct resources to ensure that children start school ready to read, allow for early screening and ongoing diagnostic assessment and adequately train teachers to provide ongoing reading development.

Issue 5 Communication

It is essential that student and school information be available to the public.

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Program Summary

STATE BOARD OF EDUCATION / VOCATIONAL AND TECHNOLOGICAL EDUCATION

Vicki Salazar, Associate Superintendent

Phone: (602) 542-3139

Arizona State Constitution, A.R.S. § 15-201-231

Mission:

To aggressively set policies that foster excellence in public education.

Description:

The State Board of Education meets at least ten times annually to supervise and regulate the conduct of the public school system. A.R. S. § 15-203 articulates the Board's powers and duties which indicate that the Board shall set statewide education policy for our K-12 schools. The State Board for Vocational and Technological Education meets at least three times annually to supervise and regulate the conduct of vocational and technological education in the public school system.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	216.3	3,189.3	3,189.3
Other Appropriated Funds	300.8	383.7	383.7
Other Non Appropriated Funds	0.1	0.0	0.0
Program Total	517.2	3,573.0	3,573.0
FTE Positions	7.5	10.0	10.0

◆ Goal 1 To set fair and reasonable policies and standards which foster excellence in public education.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Arizona high school students who enter 9th grade and graduate within four years	73	74	75
Explanation:	Fiscal Year data represents class cohort from 2 years previously (i.e. FY 2005 = Class of 2003).		
Percent of Arizona schools receiving an under-performing label	11	10	9
Explanation:	*Data will be available on 09/2007		

◆ Goal 2 To ensure student safety by investigating and taking appropriate action on complaints made against professional educators.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of investigative cases closed	226	290	290

◆ Goal 3 To improve communication and involvement with the education community and other stakeholders.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of special meetings held by the State Board of Education to receive input and engage stakeholders and the general public in policy discussions	11	12	12

Percent of parents who rate "A+" the public school that their oldest school-age child attends.	8	9	9	Number of days to process budget analysis from July 18	*102	102	102
				Explanation:	*System related difficulties/legislature session has been closing later, causing September revisions which pushes back distribution of Budget letters.		

EDA 2.0 **Program Summary**
SCHOOL FINANCE - PAYMENT AND FINANCIAL COMPLIANCE
Vicki Salazar, Associate Superintendent
Phone: (602) 542-3139
A.R.S. § 15-185, 15-901-917, 15-941-15-1033, 37-521

Mission:

To administer state aid, monitor financial compliance, and provide prompt customer service while collecting and analyzing data on publicly funded schools for state aid payments, accountability to the public, and other statutory requirements.

Description:

The School Finance program disburses equalization assistance (Basic State Aid) for basic maintenance and operations funding to school districts and charter schools. Equalization assistance is designed to provide equitable per-pupil funding among school districts and charter schools for maintenance and operational needs. Equalization assistance is based on the district or the charter school's student count (Average Daily Membership) and funding levels set in statute. In addition to equalization assistance funding, traditional public school districts also receive a portion of their maintenance and operations funding from a local tax levy on the property within their boundaries.

This program also disburses other special formula funding for the following programs: (1) Additional State Aid (Homeowner's Rebate Program); (2) Assistance to School Districts (education of children whose parents or legal guardians are employed by certain state institutions); (3) Certificate of Educational Convenience (education of certain children outside of the district in which they live); (4) Special Education and Residential Vouchers; (5) Permanent and Institutional Vouchers; (6) County Jails and Detention Centers; (7) Juvenile Corrections and Adult Corrections; and (8) Classroom Site Fund (additional funds for teacher compensation and other purposes authorized by voter approval of Proposition 301 in the November 2000 General Election).

Financial compliance is monitored by this program through statutory testing of school district budget limits and analysis of required reports and data submitted by school districts and charter schools. The data is submitted electronically through the Student Accountability Information System (SAIS) for purposes of calculating equalization assistance and budget limits as applicable for publicly funded educational entities. Expenditures of school districts are monitored for statutory compliance and school districts are assisted in the resolution of non-compliance issues.

Further, this program collects data to meet reporting requirements for the federal Common Core of Data. Its main purposes are to support the School Finance program and to provide education related data to other governmental agencies and taxpayers as requested and/or required.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,820,415.5	3,977,138.4	4,233,979.5
Other Appropriated Funds	45,220.7	45,220.7	45,220.7
Other Non Appropriated Funds	622,001.8	634,426.5	634,426.5
Program Total	4,487,638.0	4,656,785.6	4,913,626.7
FTE Positions	26.9	28.0	28.0

◆ Goal 1 To provide timely and reliable customer service.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Instructional Improvement Fund (IIP) payments made on a quarterly basis	100	100	100
Percent of Classroom Site Fund payments made on a monthly basis	100	100	100

◆ Goal 2 To provide technical assistance, training, and professional development for schools on issues related to school finance.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of participants in School Finance training sessions and workshops who scored the activity as "very good" or "better"	96	96	96
Number of workshops and training sessions covering School Finance issues compared to previous years	*165	109	109
Number of communication vehicles (computer workshops) delivered to SAIS users	*165	109	109
Explanation:	*Workshops were increased to ensure all LEA's received training on the new guidelines for FY09.		

EDA 3.0 **Program Summary**
SCHOOL ACCOUNTABILITY AND IMPROVEMENT
Vicki Salazar, Associate Superintendent
Phone: (602) 542-3139
A.R.S. § 15-241, 15-741-15-747, 15-809, P.L. 107-110

Mission:

To promote attainment of high academic achievement for all students through assessing, evaluating, and implementing initiatives and reforms that use scientifically based research and effective practices for assisting schools engaged in the school improvement process.

Description:

The School Accountability and Improvement program focuses on improving student achievement through assessing the achievement level of students at different grade levels and then evaluating that information to determine how well each respective school is performing. This information is the basis for interventions and school improvement measures provided through technical assistance, professional development, funding resources, and administrative oversight.

This program includes Arizona Leaders in Education for the Advancement and Development of Student and School Success (AZ LEADS). AZ LEADS is a statewide initiative for school improvement and student success. It is one of the components of an accountability system, called Arizona Leading Education in Arizona through the Reporting and Notification System (AZ LEARNS), for measuring school performance based on student achievement.

This Program Contains the following Subprograms:

- ▶ Student Assessment
- ▶ Research and Evaluation
- ▶ School Improvement and State Intervention

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	14,186.2	13,669.0	57,153.4
Other Appropriated Funds	6,997.3	6,267.3	6,267.3
Other Non Appropriated Funds	19,547.6	55,745.4	55,745.4
Program Total	40,731.1	75,681.7	119,166.1
FTE Positions	74.0	74.5	90.0

EDA 3.1	Subprogram Summary
	STUDENT ASSESSMENT
	Vicki Salazar, Associate Superintendent
	Phone: (602) 542-3139
	A.R.S. § 15-741 - 15-742, P. L. 107-110

Mission:

To assist the educational community and the public by developing rigorous academic content standards and providing valid, reliable student assessment aligned to the standards.

Description:

The Assessment Section provides statewide assessments to students, meeting both state and federal statutory requirements. This is done through the administration of TerraNova Grades 2 and 9, AIMS DPA at Grades 3 through 8, and AIMS HS at Grade 10 and beyond. The assessments are developed using Arizona educators, following nationally accepted scientific-based methods to produce valid and reliable assessments.

The Assessment Section continues to create support materials for use by educators, parents and students. Accessed through IDEAL, the Formative Assessment program is instrumental in providing quizzes and items for classroom assessments, making it a significant teacher tool for all K-12 educators in the state. Support for individual student needs is provided through the publishing of Student Guides and Sample Test on the ADE website. GROW guides are individually tailored for Grade 9 students based upon their AIMS DPA results from the previous grade, and for students from Grades 11 and 12 based upon their performance on AIMS HS.

Standards development and revision is on a five-to six year cycle. Mathematics was revised during the 2007-2008 school year and was adopted by the State Board of Education on June 24, 2008. A new Assessment will be developed to align to that standard and will be administered for the first day, April 2010. Language Arts is being rearticulated for Spring 2008 to Spring 2010.

The following units within Assessment collaborate to facilitate the accomplishment of this mission: Test Administration, Item/Test Development, Formative Assessment, Data/Item Analysis.

Assessment collaborates closely with numerous other sections within ADE: Research and Evaluation, School Effectiveness, Student Achievement, Exceptional Student Services, Informational Technology.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	7,905.8	7,896.6	51,381.0
Other Appropriated Funds	3,341.1	2,340.3	2,340.3
Other Non Appropriated Funds	4,243.7	16,675.6	16,675.6
Program Total	15,490.6	26,912.5	70,396.9
FTE Positions	13.8	17.9	33.4

- ◆ **Goal 1** To develop and revise standards, documents to be used for the assessment of all Arizona students.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of new math and reading test items developed by Arizona teachers for inclusion on the AIMS DPA and AIMS HS for the articulated standards	1,090	1,500	1,500
Number of AIMS Dual Purpose assessments administered	508,000	508,000	515,000
Explanation:	Starting in FY 2005, separate norm-referenced testing was discontinued for pupils in grades 3-8 due to first time implementation of the AIMS Dual Purpose Assessment, which combines AIMS and norm-referenced testing into a single test.		

- ◆ **Goal 2** To improve communication and involvement with the education community and other stakeholders.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Arizona educators participating in test/item development for the AIMS DPA and AIMS HS.	402	400	400
Number of Arizona educators participating in the development of items for Formative Assessment Project	* 26	30	35
Explanation:	*Contracted select group of specialists		

- ◆ **Goal 3** To provide technical assistance, training, and professional development for schools to improve their effectiveness.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of school districts/charter holders represented at the pretest workshops	650*	650*	650
Number of presentations at workshops and conferences on the utilization of test data in guiding instruction	24	25	26
Explanation:	*This number illustrates the fact that each school district/charter holder must be represented at the pretest workshops.		

- ◆ **Goal 4** To provide timely and reliable customer service.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of constituent's communications responded to within 72 hours	98	98	98

EDA 3.2	Subprogram Summary
	RESEARCH AND EVALUATION
	Vicki Salazar, Associate Superintendent
	Phone: (602) 542-3139
	A.R.S. § 15-743, 15-746, P.L. 107-110

Mission:

To evaluate and to provide public reports on the performance of Arizona's public schools in accordance with requirements under the federal No Child Left Behind Act and the Arizona law, while also providing other analysis and evaluation services to the Arizona Department of Education, the legislature, local schools, and other groups.

Description:

The Research and Evaluation subprogram provides the results of timely, accurate, and objective research to inform the public and to support educators and policymakers. Specifically, the Research and Evaluation subprogram is responsible for developing, implementing, and making future modifications to school evaluation formulas found in the federal No Child Left Behind Act of 2001 and state legislation for evaluating school performance. Projects in this subprogram include statutory reporting requirements, program evaluations, and independent research.

This subprogram includes the design and the publication of Achievement Profiles, which are a research-based method of analysis for evaluating school performance. These profiles, also called AZ LEARNS Achievement Profiles, are used to designate all public schools as Excelling, Highly Performing, Performing, Underperforming, or Failing to Meet Academic Standards. The results are evaluated for the purpose of fostering school improvement.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	639.9	683.0	683.0
Other Appropriated Funds	344.5	0.0	0.0
Other Non Appropriated Funds	0.2	9.5	9.5
Program Total	984.6	692.5	692.5
FTE Positions	7.6	3.9	3.9

- ◆ **Goal 1** To issue, on time, valid and reliable evaluations of school and student performance as required by State and Federal

statutes.				data requests fulfilled			
	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate	Number of School Report Cards published	1,890	1,900	570
Performance Measures				Number of District Report Cards published	564	1,900	570
Number of No Child Left Behind school evaluations performed	1,890	1,900	1,900				
Number of No Child Left Behind district evaluations performed	564	570	570				
Number of AZ LEARNS evaluations performed	1,881	1,900	1,900				
Percent of students tested who perform at or above the national norm on the norm reference test (grade 2) - reading	48	49	50				
Percent of students tested who perform at or above the national norm on the norm reference test (grade 2) - math	53	54	55				
Percent of students tested who perform at or above the national norm on the norm reference test (grade 9) - reading	53	54	55				
Percent of students tested who perform at or above the national norm on the norm reference test (grade 9) - math	52	53	54				
Percent of schools with at least 75 percent of students meeting or exceeding standards in AIMS reading.	36	37	38				
Percent of schools with at least 75 percent of students meeting or exceeding standards in AIMS writing	33	34	35				
Percent of schools with at least 75 percent of students meeting or exceeding standards in AIMS math	33	34	35				
Percent of students in grade 3 meeting or exceeding state academic standards in AIMS reading	69	70	71				
Percent of students in grade 3 meeting or exceeding state academic standards in AIMS writing	76	77	78				
Percent of students in grade 3 meeting or exceeding state academic standards in AIMS math	71	72	73				
Percent of students in grade 5 meeting or exceeding state academic standards in AIMS reading	68	69	70				
Percent of students in grade 5 meeting or exceeding state academic standards in AIMS writing	65	66	67				
Percent of students in grade 5 meeting or exceeding state academic standards in math	70	71	72				
Percent of students in grade 8 meeting or exceeding state academic standards in reading	67	68	69				
Percent of students in grade 8 meeting or exceeding state academic standards in writing	76	77	78				
Percent of students in grade 8 meeting or exceeding state academic standards in math	61	62	63				
Percent of students in grade 12 meeting or exceeding state academic standards in reading	39	40	41				
Percent of students in grade 12 meeting or exceeding state academic standards in writing	41	41	42				
Percent of students in grade 12 meeting or exceeding state academic standards in math	28	29	30				
Percent of students tested on norm- referenced test (grades 2 & 9)	93	96	96				
Percent of students tested on AIMS.	99	99	99				
Explanation:	* Starting FY 2005, the TerraNova test replaced the Stanford 9 test for norm-referenced testing. **A much higher trend line percentage is assumed for % of students in grade 12 meeting or exceeding state academic standards ***new Performance Measures FY 2007 Actuals were updated to reflect that starting in 2008 special education students were no longer allowed to take the AIMS test with alternate accommodations. In previous years, student who took the test with alternate accommodations were excluded from the summaries. In addition, starting in 2008 English Language Learners are not excluded from the summaries as in previous years.						

◆ **Goal 2** To provide accurate and helpful information to the public.

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Performance Measures			
Number of evaluations, analyses, and	70	75	80

EDA 3.3 **Subprogram Summary**
 SCHOOL IMPROVEMENT AND STATE INTERVENTION
 Vicki Salazar, Associate Superintendent
 Phone: (602) 542-3139
 A.R.S. § 15-241, 15-741.01, 15-809, P.L. 107-110

Mission:

To provide quality and consistent support and technical assistance to all schools engaged in the process of continuous school improvement.

Description:

“SCHOOL IMPROVEMENT”

The School Improvement subprogram integrates Education Technology with the school support components of state and federal accountability measures, A. R.S. § 15-241 (AZ LEARNS) and the No Child Left Behind Act of 2002 (NCLB).

The School Improvement subprogram supports all schools by: Providing access to the Arizona Standards and Rubrics for School Improvement as a framework for conducting a comprehensive, evidence-based needs assessment; Providing access to the online Arizona School Improvement Plan; Providing, upon request, the services of a Solutions Team; Providing access to teacher and student resources through the IDEAL web portal; Promoting the integration of technology by teachers in core content areas to increase student achievement; Promoting technological literacy by the end of eighth grade, so all students have the skills to access information and resources to support their learning needs.

The School Improvement subprogram supports schools designated as needing improvement by: Providing Technical Assistance in the development of an Arizona School Improvement Plan required by A.R.S. § 15-241 (J) and NCLB 1116 (b),

Assigning a Solutions Team as outlined in A.R.S. § 15-241 (P) and NCLB 1116 (c) to: Review school operations using the Arizona Standards and Rubrics for School Improvement, and provide the school recommendations for improvement through a Statement of Findings.

Assigning an ADE School Improvement Coach to assist the school in creating capacity for sustained improvement by: Providing technical assistance and support in implementing the Arizona School Improvement Plan and the recommendations of the Solutions Team; Assisting in the coordination of all education resources, specifically those available through the Arizona Department of Education; Documenting school progress and improvement plan implementation in relation to increasing academic achievement for all students; Assisting each Title 1 school and district identified for improvement in applying for a Title I School and District Improvement Grant; Ensuring that each Title I school and district identified for improvement complies with the requirements of NCLB and the School and District Improvement Grant.

“SCHOOL INTERVENTION”

This subprogram collaborates with school administrators for training and support that creates school environments in which all students achieve at high levels. This subprograms also analyze schools designated as “Failing to Meet Academic Standards” to determine how best to improve the schools to a performing level and to sustain the improvements after the withdrawal of state support. Further, this subprogram supports schools designated as “Failing” by providing the following: Technical assistance; Financial support; Highly qualified Turnaround Personnel; and Assignment of a School Intervention Specialist from ADE. The School Intervention Specialist provides support that will allow the school to be better equipped to implement effective system changes that will lead to increased student achievement at the school level. The Arizona Standards and Rubrics for School Improvement to provide schools with recommendations for their improvement. Further, there is an Academic and Instructional Support unit, which has established a series of academies that help teachers and

administrators understand how academic achievement is tied to research based best practices and which methods and techniques incorporate best practices. The topics for these best practices academies include discussions of data from the field, AIMS test scores, and trends in Solution Team data.

Funding and FTE Summary:	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
(Thousands)			
General Funds	5,640.5	5,089.4	5,089.4
Other Appropriated Funds	3,311.7	3,927.0	3,927.0
Other Non Appropriated Funds	15,303.7	39,060.3	39,060.3
Program Total	24,255.9	48,076.7	48,076.7
FTE Positions	52.6	52.7	52.7

◆ **Goal 1** To ensure compliance with state and federal statutes and regulations along with other contractual obligations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of AIMS Intervention/Dropout Prevention grantee monitoring visits	*7	13	15
Explanation:	*ARS §15-809 does not require ADE to do site monitoring; On going technical assistance & evaluation is in conjunction with LeCroy & Milligan Associates, Inc.		

◆ **Goal 2** To provide technical assistance and training for schools to improve school effectiveness.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of workshops to support schools in developing their school improvement plans	15	30	30
Number of visits to Year 2 "under-performing" schools	*300	150	150
Number of AIMS Intervention/Dropout Prevention presentations	11	10	12
Number of "failing" schools assisted by the State Intervention Unit	6	15	15
Number of schools visited by the Best Practices and Academic Standards Unit	33	34	35
Explanation:	*New format		

◆ **Goal 3** To provide technical assistance and training for districts to improve district effectiveness.

EDA 4.0

Program Summary

EDUCATION SERVICES

Vicki Salazar, Associate Superintendent
Phone: (602) 542-3139
A.R.S. § Title 15 et seq., P. L. 107-110

Mission:

To promote the development and the implementation of quality education for all learners by providing quality services and resources to schools, parent groups, government agencies, and community groups to enable them to achieve their goals.

Description:

The Education Services program provides funding, technical assistance, and resource coordination to local education agencies and public/private organizations in their administration of preschool to adult programs. It also provides development opportunities to teachers and administrative professionals and supports local efforts focused on parental and community involvement. This program includes efforts aimed at: (1) Assisting adult learners to develop and improve skills needed in community, family, and workplace environments; (2) Coordinating services for a seamless transition of students to postsecondary education and employment; (3) Addressing the needs of youth and adults who face barriers to employment; (4) Fostering educational excellence for students with disabilities between the ages of 3 years and 22 years; (5) Serving children whose economic, cultural, or intellectual situations create the need for alternatives offered through support programs that improve academic achievement; (6) Ensuring children are adequately fed using the U.S. Dietary Guidelines; (7) Providing support to schools, families, and communities in implementing early childhood programs that assist all children from birth to become successful lifelong learners; (8) Giving funding, technical assistance, and resource coordination to assist schools in implementing effective behavior, health, and safety programs; (9) Offering enrichment opportunities to help students further their academic achievements; and (10) Using available opportunities to recognize the achievement of excellence by students or educational professionals.

This Program Contains the following Subprograms:

- ▶ Exceptional Student Services
- ▶ English Acquisition Services
- ▶ Early Childhood Programs
- ▶ Title I
- ▶ Career and Technical Education
- ▶ Adult Education and GED
- ▶ Standards Based Best Practices
- ▶ Nutrition
- ▶ Family Literacy
- ▶ Outreach Programs
- ▶ Innovative Exemplary Programs

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	93,853.0	139,614.7	147,047.4
Other Appropriated Funds	28.1	67.6	67.6
Other Non Appropriated Funds	841,508.0	1,043,198.0	1,043,198.0
Program Total	935,389.1	1,182,880.3	1,190,313.0
FTE Positions	346.3	352.2	360.2

EDA 4.1

Subprogram Summary

EXCEPTIONAL STUDENT SERVICES

Vicki Salazar, Associate Superintendent
Phone: (602) 542-3139
A.R.S.§15-236, 15-761-15-774, 15-881, 15-1181-15-1205, IDEA

Mission:

To promote the development and the implementation of quality education for students with disabilities.

Description:

The Exceptional Student Services (ESS) subprogram fosters educational excellence for students with disabilities between the ages of 3 years and 22 years by promoting program improvement to support the achievement of individual student goals, state education standards, and compliance with Arizona and federal government requirements for special education. The initiatives that support this mission are: (1) Administrative Support, which includes conflict resolution, office management, assistive technology, and school-to-adult-life transition; and (2) Program Support, which includes accountability and technical assistance, "Child Find" and family involvement, a comprehensive system of personnel development, and secure care education (education of special educational needs children who are in correctional facilities).

The intent of "Child Find" is that all children from birth through age 21 years with delays or disabilities are identified, located, and evaluated to receive the supports and services they need. Public schools and the Arizona Early Intervention Program are responsible for "finding" eligible children and providing services needed for them to reach their developmental milestones or meet their educational needs. When children are "found", they are referred to a specialist to screen their development. The screening helps "identify" any areas of concern that need to be evaluated further. In order to receive early intervention or special education services, a child must be evaluated to confirm they have a delay or disability that falls under state definitions.

The comprehensive system of personnel development in this subprogram includes Special Education Learning Experiences for Competency in Teaching (SELECT). Select courses provide training to persons seeking to expand their skills in working with children with disabilities and are recommended for regular and special education teachers, related service personnel, paraeducators, and other interested individuals. Participants take SELECT courses to receive academic credit that can be applied towards teacher certification if the class matches the certification requirement or for professional growth (for those working towards teacher re-certification).

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	25,493.0	36,052.5	42,676.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	205,185.5	251,017.4	251,017.4
Program Total	230,678.5	287,069.9	293,693.5
FTE Positions	94.7	97.8	97.8

- ◆ **Goal 1** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for the education of students with disabilities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of children with disabilities served by Early Intervention who entered preschool = < 36 months of age*	82.4	86	89

Explanation: *Due to the federal requirement change - data collection is now based on children served in AzEIP rather than all preschool children.

- ◆ **Goal 2** To provide technical assistance, training, and professional development to improve the effectiveness of education to students with disabilities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average rating by special education directors of ESS professional development opportunities (on a 1-5 scale, 5 highest)	4.51	4.75	4.80
Number of enrollees in SELECT classes	1,006	1,100	1,150
Number of hours of Exceptional Student Services sponsored conference/workshops sessions	1,281	1,351	1,425

- ◆ **Goal 3** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of students with disabilities with proficient performance in reading in grade 3	36	39	40
Percent of students with disabilities with proficient performance in reading in grade 5	31	33	34
Percent of students with disabilities with proficient performance in reading in grade 8	22	23	24
Percent of students with disabilities with proficient performance in reading in grade 10	28	30	31
Percent of public education agencies demonstrating compliance with monitoring deficiencies within two years	99	99	100

- ◆ **Goal 4** To provide timely and reliable customer service.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average overall rating by special education directors of Exceptional Student Services (on a 1-5 scale, 5 highest)	4.6	4.70	4.75
Number of public education institutions participating in paperwork reduction grants**	**	**	**

Explanation: **This was a three year initiative project to allow districts and charters to use additional funding source for paperwork reduction which ended with FY 2007.

EDA 4.2	Subprogram Summary
ENGLISH ACQUISITION SERVICES	
Vicki Salazar, Associate Superintendent	
Phone: (602) 542-3139	
A.R.S. § 15-241, 15-751-756.01-.13, 15-910, 41-1279.03, P.L. 107-110	

Mission:

To assist schools in providing services that support high academic success for English Language Learning (ELL) students.

Description:

The English Acquisition Services was established by Arizona Revised Statutes. This subprogram is authorized under the federal No Child Left Behind Act of 2001 (NCLB) and the federal Civil Rights Act to provide technical assistance to local educational agencies for their English Language Learner (ELL) students. In addition, pursuant to state laws A.R.S. § 15-751 through A.R.S. § 15-756.01, each school with enrolled ELL students must provide programs that allow these students to develop their skills in the English language development and to give them the opportunity to meet Arizona Academic Standards. English Acquisition Services was formally established as the Office of English Language Acquisition Services on September 21, 2006, pursuant to A.R.S. 15-756.07.

The assistance that the English Acquisition sub-program provides to LEAs consists of the following: (1) Providing notification to local educational agencies of their requirements/responsibilities for compliance under federal and state statutes; (2) Providing notification to local educational agencies of their requirements/responsibilities in regards to Arizona Department of Education policy and as described under the Flores lawsuit; (3) Providing methods/technical assistance to local education agencies for identifying, assessing, re-assessing, re-classifying, and reporting on ELL students; (4) Providing information, materials, resources, and strategies for Structured English Language Immersion models; and (5) Providing professional development opportunities for teachers and administrators to ensure ELL student attainment of English language proficiency and the academic achievement through the use of Structured English Language Immersion (SEI) models, the state Compensatory Instruction Fund, Title III funding, and providing technical assistance for SEI budget calculation and submission.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	21,010.5	55,459.6	55,459.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	19,817.3	36,066.3	36,066.3
Program Total	40,827.8	91,525.9	91,525.9
FTE Positions	34.9	30.3	30.3

- ◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of local education agencies (with ELL students receiving state/federal funding) in full compliance with federal, state and ADE policy issues	58	58	59
Percent of local education agencies (with ELL students receiving state/federal funding) visited for full-scale on-site monitoring, provided technical assistance, or addressed constituent issues.	49	49	50

- ◆ **Goal 2** To provide timely and reliable customer service.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of postings/reports available from English Acquisition Services' website	98	98	100

Number of approved applications posted online of providers of Structured English Immersion Provisional and Full Endorsement training	756	800	825	Percent of Early Childhood Special Education students demonstrating improved outcomes in the area of knowledge and skills.	*82.5	84.9	87.4
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- ◆ **Goal 3** To provide technical assistance, training, and professional development for schools and educators that will assist English language learners.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of attendees at Structured English Immersion conferences	550	550	600
Number of people attending annual ELL proficiency assessment overviews and workshop trainings - Arizona English Language Proficiency Assessment (AZELLA)	1,010	1,025	1,025
Number of persons contacted and provided information on Arizona's English language proficiency standards	930	1,000	1,050
Number of English Language Learner Coordinators reached through the English Acquisition Services Unit through monthly practitioner meetings	325	325	350

Explanation:

*In 2007 Research and Evaluation did a z score conversion to determine the improved outcome measures. In 2008 it was determined that a more accurate calculation could be obtained using percentiles to make comparisons.

- ◆ **Goal 2** To provide technical assistance, training, and professional development to improve the effectiveness of early childhood programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of participants indicating training as "meeting or exceeding" expectations	**92	96	98
Number of Districts and Charters and/or agencies with state funded ECE programs that participated in professional development offered by ADE ~ ECE	131	137	143
Number of professional development opportunities that schools and programs participated in that were offered by ADE ~ ECE.	459	481	505

Explanation:

***n = 139 surveys **n = 2127 surveys

EDA 4.3	Subprogram Summary
	EARLY CHILDHOOD PROGRAMS
	Vicki Salazar, Associate Superintendent
	Phone: (602) 542-3139
	A.R.S. § 15-715, 15-771, 15-901.02, 15-1251, P.L. 107-110

Mission:

To provide leadership and support to schools, organizations, educators, families, and communities in implementing programs that assist all children from birth through age 8 years to become successful lifelong learners.

Description:

The Early Childhood subprogram includes multiple collaborative partnerships, Preschool Special Education for 3 year to 5 year old children with disabilities, and the federal Early Childhood Block Grant for public school districts and charter schools who serve children in kindergarten programs, as well as in grades one, two and three. This subprogram supports school readiness and early learning success by encouraging the implementation of high quality program guidelines and educational standards. Local community programs offer resources, on-site support, funding, and opportunities for professional development to promote developmentally appropriate learning environments.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	18,372.1	19,438.1	19,438.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,596.0	6,820.2	6,820.2
Program Total	23,968.1	26,258.3	26,258.3
FTE Positions	12.6	13.0	13.0

- ◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations, and other contractual obligations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Early Childhood Special Education students demonstrating improved outcomes in the area of applied behavior.	*83.4	85.9	88.4
Percent of Early Childhood Special Education students demonstrating improved outcomes in the area of social and emotional development.	*87.4	90	92.6

EDA 4.4	Subprogram Summary
	TITLE I
	Vicki Salazar, Associate Superintendent
	Phone: (602) 542-3139
	P.L. 107-110

Mission:

To support the implementation of the Federal Title I Grant for Arizona's System of School Support in order to impact teaching and learning in Kindergarten through 12th grade classrooms so that educationally disadvantaged students achieve high academic success.

Description:

Title I, under the Elementary and Secondary Education Act, provides financial assistance to local educational agencies to meet the needs of educationally deprived children at preschool, elementary, and secondary school levels who are in low income areas. The purpose of this Title I funding is to help all children achieve the state's academic standards. This is accomplished through supplemental programs that consist of instructional services, instructional support services, school wide reform efforts, and increased involvement of parents in their children's education.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	243,809.0	363,023.5	363,023.5
Program Total	243,809.0	363,023.5	363,023.5
FTE Positions	31.9	30.3	30.3

- ◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Title 1 schools that meet adequate yearly progress (AYP)	*NA	84	85
Percent of Title 1 paraprofessionals meeting the No Child Left Behind requirements	99	99	99

Explanation:

*No public information available until October 1, 2008

- ◆ **Goal 2** To provide technical assistance, training, and professional development to improve Title 1 school efforts.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of school districts that participate in Title 1 professional	85	86	87

EDA 4.5

Subprogram Summary

CAREER AND TECHNICAL EDUCATION

Vicki Salazar, Associate Superintendent

Phone: (602) 542-3139

A.R.S. § 15-781-15-790, P.L. 109-270

Mission:

To prepare Arizona students for workforce success and continuous learning.

Description:

The Career and Technical Education (CTE) subprogram at the Arizona Department of Education oversees all State and Federal funding specifically earmarked for all secondary and postsecondary CTE programs designed to prepare individuals for continuing education and transition to employment in current or emerging careers. This subprogram directs and is responsible for the quality of all CTE programs under secondary and postsecondary districts, all CTE programs under statewide Joint Technical Education Districts (JTED), as well as programs under the Workforce Investment Act (WIA). This includes oversight of over \$26 million of Carl Perkins, Tech Prep and Learn and Serve Federal funding, \$11 million of State Block Grant funding, \$80 million of JTED funding and WIA funds. The subprogram is responsible for assuring quality and compliance with all associated Federal and State legislation for CTE funding, including budgeting and directing funds to specific programs, providing reports to Federal and State entities, collecting, analyzing and reporting related data, including performance measures, and establishing fiscal accountability for funds.

The CTE subprogram is also responsible for directing the development and approval of quality CTE programs in 35 program areas leading to placement of students in postsecondary education and/or into employment. The subprogram directs development of curriculum which not only meets occupational needs and employability skills but in particular also focuses on related academic skills and standards. CTE Curriculum includes not only occupational skills but also the related academics required for student employment to meet industry assessment needs. Curriculum, assessment development, and dissemination of materials, professional development, including pedagogy, and articulation of secondary to postsecondary education through Tech Prep and other strategies.

The CTE subprogram directs CTE research and assessment, which supports the need for specific programs based on labor market information, and collects, reports and analyzes data for districts and other entities in order to provide accurate information and industry evaluation for continuous improvement of CTE programs. The CTE subprogram also supports implementation of new and emerging programs such as those in the Science, Technology, Engineering and Math (STEM) cluster, and the Biomedical/Biotechnology areas, based on research in Arizona disserves workforce strategy by Battelle. The subprogram works with stakeholder groups and establishes partnerships with agencies and business and industry to develop quality initiatives and goals through WIA and other partners in carrying out programs which will articulate with secondary and post secondary education. The subprogram gives direction to identification of priorities, such as specific occupations or work-based learning, to align with labor market and business and industry needs.

The subprogram oversees and conducts all Federal compliance reviews for CTE programs through Office of Civil Rights, as well as Service Learning programs through a Federal Learn and Serve grant. The co-curricular CTE student organizations, such as FFA and Skills USA, also function under this subprogram to provide students with leadership and community development skills. Technical assistance in implementation and continuous improvement of quality CTE programs including the previously described initiatives is provided to all districts offering approved CTE programs.

This subprogram includes the Workforce Development Unit, which is responsible for the administration of comprehensive education, and training programs that address the needs of youths and adults who face barriers to employment. These programs include occupational and workplace skills training, related academic and support services, and provide employment

preparation opportunities that support career goals. The education, employment and training programs also promote partnerships among service providers to increase linkages and provide a comprehensive and meaningful approach to workforce preparation by facilitating coordination of education and training services between education, employment, and training.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	12,012.2	12,067.7	12,067.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	26,997.7	36,084.4	36,084.4
Program Total	39,009.9	48,152.1	48,152.1
FTE Positions	60.0	62.3	62.3

- ◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Career and Technical Education concentrators passing AIMS reading	NA	*49.1	50
Percent of Career and Technical Education participants placed in school, job, or military after graduation	NA	50	55

- ◆ **Goal 2** To provide timely and reliable customer service.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of days CTE allocation notifications sent after receipt of federal award	9	*3	7
To increase annually by two the number of workshops/training that focus on the application, development, streamlining, and automation so that schools/districts have access to fiscal resources as early as possible.	31	29	30

Explanation: *Based on preliminary data allocations mailed prior to the actual notification receipt.

- ◆ **Goal 3** To provide technical assistance, training, and professional development for career and technical training programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of educators participating in Career and Technical Education professional development workshops	**2,708	3,000	3,250
Number of attendees at Workforce Investment Act annual Training EXPO	0	0	0
Number of approved training programs on the Workforce Improvement Act Eligible Training Providers List		1,810	
Number of events reported on ADE Customer Satisfactory Survey - where customer satisfaction was reported as pertinent and relevant	84	86	88

Explanation: *Duplicated count in Professional Development sessions within events
 **Unduplicated attendees participating in Professional Development events
 ***No Training Expo in 2008-2009
 No longer ADE program effective 7/1/2008

- ◆ **Goal 4** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for career and technical training.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Career and Technical Education programs receiving incentives and recognitions for exemplary and promising practices	10	11	12

EDA 4.6

Subprogram Summary

ADULT EDUCATION AND GED

Vicki Salazar, Associate Superintendent

Phone: (602) 542-3139

A.R.S. § 15-234, 15-702, P.L. 105-220

Mission:

To be the catalyst for increasing the quality of Adult Education in Arizona by raising expectations and providing leadership, support, and resources that enable service providers and students to excel.

Description:

The Adult Education subprogram ensures that adult learners who are at least 16 years of age have access to quality educational opportunities that will support them in their employment, job training, and higher education aspirations. This subprogram also assists adult learners in acquiring the knowledge and skills necessary for effective participation in society.

The adult learners are not enrolled nor required to be enrolled in secondary school when they participate in instruction in one or more of the following areas: 1) English Language Acquisition, 2) Adult Basic Education, 3) Adult Secondary Education, including GED Preparation, 4) Civics, and 5) Basic computer literacy skills.

Adult Education is a learner-centered, interactive process which values and supports the individual in defining and achieving personal goals through improvement in basic reading, writing, and mathematics skills. Content is delivered through life skills so they can better function in their community, family and workplace environments.

The General Education Development (GED) Testing subprogram ensures equitable access to the GED examination for adult learners in pursuit of an Arizona High School Equivalency Diploma. The GED exam has been developed and validated by the General Educational Development Testing Service, a subdivision of the American Council of Education, and is administered by the Arizona Adult Education Services/GED Testing Office.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,577.8	4,477.9	4,477.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,444.7	11,795.6	11,795.6
Program Total	14,022.5	16,273.5	16,273.5
FTE Positions	19.1	21.0	21.0

- ◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of Adult Education providers monitored for state and federal quality measures and compliance indicators	100	*100	100

- ◆ **Goal 2** To provide technical assistance, training, and professional development for schools to improve the effectiveness of adult education and GED testing programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of age 16 year and older learners who achieved a GED through participation in the Adult Education and GED testing program	**73	80	80
Percent of age 16 year and older learners who achieved their employment goals through participation in the Adult Education program	**55	70	70

Explanation: *New local contracts
 **Incomplete data. Data not available until 11/08

EDA 4.7 **Subprogram Summary**
STANDARDS BASED BEST PRACTICES
 Vicki Salazar, Associate Superintendent
 Phone: (602) 542-3139
 A.R.S. § 15-154-15-155, 15-345, 15-712, P.L. 107-110

Mission:

To enhance academic achievement for Arizona youth by providing resources for safe and healthy learning environments and positive character traits training. To provide assistance to schools in the use of research-based strategies and support services for the advancement of student achievement.

Description:

The Best Practices Section assures that Arizona schools have access to the finest tools and knowledge needed to deal with critical issues by providing research-based support for schools, including technical assistance, professional development, resources, and oversight. The Best Practices subprogram consists of the following components:

The AZ Academic Standards unit provides leadership in the development of the state's academic standards as well as support and assistance to schools in implementing them. Currently, Arizona's Academic Standards are articulated by grade level in Reading, Writing, Mathematics, Science, and Social Studies. State-sponsored professional development in implementing these content standards is offered regularly for school/district teams. This unit also administers the Mathematics and Science Partnerships Program which focuses on improving teacher content and pedagogical content knowledge in mathematics and science.

The Academic and Instructional Support unit establishes a series of academies that help teachers and administrators understand how academic achievement is tied to research based best practices, as well as provides methods and techniques to address these topics and increase teacher content knowledge. The topics for these academies encompass data from the field, AIMS scores, and trends in Solutions Team data.

The focus within the School Safety and Prevention unit is on the enhancement of academic achievement through the provision of resources for safe and healthy learning environments. Several state and federally-funded grants are administrated that assist in this focus, including the Safe and Drug-Free Schools Program, Chemical Abuse Prevention Program, School-Based parenting Program Initiative, HIV/AIDS Education Program, School Safety Program, and the Multi-Hazard Safety Program.

The Best Practices subprogram provides support for school-based programs that actively promote learning to develop and practice healthy behaviors and positive character traits in schools and communities. This subprogram includes safety programs for reducing violence and the use of drugs, alcohol, and tobacco through education and prevention activities in schools. Initiatives are supported that promote school environments that are free from drugs and violence and the unauthorized presence of firearms and alcohol. This subprogram also includes funding to provide voluntary education and training on the core values of trustworthiness, respect, responsibility, fairness, caring, and citizenship to educators, leaders of youth nonprofit organizations, and children and their families in Arizona. The goal is to instill in youth the traits of positive character. In addition, this subprogram supports programs to prevent the spread of HIV/AIDS. There is federal funding to increase the number of schools that adopt and enforce HIV prevention polices that are medically accurate and consistent with state and federal guidelines. The federal funding also is for increasing parental and community involvement in educating youth about HIV and pregnancy prevention.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	7,012.5	7,536.0	8,345.1
Other Appropriated Funds	28.1	67.6	67.6
Other Non Appropriated Funds	15,225.7	14,306.5	14,306.5
Program Total	22,266.3	21,910.1	22,719.2
FTE Positions	18.9	18.8	26.8

- ◆ **Goal 1** To provide quality customer service with continual improvement.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of website hits on discipline information and resources	1,600	1,600	1,600

- ◆ **Goal 2** To provide technical assistance, training, and professional development for schools to improve the effectiveness of schools.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of officers attending a Beginning or Advanced Law related Education Academy	87	96	96
Percent of students in selected schools that respond that they feel safer because of the officer's presence	*N/A	73	73
Number of classroom management and discipline training workshops held	45	50	55
Average satisfaction rating of participants in classroom management and discipline training workshops (on a 1-5 scale, 5 highest)	4.9	4.57	4.8
Percent of public and charter schools that received technical assistance on classroom management and discipline	100	200	300

Explanation: *No evaluation survey for FY07-FY08 because of diminishing resources in School Safety

EDA 4.8 **Subprogram Summary**
NUTRITION
Vicki Salazar, Associate Superintendent
Phone: (602) 542-3139
Nat. School Lunch and Child Nutrition Acts, P.L. 108-265

Mission:

To assist schools and organizations toward improving the health and the nutrition of students so they may benefit from the educational process and achieve their full potential.

Description:

The Health and Nutrition subprogram provides cash assistance and donated foods to serve nutritionally adequate meals to children in schools, preschools, day care centers and homes. Over two-thirds of the children served are low income, based on free and reduced-income eligibility status. The free and reduced status is based on the federal poverty guidelines and is an indicator of a child's at-risk status. Training, technical assistance compliance reviews are conducted to ensure nutrition integrity and fiscal accountability as prescribed by the United States Department of Agriculture.

The Health and Nutrition subprogram includes various programs and the meals served in these programs are planned to meet the U.S. Dietary Guidelines for Americans. These Guidelines provide advice about food choices that promote health and prevent disease, encouraging an increased intake of fruits, vegetables and grains, while limiting fat, salt and sugar. The programs are described below:

The National School Lunch Program is a federally assisted meal program to provide nutritionally balanced, low-cost or free lunches to children each school day.

The After School Snack Program is through the National School Lunch Program, which offers cash reimbursement to help schools serve snacks to children after their regular school day ends.

The School Breakfast Program provides federally funded cash assistance to operate nonprofit breakfast programs in schools and residential childcare institutions.

The Child and Adult Care Food Program provides federal funds to nonresidential child and adult care facilities, emergency shelters, eligible after school programs and family day care providers who serve nutritious meals and snacks.

The Summer Food Service Program was created to ensure that children in low-income areas could continue to receive nutritious meals during long school vacations (i.e. school intersessions and summer vacation), when they do not have access to school breakfast or lunch.

The Food Distribution Program consists of commodities distributed by the United States Department of Agriculture for use in the National School Lunch Program and the Summer Food Service Program.

The Special Milk Program is available to children of all schools or nonprofit child care institutions which do not participate in the National School Lunch Program, School Breakfast Program, the Child and Adult Care Food Program, or Summer Food Service Program. This includes nonprofit day care centers, summer camps, settlement houses and homeless shelters. An eligible shelter's primary purpose must be to provide shelter and a minimum of one regularly scheduled meal service per day to homeless families. The shelter cannot be a residential child care institution.

The SMP also is available to students attending a split-session kindergarten or pre-primary students in a school that participates in the National School Lunch Program or the School Breakfast Program, if those students do not have access to the lunch or breakfast programs.

Health and Nutrition Services was awarded the National Centers for Disease

Control and Prevention (CDC), Improving the Health, Education and Well-Being of Young People through Coordinated School Health Grant. The grant will provide 2.3 million dollars over 5 years to the ADE to establish Coordinated School Health Programs in Arizona. A Coordinated School Health Program is a planned, organized set of health-related programs, guidelines, and services coordinated to meet the health and safety needs of K-12 students. It is comprised of multiple components that can influence health and learning, which include health education; physical education; health services; nutrition services; counseling and psychological services; a healthy school environment; family/community involvement; and health promotion for staff.

The Fresh Fruit and Vegetable Program (FFVP) provides funding to schools so they can provide a variety of fresh fruits and vegetables to students throughout their school day. The goal of the FFVP is to: Create healthier school environments by providing healthier food choices; Expand the variety of fruits and vegetables children experience; Increase children's fruit and vegetable consumption; and Make a difference in children's diets to impact their present and future health.

Funding and FTE Summary:	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
(Thousands)			
General Funds	604.5	97.2	97.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	284,747.4	285,529.5	285,529.5
Program Total	285,351.9	285,626.7	285,626.7
FTE Positions	48.5	52.2	52.2

- ◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of sponsors planning menus which meet the revised nutrition standards during annual School Meals Initiative reviews	74	74	75
Percent of School Nutrition Program sponsors passing the Coordinated Review Effort Performance Standards	84	84	86
Percent of Child and Adult Care Food Program sponsors complying with revised administrative review requirements	94	94	95

- ◆ **Goal 2** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for health and nutrition programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of sponsors (schools) implementing the Arizona Healthy School Environment Model Policy	19	20	21

- ◆ **Goal 3** To provide technical assistance, training, and professional development to improve the effectiveness of health and nutrition programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of sponsors attending a USDA Basics and/or Business Basics and Nutrition Basics Workshop	80	81	81
Percent of sponsors attending ADE's School Health and Nutrition Advanced Track Workshops	35	36	36
Percent of sponsors processing USDA commodities in Child Nutrition	29	30	32
Number of SCOOPS newsletter subscribers	1,460	1,490	1,490

EDA 4.9 **Subprogram Summary**
FAMILY LITERACY

Vicki Salazar, Associate Superintendent
Phone: (602) 542-3139
A.R.S. § 15-191-15-191.01, P. L. 107-110

Mission:

To break the intergenerational cycle of illiteracy and its impacts on families with young children.

Description:

The Family Literacy subprogram brings parents and their young children together in an interactive learning setting that holistically addresses their educational needs. Children participate in age appropriate activities tailored to improve their language and literacy skills and to prepare them for success in school. Parents gain academic preparation in basic skills, language acquisition, workforce readiness, and parenting skills. Through intensive, intergenerational activities, families make sustainable changes and learn to value the legacy of literacy.

This subprogram uses state funds to increase the basic academic literacy skills of undereducated low income parents and their preschool children. It also uses federal grant monies to further support family literacy services for low income parents lacking basic education or having limited English proficiency and their children ages birth through seven years.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	928.3	1,008.7	1,008.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,487.5	1,474.6	1,474.6
Program Total	2,415.8	2,483.3	2,483.3
FTE Positions	1.0	1.2	1.2

- ◆ **Goal 1** To provide technical assistance, training, and professional development for schools and organizations to improve the effectiveness of family literacy programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of parents achieving educational gains	81.5	83	85
Percent of children demonstrating language gains	96.6	95	95

EDA 4.10 **Subprogram Summary**
OUTREACH PROGRAMS

Vicki Salazar, Associate Superintendent
Phone: (602) 542-3139
A.R.S. § 15-1241, P.L. 89-329, P.L. 101-610, P. L. 107-110

Mission:

To provide assistance aimed at enriching regular educational services for the advancement of student achievement and to recognize educational excellence.

Description:

The Outreach Programs subprogram provides support and assistance for enrichment opportunities that focus learning in one particular subject, achieve higher levels of education through financial support, achieve higher student academic achievement through opportunities outside the regular school day or school classroom, or allow students to compete in national level academic contests. This subprogram includes a variety of programs, including: Arts Education, Academic Contests, Arizona Geographic Alliance, Arizona School Services through Educational Technology (ASSET), Arizona Humanities Council, Arizona Academic Decathlon, Arizona Principals' Academy, Project Citizen, Small Pass through Programs, Economic Academic Council, U.S. Senate Youth Program, National Science Camp, National History Teacher of the Year Award, Robert C. Byrd Scholarship Program, Close-Up Foundation, Milken-Tap-Advancement, 21st Century Community Learning Centers, and Learn and Serve America.

This subprogram consists of a combination of state and federal monies. As an example, the federal 21st Century Community Learning Centers Grant is for supporting the creation of community learning centers which provide academic enrichment opportunities to students and their families during non-school hours (before or after school) or periods when school is not in session (including holidays, weekends or summer recess). A second example is the federal Learn and Serve America Grant, which is for projects that use a service-learning approach to education. This service-learning approach recognizes that working with local community organizations is a way to obtain academic achievement and develop civic skills. The grant monies are to allow schools to work in partnership with local organizations to create, develop, and offer service-learning opportunities for school-age youth from age five years to 17 years. A third example is federal funds to provide a variety of tools and resources for schools, teachers, and administrators interested in learning how to create quality, comprehensive, and sequential arts learning for their students.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	581.6	100.0	100.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	18,971.3	22,242.6	22,242.6
Program Total	19,552.9	22,342.6	22,342.6
FTE Positions	9.4	12.3	12.3

- ◆ **Goal 1** To provide timely and reliable customer service.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of people participating in scholarship programs	1,055	560	600

- ◆ **Goal 2** To provide technical assistance, training, and professional development to improve school effectiveness

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of model or promising art program showcased on department's website	10	23	23
Number of technical assistance contacts with administrators that receive 21st Century Community Learning Center grants	560	723	723

Number of administrators that participate in local and national 21st Century Community Learning Center sponsored training	360	400	400
Number of professional development opportunities made available on the state's arts standards	20	25	25
Explanation:	**Principals and Grant Directors are now required to attend a one day training		

◆ **Goal 3** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of monitoring site visits for 21st Century Community Learning Center grants	157	190	190
Percent of grantees in compliance with Arts Education Initiative procedures	100	90	95
Explanation:	**Expanded staff by two		

EDA 4.11 **Subprogram Summary**
INNOVATIVE EXEMPLARY PROGRAMS
 Vicki Salazar, Associate Superintendent
 Phone: (602) 542-3139
 A.R.S. § 15-770, 15-772, P. L. 107-110, P.L. 96-212

Mission:

To assist Local Education Agencies in accessing quality innovative and exemplary educational programs, reflective of Arizona's diverse school populations through technical assistance, and proper allocation, distribution, and monitoring of funding so that migrant students, American Indian students, homeless youth, gifted students, refugee students, and low-income students reach their potential levels of academic achievement, workplace skills, and effective participation in society.

Description:

The Innovative Exemplary Programs subprogram serves children whose cultural, economic, or intellectual situation challenges the educational system. This subprogram includes the Migrant Education Program for supplemental program services to the children, ages three years through 21 years of age, of seasonal or temporary agricultural workers. It also includes state and federal funds for the Indian Education Program to maximize teaching and learning levels while validating the culture and linguistic identity of American Indian students. In addition, this subprogram includes federal funds: (1) to provide equal access to education for homeless children; (2) to offer activities that will lead to the effective integration and education of refugee children; and (3) to give low-income students the opportunity to take more advanced placement courses and to pay their advanced placement test fees. There also are state funds to ensure compliance with state requirements for the appropriate identification and instruction of gifted students.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,260.5	3,377.0	3,377.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	10,225.9	14,837.4	14,837.4
Program Total	13,486.4	18,214.4	18,214.4
FTE Positions	15.3	13.0	13.0

◆ **Goal 1** To provide technical assistance, training, and professional development for schools to improve the effectiveness of gifted education.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of conferences, workshops, and trainings held on gifted education	63	45	50
Percent of training participants surveyed reporting satisfaction with gifted education training and support	98	98	98

Number of school site visits on gifted education	92	70	75
Number of conferences, workshops, and trainings held on Indian Education	45	46	47
Percent of training participants surveyed reporting satisfaction with Indian education training and support	88	88	88
Number of school site visits on Indian education	32	34	34
Number of conferences, workshops, and trainings held on homeless education	27	20	15
Percent of training participants surveyed reporting satisfaction with homeless education training and support	97	95	95
Number of school site visits on homeless education	67	65	65
Number of model or promising homeless education programs showcased on department's website	2	2	2
Number of conferences, workshops, and trainings held on migrant education	17	15	15
Percent of training participants surveyed reporting satisfaction with migrant education training and support	94	90	90
Number of school site visits and technical assistance by email/telephone on migrant education	78	48	48
Number of model or promising migrant education programs showcased on department's website	4	4	4

◆ **Goal 2** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of grantees in compliance within gifted education	95	95	95
Percent of Native American students meeting or exceeding Arizona Academic Standards in reading	67	67	67
Percent of Native American students meeting or exceeding Arizona Academic Standards in mathematics	63	63	63
Percent of grantees in compliance within homeless education	100	75	80

◆ **Goal 3** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for innovative and exemplary programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of partnerships between Indian education and tribal/community organizations	35	35	35
Number of partnerships between gifted education and various organizations	25	30	30

EDA 5.0	Program Summary
	PROFESSIONAL DEVELOPMENT
	Vicki Salazar, Associate Superintendent
	Phone: (602) 542-3139
	A.R.S. § 15-531-15-551, 15-704, 15-919-15-920, P.L. 107-110

Mission:

To promote careers in public education and to ensure that all Arizona educators are highly qualified and highly effective while embracing excellent internal and external customer service.

Description:

The Highly Qualified Professional subprogram: Implements Title IIA and Title IIC of the NCLB federal legislation for achieving the goal of having a highly qualified teacher in every classroom. Offer prospective educators positive avenues and standards of obtaining certification through established programs. Works collaboratively with stakeholders to design and implement a rigorous professional preparation program approval process and rigorous educator assessments based on the AZ professional educator standards. Ensures educators meet the Highly Qualified and State Board requirements evaluating and issuing certificates in a timely manner by exceeding customers' expectations. Delivers and provides assistance to Arizona educators, LEAs, and other ADE divisions in the design, implementation, and evaluation of high quality professional development with the goal of increasing student achievement.

This Program Contains the following Subprograms:

- ▶ Highly Qualified Professional
- ▶ Standards Based Teaching and Learning

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	5,183.0	1,120.0	1,120.0
Other Appropriated Funds	1,783.2	2,189.1	2,189.1
Other Non Appropriated Funds	92,110.8	126,871.0	126,871.0
Program Total	99,077.0	130,180.1	130,180.1
FTE Positions	66.1	85.2	85.2

EDA 5.1	Subprogram Summary
	HIGHLY QUALIFIED PROFESSIONAL
	Vicki Salazar, Associate Superintendent
	Phone: (602) 542-3139
	A.R.S. § 15-531-15-551, 15-919-15-920, P.L. 107-110

Mission:

To promote careers in public education through recruitment and retention of highly qualified teachers and administrators while embracing internal and external customer service.

Description:

The Highly Qualified Professional subprogram implements: Title IIA of the NCLB federal legislation for achieving the goal of having a highly qualified teacher in every classroom. Offer prospective educators positive avenues and standards of obtaining certification through established programs. Works collaboratively with stakeholders to design and implement a rigorous professional preparation program approval process, rigorous educator assessments based on the AZ professional educators standards. Ensures educators meet the Highly Qualified and State Board requirements evaluating and issuing certificates in a timely manner by exceeding customers' expectations.

Delivers and provides assistance to Arizona educators, LEAs, and other ADE divisions in the design, implementation, and evaluation of high quality professional development with the goal of increasing student achievement.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,208.0	120.0	120.0
Other Appropriated Funds	1,783.2	2,189.1	2,189.1
Other Non Appropriated Funds	51,122.0	77,024.4	77,024.4
Program Total	57,113.2	79,333.5	79,333.5
FTE Positions	39.9	51.8	51.8

◆ **Goal 1** To provide timely and reliable customer service.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Maximum number of days to process complete certification applications	21	18	14
Percent of customer satisfied with certification services.	94	96	98
Explanation:	*New Performance Measure		

◆ **Goal 2** To ensure the quality of Arizona's educators through evaluation and certification.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of applicants successfully passing professional content and knowledge certification examinations	83	90	90

◆ **Goal 3** To offer professional development opportunities to educators and administrators.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of professional development opportunities provided to teachers and principals by the Highly Qualified Professionals Unit	58	60	62

EDA 5.2	Subprogram Summary
	STANDARDS BASED TEACHING AND LEARNING
	Vicki Salazar, Associate Superintendent
	Phone: (602) 542-3139
	A.R.S. § 15-704, P.L. 107-110

Mission:

To provide educators with support that promotes high academic achievement of all students.

Description:

The Standards Based Teaching and Learning subprogram oversees programs aimed at giving teachers the professional skills necessary to ensure Arizona Academic Standards are implemented. This subprogram oversees funding for partnerships to improve teacher content and pedagogical content knowledge in mathematics and science. Partners are expected to develop and deliver more rigorous mathematics and science professional development that is aligned with state academic achievement standards, Arizona Professional Teaching Standards, and state professional development standards. The subprogram also uses funding for ensuring all children in Arizona learn to read well by establishing scientifically based reading programs for students enrolled in kindergarten through grade three. These funds support increased professional development to ensure that all teachers have the skills they need to teach these programs effectively. The monies also support the use of screening and diagnostic tools and classroom-based instructional reading assessments to measure how well students are reading. The vision is that every Arizona child will learn to read proficiently by third grade and remain a proficient reader.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	975.0	1,000.0	1,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	40,988.8	49,846.6	49,846.6
Program Total	41,963.8	50,846.6	50,846.6
FTE Positions	26.2	33.4	33.4

- ◆ **Goal 1** To provide training and professional development to improve the effectiveness of standards based teaching and learning.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of regional training-of-trainers sessions sponsored by Standards Based Teaching and Learning to build statewide capacity	97	60	60
Percent of Reading First local education agencies surveyed reporting satisfaction with department training and support	90	90	90
Percent of attendees reporting readiness to implement Arizona Academic Standards as a result of resources, support, and training	**85	95	95
Percent of Summer Academy participants who are well prepared as a result of the Summer Academy to implement the reading instructional practices learned	95	90	95
Explanation:	*Standards-Based Teaching and Learning includes information from the following units: AZ Academic Standards, Academic and Instructional Support, and Reading First **Change in percent due to the first year of the new Social Studies Standards		

EDA 6.0	Program Summary
	ADMINISTRATION
	Vicki Salazar, Associate Superintendent
	Phone: (602) 542-3139
	A.R.S. § 15-231-15-272, P.L. 107-110

- Mission:**
- To ensure the efficient and the effective operation of the Department of Education through the Superintendent's leadership and the exchange and dissemination of information that promotes academic excellence and ensures fiscal and academic accountability in public education.*

- Description:**
- The Administration program provides the support for efficient and effective operations through Administrative Services and Management Information Systems in the Arizona Department of Education. This subprogram provides the infrastructure, guidance and supplies necessary to accomplish the daily operations of the agency. Its duties involve obtaining and managing a competent workforce and overseeing a high level of customer service to ensure the accomplishment of the overall agency mission.

This Program Contains the following Subprograms:

- ▶ Administrative Services
- ▶ Information Technology

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	9,155.3	6,469.6	8,303.0
Other Appropriated Funds	628.9	665.1	665.1
Other Non Appropriated Funds	7,224.7	8,774.1	8,774.1
Program Total	17,008.9	15,908.8	17,742.2
FTE Positions	165.9	167.4	172.4

EDA 6.1	Subprogram Summary
	ADMINISTRATIVE SERVICES
	Vicki Salazar, Associate Superintendent
	Phone: (602) 542-3139
	A.R.S. § 15-251-15-272, P.L. 107-110

- Mission:**
- To provide exceptional customer support in a safe work environment through a commitment to continual process improvements with timely, efficient, and cost effective distribution, facility, human resources, payroll, printing and procurement services to the Arizona Department of Education and its customers ensuring compliance with Federal, State and Agency laws, regulations and policies.*

- Description:**
- The Administrative Services subprogram is the information channel for the Arizona Department of Education. It provides the agency with insight into the educational concerns of the statewide community. This subprogram is responsible for generating and disseminating information to the general public, parents, the media, government, the private sector, and the education community regarding the Arizona Department of Education, the Superintendent of Public Instruction, and Arizona's schools and education services.

- The Administrative Services subprogram also is responsible for providing financial, procurement, building operations and distribution, and human resource support services to the agency. Financial services include budgeting, accounting, grants management, and audit functions. Procurement services include contracts management and purchasing. Building operations and distribution include facilities, print shop, and central mail distribution functions. Human resource services include personnel and payroll functions. These administrative functions are centralized to ensure efficient and effective operational support to the agency, and consistent application of state, federal and agency rules, regulations, guidelines, and procedures.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	6,661.6	6,469.6	6,839.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,600.6	6,265.6	6,265.6
Program Total	12,262.2	12,735.2	13,105.4
FTE Positions	142.1	142.0	142.0

- ◆ **Goal 1** To provide accurate and helpful information to the public.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of individuals on the department's distribution list receiving newsletters and reports	4,249	4,150	4,155
Number of constituent inquiries responded to within two-week time frame	27,650	27,650	28,950
Number of Department of Education website "visitors"	7.32 mil	7.35 mil	7.93 mil
Number of Department of Education website "hits"	209 mil	215 mil	220 mil

- ◆ **Goal 2** To improve communication and involvement with the education community and other stakeholders.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of individuals participating on the Superintendent's advisory committees	180	193	190
Number of guidelines/legislative related initiative correspondence sent to stakeholders	4,450	4,500	4,550

- ◆ **Goal 3** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for public education.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of schools participating in department special initiatives	376	380	400
Amount of new discretionary grant funding secured by the department	6.7mil.	3.7 mil.	3.8mil.
Total amount of all federal funds secured by the department for public education in Arizona	909mil.	906mil.	906mil.

◆ **Goal 4** To improve employee and customer satisfaction.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of employees satisfied with their job	86	88	90
Percent of employees who agree or strongly agree that the agency has a good internal communication system	73.5	75	77
Percent of internal customers satisfied with Accounting services	89.7	89.5	90
Percent of internal customers satisfied with Budget Office services	96	96.5	96.7
Percent of internal customers satisfied with Central Distribution services	96.88	98	98
Percent of internal customers satisfied with Contracts Management services	100	98	98
Percent of internal customers satisfied with Facilities services	97.2	98	98
Percent of internal customers satisfied with Grants Management services	95	93.3	94.5
Percent of internal customers satisfied with Human Resource services	99.4	98	98
Percent of internal customers satisfied with Print Shop services	100	98	98
Percent of internal customers satisfied with Purchasing services	100	98	98

◆ **Goal 5** To provide technical assistance and training for internal and external customers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of new employee training courses held	27	26	26
Number of comprehensive supervisor training courses held	28	30	30
Number of Human Resource intranet website training courses held	27	26	26
Number of timesheet refresher training courses held	27	26	26
Number of training sessions held by Accounting Unit on various administrative topics	51	55	55
Number of Grants Management meetings held for department program areas	12	11	11

◆ **Goal 6** To promote a positive and productive work environment that cultivates teamwork and motivates employees.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of employees who agree or strongly agree that the agency supports their participation in training opportunities to improve job skills	79.5	81	83
Percent of employees who agree or strongly agree that they have the proper tools and equipment to do their work	85.5	87	89
Percent of employees who agree or strongly agree that they receive recognition for their work when they deserve it	76	78	80

EDA 6.2

Subprogram Summary

INFORMATION TECHNOLOGY

Vicki Salazar, Associate Superintendent

Phone: (602) 542-3139

A.R.S. § 15-251-15-272, P.L. 107-110

Mission:

To collaborate with education stakeholders to deliver excellent and innovative solutions to ensure an education of superb quality to every Arizona student.

Description:

The Information Technology (IT) subprogram manages the agency's overall Information Management discipline. As the agency's data steward, IT sets and implements guidelines for safe, effective, and efficient information usage including collection, use, security, storage, integration, and reporting. To that end, IT maintains internal and external networks for the exchange of information. IT provides technical assistance to enable all Arizona Department of Education (ADE) customers to utilize effectively ADE's offered services and information. IT guides and supports schools and districts in their use of technology to improve both administration and instruction. IT collaborates with strategic partners to provide the information needed to support reporting to and decision-making by education stakeholders (educators, the Arizona legislature, State government, Federal government, business groups, researchers, parents, students, etc.).

Funding and FTE Summary:	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,493.7	0.0	1,463.2
Other Appropriated Funds	628.9	665.1	665.1
Other Non Appropriated Funds	1,624.1	2,508.5	2,508.5
Program Total	4,746.7	3,173.6	4,636.8
FTE Positions	23.8	25.4	30.4

◆ **Goal 1** To improve the quality of the Student Accountability Information System (SAIS) data submission process.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of data marts used as management tools by agency units	*	*	2
Percent of errors due to transaction failures	13	10	8
Percent of errors due to system failures	10	5	5

Explanation:

*Performance measure is not valid; becomes valid with the development of AEDW

**Performance measure new to this report in FY 2008, but has been in use since FY 2006

◆ **Goal 2** To provide timely and reliable customer service.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of calls that are resolved by the Support Center	89	92	85
Percent reduction in average downtime of Internet servers	10	10	10
Percent reduction in average downtime of messaging servers	3	5	3

◆ **Goal 3** To increase the use of data and information technology as a management tool to make better-informed decisions.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of enterprise data integrated into Data warehouse	45	75	90

Explanation: ** Performance Measure

◆ **Goal 4** To provide accurate and helpful information to the public.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of department website "hits" (in thousands) annually.	8,900	9,000	9,400

Explanation: **New Performance Measure (Note: Not tabulated accurately prior to FY 2007)

◆ **Goal 5** To improve the agency's information security stance.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Publish security manual and update as required	1	1	1
Require security awareness training of all IT staff	1	1	1
Require security awareness training of all agency staff	0	1	1
Percent of applications securitized (not tracked before FY 07)	40	75	80

Explanation: ** Performance Measure new to this report in FY 2008, but has been in use since FY 2007

◆ **Goal 6** To close critical TISA gaps.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of DFDs completed.	75	90	90
Percent of telecommunications/data network converged	60	75	90
Number of monthly vulnerability scans and reviews conducted.	2	4	5
Collaborate with other Arizona State agencies to enable ADE to conduct needed testing.	1	1	1

Explanation: **Performance measure new to this report in FY 2008, but has been in use since FY 2006

MAA 0.0 **Agency Summary**
 DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS
 Major General David P. Rataczak, Adjutant General
 Phone: (602) 267-2717
 A.R.S. §§ 26-101, 26-111

Mission:

To promote, protect, and defend the health, safety, peace, and quality of life of the citizens of our communities, state, and nation.

Description:

The Department of Emergency and Military Affairs is divided into three programs: Administration, Emergency Management, and Military Affairs. The Administration program coordinates the activities of the other programs. It provides overall financial, contracting, personnel, and property management actions. The Emergency Services program prepares and coordinates emergency response plans for the State. The Military Affairs program contains the Army National Guard and Air National Guard programs each of which develop, train, and sustain a military force for the protection of life and property, preservation of peace, maintenance of order, and public safety. It also administers Project Challenge for training at-risk youth and the Joint Counter Narcotics Task Force.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ADMINISTRATION	1,979.1	2,252.3	2,252.3
➤ EMERGENCY MANAGEMENT	63,977.0	46,596.6	47,523.6
➤ MILITARY AFFAIRS	29,248.1	31,279.8	32,652.0
Agency Total:	95,204.2	80,128.7	82,427.9

Funding and FTE Summary:

(Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	10,814.0	13,920.3	16,219.5
Other Appropriated Funds	55.6	132.7	132.7
Other Non Appropriated Funds	84,334.6	66,075.7	66,075.7
Program Total	95,204.2	80,128.7	82,427.9
FTE Positions	474.7	475.7	479.7

Strategic Issues:

Issue 1 Employee retention and quality of employees

The Department is built on quality employees capable of responding during a natural disaster or civil disturbance. In order to provide a work environment that promotes job satisfaction, growth opportunities, and a sense of value and pride, funding for training, salaries and personnel services must be increased.

Issue 2 Customer demand for products/services exceeds our capacity to deliver to their needs

Expanding legislative responsibility and increased demand for disaster prevention and preparedness from Arizona's political subdivisions have exceeded the Department's capabilities. Domestic Preparedness (terrorism) and the increased threat in our schools for emergency and disaster plans are just two examples. Local government requests exceed current staff capability.

Issue 3 Agency wide communications/information management capability

The Department currently has five separate information networks that are not linked with one another. In order to provide better communications and information management the department needs to develop an Agency-wide network that includes connectivity to the State's mainframe.

Issue 4 Community integration and visibility.

The Department's objective is to integrate all of its activities into the

communities of the state. A new armory construction program needs to be developed to meet community and state needs. Emergency Services must receive additional funding to further develop the disaster resistant community program in order to prevent loss of property and life. Funding must be maintained in order to support valuable community enhancing programs such as Project Challenge, Joint Counter Narcotics Task Force and the Freedom Academy.

Issue 5 Maintenance of viable, optimally located training areas/ranges and facilities.

In order to maintain viable training areas/ranges, adequate funding must be provided to support mandated cultural and natural resource studies. Operations and maintenance dollars currently are not sufficient to maintain all facilities at minimum OSHA standards. Due to significant demographic changes in the past decade, facilities are no longer strategically located and there is a one-half million square foot shortfall in required work space.

MAA 1.0 Program Summary

ADMINISTRATION

Edward L. Flinn, Director Joint Programs
 Phone: (602) 267-2732
 A.R.S. § 26-102 C-8

Mission:

To provide leadership and support resources to all elements of the Department.

Description:

The Administration program provides agency-wide direction, oversight and support services. The Administration program is responsible for providing resource management, accounting, personnel and procurement functions for the Department. In addition, it provides oversight of Project Challenge, Army Facilities Maintenance and State Active Duty. It is also responsible for the coordination of Federal Funds with the United States Property and Fiscal Officer.

Funding and FTE Summary:

(Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,979.1	2,252.3	2,252.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,979.1	2,252.3	2,252.3
FTE Positions	13.9	13.9	13.9

- ◆ **Goal 1** To provide quality and timely support services to our customers.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of weeks to process personnel actions	1	1	1

MAA 2.0 Program Summary

EMERGENCY MANAGEMENT

Lou Trammell, Director
 Phone: (602) 231-6245
 A.R.S. § 26-305

Mission:

To coordinate emergency services and the efforts of governmental agencies to reduce the impact of disasters on persons and property in Arizona.

Description:

The program directs and coordinates a statewide Comprehensive Emergency Management program to minimize personal and property losses caused by natural and technological disasters. This is accomplished through numerous preparedness, response, recovery, and mitigation activities and programs.

This Program Contains the following Subprograms:

- ▶ Mitigation and Preparedness
- ▶ Response and Recovery

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,775.5	4,465.6	5,392.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	59,201.5	42,131.0	42,131.0
Program Total	63,977.0	46,596.6	47,523.6
FTE Positions	388.3	388.3	388.3

MAA 2.1 Subprogram Summary
MITIGATION AND PREPAREDNESS

Jan Kimmell, Assistant Director
 Phone: (602) 231-6264
 A.R.S. § 26-305

Mission:

To reduce or eliminate the loss of life and loss of property due to disaster and to prepare state agencies and local emergency management organizations to respond to, recover from, and mitigate disasters through planning, training and exercise activities.

Description:

The mitigation element integrates several funding programs that reduce repetitive losses caused by disaster by managing structural and non-structural projects that eliminate losses. The mitigation group provides technical assistance to political subdivisions to develop mitigation plans, analyze vulnerabilities and to assess risks to support land use decisions. The preparedness element serves three main functions; technical assistance for the development of state and local emergency operations plans; training for emergency managers, elected officials and first responders; and exercising the capabilities of state and local government. These activities will increase the overall capability to respond to, recover from, and mitigate disasters and thereby reduce the impact of disasters.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,079.6	3,765.3	4,692.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	50,534.0	33,324.1	33,324.1
Program Total	54,613.6	37,089.4	38,016.4
FTE Positions	284.4	284.4	284.4

- ◆ **Goal 1** To reduce loss of life and loss of property from all hazards.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of communities with sustained Disaster Resistant Community Programs	106	109	112
Customer satisfaction rating for communities served during disasters (Scales 1-8)	6.8	6.0	6.0

- ◆ **Goal 2** To increase local emergency management capability through training assistance programs.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of requests for contingency exercise assistance supported	0	100	0

Subprogram Summary

MAA 2.2

RESPONSE AND RECOVERY

Chuck McHugh, Assistant Director
 Phone: (602) 231-6242
 A.R.S. § 26-306

Mission:

To coordinate the actions of federal, state and local jurisdictions to respond to and recover from disasters.

Description:

This subprogram coordinates the response of state agencies to emergency incidents; administers the Governor's Emergency Fund; and manages post-response recovery efforts to include the acquisition and disbursement of special state appropriations and federal disaster funds, and allocation of resources.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	695.9	700.3	700.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,667.5	8,806.9	8,806.9
Program Total	9,363.4	9,507.2	9,507.2
FTE Positions	103.9	103.9	103.9

- ◆ **Goal 1** To reduce human suffering during disasters and enhance community recovery after disaster strikes.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of months of community recovery time from declaration of emergency to termination of emergency	16.4	15.0	15.0

Program Summary

MAA 3.0

MILITARY AFFAIRS

BG Hugo E. Salazar, Brigadier General, Asst Adj General, Army
 Phone: (602) 267-2717
 A.R.S. § 26-113, 26-102 c-8

Mission:

To provide the support functions for the Army and Air National Guard to develop, train and sustain a military force capable of supporting national, state, and community interests for the protection of life and property, preservation of peace, maintenance of order and public safety.

Description:

The division of Military Affairs has a dual role of providing the support functions (personnel, resource management, procurement and facilities) and leadership and direction to the Army National Guard, Air National Guard and Project Challenge.

This Program Contains the following Subprograms:

- ▶ Army National Guard
- ▶ Air National Guard
- ▶ Project Challenge

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,059.4	7,202.4	8,574.6
Other Appropriated Funds	55.6	132.7	132.7
Other Non Appropriated Funds	25,133.1	23,944.7	23,944.7
Program Total	29,248.1	31,279.8	32,652.0
FTE Positions	72.5	73.5	77.5

MAA 3.1 **Subprogram Summary**
ARMY NATIONAL GUARD
 BG Hugo E. Salazar, Brigadier General, Assistant, Adjutant General, Army
 Phone: (602) 267-2717
 A.R.S. § 26-111

Mission:

To develop, train, and sustain a military land force capable of supporting national, state and community interests for the protection of life and property, preservation of peace, maintenance of order and public safety.

Description:

The Army National Guard serves a dual mission provided for by the United States Constitution and the A.R.S. as the militia for Arizona. The Governor is the Commander-in-Chief until mobilized by the President of the United States. During emergency operations, the Army National Guard provides logistical and personnel support to other government agencies in response to civil disturbances and natural disasters. When federalized by the President of the United States, the Army National Guard provides trained and ready units in support of any active Army contingency.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,491.2	1,651.6	3,023.8
Other Appropriated Funds	55.6	132.7	132.7
Other Non Appropriated Funds	19,799.8	14,408.3	14,408.3
Program Total	21,346.6	16,192.6	17,564.8
FTE Positions	13.5	14.5	18.5

◆ Goal 1 To recruit and retain highly qualified personnel.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Army National Guard soldiers re-enlisted	73	82	82

MAA 3.2 **Subprogram Summary**
AIR NATIONAL GUARD
 Brigadier General Michael Colangelo, Commander, Arizona Air National Guard
 Phone: (602) 267-2712
 A.R.S. § 26-113,26-102-c-8

Mission:

To provide our nation's total force with highly trained expeditionary airmen supporting national security objectives through combat readiness and training.

Description:

The Air National Guard Air Operations program consists of the 161st Air Refueling Wing (ARW), 162nd Fighter Wing (FW) and the 107th Air Control Squadron (ACS). The 161st ARW is a refueling tanker task force flying KC-135E aircraft providing aerial refueling support. The 162nd FW trains fighter pilots for the Air National Guard and international student pilots. The 107th ACS provides Air Battle Management training for active duty and reserve components.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	798.4	3,780.7	3,780.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,060.3	7,043.2	7,043.2
Program Total	3,858.7	10,823.9	10,823.9
FTE Positions	2.0	2.0	2.0

◆ Goal 1 To recruit and retain highly qualified personnel.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Air National Guard soldiers re-enlisted	90	90	89

MAA 3.3 **Subprogram Summary**
PROJECT CHALLENGE

Edward L. Flinn, Director, Joint Programs
 Phone: (602) 267-2732
 A.R.S. § 26-111

Mission:

To provide a military-based, in residence educational program for high school dropouts who desire to succeed.

Description:

Project Challenge is a 17-month program for youth at risk who come from various backgrounds that can include drug addiction, gang activity, dysfunctional families and at-risk parents. Conducted in a quasi-military environment, participants attend classes to complete requirements for a General Equivalency Diploma (GED); and receive guidance and counseling in leadership development, life-coping skills, career exploration and planning, health and hygiene, physical training and conflict resolution. Project Challenge inspires each participant to academically, physically, psychologically, and emotionally excel so that they can function productively in our community.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,769.8	1,770.1	1,770.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,273.0	2,493.2	2,493.2
Program Total	4,042.8	4,263.3	4,263.3
FTE Positions	57.0	57.0	57.0

◆ Goal 1 To integrate the Arizona National Guard in the youth at risk programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Project Challenge graduates annually	114	200	200
Percentage of Project Challenge graduates either employed or in school within One year of graduation.	95	95	95

EVA 0.0

Agency Summary

DEPARTMENT OF ENVIRONMENTAL QUALITY

Stephen A. Owens, Agency Director

Phone: (602) 771-2203

A.R.S. §§ 49-101 et seq.

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

The Arizona Department of Environmental Quality protects public health and the environment by establishing and ensuring compliance with standards of quality for Arizona's air, land, and water; advancing public policy; and encouraging participation through statewide outreach.

Agency Summary:

(\$ Thousands)			
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ADMINISTRATION	18,387.7	16,241.4	16,241.4
➤ AIR	59,818.0	66,663.6	68,168.7
➤ WASTE	48,324.6	77,241.7	77,241.7
➤ WATER	233,238.5	170,789.9	172,389.9
Agency Total:	359,768.7	330,936.6	334,041.7

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	17,323.1	24,080.2	32,680.2
Other Appropriated Funds	63,717.8	77,109.4	71,614.5
Other Non Appropriated Funds	278,727.9	229,747.0	229,747.0
Program Total	359,768.7	330,936.6	334,041.7
FTE Positions	833.0	847.2	859.2

Strategic Issues:

Issue 1 To protect and enhance public health and the environment

The Department will protect public health and the environment through a wide range of programs that reduce risks associated with exposure to environmental contamination, air pollution and water pollution, and through a variety of public education and outreach programs. The Department will enhance public health and the environment by assessing environmental conditions in our state and their potential impact to public health, and developing integrated approaches that balance environmental concerns with the state's rapid growth and economic development needs. The Department will lead efforts to respond to emerging environmental issues and pollutants and develop strategic partnerships to promote consensus on innovative solutions to Arizona's environmental challenges.

Issue 2 Public education, involvement and outreach

The Department recognizes the inherent value of working with coalitions and partners to achieve a sustainable economy and a high quality environment for Arizona citizens. To that end, the Department is committed to developing and strengthening relationships at all levels with federal, state and local officials as well as members of the business community, trade associations, non-profit organizations, environmental groups and universities to develop collaborative, science-based solutions to the many complex environmental challenges facing our state. The Department is committed to openness, honesty and transparency among its employees and with members of the public and communities affected by the Department's decisions.

Issue 3 Children's environmental health

The Department will provide focus and leadership on children's environmental health issues. In partnership with the Department of Health Services, medical and research communities as well as non-profit groups, the Department will coordinate efforts to assess and reduce exposure to environmental contamination and pollution that affects the health of Arizona

children. The Department will lead efforts to educate the public about threats posed to children by exposure to environmental contamination and promote ways to lessen exposure to those risks.

Issue 4 Professional, efficient service to Arizona

The Department is committed to developing a motivated, well-trained staff supported by efficient business processes that serve the needs of Arizona citizens and businesses. The Department will leverage training opportunities provided by Arizona Government University, in-house training resources and other agencies to develop cost-effective career training programs that support its goals and objectives. The Department will maximize the use of technology to integrate and improve its services statewide with internal and external customers.

EVA 1.0 Program Summary

ADMINISTRATION

Patrick J. Cunningham, Deputy Director

Phone: (602) 771-2204

A.R.S. §§ 49-101 to 49-1106

Mission:

To provide executive leadership for the agency to protect and enhance public health and the environment in Arizona through support of the Department's mission, goals, programs and employees.

Description:

This program establishes overall agency policies and direction and manages administrative and business activities of the agency.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	5,485.3	3,132.1	5,132.1
Other Appropriated Funds	12,230.6	12,748.2	10,748.2
Other Non Appropriated Funds	671.8	361.1	361.1
Program Total	18,387.7	16,241.4	16,241.4
FTE Positions	143.1	146.3	146.3

◆ Goal 1 To enhance relationships with the public, regulated community and agency partners

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of statutorily set permit timelines met through License Time Frame rule.	99.47	99.0	99.0

◆ Goal 2 To provide value to all of Arizona

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Annually, implement employee suggestions resulting in cost savings, increased productivity or improved efficiency of services at the appropriate organizational level.	4.0	4.0	4.0
Percentage of ADEQ employees indicating agreement with a statement of overall job satisfaction (measure calculated per annual survey administered by Governor's office)	N/A	60.0	60.0
Customer satisfaction rating for citizens (scale of 1-8)	7.7	7.4	7.4
Administration as a percentage of total cost	4.7	4.5	4.5
Percent of citizens expressing overall satisfaction with ADEQ services	95.7	92.5	92.5
Percentage of citizens expressing overall satisfaction with Administrative Program Services	93.9	90.0	90.0
Percentage of invoice payables paid within thirty (30) calendar days.	98.34	95.0	95.0
Percent of customers agreeing that services meet or exceed their expectations based upon a customer satisfaction survey attached to every Purchase Order	100.0	92.5	92.5

Percentage of agency staff turnover	9.61	12.0	12.0
Percent of notice of administrative hearings issued within 3 working days of receiving all necessary documentation	100.0	90.0	90.0
Percentage (annual) of agency budget and strategic plan consistent with Governor's issues and strategic plan for the state	100.0	100.0	100.0

◆ **Goal 3** To provide leadership on children's environmental health

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Continue to implement the action plan to integrate children's environmental health issues into ADEQ programs.	100.0	100.0	100.0

EVA 2.0 **Program Summary**

AIR

Nancy Wrona, Air Quality Division Director

Phone: (602) 771-2308

A.R.S. §§ 49-401 to 49-593

Mission:

To protect and enhance public health and welfare and the environment by controlling present and future sources of air pollution.

Description:

The Air Quality Division is responsible for controlling sources of air pollution and assuring compliance with federal and state environmental laws. The control strategies designed to improve air quality are a key component of the State Implementation Plan. Major activities relied upon for protecting air quality include planning and program development, monitoring and research, industrial emissions permitting, compliance and enforcement, and vehicle emissions inspections.

This Program Contains the following Subprograms:

- ▶ Air Quality Management and Analysis
- ▶ Vehicle Emissions Control

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,758.2	3,796.3	3,796.3
Other Appropriated Funds	47,672.9	53,398.6	54,903.7
Other Non Appropriated Funds	8,386.9	9,468.7	9,468.7
Program Total	59,818.0	66,663.6	68,168.7
FTE Positions	246.2	248.3	260.3

EVA 2.1

Subprogram Summary

AIR QUALITY MANAGEMENT AND ANALYSIS

Nancy Wrona, Air Quality Division Director

Phone: (602) 771-2308

A.R.S. §§ 49-401 to 49-593

Mission:

To bring non-attainment areas into attainment and maintain good air quality throughout the state while providing quality information to ensure sound air quality regulatory decision-making.

Description:

This subprogram provides management and administrative services to the program; plans, controls, and monitors expenditures of staff and budgetary resources; provides for staff training and employee evaluations; develops policies and procedures; provides input on legislative issues; assists in development of agency strategic plans and action plans for their implementation; develops, implements and monitors workplans; evaluates program effectiveness; and oversees delegation agreements with local jurisdictions. Air quality monitoring and assessment of permitted and non permitted sources are performed to gauge emissions. Compliance activities performed by the Air Quality Program ensure that facilities remain in compliance with all statutes, rules, and permit conditions; activities out of compliance are returned to compliance in a timely and appropriate manner. The Permitting section regulates various sources of air pollution using a system of permits to ensure that the air pollutants do not cause harm to the public health or welfare.

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,758.2	3,796.3	3,796.3
Other Appropriated Funds	14,297.6	15,927.9	17,433.0
Other Non Appropriated Funds	8,374.9	9,468.7	9,468.7
Program Total	26,430.7	29,192.9	30,698.0
FTE Positions	213.2	215.3	227.3

◆ **Goal 1** To provide value to all of Arizona

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of customers satisfied with Air Quality Programs	97.7	92.5	92.5

◆ **Goal 2** To improve the quality of Arizona's air, land and water

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Annual (FY) number of State Implementation Plans (SIP) (new or revisions) submitted to the Environmental Protection Agency (EPA)	4.0	2.0	2.0
Number of days per year exceeding National Ambient Air Quality Standards (NAAQS) for Ozone (O3), Carbon Monoxide (CO), or Particulates (PM10).	0.0	0.0	0.0
Achieve 90 percent air quality sample data recovery	97.1	90.0	90.0
Within 45 days after receipt of a SIP from Maricopa, Pima or Pinal counties or other designated planning agencies, complete processing and submit it to EPA.	100.0	100.0	100.0
Number of non-attainment areas exceeding national ambient air quality standards.	5	5	5
Maintain compliance with Licensing Time Frames for all air quality permit applications tracked by AZURITE.	100.0	99.0	99.0

EVA 2.2 **Subprogram Summary**

VEHICLE EMISSIONS CONTROL

Nancy Wrona, Air Quality Division Director

Phone: (602) 771-2308

A.R.S. §§ 49-401 to 49-593

Mission:

To protect public health by ensuring regulated facilities and pollution-generating activities meet air emission standards through equitable and efficient permitting, inspection, enforcement, assessment and monitoring.

Description:

This subprogram has implemented and maintains an enhanced and basic vehicular inspection and maintenance program. The maintenance and repair program emphasizes the importance of maintaining vehicle performance to lower emissions and to extend the life of vehicles.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	33,375.3	37,470.7	37,470.7
Other Non Appropriated Funds	12.0	0.0	0.0
Program Total	33,387.3	37,470.7	37,470.7
FTE Positions	33.0	33.0	33.0

◆ **Goal 1** To improve the quality of Arizona's air, land and water

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of vehicles that have failed inspection and later brought into compliance (in thousands)	154.2	145.0	145.0

EVA 3.0 **Program Summary**

WASTE

Amanda Stone, Waste Programs Division Director

Phone: (602) 771-4209

A.R.S. §§ 49-701 to 49-973

Mission:

To protect and enhance public health and the environment by reducing the risk associated with waste management, regulated substances and contaminated sites.

Description:

The Waste Program carries out its mission by regulating solid and hazardous waste management and facilities, hazardous waste generators, waste tire management and facilities and underground storage tanks. The program issues permits; conducts inspections; approves closure activities; conducts or oversees remediation of contaminated sites; administers funds; provides grants; and encourages recycling, reuse and other forms of pollution prevention.

This Program Contains the following Subprograms:

- ▶ Waste Control and Management
- ▶ Underground Storage Tank
- ▶ Remediation

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1.0	15,000.0	15,000.0
Other Appropriated Funds	51.0	75.6	75.6
Other Non Appropriated Funds	48,272.6	62,166.1	62,166.1
Program Total	48,324.6	77,241.7	77,241.7
FTE Positions	181.4	187.2	187.2

EVA 3.1 **Subprogram Summary**

WASTE CONTROL AND MANAGEMENT

Amanda Stone, Waste Programs Division Director

Phone: (602) 771-4209

A.R.S. §§ 49-701 to 49-973

Mission:

To protect public health and the environment by assuring the proper handling, storage, treatment, and disposal of wastes; by promoting pollution prevention and recycling; and by responding to customer needs in a timely manner by effectively monitoring and administering the laws and regulations for the storage, treatment, disposal and reduction of solid and hazardous wastes and hazardous materials.

Description:

This subprogram provides management and administrative services to the program; plans, controls and monitors staff and budgetary expenditures; provides for staff development; develops rules, policies and procedures; provides input on legislative issues; assists in developing agency strategic plans and action plans; develops, implements and monitors workplans; evaluates program effectiveness; oversees delegation agreements with local jurisdictions; implements the state waste tire program; implements the state and federal hazardous waste laws pursuant to delegation from U.S. Environmental Protection Agency (EPA); maintains an inventory of hazardous waste generators, as well as hazardous and solid waste management and facilities; reviews applications for licenses, permits and plan approvals, modifications and amendments and takes appropriate action; encourages community involvement; conducts inspections, collects and maintains compliance data, provides compliance assistance and pursues enforcement actions for significant noncompliance for hazardous and solid waste management facilities and waste tire management facilities; promotes and encourages pollution prevention, reviews and approves pollution prevention plans and reports; advocates for solid waste reduction, reuse, and recycling; and provides grant monies to selected demonstration projects.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	47.7	53.6	53.6
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	47.7	53.6	53.6
FTE Positions	0.5	0.5	0.5

◆ **Goal 1** To improve the quality of Arizona's air, land and water

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of contaminated sites in Waste Programs Division closed requiring no further action (cumulative) versus known universe of contaminated sites in the Waste Programs Division (cumulative)	84.5	82.0	82.0

◆ **Goal 2** To provide value to all of Arizona

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of customers satisfied with Waste Programs Division	91.8	92.5	92.5

◆ **Goal 3** To enhance relationships with the public, regulated community and agency partners

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Make final decision on one Treatment Storage and Disposal (TSD) permit application annually.	1.0	1.0	1.0

EVA 3.2

Subprogram Summary

UNDERGROUND STORAGE TANK

Philip McNeely, Tank Programs Division Director

Phone: (602) 771-7645

A.R.S. §§ 49-1001 to 49-1093

Mission:

To protect public health and the environment by preventing regulated substance releases and reducing the risk associated with contaminated sites.

Description:

The subprogram assures the proper operation and maintenance of underground storage tank (UST) systems in the state of Arizona and maintains an inventory of these systems. This program is also responsible for overseeing the cleanup of soil and groundwater contamination from leaking underground storage tanks. In addition, the subprogram provides outreach and compliance assistance to owners and operators of USTs to keep them aware of current compliance requirements. The subprogram responds to complaints regarding UST sites and fully investigates any potential violations of Arizona's underground storage tank laws. The subprogram also administers the State Assurance Fund, which covers costs associated with removal and remediation of leaking underground storage tank sites.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3.3	22.0	22.0
Other Non Appropriated Funds	29,024.9	39,829.4	39,829.4
Program Total	29,028.2	39,851.4	39,851.4
FTE Positions	108.8	114.2	114.2

◆ **Goal 1** To improve the quality of Arizona's air, land and water

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of SAF direct payable and reimbursement applications processed within 90 days of receipt	97.0	95.0	95.0

EVA 3.3

Subprogram Summary

REMEDIATION

Amanda Stone, Waste Programs Division Director

Phone: (602) 771-4209

A.R.S. §§ 49-701 to 49-973

Mission:

To ensure cleanup of contamination where it has occurred by responding to and controlling, mitigating, or eliminating all historic hazardous substance sites, overseeing and expediting voluntary remediation activities; and undertaking multimedia environmental emergency responses at a minimum impact to taxpayers and the public.

Description:

This subprogram evaluates potentially contaminated sites; reviews plans for and oversees privately-funded clean up activities; investigates and remediates WQARF priority sites using state funds; identifies responsible parties; negotiates settlements with potentially responsible parties; develops evidence and data needed for cost recovery and settlement actions by the Attorney General's Office; provides funding to the Attorney General's Office, Arizona Department of Water Resources, and other governmental and political subdivisions for the purpose of assisting ADEQ with its remediation efforts; oversees remediation of RCRA sites; assists, oversees, and expedites voluntary remediation of contaminated sites; administers the state's Greenfields and Brownfields initiatives; supports Waste Program recruitment, training, data management, strategic planning, budgeting and resolution of cross programmatic issues; and responds to environmental emergencies.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1.0	15,000.0	15,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	19,247.7	22,336.7	22,336.7
Program Total	19,248.7	37,336.7	37,336.7
FTE Positions	72.1	72.5	72.5

◆ **Goal 1** To improve the quality of Arizona's air, land and water

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Reduce the number of contaminated sites in the Waste Program by initiating response actions at Water Quality Assurance Revolving Fund (WQARF) sites.	2.0	2.0	2.0

EVA 4.0

Program Summary

WATER

Joan Card, Water Quality Division Director

Phone: (602) 771-2306

A.R.S. §§ 49-201 to 49-391

Mission:

To protect and enhance public health and the environment by ensuring safe drinking water and reducing the impact of pollutants discharged to surface and ground water.

Description:

This program ensures the safety of drinking water from public water systems, develops water quality management plans, establishes water quality standards, anticipates problems through ongoing monitoring and assessment, and responds to emergencies. It regulates discharges from wastewater treatment plants, landfills, mining operations, industrial facilities, irrigated agriculture, urban runoff, contractors, etc. It also promotes voluntary programs to protect aquifers for drinking water.

This Program Contains the following Subprograms:

- ▶ Underground Water Regulation
- ▶ Surface Water Regulation
- ▶ Drinking Water Regulation
- ▶ Water Infrastructure Finance Authority

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	8,078.6	2,151.8	8,751.8
Other Appropriated Funds	3,763.3	10,887.0	5,887.0
Other Non Appropriated Funds	221,396.6	157,751.1	157,751.1
Program Total	233,238.5	170,789.9	172,389.9
FTE Positions	262.3	265.4	265.4

EVA 4.1 **Subprogram Summary**
UNDERGROUND WATER REGULATION
 Joan Card, Water Quality Division Director
 Phone: (602) 771-2306
 A.R.S. §§ 49-201 to 49-391

Mission:

To protect and enhance public health and the environment by ensuring safe drinking water and reducing the impact of pollutants discharged to surface and ground water.

Description:

The Underground Water Regulation program protects groundwater which is essential to Arizona's safe drinking water supplies. The Aquifer Protection Permit program is designed to protect groundwater quality in Arizona's aquifers through the issuance of permits to discharging facilities. This program also registers dry wells, issues reclaimed water permits, conducts compliance inspections, enforces permit conditions, manages the pesticide program, monitors groundwater, and provides technical assistance to industry and the public.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,041.8	2,026.1	2,026.1
Other Appropriated Funds	3,569.3	5,006.0	5,006.0
Other Non Appropriated Funds	808.5	1,318.1	1,318.1
Program Total	6,419.6	8,350.2	8,350.2
FTE Positions	84.3	83.6	83.6

◆ **Goal 1** To provide value to all of Arizona

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of customers satisfied with Water Quality Division.	96.9	92.5	92.5

◆ **Goal 2** To improve the quality of Arizona's air, land and water

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of permit actions for existing groundwater protection permits for mining facilities during each fiscal year.	2.0	8.0	8.0
Annually, attain significant compliance rate of 80 percent for discharge limitations for APP permitted groundwater facilities as determined by monitoring data and physical inspection.	93.1	80.0	80.0
Percent reduction in Aquifer protection permit processing time.	N/A	15.0	15.0
Explanation:	Measure effective FY2009.		

EVA 4.2	Subprogram Summary
	SURFACE WATER REGULATION
	Joan Card, Water Quality Division Director
	Phone: (602) 771-2306
	A.R.S. §§ 49-201 to 49-391

Mission:

To protect and enhance public health and the environment by ensuring safe drinking water and reducing the impact of pollutants discharged to surface and ground water.

Description:

The Surface Water Regulation program protects surface water quality by controlling point source discharges from wastewater treatment plants, concentrated animal feeding operations, storm water, industrial, commercial and other facilities. The program also regulates surface water discharges of non-point source pollution from irrigated agriculture, livestock grazing, silviculture, urban runoff, construction, mining, and recreation activities. ADEQ's surface water program accomplishes its goals by the following: (1) administering the Arizona Pollutant Discharge Elimination System (AZPDES) program, including issuing federally enforceable discharge permits, (2) reviewing engineering design plans and issuing construction approvals, (3) conducting compliance inspections of discharging facilities, (4) conducting outreach and education activities to build awareness of regulatory requirements; (5) offering technical and compliance assistance to facilities; (6) conducting enforcement actions, (7) implementing a statewide watershed management program, (8) awarding grants to eliminate or mitigate nonpoint source pollution, (9) developing surface water quality standards, (9) monitoring and assessing surface waters to provide critical water quality information that will enable the Department to maintain the quality of our lakes, rivers, streams, and wetlands.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,391.9	0.0	2,661.8
Other Appropriated Funds	0.0	2,661.8	0.0
Other Non Appropriated Funds	6,601.4	8,448.6	8,448.6
Program Total	8,993.3	11,110.4	11,110.4
FTE Positions	94.5	96.8	96.8

◆ **Goal 1** To improve the quality of Arizona's air, land, and water.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Annually, attain significant compliance rate of 90 percent for discharge limitations among major surface water dischargers as determined by monitoring data and physical inspection.	94.3	90.0	90.0
Annually, ADEQ will reissue AZPDES permits within 180 days of receipt of a completed and timely AZPDES application.	72.7	70.0	70.0
Percent reduction in Arizona pollutant discharge elimination system (AZPDES) permit processing time.	25.02	N/A	N/A

EVA 4.3 **Subprogram Summary**
DRINKING WATER REGULATION
Joan Card, Water Quality Division Director
Phone: (602) 771-2306
A.R.S. §§ 49-201 to 49-391

Mission:

To ensure the delivery of safe drinking water to users of public water systems through regulatory oversight, technical assistance, and public education in facility planning, design, construction, operation and compliance monitoring, and to preserve and protect drinking water sources.

Description:

The Drinking Water program is federally mandated to ensure safe drinking water supplies for the public. The program regulates public water systems based on state drinking water rules that are continually updated to conform to federally promulgated regulations. Staff reviews water system construction plans, conducts compliance inspections on drinking water systems, reviews water quality monitoring data, initiates enforcement actions in response to continued or significant noncompliance, and conducts outreach to educate stakeholders on regulatory requirements. The program also evaluates source waters to ascertain their susceptibility to contamination, promotes voluntary community programs aimed at protecting aquifers for drinking water use, and administers the monitoring assistance program to assist public water systems in complying with monitoring requirements under the federal safe drinking water act.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,549.8	125.7	1,618.8
Other Appropriated Funds	194.0	2,374.1	881.0
Other Non Appropriated Funds	3,770.6	4,146.5	4,146.5
Program Total	5,514.4	6,646.3	6,646.3
FTE Positions	64.5	66.0	66.0

- ◆ **Goal 1** To improve the quality of Arizona's air, land and water

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Annually, percentage of population serviced by community water systems (CWS) providing drinking water with no health-based violations will remain at 95 percent.	98.0	95.0	95.0
Annually, the percentage of school children serviced by non-transient, non-community water systems providing drinking water with no health-based violations will remain at 95 percent.	98.0	95.0	95.0
Percentage of facilities from Drinking Water Priority Log assigned to enforcement staff.	100.0	100.0	100.0
Percent reduction in drinking water plan review processing time.	24.7	10.0	10.0

EVA 4.4 **Subprogram Summary**
WATER INFRASTRUCTURE FINANCE AUTHORITY
Judy Navarrete, Executive Director
Phone: (602) 364-1310
A.R.S. §§ 49-1201 to 49-1269

Mission:

To maintain and protect water quality and to ensure the affordability of basic community infrastructure.

Description:

The Water Infrastructure Finance Authority of Arizona (WIFA) is an independent entity authorized to finance the construction, rehabilitation and/or improvement of drinking water, waste water, waste water reclamation, and other water quality facilities/projects. As a "Bond Bank", WIFA is authorized to issue water quality bonds on behalf of communities for basic water infrastructure. Generally, WIFA offers borrowers below market interest on loans for 100% of eligible project costs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,095.1	0.0	2,445.1
Other Appropriated Funds	0.0	845.1	0.0
Other Non Appropriated Funds	210,216.1	143,837.9	143,837.9
Program Total	212,311.2	144,683.0	146,283.0
FTE Positions	19.0	19.0	19.0

- ◆ **Goal 1** To ensure WIFA's resources are awarded in conformance with Arizona's goals.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of recipients moving from non-compliance to compliance	7.0	7.0	7.0

- ◆ **Goal 2** To maintain the fiscal integrity of the Funds administered by WIFA and ensure continuous enhancement for future generations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of total available funds invested	99.6	99.5	99.5
Interest income (in thousands)	8,253.8	8,232.6	8,232.6

- ◆ **Goal 3** To facilitate access to and efficiently deliver financial and technical assistance.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of weeks to process a loan	5.7	7.0	7.0

- ◆ **Goal 4** To coordinate with other funding sources, technical resources, and regulatory authorities

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of co-financings	15.0	16.0	16.0

AFA 0.0

Agency Summary**GOVERNOR'S OFFICE OF EQUAL OPPORTUNITY**

Manuel V. Cisneros, Director

Phone: (602) 542-3716

A.R.S. § 41-101

Mission:

To administer and enforce state and federal laws prohibiting discrimination for over 44,000 state employees to ensure there are not any discriminatory practices in State government.

Description:

The GOEO provides information and technical assistance to state agencies to ensure nondiscrimination and equal opportunity access to employment, state contracts, and appointments. The GOEO assists state agencies/divisions in promoting equal opportunity in employment, appointments, and procurement practices conducted on behalf of the State.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	249.2	249.3	249.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	69.3	68.0	68.0
Program Total	318.5	317.3	317.3
FTE Positions	4.0	4.0	4.0

Strategic Issues:

Issue 1 *Reduce the State's risk of loss due to exposure to lawsuits relating to discrimination, sexual harassment, and non-compliance with EEOC and ADA employment guidelines.*

The GOEO will analyze agency Equal Opportunity plans to determine what agencies need assistance in complying with federal and state rules, regulations, policies and procedures. Agencies that are not meeting federal minority employment criteria will be contacted. These agencies will be supplied with information regarding the federal employment criteria and offered assistance in locating a qualified candidate. Additionally, the GOEO will provide training on diversity issues.

Issue 2 *Increase the ability of minorities to participate in state employment and on state Boards and Commissions.*

The GOEO will work with appropriate state agencies to contact minority organizations and communities to distribute information regarding state employment and appointment opportunities. They will also be provided with information regarding the state's employment application process. Application for state employment and resume submission will be encouraged. The GOEO will contact all state agencies to assist them in addressing under-utilization.

Issue 3 *Provide accurate and timely EEO-4 reports to the federal government.*

The GOEO will work with the Department of Administration to provide the federal government with an accurate and timely EEO-4 report. This report is required by the federal government in order for the State to receive federal funds.

Issue 4 *The Governors Minority Advisory Council on Recruitment and Retention.*

The GMAC Subcommittee on Recruitment and Retention promotes employment opportunities as well as awareness of state procurement for women-owned and minority-owned businesses. The Committee has reviewed various diversity issues for state government including education and training involving procurement programs. These meetings were designed to discuss removal of barriers and obstacles to greater participation by small, minority, and women-owned businesses.

Issue 5 *Provide coordination of alternative dispute resolution and facilitative discussion services to state agencies.*

The GOEO will work with appropriate state agencies to coordinate facilitative discussion or alternative dispute resolution sessions for current or

former state employees. These non-financial facilitative discussions will review internal discriminatory workplace behavior in order to resolve complaints based on factual circumstances.

◆ **Goal 1** To ensure state agencies comply with Equal Employment Opportunity rules, regulations, policies, and procedures; and to assist other non-state government entities with related Information and Referral Services

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of state agency Equal Employment Opportunity plans submitted.	101	105	100
Number of state agencies assisted in the preparation of agency-level Equal Employment Opportunity Plans, and in efforts to reach workforce parity	72	105	75
Number of calls answered providing information and assistance regarding Equal Opportunity rules and regulations	702	655	700

◆ **Goal 2** To avoid/reduce the State's exposure to employment related disputes and lawsuits through training of State Equal Opportunity Liaisons and Administrative Managers; and coordination with Equal Employment Opportunity Commission.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of persons assisted with employment related complaints	376	343	350
Number of diversity training classes provided	13	30	10
Total training hours provided to state employees	818	1,159	900

◆ **Goal 3** To achieve and maintain a culturally diverse state government workforce and ensure diverse representation on state Boards and Commissions.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of community organizations contacted by the Governor's Office for Equal Opportunity to help facilitate the dissemination of information regarding employment opportunities	276	357	250
Number of community organizations contacted by GOEO to help facilitate the dissemination of information regarding positions on State Boards and Commissions	221	350	200
Contact with tribes, tribal members and off-reservation native Americans regarding employment, appointment and procurement opportunities with the state	347	295	300
Number of state agencies contacted by GOEO to ascertain their employment needs	72	135	70

◆ **Goal 4** To enhance the growth and development of minority and women-owned business enterprises.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of minority/women-owned businesses contacted and provided with information regarding state contracting opportunities	2,767	3,155	2,500
Number of presentations and informational sessions regarding procurement opportunities	55	140	50
Number of minority/women-owned businesses referred to DOA procurement	171	290	150

◆ **Goal 5** To provide alternative dispute resolution services to state agencies.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of persons trained in mediation	0	0	0
Number of presentations concerning mediation services	6	55	0

Number of mediation sessions conducted as a result of Governors Office of Equal Opportunity	16	72	0
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Agency Summary

STATE BOARD OF EQUALIZATION

Harold Scott, Chairperson

Phone: (602) 364-1601

A.R.S. §§ 42-16152 et al.

Mission:

To provide an independent appeal process for taxpayers, the county assessors, and the Department of Revenue in disputes relating to the valuation and classification of property for ad valorem tax purposes.

Description:

The State Board of Equalization (SBOE) is comprised of thirty-three members, thirteen appointed by the Governor, including the Chairman, and ten members from both Maricopa and Pima counties. The Board's jurisdiction is primarily over locally assessed real and personal property in Maricopa and Pima counties. Under A.R.S. §§ 42-14001 et al, the Board's authority extends to centrally assessed property statewide. The State Board of Equalization also can provide hearing officer services for outlying counties. Currently, the SBOE provides services to La Paz, Mohave, Navajo, Pinal and Yavapai counties. The Board, formerly Division I of the State Board of Tax Appeals, was created on August 1, 1995 through a consolidation of the appeals process.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	638.9	656.2	656.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	638.9	656.2	656.2
FTE Positions	7.0	7.0	7.0

Strategic Issues:

Issue 1 Substantial increases in hearings

The Board of Equalization continues to experience substantial increases in hearings. The Board is preparing to hold hearings on evenings, Saturdays and the Columbus Day holiday. It does not anticipate the need for a supplemental in the 2008-2009 budget year. The computer system remains extremely problematic. Any unforeseen downtime will prevent the SBOE from fulfilling its obligations without additional funding, FTE's, and/or other resources.

Issue 2 Market conditions

The Board is experiencing an upswing in the number of filings it is receiving; residential property petitions, which have a higher unit cost, are driving the increase; however, all property experienced unprecedented growth and appreciation through December 2005, but not has slowed (even declined) dramatically. The Board anticipates a substantial increase in disputes over the assessments of office space. It is still too early to determine the level of activity or county Assessors' policies with this market change.

The current real estate market conditions have created an unpredictable property tax appeal environment. The true test of the quality of our automation and electronic filing will be during this market down cycle, which inevitably will result in a substantial increase in the number of petitions. The art is estimating when these market conditions will change and will it happen at a time when the large accounting law and tax appeal firms are heavily committed to electronic filing.

Issue 3 Legislation

There are serious discussions once again of revising the tax appeal calendar as well as the scope of counties under the Board's jurisdiction. If this were to occur, there would be new budgetary issues that would need to be addressed.

- ◆ **Goal 1** To restore sufficient funding in order for the State Board of Equalization to be prepared for an unpredictable caseload. This will also ensure that the SBOE is able to adequately

staff all hearings in Maricopa and Pima Counties. The SBOE was forced to cutback the services to the citizens of Pima County once again this past fiscal year.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Cost per parcel (in dollars)	13	12	12
Parcels appeals received	51,200	52,500	55,000

- ◆ **Goal 2** To reduce the cost attributed to petitions and hearings.
- ◆ **Goal 3** To continue the growth in electronic filing and transmit a statement of changes made to the valuation of any property in Maricopa or Pima County. In addition, expand our electronic capabilities to include the "client" counties (currently, La Paz, Navajo, Mohave, Pinal, and Yavapai Counties).

PPA 0.0

Agency Summary**BOARD OF EXECUTIVE CLEMENCY**

Duane Belcher, Chairman/Executive Director

Phone: (602) 542-5656

A.R.S. §§ 31-401 et. seq.

Mission:

To ensure public safety by considering and granting parole, work furlough, home arrest, and absolute discharge to inmates certified eligible by the Department of Corrections and who appear not to pose a threat to society, and by recommending to the Governor only those executive clemency actions which are in the best interest and safety of the citizens of Arizona.

Description:

Each month the Board conducts parole hearings for inmates who have committed offenses prior to January 1994. Hearings include consideration for home arrest, work furlough, parole release, absolute discharge, rescission, modification, revocation (of both parole and community supervision), and absolute discharge from parole supervision. The Board also conducts clemency hearings which include commutation, pardon, and reprieve.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,097.2	1,097.6	1,404.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,097.2	1,097.6	1,404.1
FTE Positions	14.0	17.0	20.0

Strategic Issues:**Issue 1 Agency's Hearings Issues**

The FY2003 cuts to the Board's budget has had devastating effects to the total hearing process. First of all the reduction of three case analysts has totally suspended the use of Structured Decision Making (SDM) as a risk assessment tool in assisting the Board in their decision making process. SDM not only provided an indicator of risk but also provided the Board with guidelines when a release would be appropriate. The second critical area in which these staff positions were important to the hearing process was their expertise in producing a document to the Board that was extensively researched and often times highlighted areas that were of serious concern. These important documents were not only used in the release decision process but also in Executive Clemency actions where recommendations are made to the Governor in pardons, commutations, and in reprieve actions where a death-row inmate is scheduled to be executed.

Issue 2 Victim and Official Notifications of Board Hearings and Results

The Arizona Board of Executive Clemency is mandated to notify both victims and officials of any Board hearings that are scheduled and the results of those hearings. The work load in this critical area continues to grow, just as the number of felony commitments to our prison system grows. Although parole was abolished, effective January 1, 1994, all clemency applications have escalated drastically, necessitating the same victim issues be addressed. Due to the severe budget cuts experienced by the Board in our FY 2003 budget, the Board was forced to lay-off a number of employees, two of which performed the previously indicated duties. The only people who receive notification are those already in the system and those who request notification through the post conviction notification form. Unfavorable publicity and possible litigation could be the result of inadequate funding to staff this unit. The following statutes control the notification process for Victims and Officials: A.R.S. § 31-402 [C] [2] (Commutation); A.R.S. § 31-411[H] (Commutation, Absolute Discharge, and Parole); A.R.S. § 13-4414 [B] & [C] [Post Conviction Release]; A.R.S. § 1604.11 [E] (Work Furlough); and A.R.S. § 41-1604.13 (Home Arrest).

Issue 3 Legal Representation for Inmates

In the lawsuit of Gagnon V. Scarpelli, 411 U.S. 778 (1973), the United

States Supreme Court held that the State is not constitutionally required to provide counsel for ALL indigents in revocation proceedings, but rather the decision as to the need for counsel must be made on a case-by-case basis, and a record must be made of the grounds for refusal. In order to effectively comply with this requirement, the State of Arizona should have a mechanism in place through which legal counsel can be appointed in appropriate cases. The Legislature should strongly consider the legal ramifications of not having a mechanism in place to comply with this United States Supreme Court decision. This issue has been neglected and needs to be addressed. All released inmates currently under state supervision could potentially utilize this resource. Cost estimates based on studies of other states show an approximately annual cost of \$100,000. Through meetings with the Governor's Office, the Arizona Department of Corrections, the Attorney Generals Office, and the Arizona Board of Executive Clemency, it appears that this responsibility will fall upon the Board. Therefore, adequate funding needs to be provided to properly address this issue.

- ◆ **Goal 1** To ensure quality Board decisions by monitoring the use of Structured Decision Making (SDM) guidelines.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Research the benefits of Structured Decision Making (SDM) methodology, a risk assessment tool, beginning FY 2010 prior to start of implementation date which is unknown at this time. Conduct survey of those Executive Clemency Boards using this or a comparable method throughout the U.S.	n/a	0/0	0/0

Percent of research compiled/percent of written study completed.

- ◆ **Goal 2** To continually monitor Board and administrative workload information seeking the most efficient and effective methods of fulfilling the agency mission while reducing costs where possible.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of parole hearings scheduled	725	800	800
Parole hearings held	458	600	600
Percent of parole grants	18	37	37
Commutations	556	800	800
Pardons	48	70	70
Number of revocations	2,443	3,220	3,220
Percent revoked	82	90	90
Video hearings held	561	1,000	1,000
Explanation:	Note Problems with the equipment occurred for 1.5 months resulting in telephonic rather than video hearings.		
Telephonic hearings held	1,511	1,700	1,700
Personal hearings held	325	500	500
In Absentia hearings held	1,521	1,900	1,900
Total board hearings held	3,918	5,500	5,500
Hearing officer probable cause hearings held	93	100	100
Probable Cause Hearings Requested	145	200	200
Total Agency FTE's including 3 headcount for Victim Researcher, Security personnel, Executive Director	14	17	20

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
The legislation to combine the two positions of Executive Director and Chairman will expire on June 30, 2008. At this time the Agency seeks have funding to hire one Executive Director, with the current Chairman/Executive Director filling the role as Chairman. Figures reflect total Agency FTE's including 3 headcount for Victim Researcher, Security personnel, and this Executive Director position.	14	17	20

- ◆ **Goal 3** To ensure that victims, law enforcement agencies, judges, prosecutors, and other concerned individuals and entities are notified of the offenders hearing date with or without an

official notification request. (NOTE: Per A.R.S. 13-4401 et. seq., notification is only required when requested.) This position was granted funding in FY07 by legislation, however, due to budget cuts this funding was eliminated in FY07 and FY08.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of victims notified	2,743	3,900	3,900
Officials Notified	20,860	23,000	23,000
Courtesy Notifications	65	200	200
Inmates Notified	733	1,500	1,500
Total Notifications Sent	24,401	27,000	27,000
Re-staff Victim Unit with 1 staff members beginning FY2010 This headcount is included in total agency FTE shown throughout this report.	0	0	1

- ◆ **Goal 4** To access, automate, and manage electronic information now maintained on the Department of Correction's Adult Information Management System (AIMS) onto a secure database for agency dissemination. Also increase the agency's technological abilities through the development and support of necessary programming to compensate for loss of staff resulting from reduction in force in 2003. Lack of staff puts the agency in danger of being unable to maintain its current IT system as well as its ability to keep current with ever changing technology that would help fulfill its mission.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage complete of research, development, implementation, and maintenance of a Web-site for informational and notification purpose. Research % complete/Development % complete	100/99	100/98	100/99
Percentage complete of research, development, implementation, and maintenance of database for compilation of statistical report. Research % complete/Development % complete	0	0/0	50/0

- ◆ **Goal 5** To provide a safe environment for all employees, visitors which include victims and or their families, criminal justice, and law enforcement personnel entering our agency. The Agency seeks to obtain security equipment and onsite trained security personnel for our agency during business hours.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
To record zero incidents of a security breach into our agency boardroom.	0	0	0

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Agency Summary

EXPOSITION AND STATE FAIR BOARD

Don West, Executive Director

Phone: (602) 252-6771

A.R.S. § 3-1001

Mission:

To provide unlimited opportunity to celebrate Arizona's heritage, youth, industry, traditions, and future by bringing the entire community together.

Description:

The Arizona Exposition and State Fair (AESF) is a 96-acre entertainment facility that showcases a variety of events, including one of the preeminent state fairs in the country. The AESF, which owns the property and buildings it occupies, rents its facilities to a variety of tenants and promoters, such as the Arizona National Livestock Show and the Maricopa County Fair. The AESF provides a location to showcase industry, agriculture, education, and entertainment for the enjoyment of Arizona citizens.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ INTERIM EVENTS	4,309.3	8,074.0	8,074.0
➤ STATE FAIR	10,439.0	8,625.6	8,625.6
Agency Total:	14,748.3	16,699.6	16,699.6

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	14,748.3	16,299.6	16,299.6
Other Non Appropriated Funds	0.0	400.0	400.0
Program Total	14,748.3	16,699.6	16,699.6
FTE Positions	182.7	186.0	186.0

Strategic Issues:

Issue 1 *The need to maximize current revenue sources and create new revenue opportunities to fund the Arizona Exposition and State Fair (AESF), as AESF receives no monies from the General Fund.*

Given the growing amount of competition statewide, AESF is aggressively researching other fair, entertainment, and event industry trends to maximize existing revenue potential, identify new revenue streams, and determine methods for improving the quality of current service offerings.

Issue 2 *The inadequacy of the existing Fairgrounds to accommodate the demand for parking and interim event use.*

Issue 3 *The need to redesign the Fairgrounds to maximize interim event use and revenue generation.*

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Program Summary

INTERIM EVENTS

Wanell Costello, Special Projects Manager

Phone: (602) 252-6771

A.R.S. §§ 3-1001 to 3-1013, 5-113

Mission:

To maximize incremental income during the non-fair period by providing quality facilities and services.

Description:

The Arizona Exposition and State Fair provides rental opportunities during the non-fair period for events such as antique markets, gun shows, livestock shows, youth activities, sporting events, and community activities.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,309.3	7,674.0	7,674.0
Other Non Appropriated Funds	0.0	400.0	400.0
Program Total	4,309.3	8,074.0	8,074.0
FTE Positions	71.4	73.9	73.9

◆ **Goal 1** To increase the number of non-fair rental days.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Non-fair rental days over previous year	-13	13	4
New promoters requesting space	6	5	5
Repeat promoters annually	29	30	30

◆ **Goal 2** To maximize the use of existing parking space.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Parking lot rentals	68	70	72
New strategic partners renting parking lots	0	2	2

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Program Summary

STATE FAIR

Wanell Costello, Special Projects Manager

Phone: (602) 252-6771

A.R.S. §§ 3-1003 to 3-1013, 11-258

Mission:

To produce the preeminent state fair in the country, showcasing industry, business, entertainment, and agriculture.

Description:

AESF produces the annual Arizona State Fair which brings together a wide range of participants representing industry, business, and agriculture. The Fair showcases a variety of activities including agriculture, 4-H, and educational and community exhibits. The Fair also features entertainment such as motorized events, rodeos, midway rides, attractions, community groups, and national entertainers.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	10,439.0	8,625.6	8,625.6
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	10,439.0	8,625.6	8,625.6
FTE Positions	111.3	112.1	112.1

◆ **Goal 1** To develop partnerships with business, industry, community, and volunteer groups.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
New partners acquired	10	13	10
Exhibit space used by partners for business showcase (square feet)	25,500	15,750	20,100

◆ **Goal 2** To maximize all fair revenue sources.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
New revenue streams identified	4	4	2
New revenue received from alternative sources (in dollars)	52,700	100,000	15,000

◆ **Goal 3** To increase midweek fair attendance.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Increase Wednesday attendance	-20,000	10,000	10,000
Fair attendance (in thousands)	1,214.4	1,300.0	1,300.0

◆ **Goal 4** To maximize the satisfaction of fair guests.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of guest service contacts	157	170	184
Improvements implemented	13	19	10

Agency Summary

STATE DEPARTMENT OF FINANCIAL INSTITUTIONS

Felecia A. Rotellini, Superintendent of Financial Institutions

Phone: (602) 255-4421

A.R.S. §§ 6-110 et. seq.

Mission:

To regulate the Financial Industry to promote integrity within the industry and to foster economic growth, while providing outstanding consumer support.

Description:

The Arizona Department of Financial Institutions is charged with the licensing, supervision, and regulation of state chartered financial institutions and enterprises. The supervisory role is twofold: 1) ensuring the safety and soundness of state chartered financial entities and 2) verifying compliance with applicable state and federal laws. The Department also investigates complaints that are filed by consumers against licensed entities where violations of state law or rules have been alleged and directs appropriate remedial action if the violations are substantiated. The Department serves nearly 4,200 entities licensed to conduct business in the State as well as all Arizona citizens receiving services from these regulated companies.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ OFFICE OF SUPERVISION	2,898.8	3,945.5	6,441.8
➤ OFFICE OF REGULATORY AFFAIRS	1,314.3	1,320.8	3,474.6
➤ RECEIVERSHIPS	92.7	66.3	66.3
Agency Total:	4,305.8	5,332.6	9,982.7

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,882.7	3,809.3	8,459.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	423.1	1,523.3	1,523.3
Program Total	4,305.8	5,332.6	9,982.7
FTE Positions	70.1	71.1	112.1

Strategic Issues:

Issue 1 *Legislation requiring the licensing of Loan Originators was recently signed into law. However, the Department has not received funding for the implementation of this new program.*

On July 7, 2008, SB1028 was signed into law, mandating that the Arizona Department of Financial Institutions license loan originators of licensed mortgage brokers and bankers. This new professional license will bring accountability and professionalism to the people who advise consumers on residential mortgage loans. The licensing will entail testing, annual education requirements, criminal background, and character, honesty and fitness requirements. It is estimated that this new license type will add approximately 14,000 new licensees, representing a 333% increase in the total number of licensees regulated by the Department.

Despite this new mandate, the Department did not receive an increase in its FY09 budget, or any other means of funding its implementation. In order for Arizona loan originators to be licensed by January 1, 2010, implementation activities must begin immediately. However, the lack of funding has delayed start-up activities and jeopardizes the successful implementation of the program.

On July 30, 2008, President Bush signed into law the "Secure and Fair Enforcement for Mortgage Licensing Act of 2008" (SAFE Act), which is part of the recently-passed Housing and Economic Recovery Act of 2008. This

new law gives all states one year to license loan originators in the manner prescribed, or the U.S. Department of Housing and Urban Development (HUD) will preemptively take over the responsibility. Preemption by HUD would deny Arizona its police powers to control, influence, impose local control, and promote ideals unique to its real estate and mortgage market. If Arizona law is preempted because it does not comply with the SAFE Act, consumer protection will be less effective.

Issue 2 *The Department's Information Technology system is outdated and must be modernized*

The Department's existing IT System is antiquated. The lack of funding for modernization presents a number of challenges for the Department in FY09 and beyond, as the Department must:

a) Implement a newly mandated Loan Originator Licensing Program:

It is estimated that the Loan Originator Licensing Program will add approximately 14,000 new licensees by January 1, 2010; more than quadrupling the nearly 4,200 licensees currently maintained in the Department's licensing database. The Department must continue to seek funding for a new information management system to accommodate this expansion, as the current IT system is outdated.

b) Implement a National Web-based licensing system for mortgage bankers, brokers, and loan originators:

As mandated through the SAFE Act, the Department will be participating in the Nationwide Mortgage Licensing System ("NMLS"). Participation will necessitate the migration of the Department's existing licensing system, into an NMLS compatible database. Again, there is no funding currently available for a new licensing database.

c) Provide staff, consumers, and licensees, accurate and timely information through the latest technology and software that streamlines the agency's business processes.

Issue 3 *FY09 appropriation shortfall for meeting examination requirements required by statute due to 1) increased number of licensees; 2) greater volume of consumer complaints; 3) growth in real estate and mortgage fraud; and 4) increased regulatory enforcement actions. The shortfall has been exacerbated by the budget reduction which occurred in FY08, and continues into FY09.*

The Department faces funding shortfalls for FY09 based on the resources required to perform the number of examinations and other regulatory activities required by Arizona statute. The shortfall has been exacerbated in recent years by explosive growth in licensees, consumer complaints, and real estate and mortgage fraud (particularly in the area of subprime lending). The reduction in the Department's FY08 budget (which carried into FY09), and the ongoing statewide hiring freeze has compounded the problem, leaving several vacant examiner positions unfilled.

Both the increased number of entities under supervision and the increased scope of compliance issues related to mortgage fraud and predatory lending have resulted in a higher number of enforcement actions. The Department does not have adequate examiners or administrative and managerial staff to effectively manage the caseload from the examination to the administrative hearing process in a timely manner.

Issue 4 *The Department has identified a gap between consumer understanding and the increased complexity of products available in the financial services marketplace.*

In order to increase the public's understanding and satisfaction with financial products currently available and reduce vulnerability to illegal and predatory lending practices, the Department will partner with federal regulatory agencies such as the Federal Deposit Insurance Corporation (FDIC) to deliver financial education for Arizona consumers. In addition, the Department is continuing to expand its licensee and consumer outreach program to educate licensees and the public on financial services and how to comply with applicable laws.

Issue 5 *The Department's ability to accomplish its mission of protecting Arizona consumers and the integrity of the state's financial community will be compromised if key*

personnel cannot be retained.

The Department's effectiveness as a regulator is directly related to the competence of its examiners in the field. Without adequate compensation and career path, our best examiners are hired by our licensees, banks, credit unions, and other state and federal agencies that can offer higher salaries and more opportunity. Retention of trained and experienced examiners is essential to the overall effectiveness of the Department's supervisory program.

The Department has been unsuccessful in its efforts to obtain additional funding in order to offer examiners, and other key personnel, promotional opportunities and a more competitive salary. If key employees cannot be retained, the Department's ability to accomplish its mission of protecting Arizona consumers and the integrity of the state's financial community will be compromised.

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Program Summary

OFFICE OF SUPERVISION

Bruce Tunell, Deputy Superintendent of Financial Institutions

Phone: (602) 255-4421

A.R.S. §§ 6-101 et. seq.

Mission:

To provide a regulatory program that fosters efficient, safe, sound, and lawful operations of state-regulated financial institutions and enterprises.

Description:

This area is primarily responsible for administering the general program of examination, supervision, and financial analysis of nearly 4,200 licensees spread among 17 different types of regulated entities. Responsibilities include scheduling examinations (pursuant to statutory requirements), reporting results of examinations, and taking appropriate formal or informal regulatory enforcement action where necessary.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,520.7	2,465.5	4,961.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	378.1	1,480.0	1,480.0
Program Total	2,898.8	3,945.5	6,441.8
FTE Positions	51.1	52.1	76.1

- ◆ **Goal 1** To conduct a professional, efficient and effective examination program, meeting statutory requirements and ensuring licensees operate in a safe and sound manner and comply with all applicable laws.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of licensees scheduled to be examined annually that are examined	96	100	100
Percent of licensees scheduled to be examined biannually that are examined	41	40	40
Percent of licensees scheduled to be examined every third year that are examined	13	13	13
Percent of licensees scheduled to be examined every fifth year that are examined	10	10	10
Percent of licensees examined with no examination schedule requirement	3	3	3
Percent of examinations receiving a satisfactory composite rating	85	85	85

- ◆ **Goal 2** To respond in a timely manner and take appropriate remedial and/or enforcement action to resolve supervisory concerns and protect the public from illegal conduct by licensees.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Supervisory actions taken based on examination findings	67	100	110

Formal/informal supervisory actions taken	128	150	300
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- ◆ **Goal 3** To improve relations with licensees through the examination process.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of examination reports mailed within 25 days of completion of all examination procedures	21	20	20

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of licensees indicating they receive good or better service from the Department	100	98	98

BDA 2.0

Program Summary

OFFICE OF REGULATORY AFFAIRS

Robert Charlton, Asst. Superintendent of Financial Institutions

Phone: (602) 255-4421

A.R.S. §§ 6-101 et. seq.

Mission:

To ensure qualified entities are licensed in accordance with statute and to promote high standards of compliance, quality, and ethical behavior among entities licensed by the Department.

Description:

The primary function of this area is to license entities to conduct business in this State based on statutory requirements. In addition, the program receives and investigates complaints against licensees and issues administrative orders to those found who have violated statutes or administrative code. Regulatory Affairs is also charged with educating consumers, licensees, and other government agencies on statutory provisions relating to state-regulated financial entities. The program is divided among two units: Licensing and Consumer Affairs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,314.3	1,320.8	3,474.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,314.3	1,320.8	3,474.6
FTE Positions	18.5	18.5	35.5

- ◆ **Goal 1** To administer a licensing program that ensures licenses/permits are only granted to competent professionals who meet the criteria set by statute for each license type.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Applications processed (home office and branch)	1,539	1,500	15,600
Total applications processed (including renewals)	5,139	5,000	19,100
Licenses/renewals issued	5,248	5,100	19,200

- ◆ **Goal 2** To implement a new licensing program to license all loan originators by January 1, 2010, as mandated by SB 1028.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of licensed loan originators	0	0	14,000
Explanation:	New measure added for FY 2008.		
Total number of all licensees	4,221	4,100	18,200
Explanation:	New measure added for FY 2008.		

- ◆ **Goal 3** To expedite licensing of qualified applicants in accordance with licensing time frames approved by the Governor's Regulatory Review Council and Title 20 of the Arizona Administrative Code, while maintaining applicant satisfaction levels.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average days from receipt to	49.5	60	90

approval of license applications (Excluding Banks and Credit Unions)			
Percent of license applications approved within 45 days of receipt (excluding Banks and Credit Unions)	52.8	55	55

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of surveyed applicants who respond they received 'good' or better overall service	95	85	75

- ◆ **Goal 4** To receive and investigate consumer complaints/unlicensed activity and resolve disputes in a prompt and professional manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of calendar days from receipt to resolution of regular complaint	160	250	200
Regular complaints filed	1,302	1,400	1,500
Complaints received and forwarded	346	375	400
Complaints closed (reg and forwarded)	1,428	1,500	1,550

Unlicensed activity identified	45	60	65
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of complainants indicating they receive good or better overall service from the Department	80	75	75

BDA 3.0

Program Summary

RECEIVERSHIPS

Bruce Tunell, Deputy Superintendent of Financial Institutions

Phone: (602) 255-4421

A.R.S. §§ 6-101 et. seq.

Mission:

To administer and ultimately liquidate all court ordered receiverships in a professional and effective manner.

Description:

This area is responsible for the management, orderly liquidation, and closure of all receiverships where the Superintendent of Financial Institutions has been named by the Court as Receiver.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	47.7	23.0	23.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	45.0	43.3	43.3
Program Total	92.7	66.3	66.3
FTE Positions	0.5	0.5	0.5

- ◆ **Goal 1** To promptly marshal and liquidate the assets of assigned receiverships.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Open receiverships (at any point in fiscal year)	0	1	2
Receiverships closed in period	0	0	1

- ◆ **Goal 2** To expedite the closure of all assigned receiverships while maximizing the recovery dollars for injured parties.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Close 'American Bantrust' receivership in FY2006	n/a	n/a	n/a

BFA 0.0

Agency Summary**FINGERPRINT BOARD**

Dennis Seavers, Executive Director

Phone: (602) 265-0135

A.R.S. § 41-619.52

Mission:

To fairly, expeditiously, and responsibly determine good cause exceptions for applicants who have been denied a fingerprint clearance card.

Description:

The Arizona Board of Fingerprinting determines good cause exceptions from eligible people who require a fingerprint clearance card and whose fingerprint clearance card has been denied or suspended by the Department of Public Safety.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	560.5	585.9	585.9
Program Total	560.5	585.9	585.9
FTE Positions	7.0	7.0	7.0

Strategic Issues:**Issue 1 Consistency and correctness of good cause exception determinations**

Under A.R.S. § 41-619.55, the Board is responsible for determining whether applicants with criminal histories are rehabilitated or recidivists. Successful applicants may work with vulnerable citizens: children, the elderly, and the developmentally disabled. It is important that the Board make good judgments, keeping in mind that the Board must protect vulnerable citizens while recognizing that applicants with criminal histories can successfully rehabilitate themselves and serve a useful role in society.

The Board consistently reviews its application of the statutory criteria in A.R.S. § 41-619.55(E) to particular cases to ensure that the Board is consistent and correct in its decisions. The Board has developed performance measures to ensure that its decisions are consistent. The Board has reviewed and revised its hearing process to make sure that applicants receive due process. Finally, the Board reviews reports of new arrests for previously approved applicants to determine whether the Board should revise its guidelines for applying the statutory criteria.

Issue 2 Administrative hearing process

For complex cases or cases with problematic criminal histories, the Board may refer an applicant to an administrative hearing. In the past two years, legislation and court cases have required the Board to make four substantial changes to the administrative hearing process.

During the next year, the Board will focus on developing a stable and effective administrative hearing process. The Board will also focus on implementing recent legislative changes and establishing an efficient and fair process.

Issue 3 Timeliness of decisions

Applicants who are awaiting the outcome of a good cause exception determination often are unable to work in regulated professions that require a fingerprint clearance card. In addition, certain students are unable to continue their studies while awaiting a decision from the Board. The Board is aware, especially during economic downturns, of the impact this wait can have on an applicant's livelihood and financial health.

The Board has made significant strides toward improving its processing time. It has eliminated a backlog that existed in 2006 and 2007. It has reduced the time within which it makes expedited review decisions. It also has adapted to new statutory time frames. However, statutory changes have extended the process for deciding cases referred to administrative

hearings. Therefore, the Board will continue to monitor the timeliness of its decisions, and it will revisit its guidelines for granting good cause exceptions to ensure that cases eligible for expedited review are not unnecessarily referred to hearing.

◆ **Goal 1** To make fair and consistent determinations on good-cause-exception applications.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of investigator recommendations for expedited reviews accepted.	92.48	93	93
Percent of applications approved.	90.89	90	90
Percent of approvals by expedited review.	69.63	75	75
Percent of approvals by administrative hearing.	30.37	25	25

◆ **Goal 2** To provide applicants with timely decisions on their good-cause-exception applications.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of good-cause-exception applications received.	1,748	2,365	2,365
Number of applications disposed.	2,174	2,365	2,365
Ratio of cases opened to cases closed.	1:1.24	1:1	1:1
Average number of days to dispose.	156.59	120	120
Average number of days spent processing application.	112.95	90	90
Average number of days spent processing application from receipt to expedited review.	23.22	22	21
Percent of applications that undergo an expedited review within 20 days (processing time).	99.76	100	100
Average days from expedited review to hearing.	51.62	40	40
Percent of applications heard within 60 days of expedited review.	100	100	100
Percent of applications decided within 60 days of hearing.	100	100	100

◆ **Goal 3** To develop fair and comprehensible rules, policies, and procedures for determining good cause exceptions.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of good-cause-exception requests received.	3,016	3,616	3,616
Ratio of requests for good cause exceptions to applications submitted.	1:1.57	1:1.60	1:1.60
Percent of applications complete on initial submission.	30.96	40	40

MMA 0.0

Agency Summary

DEPARTMENT OF FIRE, BUILDING AND LIFE SAFETY

Robert Barger, Director

Phone: (602) 364-1003

A.R.S. § 41-2141

Mission:

To provide consumer protection and ensure the public safety by maintaining and enforcing standards of quality and safety for manufactured/mobile homes, factory-built buildings, and by reducing hazards to life and property through enforcement and training related to the State Fire Code.

Description:

The Department of Fire, Building and Life Safety enforces safety standards for public buildings, manufactured homes, mobile homes, and factory-built buildings. The Department is comprised of the Office of Administration, the Office of Manufactured Housing, and the Office of the State Fire Marshal. The latter enforces the State Fire Code and provides training and education for fire personnel and the general public. The Office of Manufactured Housing licenses and regulates the production and ownership of manufactured housing; administers funds paid by manufacturers, mobile home park owners and residents; and administers funds reserved for claims filed against the payers or for involuntary relocation.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ADMINISTRATION	2,863.1	1,822.1	1,984.7
➤ MANUFACTURED HOUSING	2,455.4	2,398.3	2,398.3
➤ STATE FIRE MARSHAL	1,130.6	1,217.7	1,715.3
Agency Total:	6,449.1	5,438.1	6,098.3

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,609.8	3,586.8	4,247.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,839.3	1,851.3	1,851.3
Program Total	6,449.1	5,438.1	6,098.3
FTE Positions	52.0	52.0	61.0

Strategic Issues:

Issue 1 Federal downsizing

Federal Downsizing, especially in the Housing and Urban Development Department (HUD), will require states to increase their role in the Manufactured Housing and Factory Built Building Industries.

Issue 2 Budget Reductions

As the Department's funding was reduced in FY2002 and FY2003, the Department will be strained to continue to provide services mandated by legislative, federal and local authorities.

Issue 3 Automation

As the rate at which automation improvements are implemented in the Information Age, combined with Agency staffing reductions, the Department will be required to address aging automated resources and implement new solutions to continue to provide the required level of service.

MMA 1.0

Program Summary

ADMINISTRATION

John Stahmer, Deputy Director

Phone: (602) 364-1003

A.R.S. § 41-2171 to 41-2196

Mission:

To provide administrative services necessary to support the operations of the Office of Manufactured Housing and the Office of the State Fire Marshal.

Description:

The purpose of the Office of Administration is to provide the administrative services necessary to facilitate the operation of the Office of Manufactured Housing and the Office of the State Fire Marshal, including procedures to ensure compliance with laws and rules relating to the offices.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,672.5	1,621.3	1,783.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,190.6	200.8	200.8
Program Total	2,863.1	1,822.1	1,984.7
FTE Positions	18.0	18.0	19.0

- ◆ **Goal 1** To be responsive and accurate in response to internal and external requests for administrative services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Relocation Forms Received	449	470	490
Relocation claims paid	440	460	480
Customer satisfaction rating (Scale 1-5)	4.8	4.9	4.9

- ◆ **Goal 2** To expedite licensing of qualified applicants.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average days from receipt of complete application to granting of license	2	2	2
Licenses Issued	366	385	400
Renewals issued	1,176	1,200	1,225
Total individuals or facilities licensed	1,721	1,800	1,825
Tests administered	34	50	55

- ◆ **Goal 3** To rapidly and accurately investigate alleged illegal conduct within the manufactured housing industry.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of licenses revoked or suspended	113	100	100
Total investigations conducted	1,000	1,050	1,050
Percent of licensees with disciplinary action	6	5	5
Average calendar days per investigation from start to final adjudication	30	30	30
Percent of investigations resulting in convictions	5	5	5
Percent of investigations resulting in disciplinary enforcement action	7	5	5
Trust Account Audits	129	130	135
Background Investigations	520	525	530
Cease and Desist Orders Issued	18	20	20
Administrative hearings held	122	120	110
Citations and complaints issued	395	390	385

MMA 2.0	Program Summary
	MANUFACTURED HOUSING
	Maryann Knight, Deputy Director of OMH
	Phone: (602) 364-1003
	A.R.S. § 41-2151 to 41-2157

Mission:

To protect the public while maintaining and enforcing standards of quality and safety.

Description:

The purpose of the Office of Manufactured Housing is to maintain standards of quality and safety for manufactured/mobile homes, and accessory structures and factory-built buildings. The standards are maintained by ensuring that the responsibilities for the Office of Manufactured Housing are conducted consistently with minimum standards of the U.S. Department of Housing and Urban Development so as to be designated the "state inspector" for manufactured homes and related industries. The Office implements all existing laws and regulations mandated by the federal government, its agencies and the State for such purposes.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	963.8	990.6	990.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,491.6	1,407.7	1,407.7
Program Total	2,455.4	2,398.3	2,398.3
FTE Positions	19.0	19.0	19.0

- ◆ **Goal 1** To ensure safe products for consumers of manufactured/mobile homes and factory-built buildings.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total complaints filed	295	300	305
Complaints closed	241	275	290

MMA 3.0	Program Summary
	STATE FIRE MARSHAL
	Phil Mele, State Fire Marshal
	Phone: (602) 364-1003
	A.R.S. § 41-2161 to 41-2169

Mission:

To protect the public while reducing hazards to life and property through training and enforcement related to the State Fire Code.

Description:

The Office of the State Fire Marshal establishes a regularly scheduled fire safety inspection program for state and county owned buildings, public and private schools and other occupancies, as well as the review of plans and specifications for construction or remodeling. Training for firefighters is provided and other state agencies are assisted in enforcing Fire and Life Safety codes.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	973.5	974.9	1,472.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	157.1	242.8	242.8
Program Total	1,130.6	1,217.7	1,715.3
FTE Positions	15.0	15.0	23.0

- ◆ **Goal 1** To increase life safety and property conservation through fire code enforcement.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of enforcement inspections for new construction	452	600	800
General commercial and licensed facilities inspections	2	0	200
Scheduled - State, County, DOC, school buildings inspections	615	600	840

- ◆ **Goal 2** To reduce hazards to life and property through firefighter training.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of persons trained in fire and life safety issues	33	30	300
Annual fire school attendance	777	780	900
Area training sessions held	108	75	120
Area training sessions attendance	1,404	1,500	2,400
Certification test administered	1,752	1,900	2,400

- ◆ **Goal 3** To ensure public safety by the review of plans for construction, permitting, and the removal of petroleum tanks under DEQ requirements.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average days from request for inspection to actual inspection of tank removal	5	7	7
Total tank inspections	173	200	250
Average number of days from receipt of plan submittal to initial plan review	15	10	10

FOA 0.0

Agency Summary

STATE FORESTER

Kirk Rowdabaugh, State Forester

Phone: (602) 771-1403

A.R.S. §§ 37-621 to 37-644

Mission:

To provide for the prevention and suppression of wildfires on state and private lands, located outside incorporated municipalities, primarily through the use of cooperative agreements with local fire departments, other state and federal agencies and persons organized to prevent and suppress wildfires.

Description:

The Forestry Division provides for the prevention and suppression of wildfires on state and private lands, located outside incorporated municipalities, through the use of cooperative agreements with local fire departments, other state and federal agencies and persons organized to prevent and suppress wildfires. The division also maintains in-house overhead and firefighting capabilities through the qualifications of its own employees. Through the division's programs 22,400,000 acres of state and private land are protected.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ STATE FORESTER	33,695.1	35,582.9	34,629.8
➤ EASTERN COUNTIES ENVIRONMENT GRANTS	200.0	0.0	0.0
Agency Total:	33,895.1	35,582.9	34,629.8

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	8,227.5	6,921.9	7,012.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	25,667.6	28,661.0	27,617.2
Program Total	33,895.1	35,582.9	34,629.8
FTE Positions	74.0	74.0	75.0

Strategic Issues:

Issue 1 *The devastating impacts of climate change and cyclic drought on Arizona's fire weather will continue to be felt far into the future. Insects and diseases will continue to ravage overstocked forests and invasive weedy species will continue to spread through the desert landscapes, fueling future mega-fires. Expansion of the wildland/urban interface will continue with Arizona's population explosion, resulting inevitably in more fires threatening more homes and businesses.*

The State Forestry Division was established in 1966 as a Division of the State Land Department and was separated by Executive Order from the Department to administratively stand-alone in 2007. Statewide, 75,000 acres of land have been identified as needing treatment in or around 70 communities in all 15 counties. Effective mitigation of the wildfire hazards in the wildland/urban interface will require a cooperative effort of federal, state, local and private landowners. In addition to meeting the State's own stewardship responsibilities, the State Forestry Division is the lead agency for providing wildland fire and forestry assistance to private landowners and rural communities.

FOA 1.0

Program Summary

STATE FORESTER

Kirk Rowdabaugh, State Forester

Phone: (602) 771-1403

A.R.S. §§ 37-621 to 37-644

Mission:

To provide for the prevention and suppression of wildland fires on state and private lands, located outside incorporated municipalities, primarily through the use of cooperative agreements with local fire departments, other state and federal agencies and persons organized to prevent and suppress wildfires.

Description:

The Forestry Division provides for the prevention and suppression of wildfires on state and private lands, located outside incorporated municipalities, through the use of cooperative agreements with local fire departments, other state and federal agencies and persons organized to prevent and suppress wildfires. The division also maintains in-house overhead and firefighting capabilities through the qualifications of its own employees. Through the division's programs 22,400,000 acres of state and private land are protected.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	8,027.5	6,921.9	7,012.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	25,667.6	28,661.0	27,617.2
Program Total	33,695.1	35,582.9	34,629.8
FTE Positions	74.0	74.0	75.0

◆ **Goal 1** To provide technical fire, forest health, and forestry management assistance to private land owners.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Forestry Division assists private forest landowners in preparing management plans annually	1,100	1,100	1,100
Total acres of private forest land under management (1,000 acres)	1,775	1,788	1,801
Acres treated on private forest and range lands each year	4,200	4,500	4,500
Acres of land treated, including prescribed burning, to reduce hazardous fuels; and to protect and improve Trust land and private properties	6,100	6,100	6,100

◆ **Goal 2** To prevent and suppress wildfires on Trust and private lands safely, effectively and efficiently by assisting 85% of rural fire departments, and contain 95% of forest fires to less than 100 acres.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of fires controlled at 100 acres or less	98	95	95
Rural firefighters assisted with training and equipment	1,600	1,600	1,600
Percent of fire departments under cooperative agreement to provide fire control support	96	95	95
Percent of fire bills processed for payment within 30 days	94	95	95
Explanation:	Invoices exceeded our budgeted amount. Most invoices went unpaid awaiting federal reimbursements.		
Trust land treated to reduce wildland fire danger to improve forest and range land condition	1,900	1,900	1,900
Percent of rural fire departments assisted with training and equipment	92	92	92

Program Summary**EASTERN COUNTIES ENVIRONMENT GRANTS**

Kirk Rowdabaugh, State Forester

Phone: (602) 771-1403

Ch 255, HB 2781, 48th Legislature, 1st Session, 2007, An Act

Mission:

To approve and distribute funds for implementation and planning of environmental programs.

Description:

The Division is instructed to distribute funding equally to Greenlee, Graham, Gila, Navajo, and Apache Counties for planning and implementation of specific environmental programs impacting economic development in these counties.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	200.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	200.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To represent and advocate for Greenlee, Graham, Gila, Navajo and Apache Counties in terms of environmental issues

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Representation Requests	38	40	40
Explanation:	Number of forest health/environmental policy groups requesting representation from members of five eastern counties		
Environmental Impact Statement	3	5	5
Explanation:	Number of invitations rendered to assist assessment of Environmental Impact Statements		

- ◆ **Goal 2** To represent and advocate for Greenlee, Graham, Gila, Navajo, and Apache Counties in planning and regulatory endeavors with federal partners

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Regional Meetings	32	35	35
Explanation:	Number of meetings with District Rangers and Forest Supervisors		
Requests for Comment	9	10	10
Explanation:	Requests for review and comment of forest health policy documents		

FDA 0.0

Agency Summary

BOARD OF FUNERAL DIRECTORS AND EMBALMERS

Rodolfo R. Thomas, Executive Director

Phone: (602) 542-3095

A.R.S. §§ 32-1301 et. seq.

Mission:

To maintain and enforce a set of standards that provides protection for the health, safety, and welfare of Arizona citizens by educating the consumer and by actively and impartially regulating those licensed to provide funeral goods and services.

Description:

The Board of Funeral Directors and Embalmers examines and licenses individuals that provide funeral goods and services. The Board also receives complaints against licensees, investigates allegations, and administratively adjudicates complaints. The Board oversees approximately 1,800 licensees practicing in the state and serves all Arizona citizens who receive funeral goods and services.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	349.8	350.0	350.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	349.8	350.0	350.0
FTE Positions	4.0	4.0	4.0

Strategic Issues:

Issue 1 Technology Funding

The Arizona State Board of Funeral Directors and Embalmers constantly strives to ensure optimum service to licensees and consumers alike while operating within the bounds of our appropriation. The assistance of the Government Information Technology Agency has saved the Board on IT services that would have been more expensive if sourced to a private firm. The Board continues to look for cost savings across the organization as it continues to operate efficiently.

Issue 2 Common Licensing system

Currently, the Common Licensing system does not appear to be cost-effective for this agency. The Agency renews licenses in June of each year and dedicates one FTE to complete this task. Renewals are completed within a three-week period. To add on costs for credit card processing and an additional system is not cost effective or efficient. If in the future the numbers applications exceed the Board's ability to process them in a reasonable and timely manner, then this activity will be reevaluated.

- ◆ **Goal 1** To ensure that licenses are only granted and renewed to competent individuals with high standards of professional and ethical conduct.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Applications received	1,779	1,800	1,830
Licenses issued	1,779	1,800	1,830
Applications denied	0	1	1
Average days to process license	85	90	85
Number of investigations	17	20	25
Number of inspections	170	100	100
Number of complaints received	48	50	50
Average number of days to investigate	85	85	85
Average number of days to renew license	20	20	20

- ◆ **Goal 2** To ensure and enforce that information is made available to both the consumer and the licensee that educates them to the standards of practice relating to providing funeral goods and services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate

pamphlet			
Number of complaints received	48	50	50
◆ Goal 3	To actively and impartially investigate allegations and complaints and provide enforcement to protect the public from incompetent services and unprofessional, unethical, and illegal conduct.		
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Complaints processed	17	20	20
Disciplinary actions taken	9	9	10
Number of complaints received	48	50	50
Average days to renew license	20	20	20
Average days to investigate complaint	85	85	85
Number of licenses	1,779	1,800	1,830

GAME AND FISH DEPARTMENT

Larry Voyles, Director

Phone: (623) 236-7279

A.R.S. §§ 17-101 et seq

Mission:

To conserve, enhance, and restore Arizona's diverse wildlife resources and habitats through aggressive protection and management programs; and to provide wildlife resources and safe watercraft and off-highway vehicle recreation for the enjoyment, appreciation, and use by present and future generations.

Description:

The Arizona Game and Fish Department (AGFD) operates pursuant to A.R.S. Titles 5, 17 and 28. Accordingly, the AGFD has statutory authorities related to wildlife, watercraft, and off-highway vehicles (OHV). In short, the AGFD manages Arizona's wildlife resources, regulates watercraft use and enforces wildlife, watercraft and OHV laws under the control of the Arizona Game and Fish Commission, a 5-member panel appointed by the Governor. Under provisions of A.R.S. § 17-231, the Arizona Game and Fish Commission establishes policy for the management, preservation, and harvest of wildlife.

The Commission makes rules and regulations for managing, conserving, and protecting wildlife and fisheries resources, and for safe and regulated watercraft and off-highway vehicle operations. When managing wildlife resources, the Department considers historical, current and projected biological needs and constraints, social science (public input and opinions), and economic impacts of the resource to Arizona communities. The Department ensures the diversity of wildlife that resides in Arizona is maintained, and has been working diligently to reintroduce once extirpated (native) species such as the black-footed ferret, California condor, Mexican gray wolf, and Gila trout. Efforts at restoring threatened and endangered species have enabled a few species, such as the peregrine falcon to be delisted (removed from the federal Endangered Species List).

The Department also plays a key role in environmental education and promoting safe outdoor recreational opportunities, including shooting ranges and watchable wildlife. Hunting, fishing, shooting sports, and watchable wildlife contribute more than a billion dollars annually to the State of Arizona, and AGFD works to ensure that our wildlife resources and natural heritage is preserved for current and future generations. Off-highway vehicle and watercraft use also contribute significantly to Arizona's economy and enjoyment of the outdoors.

The Department has four divisions that, along with the Director's Office, work to accomplish the Department's mission.

Field Operations Division is comprised of six Regional Offices, and the Law Enforcement Branch. The division implements program objectives that pertain to wildlife resource management and enforcement, watercraft and OHV activities, including enforcement and education. The regional offices are located in Pinetop, Flagstaff, Kingman, Yuma, Tucson and Mesa, and include remote duty post wildlife managers (enforcement officers).

Wildlife Management Division is comprised of the Fisheries, Game, Habitat, Nongame and Research branches. This division gives program direction and provides assistance for the Department's wildlife programs.

The Information and Education Division has two branches. The Information Branch is responsible for most public communication, license sales, media relations and one-to-one customer communication. Communication vehicles include a magazine, television series and the AGFD's Web site, azgfd.gov. The Education Branch conducts and coordinate courses in environmental education, including hunting, fishing, shooting sports and boating safety. They also guide AGFD's hunter recruitment and retention efforts. The Division operates and assists shooting ranges statewide as part of its responsibility to promote the safe and responsible use of firearms.

The Special Services Division is comprised of four branches: Development, Finance and Accounting, Information Systems and Support Services. The Development Branch is primarily responsible for managing programs for wildlife water development, habitat enhancement and maintenance, boating access and improving public access to state, federal, and private lands for recreational opportunities.

The Finance and Accounting Branch provides finance and accounting support, provides financial and cost statements, and oversees watercraft registration, license dealers and big-game draws. The Information Systems Branch provides data processing capabilities, including systems analysis and design. In addition, they also provide support for AGFD computers, phone systems, and network connections to a variety of agencies on a statewide basis. The Support Services Branch is responsible for procuring goods and services, coordinating maintenance of Department vehicles, disposing of surplus property and providing warehousing and mail and courier services.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ CENTRAL ADMINISTRATIVE SERVICES	3,841.2	3,320.2	3,395.2
➤ GAME MANAGEMENT	8,997.7	8,122.4	9,814.3
➤ SPORTFISH MANAGEMENT	30,242.3	20,462.2	21,224.4
➤ NONGAME AND ENDANGERED WILDLIFE	34,580.3	36,992.3	39,291.4
➤ OFF-HIGHWAY VEHICLE / WATERCRAFT	23,332.2	29,183.6	30,376.5
Agency Total:	100,993.7	98,080.7	104,101.8

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	35,988.5	35,542.2	41,809.5
Other Non Appropriated Funds	65,005.2	62,538.5	62,292.3
Program Total	100,993.7	98,080.7	104,101.8
FTE Positions	632.8	632.8	636.8

Strategic Issues:**Issue 1 Wildlife management in a constantly changing physical environment**

Issues listed above (wildlife habitats) are intrinsically tied to wildlife species abundance. Wildlife stressors associated with habitat loss or fragmentation, and continued threats to the health and diversity of habitats through development associated with population growth, introduction and expansion of invasive species, increased demands from the public, wildland fires, illegal immigration traffic, increased off-highway vehicle use, and long-term drought are some of the issues that create challenges for the Department's wildlife management efforts. The above-mentioned factors can markedly change species abundance. Keeping common species common in a changing environment will be a challenge. Moreover, the Department lacks sufficient funding to develop and implement projects needed to recover less common, or extremely rare (endangered and threatened species), and to conserve others that are imperiled or at risk of imperilment. As a result, the rate at which species are recovered and then dropped from the federal endangered species list is below potential, and new species are proposed for addition to the threatened and/or endangered species list.

Issue 2 Recruitment and retention of hunters and anglers

Recent data from the National Survey of Fishing, Hunting, and Wildlife Associated Recreation has revealed that across the nation, participation in our cherished traditions of hunting and fishing has declined at alarming rates from 1990. Moreover, the American Sportfishing Association in partnership with the Association for Fish and Wildlife Agencies recently completed research into license buying habits of anglers, and revealed that loyal anglers are not buying licenses as frequently as thought. Together,

the data suggest that people are increasingly turning to alternative forms of recreation. Changing lifestyles, urbanization, competition for time and alternative recreational activities are factors in those declines. Hunting and fishing traditions have long promoted family values, and it was hunters and anglers that comprised the driving force for massive and historic wildlife conservation efforts in North America over the past century. During the past 15 years in which participation in hunting and fishing has declined, more people have engaged in wildlife watching activities, which validates that wildlife and appreciation for the natural world still has immense intrinsic value. It will be hunters and anglers that continue to promote the model of wildlife conservation into the future. Thus, the Department has made recruitment and retention of hunters and anglers a top priority. The Department has made hunter education programs more convenient with an online option for classes, as well as a newly developed Hunting Awareness and Appreciation class designed to give Department employees, students, and the public a chance to be exposed to the tradition of hunting. Based on recent survey research, the Department is increasing hunting opportunity where biologically feasible. The Department continues to expand the Urban Fisheries Program, creating more opportunities for fishing in urban areas across the state. Fishing education has also remained a focal point by hosting dozens of fishing clinics throughout the state on an annual basis. The Department has created additional license categories which offer greater values to families. Additional marketing and education is needed to continue promoting hunting and fishing traditions, a worthwhile investment for our future.

Issue 3 *Invasive species*

Invasive species in Arizona are a serious and growing problem that is affecting our economy, environment, quality of life, and may additionally pose risks to human health. Invasive species have expanded their range into Arizona from neighboring areas or from afar, either intentionally or accidentally. Invaders can have devastating impacts on native ecosystems by outcompeting native wildlife and plants for space and resources to survive, or prey directly upon native wildlife and plants. These invasive organisms cause a variety of environmental and financial problems, including the loss of wildlife habitat, decreased agricultural productivity, degraded watershed health, decreased land values, increased fire danger, loss of biodiversity, impeded access to recreational lands, introduction of human and wildlife or agricultural diseases, and degraded urban areas and right-of-ways. Invasive species often undesirable and not planned for, and have negative impacts as a result of expansion. These foreign species did not evolve to coexist with Arizona's ecosystems, and they usually have few or no natural predators or competitors. They often generate harm beyond their value. The Department has committed to funding a term Invasive Species Coordinator position, but the threats are perpetual and additional funding will be needed for continued multi-agency coordination and for implementing large-scale efforts to manage invasive species now and far into the future.

Issue 4 *Long-term, stable funding for the future*

The Department's continuing efforts to improve customer service, reduce turnover, meet diversity goals, and maintain or expand upon existing programs, has been hampered by changing revenue patterns and increasing costs. While some sources of revenue have increased, others have decreased, but overall costs have increased dramatically for health care insurance, fuel, trout production, etc. Funding shortfalls must be covered from other operating funds (the Department does not receive money from the State's General Fund); the Department must investigate and pursue new sources of revenue to ensure that the Department can remain solvent into the future. Based on social survey data, the Department anticipates that any reduction in management, educational programs, or enforcement will cause a decline in public satisfaction with ongoing work efforts. It is therefore critical that we maintain and/or increase our funding alternatives. Hence, alternative methods of funding wildlife management efforts will need to be explored in detail.

Issue 5 *Maintain and improve wildlife habitats*

Although Arizona has been blessed with some precipitation this year there are still extensive demands on natural resources. The State is not out of its long-term drought yet, and wildfires over the past several years have significantly impacted wildlife habitats. Arizona is also still one of the fastest growing states, and urban sprawl and leap frog development, and associated infrastructure is negatively impacting wildlife and the trend is

expected to continue. Invasive species are increasingly causing problems (quagga mussels in the Colorado River Lakes and Lake Pleasant; buffelgrass; and other invasives). Habitat loss, fragmentation and continued threats to the health and diversity of these habitats create challenges for the Department's wildlife management efforts. The Department must use its limited resources efficiently to maintain and improve habitats for Arizona's wildlife through habitat enhancements, sustainable land-use, water catchment development, wildlife translocations, and other means. Partnerships and cooperation with federal, state, tribal and local governments, conservation and recreational organizations, private landowners, and individual citizens will be crucial to future success.

Issue 6 *Wildlife management in a culturally diverse and demographically changing state.*

Our Department is in the process of developing and implementing a plan to promote acceptance of diverse values regarding wildlife. To help effect this desired outcome we have and will continue to sponsor multi-cultural training events for employees, as well as promoting outreach and education to culturally diverse communities and audiences. Wildlife values often differ among user groups and/or demographic units. As society changes, peoples perceptions and values associated with wildlife change too. Recent studies have indicated a potentially significant shift in peoples values associated with wildlife from that of utilitarian to protectionist. This shift is related to societal factors such as urbanization, education, income levels, cultural diversity, and other factors. Unfortunately, the Department relies on the sales of licenses to hunt and/or fish to fund wildlife management; and as utilitarian values decrease there funding for wildlife programs could also decrease. Thus, the Department must be continually prepared to meet the needs of a changing society.

Issue 7 *Impaired operation of watercraft and loss of funds*

The 2007 Arizona Boating Safety Report indicates that 25% of all fatal watercraft accidents are a direct result of alcohol use. Half of the fatalities were directly related to alcohol use. Additionally, in nearly 7% of all reported watercraft accidents alcohol is a contributing factor. Many minor accidents are not reported to the Department. Public awareness is not sufficient regarding impaired operation of watercraft to sufficiently deter violations. Thus, the Department has embarked on a marketing and outreach campaign to raise awareness of the issue of alcohol-related watercraft accidents on Arizona waterways. Messages will be used in a variety of media delivery methods including television, radio, billboards, print, web, and direct mailings in addition to the Boating Safety Education Program. The overall goal is to effect change in public attitude about the inappropriateness of drinking and boating. The Department also established two grant programs to address this issue. The Operating Under the Influence (OUI) Law Enforcement Grant Program is intended to facilitate expansion of boating enforcement and public safety efforts statewide through a funding mechanism specifically aimed at discouraging, preventing, and removing impaired boat operators from Arizona waterways. This grant program will allow agencies to expand their operational OUI enforcement efforts, and has \$250,000 available during the 2007-2008 grant cycle. The second program, the Boating Safety Grant Program, is intended to facilitate expansion of boating safety and education efforts statewide through proactive projects aimed at reducing boat accident rates, with an emphasis on identified problem areas. Unfortunately, due to budget sweeps these grant programs will not be offered in FY 2009.

Issue 8 *Shooting range development*

According to the National Shooting Sports Foundation, more than 19 million Americans safely participate in target shooting with handguns, shotguns and rifles. If you add special-interest shooters such as muzzleloader enthusiasts and archers, the total number of active shooters jumps even higher. Target shooting varies from a leisure activity to competitive sporting events involving leagues and collegiate athletics, and even to the world stage of the Olympic Games. Our Ben Avery Shooting Facility (BASF) near Phoenix is the largest shooting facility in the country, and has received a five-star rating from the National Association of Shooting Ranges, meaning that it is the best of the best at providing a quality recreation experience. BASF is the first government-managed facility to receive this designation and has also been noted as a city of Phoenix Point of Pride. BASF also hosted the 2008 U.S. Archery Team Olympic trials. In September 2006, the Department resumed operation of the Ben Avery Clay Target Center,

located at BASF.

BASF and other shooting facilities, provide a safe and friendly environment for customers to practice to become more proficient shooters, and offer venues shooting competitions and events. Shooting facilities promote safe weapons handling and support law enforcement training. The Department promotes participation by youth in shooting programs including the scholastic clay target program, now boasting over 1,000 participants; and Archery in the Schools programs. These activities are made possible through development of shooting ranges, something the Arizona Game and Fish Commission has promoted through a Shooting Range Development Grant program since 1996. The Department has been working closely with community leaders and is in the initial process of finding a suitable site for another shooting facility (Northern Arizona Regional Shooting Facility) near Flagstaff. This site will provide a much needed shooting facility to the region.

GFA 1.0 **Program Summary**
CENTRAL ADMINISTRATIVE SERVICES
Gary Hovatter, Chief of Staff
Phone: (623) 236-7288
A.R.S. Title 17, A.R.S. Title 5

Mission:

To effectively manage the Department, and ensure accountability for all Department activities.

Description:

Under the provisions of A.R.S. § 17-211 the Arizona Game and Fish Director is responsible for the supervision and control of all activities, functions, and employees of the Department and shall enforce all provisions of this title including all Commission rules and orders.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,549.2	3,077.5	3,152.5
Other Non Appropriated Funds	292.0	242.7	242.7
Program Total	3,841.2	3,320.2	3,395.2
FTE Positions	24.7	24.7	24.7

- ◆ **Goal 1** To be the recipient of the Governor's Award for Quality (State Quality Award Program) while maintaining and improving employee satisfaction, have employees that perceive themselves as being valued at work, value the work they are doing, and are satisfied with the opportunities for career advancement within the Department.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of employees that feel that the job they do is important.	93	95	95
Explanation:	% of employees answering "good" or "excellent" in annual survey.		
Overall job satisfaction.	76	80	80
Explanation:	% of employees answering "good" or "excellent" in annual survey.		

GFA 2.0

Program Summary

GAME MANAGEMENT

Bob Broscheid, Asst. Director Wildlife Management Division
Phone: (623) 236-7301
A.R.S. Title 17

Mission:

To manage game wildlife populations and their habitats to maintain the natural diversity of Arizona, while providing game wildlife-oriented recreation opportunities for present and future generations.

Description:

Arizona is host to many species of wildlife. Those mammals and birds which are actively hunted are considered game animals. Hunting can be a management tool for the Department and is an important recreational past-time and valued heritage for those who participate. Management of game includes inventory of game populations and regulation of harvest to provide sustained recreational opportunities. Management also includes assessing habitat conditions, evaluating formerly occupied habitat for potential re-introduction of species, enforcing regulations, and providing input on land management actions that potentially impact game habitats. The Department has focused efforts in education to recruit and retain hunters to maintain this cherished tradition, and also to provide a driving force in conservation efforts. We work closely with government and non-government partners to ensure access to hunting areas, and the Department is moving to increase opportunity or create new opportunism for all hunters where possible. This includes efforts to recruit new and retain existing hunters.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,583.0	3,927.6	5,542.7
Other Non Appropriated Funds	3,414.7	4,194.8	4,271.6
Program Total	8,997.7	8,122.4	9,814.3
FTE Positions	38.0	38.0	38.0

- ◆ **Goal 1** To maintain the natural diversity of game populations in Arizona, while providing sustainable recreational opportunities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Hunter recreation days (millions)	1.408	1.4	1.4
Ratio of number of big game permit tags to the number of people applying	.42	.42	.40
Number of hunting licenses sold.	187,403	186,000	187,000
Explanation:	Licenses only counted for FY 08 (not tags, permits or stamps which were included for FY 07)		
Percent rating Game Management as "good" or "excellent" of those expressing an opinion.	77	75	75
Number of habitat improvements by AGFD.	95	60	60
Explanation:	Due to decreases in some funding sources expect fewer improvements in future years.		
Number of Hunter Education graduates.	2,981	3,400	3,650
Number of participants in our "First Shots" introductory firearms program.	0	300	300
Explanation:	No programs were held in FY 2008; at least one is scheduled for FY 2009.		

GFA 3.0

Program Summary

SPORTFISH MANAGEMENT

Bob Broscheid, Asst. Director Wildlife Management Division

Phone: (623) 236-7301

A.R.S. Title 17

Mission:

To protect, maintain or enhance the distribution, abundance, availability and diversity of cold and warm water sportfishes and their habitats; and to disseminate information about Arizona's sportfish and recreational opportunities for present and future generations.

Description:

Arizona has many species of fish, many of which are not native to Arizona but have become established. Some non-native warmwater sport fish were, and still are brought in from other places to meet Arizona's angling demands; however, most species have self-sustaining populations. Most coldwater sport fish species such as trout are produced within Department hatchery system and distributed to various waters in order to meet public demand. Management of sport fish is accomplished through population inventories, regulation of harvest, and propagation and distribution to maintain diversity and enhance angling opportunities. Additionally, the Department enforces fishing regulations and enhances fish habitat through the placement of artificial structures. In addition to acting as a catalyst for conservation efforts, recruitment and retention of anglers is crucial to continue this valued and family-oriented tradition. Working closely with numerous partners, we strive to enhance Arizona's sport fishing opportunities and make those opportunities accessible to many people.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,832.1	1,381.0	2,092.0
Other Non Appropriated Funds	24,410.2	19,081.2	19,132.4
Program Total	30,242.3	20,462.2	21,224.4
FTE Positions	109.8	109.8	110.1

- ◆ **Goal 1** To increase public awareness of Arizona's sportfishing resources.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of anglers satisfied with angling information products and services.	85	80	80

- ◆ **Goal 2** To provide recreational opportunities for sportfishing.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Angler Recreation Days (millions)	5.5	5.4	5.5
Percent of anglers satisfied with their angling experiences.	81	75	80
Number of urban lake fishing angler days.	635,000	640,000	645,000
Number of urban fishing licenses sold	41,923	42,000	42,500
Explanation: Total urban fishing related licenses sold.			
Total number of fishing licenses sold.	346,171	350,000	350,000
Explanation: FY 08 includes only fishing related licenses. FY 07 included stamps.			
Pounds of fish produced in Department hatcheries.	450,000	400,000	400,000

GFA 4.0

Program Summary

NONGAME AND ENDANGERED WILDLIFE

Bob Broscheid, Assistant Director Wildlife Management Division

Phone: (623) 236-7301

A.R.S Title 17

Mission:

To enhance nongame and watchable wildlife and fish (nongame wildlife) populations and their habitats to restore the natural diversity of Arizona, to increase public awareness of nongame wildlife, and to provide nongame wildlife and fish-oriented recreation opportunities for present and future generations.

Description:

Most of the wildlife species in Arizona are nongame. Nongame wildlife includes all reptiles, amphibians, mollusks and crustaceans, some of which can be legally harvested. Additionally, nongame includes those fish, birds and mammals which cannot be legally harvested. Management of nongame includes inventory of nongame populations, recovery efforts to restore populations of extirpated species, and coordination of efforts to develop endangered species recovery plans. Nongame management also includes assessing habitat conditions, distributing information about nongame and watchable wildlife species, and providing input on land management actions that potentially impact wildlife habitats, has an outdoor recreation impact, or has potential for economic impact.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	13,436.9	16,366.6	18,873.1
Other Non Appropriated Funds	21,143.4	20,625.7	20,418.3
Program Total	34,580.3	36,992.3	39,291.4
FTE Positions	251.6	251.6	255.4

- ◆ **Goal 1** To maintain and restore the natural diversity of Arizona's nongame and watchable wildlife.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Landowner Incentive Projects (LIP) that were signed.	5	5	5
Number of Safe Harbor Agreements and Conservation Agreements signed.	3	3	3
Percent of the public that is "Very satisfied" or "Satisfied" with wildlife watching away from home.	93	95	93
Number of Department-sponsored or Department-involved watchable wildlife events.	47	45	45

GFA 5.0	Program Summary
OFF-HIGHWAY VEHICLE / WATERCRAFT	
Mike Senn, Assistant Director Field Operations Division	
Phone: (623) 236-7293	
A.R.S. Title 17, 28, and 5	

Mission:

To protect wildlife resources and public safety by promoting responsible use of watercraft and off-highway vehicles, through information, education, regulation, and enforcement.

Description:

The Off-Highway segment of this program is responsible for developing an informational and educational program on Off-Highway vehicle recreation and administering off-road vehicle law enforcement pursuant to Title, 17, Chapter 4, Article 3 and Title 28, Chapter 3, Article 20. The Watercraft segment of this Program makes the rules required to carry out all provisions of A.R.S. Title 5, Chapter 3. The Department regulates the registration and operation of watercraft; provides law enforcement, boating-safety education, boating access, and has jurisdiction for a uniform waterway-marking system; and through partners oversees the use of aids-to navigation, hazard and regulatory markers on the waters of Arizona.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,587.3	10,789.5	12,149.2
Other Non Appropriated Funds	15,744.9	18,394.1	18,227.3
Program Total	23,332.2	29,183.6	30,376.5
FTE Positions	208.7	208.7	208.6

- ◆ **Goal 1** To provide law enforcement needed to ensure the boating public is provided a safe/enjoyable experience.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Arizona Game and Fish Department watercraft enforcement hours	17,205	17,500	17,500
Explanation:	Decrease may be due to vacant positions and fewer recreation days (economy).		
Number of observed watercraft violations	598	1,000	1,000
Explanation:	Decrease may be due to vacant positions and fewer recreation days (economy).		
Percentage of the public surveyed rating watercraft safety good or excellent, of those expressing an opinion.	72	75	75
Number of watercraft Operation Under Influence of alcohol (OUI) arrests by Department officers.	89	70	70
Number of watercraft accidents in which alcohol was a contributing factor.	33	25	25

- ◆ **Goal 2** To provide excellent customer service to all individuals registering a watercraft in Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of watercraft registered in Arizona	147,066	145,000	145,000
Watercraft registration renewal processing time by mail (in days)	4	4	4
Percent of watercraft registration handled through the internet.	34	36	38

- ◆ **Goal 3** To provide boaters with safety-training education and information materials to maximize boater safety and enjoyment on the State's waterways.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of watercraft user contacts made by field officers	5,323	11,000	11,000

Explanation:	Decrease may be due to vacant positions and fewer recreation days (economy).		
Number of students completing Arizona Game and Fish Department sponsored watercraft safety classes	794	850	900
Dollars available through boating safety grants.	575,000	0	575,000
Explanation:	FY 2009 Budget Swept so grant dollars are zero.		
◆ Goal 4	To provide the public and land management agencies with information on habitat protection, safe OHV use, and available OHV use areas.		
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of off-highway user contacts by Arizona Game and Fish Department field officers	6,084	10,000	10,000
Explanation:	Decrease may be due to vacant positions and fewer recreation days (economy).		
Number of OHV enforcement hours.	10,667	12,300	12,300
Explanation:	FY 07 included public information efforts. FY 08 Enforcement only.		

GMA 0.0

Agency Summary

DEPARTMENT OF GAMING

Paul A. Bullis, Director

Phone: (602) 604-1801

A.R.S. § 5-601

Mission:

To protect the public, ensure compliance with the gaming compacts, and regulate the gaming industry.

Description:

The Department of Gaming is responsible for carrying out the state's responsibilities under the Tribal-State gaming compacts. The Department monitors compliance by the Tribal gaming operations with all compact requirements, including those governing the nature, extent, and conduct of gaming activities; public health, safety, and welfare; and other operational requirements. It also conducts background investigations of all prospective gaming employees, management contractors, providers of gaming services, and manufacturers and distributors of gaming devices in order to ensure that unsuitable individuals or companies are not involved in Arizona's gaming industry.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ENFORCEMENT	10,578.1	14,313.8	11,175.4
➤ CERTIFICATION	1,887.2	2,259.7	1,959.7
Agency Total:	12,465.3	16,573.5	13,135.1

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	12,465.3	16,561.0	13,135.1
Other Non Appropriated Funds	0.0	12.5	0.0
Program Total	12,465.3	16,573.5	13,135.1
FTE Positions	123.0	123.0	123.0

Strategic Issues:

Issue 1 *The unique regulatory relationships between the tribal, state, and federal governments*

The Legislature established the Arizona Department of Gaming in 1995 to monitor Indian gaming operations on behalf of the State of Arizona. Formal agreements required by federal law known as tribal-state gaming compacts were negotiated between the State and tribes seeking to conduct gaming activities. The Tribal-State compacts provide a regulatory framework whereby the State and tribes share responsibility for regulating Class III gaming operations. These compacts are unique due to the State's co-regulatory role set forth in the compacts.

Issue 2 *The rapid changes in technology in the industry*

Developments in gaming technology are transforming the gaming industry and consequently the way we regulate gaming. In the last two years, it has been clear that the rate of change in the public gaming industry has increased substantially. The cycle time between major and minor software upgrades for gaming device technology has decreased from a 12 to 24 month cycle to less than six months in many cases. Another aspect of this change is the increased complexity of the technology itself resulting from the sophisticated algorithms coupled with digital microprocessor technology. The day-to-day regulation of this industry will be more efficient and effective because of the development and administration of an enterprise database system to track, compile, organize, sort, and report regulatory information.

Issue 3 *The ability to employ and retain qualified personnel*

The Arizona Department of Gaming is a regulatory agency positioned in a

rapidly changing technology-based industry. As in the case with other dynamic organizations, the need to attract the right people at the right time is both perpetual and costly. The challenge to the Department is to have effective recruitment activities that contribute directly to organizational productivity, quality of work life, and legal compliance. At the same time, the Department wants to ensure that its current staff have or are given the opportunity to develop the skills necessary to meet the job demands in this ever changing industry. Also, the Department wants to ensure that its employees will not only effectively and efficiently perform their work but that they will stay with the Department for the long term. Thus, the agency strives to attain a match between employee's skill sets and needs to the rewards that the job qualities and organizational opportunities provide.

GMA 1.0

Program Summary

ENFORCEMENT

Penny Taylor Moore, Deputy Director

Phone: (602) 604-1801

A.R.S. § 5-601

Mission:

To monitor compliance with the provisions of the tribal-state gaming compacts and to support and provide programs for the prevention and treatment of, and education concerning problem gambling.

Description:

The Department of Gaming monitors Tribal compliance with the compact provisions, including those governing the nature, extent and conduct of gaming activities. This is accomplished through inspections of the gaming facilities and records, surveillance, monitoring of card games, testing of gaming devices during both scheduled and random inspections, and testing internal controls. The Department of Gaming's enforcement functions are funded by tribal contributions established in Proposition 202, codified in A.R.S. § 5-601.02, and the Tribal-State Compacts. The Department's Office of Problem Gambling contracts with a helpline provider and with treatment providers to provide services concerning problem gambling.

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	10,578.1	14,313.8	11,175.4
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	10,578.1	14,313.8	11,175.4
FTE Positions	95.0	95.0	95.0

◆ Goal 1 To assure compliance with compact provisions and internal control requirements

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of compact compliance reviews accomplished	15	15	15
Percentage of facilities reviewed for compact compliance reviews	100	100	100

◆ Goal 2 To maintain communication with tribal officials

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Visit each gaming facility twice a month	10	10	10

Explanation: Although the performance measure is to visit each gaming facility twice a month, the number of visits is on average more than ten per month.

◆ Goal 3 To monitor and enforce technical standards for gaming devices

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of machines inspected and certified	13,538	13,600	13,600
Percent of all gaming devices certified	100	100	100

◆ Goal 4 To provide treatment and education regarding problem gambling

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate	Percent of temporary certifications issued within 20 days	95	95	95
Average number of problem gambling calls received per month on the help line	58	65	72	Level of satisfaction by applicants regarding process (percent)	100	95	95
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate				
Number of individuals receiving treatment services	1015	1100	1250				

GMA 2.0

Program Summary

CERTIFICATION

Penny Taylor Moore, Deputy Director

Phone: (602) 604-1801

A.R.S. § 5-601

Mission:

To investigate and evaluate the suitability of applicants for state certification within time frames set by Tribal-State Compacts.

Description:

The Department of Gaming receives applications of persons seeking state certification or a tribal gaming license. Within 20 days of receiving a completed application for state certification of a non-tribal member, the Department issues temporary certification, unless there is evidence of criminal history sufficient to disqualify the applicant. Following the completion of a background investigation, if the applicant is found suitable, permanent state certification is granted. At the conclusion of the background investigation of a tribal member, a recommendation is made to the Tribe as to whether the person should receive a tribal license. The Department also conducts background investigations and audits to certify corporations or other entities who provide gaming services to tribal gaming facilities in an amount that exceeds \$10,000 per month. This program is funded through certification fees and investigative costs established in Section 5(l) of the Tribal-State compacts.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,887.2	2,247.2	1,959.7
Other Non Appropriated Funds	0.0	12.5	0.0
Program Total	1,887.2	2,259.7	1,959.7
FTE Positions	28.0	28.0	28.0

◆ Goal 1 To Ensure the Suitability of Individuals Employed by the Tribal Casinos

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of individual applications received	9,709	12,100	12,000
Total number of days elapsed from receipt of completed application to the issuance of temporary certification	12	12	12
Percentage of applicants granted certification or renewal	99	97	97
Percentage of applicants who had their certification, denied, revoked or suspended	1	3	3

◆ Goal 2 To Ensure the Suitability of Businesses that Provide Goods and Services to the Tribal Casinos

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of new or initial applications received	199	215	225
Total number of permanent certifications issued	127	145	155
Explanation:	The number of issued certifications decreased because the department waived the certification requirement for 20 vendors that the department determined certification was not necessary to protect the public interest.		
Total number of renewals issued	211	240	250
Total number of denials, revocations, and suspensions	2	2	2

GSA 0.0

Agency Summary**GEOLOGICAL SURVEY**

M. Lee Allison, Ph.D., Director and State Geologist

Phone: (520) 770-3500

A.R.S. § 27-151

Mission:

To inform and advise the public about the geologic character of Arizona to help meet societal needs for water, energy, and mineral resources and assist in prudently managing the state's land and natural resources.

Description:

Arizona Geological Survey (AZGS) staff perform several important functions for their customers who include governmental agencies, elected officials and staff, environmental and engineering geology firms, hydrologists, energy and mineral resource exploration and production companies, consultants, planners, property owners and potential buyers, attorneys, realtors, insurance companies, tourists, teachers, students, book dealers, professional societies, citizen groups, and interested individuals. First, they inform and advise the public by answering questions, selling maps and reports, maintaining a geology library and databases, giving talks, and leading field trips. Second, they map and characterize rock formations, surficial materials, and mineral and energy resources. Third, they describe and monitor potential hazards and limitations to land and resource management (e.g. earthquakes, flooding, land subsidence and earth fissures, landslides, debris flows, and rock solution). Fourth, they provide support for the Arizona Oil and Gas Conservation Commission.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,101.3	1,102.5	1,925.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,148.0	1,312.3	1,312.3
Program Total	2,249.3	2,414.8	3,237.5
FTE Positions	22.5	22.5	32.5

Strategic Issues:**Issue 1 To characterize geologic hazards and resources in urban-fringe and developing areas**

Land and resource planners and managers, developers, businesses, and property buyers need information about the character of the land and resources to prudently manage them. For example, known and potential geologic hazards that could negatively impact development should be identified in early stages of planning, before construction begins. In addition, local sources of construction aggregate, which are essential for development, should be identified and set aside for future use.

Issue 2 To identify areas that have potential for discovery of mineral or energy resources

Parts of Arizona have potential for discovery of mineral or energy resources. Little is known about rocks and resources in the subsurface because few wells have been drilled. Areas with resource potential should be identified. This information should be used to encourage discovery and prudent development of the resources, and, in turn, create jobs and generate revenue.

Issue 3 To prepare non-technical information for those who've had no training in geology

Geologists and other professionals routinely use technical geologic maps, reports, and data that the Arizona Geological Survey (AZGS) produces. Most Arizonans, however, have had no training in geology and are unable to comprehend or use technical information. Even so, they periodically make decisions that involve natural resources and geologic hazards, including where to buy property and how to vote intelligently on natural resource and related issues. In addition, they have a strong curiosity about how landforms, rocks, and minerals form. Little information has been produced for non-technical readers. Effective marketing of such information is necessary because, unlike the professional geologic

community, members of the public do not routinely use information from the AZGS and may not be aware that the agency exists.

Issue 4 To provide administrative and staff support for the Arizona Oil and Gas Conservation Commission

The Arizona Geological Survey (AZGS) provides administrative and staff support for the Arizona Oil and Gas Conservation Commission (OGCC), which has no staff. The OGCC determines policy and establishes regulations needed to conserve and prudently develop Arizona's oil, natural gas, helium, geothermal, carbon dioxide, and related subsurface resources. AZGS staff conduct activities to carry out policies and enforce regulations established by the Commission.

◆ Goal 1 To serve as the primary source of information about Arizona geology.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
New maps/reports released by AZGS staff	25	14	14
Number of geologic and related maps of Arizona	15	6	6
Number of reports that describe geologic hazards and resources in Arizona	2	2	2
Number of reports released to inform citizens not trained in geology (Down-to-Earth Series)	10	1	1
Number of reports published by other groups	6	2	2
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of talks given or fieldtrips led	126	40	40
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
# of state agencies and bodies for whom AZGS serves as a science support provider	17	4	4

◆ Goal 2 To inform the public about geologic processes, natural hazards, and natural resources in Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of reports released to inform citizens not trained in geology (Down-to-Earth Series)	10	2	2
Number of seminars and workshops presented to non-technical audiences	2	2	2
Number of interviews and presentations through the news media	29	20	20

◆ Goal 3 To distribute geologic maps, reports, and data efficiently with high customer satisfaction.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent increase (decrease) in number of publications sold	-15	-10	2
Explanation:	More info is available via the internet and, less of the technical and topographic maps are needed in hard copy. We will adjust to this change in the market.		
Total number of geologic maps and reports and topographic maps sold	7987	7000	7000
Explanation:	Hard copy maps are less popular because people use internet downloads		
Technical maps and reports sold	3414	3000	3000
Explanation:	More info is available online now.		
Percent increase (decrease) in sales of technical maps and reports	-6.3	0	0
Explanation:	The market is changing as more things are available to be downloaded.		
Number of non-technical reports sold	4466	4000	4000
Explanation:	We carry more general interests books on Arizona now.		
Percent increase (decrease) in sales of non-technical reports	8	8	8
Explanation:	Less technical things are selling, more interest in general use/recreation		
Quality of products sold, 1-5 (highest) scale	5	4.8	4.8
Numbers of products released or number of digital maps/reports downloaded.	20000	20000	20000
Explanation:	4mb = 400 updates to databases. 5000 = # of files downloaded		

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of orders filled the same day received	97	96	96
Satisfaction with mail order service provided, 1-5 (highest) scale	4.9	4.9	4.9

◆ **Goal 4** To effectively assist the Arizona Oil and Gas Conservation Commission.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of permits issued to drill a well	23	6	6
Average days to issue a permit	3	5	5

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Compliance and safety inspections made	28	28	28
Number of gas-storage wells	14	14	14
Number of deficiencies found during inspections	4	2	2

GTA 0.0
Agency Summary
 GOVERNMENT INFORMATION TECHNOLOGY AGENCY
 Chris Cummiskey, Director and State CIO
 Phone: (602) 364-4770
 A.R.S. § 41-3501

Mission:

To maximize information technology coordination and connectivity within the state of Arizona ensuring that its information technology infrastructure efficiently and effectively supports state business.

Description:

The Government Information Technology Agency (GITA) is responsible for statewide information technology (IT) planning, coordination and consulting for executive agencies. The GITA Director serves as the Chief Information Officer for the State of Arizona administering the state's IT resources through the establishment of statewide IT policies and standards and serves as a primary focal point for coordination of all IT projects across the state. The agency provides strategic IT planning to establish an effective harmonized IT direction for both infrastructure and security and privacy concerns. In addition, under ARS 41-3541, the agency is responsible for the design and development of real-time interoperable communications between local, county, state, tribal and federal public safety organizations through the Public Safety Communications Commission.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ GOVERNMENT INFORMATION TECHNOLOGY	4,993.5	12,439.2	16,479.7
➤ PUBLIC SAFETY COMMUNICATIONS COMMISSION	893.4	880.6	880.6
Agency Total:	5,886.9	13,319.8	17,360.3

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,744.9	3,455.7	3,455.7
Other Appropriated Funds	3,645.5	8,682.6	12,682.6
Other Non Appropriated Funds	496.5	1,181.5	1,222.0
Program Total	5,886.9	13,319.8	17,360.3
FTE Positions	33.0	33.0	37.0

Strategic Issues:

Issue 1 Modernized State IT infrastructure

Advancement of a common IT infrastructure across the state is continuing through both an enterprise architecture suite of standards and the Service Oriented Architecture (SOA) philosophy and policy advocated by GITA. Through the use of target technology and adherence to open systems, agency infrastructure upgrades can be implemented in an orderly, efficient manner. In addition, GITA's technology building code promotes common computing, network, and software infrastructures to leverage economies of scale and reduce duplication of effort. These targeted technologies are provided online at the GITA website for ease of evaluation by individual agencies. Efficient government demands that state agencies cease operating as distinct silo organizations and begin interoperating with one another with common tools and intercommunication. As such, six pilot projects are underway at five major agencies to begin implementation of the SOA modular service concepts which will eventually link across agencies.

Issue 2 Improved Public Service Delivery

Enriching quality of life for Arizonans through leverage of automation of both health and human services and the enhancement of rural telecommunications infrastructure are key focal points for GITA moving forward. E-health, the use of electronic medical records to improve

accuracy and availability of healthcare, is an important initiative being spearheaded by GITA as part of the e-health roadmap. Grants to rural healthcare providers have been awarded for the past two years to stimulate the cycle of healthcare improvement by supplying seed money to initiate the process. In addition, the implementation of an online health and human service and emergency response 2-1-1 website has been completed. Broadband infrastructure development continues to be a key initiative in driving economic growth across Arizona but especially in remote areas. Broadband projects from Superior, Goodyear, Sahuarita, Eloy, Florence, and other smaller cities are stimulating better communications and improved development.

Issue 3 Accessible Government.

GITA uses the state Web portal to increase government accessibility to citizens and businesses and also to enable more efficient and effective administration through use of the Internet as a direct communications vehicle. Continuing enhancements include licensing tools, an improved Google search engine, and ready availability of webmaster services to maintain a consistent look and feel to website designs. In FY 2009, the portal will finish transition of web software applications and services to a new contract provider. Key enhancements will be made to credit card processing and reporting services.

Issue 4 Cost Savings through enhanced information technology project management

GITA provides oversight and monitoring of large-scale, high risk IT projects at state agencies through the use of industry best practices and statewide standards to reduce overall risk and enhance successful delivery. Focal points of project reviews include scope, roles, responsibilities, change control, schedule, cost containment, and risk assessment. Prior to initiation, each agency must submit a Project Investment Justification to GITA to assure a high probability of success. Larger projects are also reviewed by the independent ITAC committee under the auspices of the state CIO. To further reduce project risk, GITA recently established a project management certification program through AZGU and the Project Management Institute (PMI) to train potential project managers in sound, industry standard IT management practices. A certified project manager is now required for all ITAC projects.

Issue 5 Secured Information & Data

GITA addresses both information security and privacy through the establishment of statewide standards and policies, whose compliance is assessed annually at all major agencies. In addition, a Statewide Information Security and Privacy Office has been established to plan and oversee implementation of essential guards to state infrastructure, personnel and practices. Continuity of government is being addressed through IT disaster recovery plans as part of each agency's Continuity of Operations Plan. Furthermore, GITA is now managing the Public Safety Communications Communication, in consultation with DPS, on communications interoperability in emergency situations across both local and state agencies. This statewide upgrade of telecommunications provides the mandatory building blocks for efficient coordination of first responders and notification of governance authorities. In summary, an efficient and interoperable information technology infrastructure is crucial for sustaining continuity of government in both everyday and crisis situations.

GTA 1.0 **Program Summary**
GOVERNMENT INFORMATION TECHNOLOGY
Chris Cummiskey, Director & State CIO
Phone: (602) 364-4770
A.R.S. § 41-3501

Mission:

To improve the quality of state government information technology services among state agencies and the private sector and to efficiently add value and improve delivery of public services for the people of Arizona.

Description:

As part of the Government Information Technology Agency's responsibility for statewide information technology (IT) planning, coordination and consulting for executive agencies, GITA administers the state's IT resources through the establishment of statewide IT policies and standards. The agency provides strategic IT planning to establish an effective harmonized IT direction for both infrastructure and security and privacy concerns. Additionally, GITA serves as a primary focal point for coordination of all IT projects across the state. All state IT projects with development costs over \$25,000 are reviewed, either approved or disapproved, and then monitored with potential suspension of expenditures, if risk is deemed excessive. In conjunction with the Information Technology Authorization Committee (ITAC), composed of knowledgeable members from both public and private sector, GITA also scrutinizes and tracks IT projects with over \$1 million in proposed costs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	851.5	2,575.1	2,575.1
Other Appropriated Funds	3,645.5	8,682.6	12,682.6
Other Non Appropriated Funds	496.5	1,181.5	1,222.0
Program Total	4,993.5	12,439.2	16,479.7
FTE Positions	24.0	27.0	31.0

- ◆ **Goal 1** To increase both IT privacy & IT security for Arizona citizens by protecting state government information and strategic IT assets.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of IT security standards compliance reported by state executive agencies through TISA	94	90	90

- ◆ **Goal 2** To promulgate e-government to deliver services to the citizens of Arizona and improve the efficiency of government.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of transactions accessible through the web portal	81	85	90

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of agencies using standard web design style guide	75	80	80

- ◆ **Goal 3** To provide planning, oversight, and monitoring of IT projects across the state.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of calendar days to review information technology projects	4	12	12

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Administration as a percent of total costs	14.9	15.8	15.8

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of agency IT projects completed on-time	100	80	80

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of agency IT projects delivered within budget	99	95	95

- ◆ **Goal 4** To manage and advance a variety of statewide initiatives, at the Governor's request, through innovative approaches and deployment of strategic initiatives from private sector to state government.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of completed or in-process requests	100	100	100

- ◆ **Goal 5** To continue state IT infrastructure improvement through development of policies and standards to provide a foundation and strategic focus for IT

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of total standards and policies reviewed or created	100	100	100

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of approved PIJs with architectural elements in alignment with standards	100	100	100

GTA 2.0 **Program Summary**
PUBLIC SAFETY COMMUNICATIONS COMMISSION
Lisa Dee Meyerson, Strategic Initiatives Unit Chief
Phone: (602) 364-4780
A.R.S. §§ 41-1830.41 and 41-1830.42 and 41-3541,41-3542

Mission:

To enable interoperable radio communications between local, county, state, tribal, and federal public safety entities in Arizona.

Description:

The Arizona Public Safety Communications Commission and its support office develop technical standards, oversee conceptual designs, and pursue funding to build and maintain a statewide radio communications system allowing direct real-time communications between local, county, state, tribal, and federal public safety agencies in Arizona.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	893.4	880.6	880.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	893.4	880.6	880.6
FTE Positions	9.0	6.0	6.0

- ◆ **Goal 1** To facilitate development of a statewide interoperable communications system solution

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of SCIP updated annually	0	100	100

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of statewide plan aligned annually	0	100	100

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of plan implementation of Governance Model established	0	50	100

GVA 0.0

Agency Summary**OFFICE OF THE GOVERNOR**

Janet Napolitano, Governor

Phone: (602) 542-1371

Constitution Art. 5, Section 4

Mission:

To provide leadership for the State of Arizona and to manage the Executive branch of state government to ensure that it efficiently and effectively serves Arizona's citizens.

Description:

The Governor serves as the Chief Executive Officer of Arizona state government. The Constitution provides that the Governor shall be the Commander-in-Chief of Arizona's military forces and authorizes the Governor to grant reprieves, commutations and pardons, pursuant to law. The Governor is also responsible for making appointments to positions in state government pursuant to law, representing Arizona in official dealings with other governmental entities, taking action on bills approved by the Legislature, and informing the public on issues affecting the state.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	6,621.1	7,136.0	7,136.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	22,493.7	31,011.5	21,584.0
Program Total	29,114.8	38,147.5	28,720.0
FTE Positions	56.8	52.5	45.4

- ◆ **Goal 1** To provide leadership in working with the Legislature to adopt meaningful legislation that addresses the needs of the State of Arizona and its citizens.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Legislation signed by the Governor.	316	300	300
Explanation:	0		

- ◆ **Goal 2** To respond to requests for information and assistance from citizens and other jurisdictions in a timely manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of citizens responded to within 30 days.	90	90	90
Explanation:	0		

- ◆ **Goal 3** To improve the public's confidence in state government by appointing qualified leaders to key positions, as required by law, and ensuring that they efficiently and effectively execute their responsibilities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Appointments made within judiciary, executive branch, and boards and commissions.	688	450	450
Explanation:	0		

OSP 0.0

Agency Summary

GOVERNOR'S OFFICE OF STRATEGIC PLANNING AND BUDGETING

James Apperson, Director

Phone: (602) 542-5381

A.R.S. §§ 35-101 et seq.

Mission:

To facilitate the effective and efficient allocation of resources in accordance with fiscally sound principles that will enable the Governor and state government to provide quality services to the citizens of Arizona.

Description:

This office provides a central Executive branch resource for the compilation, analysis, and investigation of state fiscal matters. It advises the Governor in preparation of the Executive budget and advocates for that budget through the legislative process. The office assists and advises all entities of state government in budget development and execution. It also coordinates the process of defining state government programs, developing strategic plans, and measuring program performance to achieve desired results. The office is also responsible for fulfilling constitutionally and legislatively mandated reporting requirements related to the state budget.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,230.7	2,198.5	2,198.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	2,230.7	2,198.5	2,198.5
FTE Positions	26.0	26.0	26.0

- ◆ Goal 1

To advocate for the adoption of a balanced, fiscally prudent state budget which reflects the priorities and programs of the Governor.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of consecutive years without statewide mid-year reductions	0	0	1

- ◆ Goal 2

To monitor the execution of the state budget to ensure that expenditures are in accordance with the adopted budget, actual revenues, and intent of the Governor and Legislature.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of state agencies loading budgets into the Arizona Financial Information System (AFIS).	65	70	75
Percent of non-technical supplemental appropriations compared to original appropriations.	0.5	0.5	0.5

- ◆ Goal 3

To improve the efficiency and effectiveness of the state strategic planning and budgeting processes.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of participants rating budget and planning training as excellent or good.	94	95	95
Percent of agencies submitting budget information electronically.	90	90	95
Percent of agencies submitting Master List of State Government Programs information electronically.	100	100	100

HSA 0.0

Agency Summary

DEPARTMENT OF HEALTH SERVICES

January Contreras, Acting Director

Phone: (602) 542-1025

A.R.S. §§ 36-101 et seq.

Mission:

To set the standard for personal and community health through direct care delivery, science, public policy, and leadership.

Description:

The Arizona Department of Health Services is responsible for Public Health Services, including the Arizona State Laboratory, epidemiology & disease control, emergency medical services/trauma, public health emergency preparedness & response, public health statistics, vital records, border health, children with special health care needs, health systems development, minority health, chronic disease prevention & nutrition, oral health, tobacco education, and women's & children's health; Behavioral Health Services, including general mental health services, substance abuse & prevention services, services for the seriously mentally ill, title XIX adults and children, non-Title XIX adults and children, Regional Behavioral Health Authorities contract compliance, consumer rights, and quality management; the Arizona State Hospital, including adolescent services, adult civil services, adult forensic services, and the Arizona Community & Protection Treatment Center; and the licensing and certification of health and child care facilities.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ADMINISTRATION	26,034.4	25,847.1	25,847.1
➤ LICENSING SERVICES	17,719.2	16,909.8	16,909.8
➤ BEHAVIORAL HEALTH SERVICES	1,496,376.2	1,615,440.3	1,782,361.5
➤ ARIZONA STATE HOSPITAL	74,662.6	75,520.6	75,519.6
➤ PUBLIC HEALTH SERVICES	458,327.1	469,442.7	482,440.4
Agency Total:	2,073,119.5	2,203,160.5	2,383,078.4

Funding and FTE Summary:

(Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	577,776.2	611,507.1	712,070.1
Other Appropriated Funds	63,785.1	72,727.3	38,001.7
Other Non Appropriated Funds	1,431,558.2	1,518,926.1	1,633,006.6
Program Total	2,073,119.5	2,203,160.5	2,383,078.4
FTE Positions	2,401.4	2,401.4	2,401.4

Strategic Issues:

Issue 1 *Promoting recovery, resiliency, psychosocial rehabilitation, safety, and hope for persons receiving services from the Arizona State Hospital and the community based behavioral health system.*

The recognition that individuals who suffer from mental illness can actually recover from the devastating effects of that illness has been around since the 1980s. Research has confirmed that the belief that recovery is possible is a major factor affecting the quality of life of persons diagnosed with mental illness.

Traditionally, the belief in recovery was not embraced as a critical component in the treatment provided in the Arizona State Hospital or the community based behavioral health system. Psychosocial rehabilitation has been the driving philosophy for many years in the treatment of mental illness and substance abuse. While this approach has had some success, its effectiveness can be greatly enhanced by incorporating the recovery and resiliency principles into the treatment provided.

The Department is committed to identifying and establishing mechanisms to promote and institutionalize a unified vision of recovery and resiliency for the entire behavioral health system, across all populations served. This vision will be embedded within the Department's organizational culture and will guide decision making, provide focus for staff, guide the prioritization of initiatives, and promote strategies that are aligned with the vision including. Key strategies includes self and family directed services, choice, empowering individuals and families, respecting diversity, expanding opportunities for integration and community involvement, instilling hope and encouragement, building on strengths, and celebrating successes.

By establishing a unified vision, the Department can better facilitate collaboration and partnerships within the behavioral health system and the community and, most importantly, with both the individuals and families that are served.

Issue 2 *Responding to threats and emergencies that place the health of Arizona's populations at risk.*

Over its history, the Department of Health Services has played a critical role in responding to emergencies, including infectious disease epidemics, chemical spills, and fires. Diverse threats, such as chemical, biological, and radiological terrorism, now provide new challenges to the Department. As the lead agency responsible for the health of Arizona's residents, the Department is responsible for developing an operable statewide public health system able to prepare for, detect, and respond to large-scale natural or intentional disease events and other public health emergencies. The Department also has a critical role to play in prevention of injury and the development of a trauma system, which can respond to both the every day emergency needs of the public as well as to large-scale events. Critical to success is the working partnerships developed with federal, county, and tribal health agencies, community-based organizations, public safety agencies, the media, the military, behavioral health providers, emergency medical service providers, hospitals, and Arizona/Sonora border agencies. Maintaining systems in communication and information technology is critical to ensuring that emergency preparedness efforts can respond through early warning systems, rapid communication, mobilization, and coordinated response.

Issue 3 *Eliminating health disparities by closing the gaps in health status and access to care among Arizona's diverse populations.*

Arizona's dramatic demographic changes are a harbinger for the rest of the nation. Over 35 percent of Arizona residents belong to an ethnic or racial minority group. Those who speak a language other than English at home account for 25.9 percent of the population of Arizona, of those, 56.1 percent speak English very well. (U.S. Census, 2000) These demographic shifts coupled with the growing evidence of disparities in health services and outcomes among minority and vulnerable populations, underscore the urgent need to develop a strong minority health infrastructure.

The Department is committed to addressing disparities in Arizona by increasing dialogue with communities, improving access to public health information, and working collaboratively on community action specifically targeted to improve health outcomes through prevention.

Issue 4 *Promoting optimal health and wellness.*

The Department of Health Services is committed to prevention and health promotion as the path to optimal health and wellness for all Arizonans. The profile of diseases contributing most heavily to death, illness, and disability among Americans has changed dramatically during the last century. Today, chronic diseases—such as cardiovascular disease (primarily heart disease and stroke), cancer, and diabetes—are among the most prevalent, costly, and preventable of all health problems (CDC, 2004).

The Department is working with health care providers, employees, and organizations to place greater emphasis on the importance of prevention and health promotion activities. By providing leadership and state-of-the-art health information to professionals and consumers alike, the Department can promote healthier lifestyles and reduce the incidence of chronic and degenerative diseases.

Issue 5 *Enhancing data collection, public health surveillance, and health information technology.*

The health of Arizonans depends in large part on the capability of the Public

Health System of Arizona to monitor and identify the diseases, health risks, and populations at risk and to share organized electronic data between public health and health care. This information needs to be accessible, accurate, and timely enough to allow for the appropriate public health response whether it is primary, secondary or tertiary prevention.

The effective application of disease prevention strategies is heavily dependent on the quality of surveillance and intelligence information. Standards in the collection, processing, analysis and summarization of health-related data are essential to meeting the needs of the Department.

In addition, with migration to electronic medical records and soon-to-be developed regional health information organizations (RHIO--specifically designed for the purpose of sharing electronic medical records and other electronic health information between health care entities), public health data systems need to be coordinated from the outset to ensure not only participation in RHIOs, but also to help set the stage for organized electronic data sharing. This is especially true with public health preparedness activities and the need for near real-time data.

Issue 6 Pursuing proactive regulation, with an emphasis on timely licensing, investigation, enforcement and technical assistance by a well-trained and adequately staffed workforce.

The Department of Health Services is committed to working effectively with licensed providers. While statutorily mandated to license, inspect, monitor and take appropriate enforcement action for non-compliance, the Department is also committed to a proactive regulation model. Such a model includes training assistance to providers and educating providers about required standards. By providing training and improved technical assistance, the Department can better protect the health and safety of Arizonans.

Issue 7 Prioritizing Tribal Issues.

The mission of the Arizona Department of Health Services is to ensure the delivery of comprehensive public health services to the general population of Arizona including behavioral health services for the Medicaid eligible and seriously mentally ill populations. The Department and Indian Tribes and Nations in the State of Arizona share the common goal of decreasing health disparities and maximizing access to critical health services. The Department will embark on a six point initiative to enhance the working relationship between the Department and Indian Tribes and Nations. The six point initiative consist of: 1) the development of a tribal consultation policy per the directive of Governor Napolitano, 2) the review and response to public health issues raised at the Governor's Tribal Leaders summits and other Indian tribal conferences such as the DHHS Region IX Tribal Consultation Sessions, 3) the initiation of a process for feedback to the Department regarding interaction with tribal, Indian Health Service, Inter Tribal Council of Arizona, and Urban Indian Health Program leadership, 4) the initiation of strategic planning for data collection, prevention services, emergency preparedness, and behavioral health, 5) the initiation of Native American cultural knowledge training for Department staff, and 6) the initiation of site visits to reservation, urban Indian, and Indian Health Service sites by the Director. The Department is committed to working with Indian Tribes to improve the quality, availability, and accessibility to public health services and behavioral health care for American Indians in Arizona.

Issue 8 Recognizing, involving, collaborating and communicating with public health constituencies.

The Department's public health efforts depend on strong relationships with its public health partners. Such partners include other state agencies, the universities, county health departments, federal and bi-national health entities, public health associations, non-profit organizations, and advocacy organizations. The Department is committed to improving these relationships by involving such constituencies in planning and resource allocation efforts. The Department is working to foster collaborative efforts with cross-border agencies to identify, monitor, prevent, control, and evaluate public health issues and efforts. The Department is also working with academic institutions to identify and collaborate on current and future public health issues, such as public health workforce recruitment, training, and retention. Similarly, the Department needs to support and foster public health research by partnering with the universities, since academic institutions are often leaders in identifying promising public health practices.

Issue 9 Improving customer services through E-Business solutions.

The Department is committed to increasing customer service to internal and external customers. As part of this effort, the Department is pursuing an E-Business strategy that allows both internal and external customers to access, manipulate, and use agency information.

The Department is assessing current business processes, defining present and future needs, and developing browser-based technological solutions to meet these needs. Such browser-based solutions will allow integration and manipulation of data from numerous data sources. Once solutions have been identified and implemented, the Department will move forward in providing both internal and external customers access to data so that health trends can be assessed and health outcomes monitored. The Department is also developing its Intranet, to allow internal information to be shared and managed more easily among Health Services employees. Finally, the Department is making strides to provide critical business partners access to specific internal information resources. The Department is developing an Extranet that will allow outside partners to access and provide information to the Department in a secure manner. For example, current efforts to provide hospitals and funeral homes with an Extranet solution will allow them to send birth and death information to the Department in a timelier, secure, and efficient manner.

HSA 1.0 **Program Summary**
ADMINISTRATION
January Contreras, Acting Director
Phone: (602) 542-1025
A.R.S. § 36-132

Mission:

To provide the leadership, direction and resources to ensure the Agency's mandated responsibilities, mission, and goals are met.

Description:

The program provides overall management and direction to the Department; develops and administers policy; responds, investigates and resolves consumer complaints; coordinates and promotes various health-related activities for information and educational consumer needs; and maintains and supports relationships with the legislature, community, and other health agencies. In addition, the program ensures fiscal integrity and adequate resources to conduct business; coordinates all internal and external activities through comprehensive strategic planning; and promotes service excellence through staff training and process improvement.

This Program Contains the following Subprograms:

- ▶ Director's Office
- ▶ Business and Financial Services
- ▶ Information Technology Services

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	15,051.5	14,446.5	14,446.5
Other Appropriated Funds	10,978.8	11,391.5	11,391.5
Other Non Appropriated Funds	4.1	9.1	9.1
Program Total	26,034.4	25,847.1	25,847.1
FTE Positions	239.9	239.9	239.9

HSA 1.1

Subprogram Summary

DIRECTOR'S OFFICE

Janet A. Mullen, PhD, Deputy Director for Operations

Phone: (602) 542-1027

A.R.S. § 36-132

Mission:

To provide the leadership, direction and support the Agency requires to operate effectively and efficiently.

Description:

The office provides policy development; strategic planning and process improvement; monitoring and oversight of the Agency's budget; legislative services; agency legal counsel; administrative rules development; investigation and resolution of consumer complaints; coordination and promotion of health-related activities to inform and educate consumers; partnering with various state, federal, and local stakeholders to improve the coordination of health services and exchange of information on current and emerging health issues. The office also assures contracted services have been satisfactorily delivered; investigates possible personnel misconduct and criminal activity to safeguard the integrity of the Department and its contractors; provides agency-wide training to a staff that is reflective of the culturally diverse population it serves; manages ADA projects; and manages agency facilities, capital building renewal, risk management, fixed asset inventory control, and management services.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,159.3	3,032.3	3,032.3
Other Appropriated Funds	2,927.1	3,067.6	3,067.6
Other Non Appropriated Funds	1.4	6.4	6.4
Program Total	6,087.8	6,106.3	6,106.3
FTE Positions	64.1	64.1	64.1

◆ **Goal 1** To ensure a diverse, motivated and well trained staff.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of agency staff turnover	22.4	11.5	17.5
Percent of DHS workforce who are minorities	35	38	36
Number of EEO complaints	9	8	8
Number of EEO complaints dismissed	8	8	8
Number of agency training hours delivered by DHS	12,047	11,000	11,000

◆ **Goal 2** To provide legal services to the Department.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of scheduled administrative hearings	431	450	450

◆ **Goal 3** To ensure the proper release of records requested for Human Subjects Research.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
HSRB/IRB research projects/studies requests for submission packet processed	51	40	50
HSRB/IRB final determinations by Board on projects/studies submitted	45	40	50

◆ **Goal 4** To ensure that services and programs are administered efficiently.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Administration as a percent of total cost	1	2	2
Number of warehouse requests processed per fiscal year	3,144	2,800	2,800
Number of Facilities Request Forms and Work Orders processed	1,227	1,200	1,200

HSA 1.2

Subprogram Summary

BUSINESS AND FINANCIAL SERVICES

Jim Humble, Assistant Director

Phone: (602) 364-0679

A.R.S. § 36-132

Mission:

To provide meaningful financial information and business and consulting services in partnership with ADHS customers.

Description:

The subprogram monitors financial expenditures, purchases, and contract requisitions for the procurement of goods and services to ensure compliance.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	6,711.1	6,441.4	6,441.4
Other Appropriated Funds	6,472.5	6,783.1	6,783.1
Other Non Appropriated Funds	2.6	2.6	2.6
Program Total	13,186.2	13,227.1	13,227.1
FTE Positions	90.5	90.5	90.5

◆ **Goal 1** To improve services by developing mutually beneficial relationships with our customers through partnerships.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of procurement and business related training sessions conducted	3	6	6
Number of customers trained	169	250	250

◆ **Goal 2** To implement and continually enhance a business system that satisfies and anticipates customer needs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average days to process purchase and contract requisitions (PR/CR): - \$0-1,000	29	28	25
Average days to process (PR/CR)- \$1,001-5,000	28	27	26
Average days to process (PR/CR)- \$5,001-50,000	36	35	34
Average days to process (PR/CR)- over \$50,001	42	41	40
Average working days to pay claims	12.13	14	14
Average working days to pay travel claims	2.84	4	4
Average number of days to pay vendors from the date of invoice	12.13	14	14
Percent of invoices paid within 30 days	92.6	90	90

HSA 1.3

Subprogram Summary

INFORMATION TECHNOLOGY SERVICES

David Spitzer, Assistant Director

Phone: (602) 542-1073

A.R.S. § 36-132

Mission:

To provide information technology leadership and solutions to improve the effectiveness and efficiency of the Arizona Department of Health Services' program operations.

Description:

Information Technology Services provides applications, programming services, computer operations, statewide communications through the use of local area networks and wide area networks, computer security, and internet access for the Department's operations, reporting, and planning.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	5,181.1	4,972.8	4,972.8
Other Appropriated Funds	1,579.2	1,540.8	1,540.8
Other Non Appropriated Funds	0.1	0.1	0.1
Program Total	6,760.4	6,513.7	6,513.7
FTE Positions	85.3	85.3	85.3

- ◆ **Goal 1** To enhance the agency's ability to further the State's e-Government initiative through the implementation of internet technology.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of visits to the ADHS Web site (per month)	675,881	700,000	700,000

- ◆ **Goal 2** To provide and maintain high quality, current and standardized systems for ADHS and its customers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of computer hardware and software replaced per agency replacement plan	18	10	10
Explanation:	The budget reductions the Department is experiencing have forced a reduction in the replacement of computer hardware and software per year.		

HSA 2.0 Program Summary

LICENSING SERVICES

Mary Wiley, Assistant Director

Phone: (602) 364-3066

A.R.S. Title 36

Mission:

To protect the health and safety of Arizonans that utilize child and health care facilities by providing information and establishing standards for licensure and regulation.

Description:

The program ensures public safety through certification, inspection, licensure, complaint investigation, training, quality improvement, and enforcement activities. The Division licenses audiologists, speech pathologists, hearing aid dispensers, and midwives.

This Program Contains the following Subprograms:

- ▶ Child Care Licensing
- ▶ Health Care Licensing
- ▶ Administration

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	9,851.3	9,344.7	9,344.7
Other Appropriated Funds	1,511.7	1,207.4	1,207.4
Other Non Appropriated Funds	6,356.2	6,357.7	6,357.7
Program Total	17,719.2	16,909.8	16,909.8
FTE Positions	261.6	261.6	261.6

HSA 2.1 Subprogram Summary

CHILD CARE LICENSING

Lourdes Ochoa, Program Manager

Phone: (602) 364-2542

A.R.S. §§ 36-881 to 36-892

Mission:

To ensure the health, safety and well being of children in child care facilities and child care group homes throughout Arizona by licensing and certifying child care facilities and group homes; establishing appropriate rules; providing technical assistance and training to care givers; and providing consumer education.

Description:

The subprogram ensures that statute is enforced with respect to the licensure and certification of Arizona's child care facilities, child care group homes, parks and recreation programs, and school-based programs. The subprogram also monitors facilities for compliance, investigates complaints, establishes appropriate rules, offers technical assistance, and is responsible for enforcement actions when necessary, including civil penalties, suspension, intermediate sanctions, revocation and denial of licensure. Lastly, the subprogram provides training to providers and education to consumers.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,672.5	2,535.1	2,535.1
Other Appropriated Funds	814.6	657.9	657.9
Other Non Appropriated Funds	190.2	140.7	140.7
Program Total	3,677.3	3,333.7	3,333.7
FTE Positions	53.0	53.0	53.0

- ◆ **Goal 1** To ensure the health and safety of Arizonans through licensing, monitoring and technical assistance of all child care facilities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of child care license renewals granted within licensing timeframes	99	99	100
Percent of child care complaint investigations initiated within investigative guidelines	99	95	95
Percent of priority two complaint investigations initiated within 10 days	100	95	95
Number of licensed providers	2671	2,706	2752
Number of complaints received	1,182	1,182	1,186

HSA 2.2 **Subprogram Summary**
HEALTH CARE LICENSING

Mary Wiley, Assistant Director
Phone: (602) 364-3066
A.R.S. Title 36, § 8-504A-B

Mission:

To ensure the health, safety and well-being of the public in health care facilities throughout Arizona by licensing and certifying health care facilities; establishing appropriate rules; providing technical assistance and training to care givers; and providing consumer education.

Description:

The subprogram ensures that statute is enforced with respect to the licensure and certification of Arizona's assisted living facilities, adult day health care centers, long-term nursing care institutions, intermediate care for the mentally retarded, medical facilities (including hospitals, inpatient hospices, recovery care and infirmaries, outpatient treatment and surgery facilities, and home health agencies), behavioral health facilities (such as inpatient/residential, outpatient, case management and emergency services), facilities providing screening and education and treatment programs to those convicted of driving under the influence (DUI), facilities providing misdemeanor domestic violence offender treatment programs, Methadone treatment agencies, and developmentally disabled children's group homes. In addition, the subprogram monitors facilities for compliance, conducts complaint investigations, and, when deficiencies are found, has the responsibility for a variety of enforcement actions up to and including suspension/revocation of licenses, denial of registration, and assessment of civil penalties. The subprogram provides technical assistance and establishes appropriate rules and basic health and safety requirements. In addition to regulating facilities, the subprogram also licenses professional audiologists, speech pathologists, hearing aid dispensers, and midwives, and conducts quality improvement and staff and provider education.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,037.1	3,829.5	3,829.5
Other Appropriated Funds	307.7	235.0	235.0
Other Non Appropriated Funds	5,668.2	5,717.7	5,717.7
Program Total	10,013.0	9,782.2	9,782.2
FTE Positions	176.5	176.5	176.5

- ◆ **Goal 1** To ensure the health and safety of Arizonans through licensing, monitoring and technical assistance of health care facilities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of health care licensure renewals granted within licensing timeframes	77	85	85
Percent of health care complaint investigations initiated within investigative guidelines	71	80	80
Percent of priority two complaint investigations initiated within 10 days	84	80	80
Number of licensed providers	4,307	4,522	4,753
Number of complaints received	2,119	2,165	2,206

HSA 2.3 **Subprogram Summary**
ADMINISTRATION

Mary Wiley, Assistant Director
Phone: (602) 364-3066
A.R.S. Title 36

Mission:

To be recognized for providing valuable resources through enforcement, training, effective communication and collaboration.

Description:

The subprogram provides administrative services to the six programs of Assurance and Licensure that protect the health and safety of residents and clients of health and child care facilities. The subprogram accomplishes this through rules promulgation, training, information systems, enforcement, and business systems.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,141.7	2,980.1	2,980.1
Other Appropriated Funds	389.4	314.5	314.5
Other Non Appropriated Funds	497.8	499.3	499.3
Program Total	4,028.9	3,793.9	3,793.9
FTE Positions	32.1	32.1	32.1

- ◆ **Goal 1** To improve enforcement processes by decreasing cycle time from initiation of enforcement action to date sent to Administrative Counsel.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of enforcement actions closed	547	630	696

HSA 3.0 **Program Summary**
BEHAVIORAL HEALTH SERVICES

Laura Nelson, M.D., Acting Deputy Director- Behavioral Health Services
Phone: (602) 364-4566
A.R.S. § 36-3402

Mission:

To ensure a comprehensive, unified behavioral health system for Arizonans.

Description:

Behavioral Health Services coordinates, plans, administers, regulates, and monitors all facets of the public behavioral health prevention and treatment systems, and contracts with five Regional Behavioral Health Authorities (RBHAs) to ensure the availability of and accessibility to an adequate provider network to meet the needs of people with behavioral health problems. Additionally, the program monitors financial viability of RBHAs and ensures compliance with contract standards through review of financial statements and the annual independent certified audit, and review of medical records to identify areas where quality of service could be improved.

This Program Contains the following Subprograms:

- ▶ Administration
- ▶ General Mental Health Services
- ▶ Substance Abuse Services
- ▶ Services for Persons with Serious Mental Illness
- ▶ Child and Adolescent Services
- ▶ Prevention

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	407,715.0	444,217.7	536,294.1
Other Appropriated Funds	26,188.1	33,424.7	2,500.0
Other Non Appropriated Funds	1,062,473.1	1,137,797.9	1,243,567.4
Program Total	1,496,376.2	1,615,440.3	1,782,361.5
FTE Positions	276.2	276.2	276.2

HSA 3.1	Subprogram Summary
	ADMINISTRATION
Victoria Navarra, Division Chief, Compliance	
Phone: (602) 364-4660	
A.R.S. § 36-3402	

Mission:

To provide effective oversight of RBHA services and contract compliance.

Description:

The subprogram provides administration to the division and reviews various areas of RBHAs to identify where quality of service could be improved; and ensures compliance with contract program and financial standards.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	14,644.0	16,074.8	19,406.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	20,575.9	22,261.3	24,214.9
Program Total	35,219.9	38,336.1	43,621.7
FTE Positions	238.7	238.7	238.7

- ◆ **Goal 1** To ensure that the behavioral health needs of Arizonans are met through standards set in ADHS/RBHA contracts.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Title XIX/XXI clients receiving a routine appointment within 23 days of initial assessment	86	95	95
Percent of eligible Title XIX population enrolled in behavioral health treatment programs	11.4	11.5	11.5

- ◆ **Goal 2** To ensure the fiscal and financial accountability of the RBHAs.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of encounters received no later than 210 days after the end of the month which service is rendered	97.46	89	90

- ◆ **Goal 3** To strengthen the quality of publicly funded behavioral health services to clients through continued enhancement of a comprehensive quality management program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Percent of RBHA T-XIX adult clients satisfied with services, as measured through an annual satisfaction survey	86	80	82
Explanation:	Rates reported for each fiscal year reflect prior fiscal year's survey results.		

HSA 3.2	Subprogram Summary
	GENERAL MENTAL HEALTH SERVICES
Sondra Stauffacher, Division Chief, Bureau of Quality Management	
Phone: (602) 364-4651	
A.R.S. § 36-2907.02	

Mission:

To provide leadership, policy direction and administration for a statewide system of behavioral health care services for persons who are Title XIX and Title XXI eligible, and for targeted persons who are not eligible for Title XIX or Title XXI funded services.

Description:

The subprogram contracts with the RBHAs to offer a comprehensive continuum of mental health intervention and treatment services to meet the general mental health service needs of targeted Title XIX and Non-Title XIX adults.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,416.8	4,848.4	5,853.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,028.3	7,666.3	8,405.3
Program Total	11,445.1	12,514.7	14,258.6
FTE Positions	2.7	2.7	2.7

- ◆ **Goal 1** To provide general mental health services to Title XIX and Title XXI eligible adults and targeted adults who are not eligible for Title XIX or Title XXI funded services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Title XIX/XXI General Mental Health Adults enrolled	27,274	28,000	30,000
Number of Non-Title XIX/Non-Title XXI (Subvention) General Mental Health Adults enrolled	18,354	14,500	14,000
Total number of General Mental Health Adults enrolled	45,628	42,500	44,000
Number of older adults (age 65+) served by the behavioral health system	5,332	5,500	6,000

- ◆ **Goal 2** To strengthen the quality of publicly funded behavioral health services to clients through continued enhancement of a comprehensive quality management program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of RBHA Title XIX adult clients satisfied with services, as measured through an annual satisfaction survey	86	87	88

Explanation: Rates reported for each fiscal year reflect prior fiscal year's survey results.

HSA 3.3

Subprogram Summary

SUBSTANCE ABUSE SERVICES

Sondra Stauffacher, Division Chief, Bureau of Quality Management

Phone: (602) 364-4651

A.R.S. § 36-2001

Mission:

To provide leadership, policy direction, and administration for a statewide system of behavioral health care services for persons who are Title XIX and Title XXI eligible, and for targeted persons who are not eligible for Title XIX or Title XXI funded services.

Description:

The agency contracts with the RBHAs to offer a comprehensive continuum of substance abuse intervention and treatment services to meet the needs of targeted Title XIX and Non-Title XIX individuals and families involved in substance use and abuse.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	73,450.3	80,627.2	97,339.3
Other Appropriated Funds	2,500.0	2,500.0	2,500.0
Other Non Appropriated Funds	222,746.0	240,828.3	261,772.1
Program Total	298,696.3	323,955.5	361,611.4
FTE Positions	14.1	14.1	14.1

- ◆ **Goal 1** To reduce/eliminate use of alcohol and other drugs among clients who complete substance abuse treatment.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of clients with eliminated or reduced use of alcohol or drugs	44	50	50

- ◆ **Goal 2** To increase paid employment among clients who complete substance abuse treatment.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of clients employed or involved in work related activities	57	59	60

- ◆ **Goal 3** To reduce criminal activity among clients who complete substance abuse treatment.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of clients with decreased arrest rate	37	40	45

- ◆ **Goal 4** To provide substance abuse services to Title XIX and Title XXI eligible adults and targeted adults who are not eligible for Title XIX or Title XXI funded services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Title XIX/XXI clients with substance abuse disorders enrolled	65,305	68,000	72,000
Number of Non-Title XIX/Non-Title XXI (Subvention) clients with substance abuse disorders enrolled	17,584	14,000	14,000
Total clients with substance abuse disorders enrolled	82,889	82,000	86,000

HSA 3.4

Subprogram Summary

SERVICES FOR PERSONS WITH SERIOUS MENTAL ILLNESS

Sondra Stauffacher, Division Chief, Bureau of Quality Management

Phone: (602) 364-4651

A.R.S. § 36-503.02

Mission:

To provide leadership, policy direction and administration for a statewide system of behavioral health care services for persons who are Title XIX and Title XXI eligible, and for targeted persons who are not eligible for Title XIX or Title XXI funded services.

Description:

The subprogram contracts with RBHAs for the development and maintenance of a comprehensive system of care for individuals with a serious mental illness.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	183,465.5	198,056.6	239,109.4
Other Appropriated Funds	21,624.1	28,672.8	0.0
Other Non Appropriated Funds	435,148.6	474,564.0	520,217.0
Program Total	640,238.2	701,293.4	759,326.4
FTE Positions	5.0	5.0	5.0

- ◆ **Goal 1** To provide behavioral health services to Title XIX, Title XXI, and non-Title XIX individuals with a serious mental illness (SMI).

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Title XIX/XXI clients enrolled with a SMI	27,396	29,000	31,000
Number of Non-Title XIX/Non-Title XXI (Subvention) clients enrolled with a SMI	13,325	11,000	11,500
Total clients enrolled with a SMI	40,721	40,000	42,500
Percent of SMI clients on anti-psychotics receiving new generation psychotropic medications	70	72	74
Number of dual eligible, seriously mentally ill enrolled clients receiving medication as prescribed	5,606	6,000	6,500

- ◆ **Goal 2** To increase the number of adult clients who are or have moved to either independent or supportive settings who were homeless.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of adult SMI clients who have moved to independent or supportive settings who were homeless	694	700	710

- ◆ **Goal 3** To increase the number of adult SMI clients who obtain employment as a result of services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of clients employed or involved in work related activities	47.5	49	50

HSA 3.5

Subprogram Summary

CHILD AND ADOLESCENT SERVICES

Sondra Stauffacher, Division Chief, Bureau of Quality Management

Phone: (602) 364-4651

A.R.S. Title 36, Ch. 29, 34

Mission:

To provide leadership, policy direction and administration for a statewide system of behavioral health care services for children who are Title XIX and Title XXI eligible and for targeted persons who are not eligible for Title XIX or Title XXI funded services.

Description:

Children and adolescents under age 18 may be referred for assessment of need for a continuum of behavioral health services delivered by RBHAs and their contracted provider networks. Services range from in-patient to out-patient services, and are available in alternative settings, including home and community-based treatment. Residential and out-patient services are provided according to established Individual Education Plans (IEP) for children who are seriously emotionally handicapped.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	130,976.2	143,774.0	173,575.2
Other Appropriated Funds	2,064.0	2,251.9	0.0
Other Non Appropriated Funds	369,201.0	384,630.1	421,023.8
Program Total	502,241.2	530,656.0	594,599.0
FTE Positions	9.2	9.2	9.2

- ◆ **Goal 1** To provide behavioral health services to Title XIX, Title XXI and Subvention eligible children and adolescents statewide.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Title XIX/XIX children enrolled	45,259	46,000	48,000
Number of Non-Title XIX/Non-Title XXI (Subvention) children enrolled	5,074	4,200	4,300
Total children enrolled	50,333	50,200	52,300

- ◆ **Goal 2** To strengthen the quality of publicly funded behavioral health services to children and their families through continued enhancement of comprehensive quality management programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of RBHA Title XIX families (with children ages 0-17) satisfied with services, as measured through an annual satisfaction survey	78	80	82
Explanation:	Rates reported for each fiscal year reflect prior fiscal year's survey results. FY 2008 estimate based on receipt of funding requested in decision package.		

HSA 3.6

Subprogram Summary

PREVENTION

Sondra Stauffacher, Division Chief, Bureau of Quality Management

Phone: (602) 364-4651

A.R.S. § 36-3433.B1

Mission:

To provide preventative behavioral health services that will increase the health and productivity of Arizonans.

Description:

The subprogram is responsible for developing a statewide plan that will identify the priorities for a comprehensive prevention approach for children and adults, which coincides with the Federal Center for Substance Abuse Prevention initiatives required in grant funding, including early intervention, community mobilization, parent-family community education, mentoring, peer leadership and life skills development.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	762.2	836.7	1,010.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,773.3	7,847.9	7,934.3
Program Total	8,535.5	8,684.6	8,944.4
FTE Positions	6.5	6.5	6.5

- ◆ **Goal 1** To provide behavioral health prevention services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of persons receiving prevention services	546,580	193,000	350,000
Explanation:	Numbers reported for each fiscal year reflect prior fiscal year's data.		

HSA 4.0

Program Summary

ARIZONA STATE HOSPITAL

John C. Cooper, Chief Executive Officer

Phone: (602) 220-6000

A.R.S. § 36-202, 3402

Mission:

To restore and enhance the mental health of persons requiring specialized psychiatric services in a safe, therapeutic environment.

Description:

The Arizona State Hospital, a component of the statewide continuum of behavioral health services, provides inpatient treatment and rehabilitation services for the most severely mentally disabled citizens of Arizona, including individuals referred under the provisions of the judicial system. The Hospital must, therefore, provide a comprehensive range of intensive interventions in a secure and safe environment.

This Program Contains the following Subprograms:

- ▶ Clinical Support Services
- ▶ Clinical and Program Services
- ▶ Arizona Community Protection & Treatment Center
- ▶ Psychiatric Review Board

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	67,844.0	67,215.3	71,015.2
Other Appropriated Funds	5,937.0	7,182.6	3,381.7
Other Non Appropriated Funds	881.6	1,122.7	1,122.7
Program Total	74,662.6	75,520.6	75,519.6
FTE Positions	877.7	877.7	877.7

HSA 4.1

Subprogram Summary

CLINICAL SUPPORT SERVICES

John Cooper, Chief Executive Officer

Phone: (602) 220-6000

A.R.S. § 36-202

Mission:

To restore and enhance the mental health of persons requiring specialized psychiatric services in a safe, therapeutic environment.

Description:

The Arizona State Hospital, a component of the statewide continuum of behavioral health services, provides inpatient treatment and rehabilitation services for the most severely mentally disabled citizens of Arizona, including individuals referred under the provisions of the judicial system. The Hospital must, therefore, provide a comprehensive range of intensive interventions in a secure and safe environment.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	18,636.6	18,463.9	19,507.7
Other Appropriated Funds	63.0	76.3	35.9
Other Non Appropriated Funds	739.1	860.7	860.7
Program Total	19,438.7	19,400.9	20,404.3
FTE Positions	175.8	175.8	175.8

◆ **Goal 1** To ensure facilities meet modern day treatment, environmental and security standards.

◆ **Goal 2** To maintain a stable and competent work force.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of staff turnover during the first 12 months of employment	6.3	6	7
RN vacancy rate not to exceed regional average	6.4	15	11

HSA 4.2

Subprogram Summary

CLINICAL AND PROGRAM SERVICES

John Cooper, Chief Executive Officer

Phone: (602) 220-6000

A.R.S. § 36-202

Mission:

To restore and enhance the mental health of persons requiring specialized psychiatric services in a safe, therapeutic environment.

Description:

The Arizona State Hospital, a component of the statewide continuum of behavioral health services, provides inpatient treatment and rehabilitation services for the most severely mentally disabled citizens of Arizona, including individuals referred under the provisions of the judicial system. The Hospital must, therefore, provide a comprehensive range of intensive interventions in a secure and safe environment.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	38,250.7	37,896.3	40,038.7
Other Appropriated Funds	5,874.0	7,106.3	3,345.8
Other Non Appropriated Funds	142.5	262.0	262.0
Program Total	44,267.2	45,264.6	43,646.5
FTE Positions	524.9	524.9	524.9

◆ **Goal 1** To provide effective and patient-centered treatment and rehabilitation services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Adult forensic patients year-end census	134	160	160
Civil adult patients year-end census	111	120	120
Percent of Restoration to Competency adults discharged within 90 days of admission	55	60	60
Seclusion incidents per 1,000 patient days	.77	1.0	1.0
Restraint incidents per 1,000 patient days, including brief physical holds	5.36	5.0	5.0
Percent of patients receiving new generation atypical anti-psychotic medication	85.97	90	90
Percent of adult civil clients successfully placed in the community who return for another stay within one year of discharge	8.3	6.0	6
Explanation:			
Percent of target population tested positive for Hepatitis C receiving Pegulated Inteferon treatment	5	5	5
Explanation:			

Weekly number of hours of PC support at the Hospital

FY 2009 Expected (With Funding): 120
FY 2009 estimate based on additional funding as requested in decision package.

HSA 4.3

Subprogram Summary

ARIZONA COMMUNITY PROTECTION & TREATMENT CENTER

John Cooper, Chief Executive Officer

Phone: (602) 220-6000

A.R.S. §§ 36-3701 et. seq. (formerly A.R.S. 13-4601)

Mission:

To protect the community from sexually violent offenders while providing a safe environment for those individuals. ACPTC provides Sexually Violent persons referred by the Courts with comprehensive treatment and supervision with the goal of community reintegration. The ACPTC offers residents the opportunity to gain the knowledge, skills and personal growth necessary to assist in their journey towards community reintegration.

Description:

The Arizona State Hospital is the responsible entity for operating a program for the treatment, care and control of sexually violent persons. The sexually violent persons subprogram is licensed separately as a Secured Residential Level I facility. This subprogram is staffed and funded separately from the psychiatric hospital.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	10,880.2	10,779.4	11,388.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	10,880.2	10,779.4	11,388.8
FTE Positions	176.0	176.0	176.0

◆ **Goal 1** To deliver residential housing and treatment services that

reflect the individualized needs of residents in accordance with the court orders.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of residents in pre-trial program	21	20	20
Number of residents in treatment	13	14	14
Number of residents in less restrictive alternative	51	50	50
Explanation:	Includes persons living in the community on conditional release.		
Percent of residents in treatment status participating in the designed treatment program	75	80	77
Percent of population classified as special needs and requiring special programming and higher staff to patient ratio.	35	35	35
SVP program year end census	85	84	84

HSA 4.4
Subprogram Summary
 PSYCHIATRIC REVIEW BOARD
 John Cooper, Chief Executive Office
 Phone: (602) 220-6000
 A.R.S. § 13-3994

Mission:

To ensure public safety by maintaining jurisdiction and properly monitoring persons who are committed to a secure state mental health facility.

Description:

The Psychiatric Review Board, which adopts rules to carry out the purposes of A.R.S. § 31-4 and 13-38.14 has the following duties: maintaining jurisdiction over persons who are committed to a secure state mental health facility pursuant to A.R.S. § 13-3994; holding hearings to determine if a person committed to a secure state mental health facility is eligible for conditional release; determining if conditions of release should be continued, modified, or terminated, in conjunction with the secure state mental health facility and other appropriate community agencies or persons; devising plans for any conditional release; confidentially maintaining all medical, social and criminal history records of persons who are committed to its jurisdiction; and meeting notification requirements specified in A.R.S. § 31-502.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	76.5	75.7	80.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	76.5	75.7	80.0
FTE Positions	1.0	1.0	1.0

- ◆ **Goal 1** To monitor and maintain jurisdiction over persons who are committed to a secure state mental health facility pursuant to A.R.S. 13-3994.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of persons monitored	129	141	141

HSA 5.0

Program Summary

PUBLIC HEALTH SERVICES

Will Humble, Deputy Director for Public Health Services
 Phone: (602) 364-1040
 A.R.S. § 36-132

Mission:

To promote and protect the health of Arizona's children and adults.

Description:

The program ensures public safety through public health policy and leadership, public health preparedness services, and public health prevention services. These subprograms enhance collection, analysis, and dissemination of public health data; build and protect public health infrastructures that detect, control, and protect Arizonans from infectious and environmental threats and enhance the state's ability to respond to emergencies; improve Arizonans' health outcomes by preventing disease, reducing disability, and increasing access to care; strengthen the family and community by promoting and improving health status through leadership, collaboration and partnership; and recognize, involve, and communicate with public health constituencies.

This Program Contains the following Subprograms:

- ▶ Administration and Local, Border and Native American Health Offices
- ▶ Public Health Statistics
- ▶ Vital Records
- ▶ Emergency Medical Services
- ▶ Arizona Poison Control
- ▶ State Laboratory Services
- ▶ Epidemiology and Disease Control
- ▶ Public Health Emergency Preparedness and Response
- ▶ Tobacco Education and Prevention
- ▶ Health Systems Development
- ▶ Oral Health
- ▶ Women's and Children's Health
- ▶ Children with Special Health Care Needs
- ▶ Chronic Disease Prevention and Nutrition Services

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	77,314.4	76,282.9	80,969.6
Other Appropriated Funds	19,169.5	19,521.1	19,521.1
Other Non Appropriated Funds	361,843.2	373,638.7	381,949.7
Program Total	458,327.1	469,442.7	482,440.4
FTE Positions	746.0	746.0	746.0

HSA 5.1 Subprogram Summary
ADMINISTRATION AND LOCAL, BORDER AND NATIVE AMERICAN HEALTH OFFICES
 Will Humble, Deputy Director for Public Health Services
 Phone: (602) 364-1040
 A.R.S. §§ 36-132, 36-110, 36-189A

Mission:

To provide leadership, coordination and support for statewide public health and to strengthen the family and community by recognizing, involving, and communicating with public health constituencies.

Description:

The subprogram consists of the Office of the Assistant Director of the Division of Public Health Services, the Public Health Services Office of Financial Services, the Preventive Health and Health Services Block Grant Administration, the Governor's Council on Physical Fitness, the Office of Border Health, and the liaisons for local health, minority health, healthy aging, and Native American health. The subprogram coordinate internal programs and resources, provides accountability, and develops and maintains linkages with private, federal, state, and local organizations and agencies. The Office of Border Health coordinates and integrates public health program efforts to identify, monitor, control, and prevent adverse health events in border communities, and strengthens cross-border public health collaboration with Mexico. The Local Health liaison provides consultation, technical assistance and advocacy for local health departments and other agencies to develop and maintain programs that improve the public's health. The Minority Health liaison works to promote and improve the health status of racial and ethnic minority populations in Arizona by incorporating social, economic, and behavioral factors. The purpose of the Healthy Aging Liaison is to serve as an advocate, resource, and communication link between the Department and other agencies and entities providing direct or indirect public health services to Arizona's older adults in communities across the state. The Native American liaison serves as an advocate, resource, and communication link between the Department and the Native American health care community for the purpose of enhancing health care services.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,592.9	3,544.9	3,544.9
Other Appropriated Funds	288.7	293.8	293.8
Other Non Appropriated Funds	1,277.0	1,984.7	1,984.7
Program Total	5,158.6	5,823.4	5,823.4
FTE Positions	38.5	38.5	38.5

- ◆ **Goal 1** To develop community-based systems for data collection, surveillance, and analysis of health status in border communities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of border community health assessments	2	2	2
Number of sentinel surveillance sites	0	3	3
Explanation:	The reason for the FY 2008 actual number being 0 is that the Border Infectious Disease Surveillance (BIDS) position was vacant from January 2007 through September 2008. The position has been filled. The new BIDS Surveillance Officer will start in September 2008. Because of that vacancy, we did not do active sentinel surveillance here in Tucson.		

- ◆ **Goal 2** To provide technical assistance, continuing health education and dissemination of health-related information to border communities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of presentations to health professionals	5	5	5
Number of public meetings	8	8	8
Number of information/educational materials distributed	2,000	2,000	2,000

Number of issues of border health newsletter	3	3	3
Percent of attendees expressing satisfaction with program	85	85	85

- ◆ **Goal 3** To enhance and expand collaborative efforts in the areas of research, education and services with Mexican public health and academic institutions.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of border health epidemiological studies	1	1	1
Number of border health conferences	1	1	1
Number of border health projects	5	5	5

- ◆ **Goal 4** To serve as a resource and communication link with the Native American health care community.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of meetings held with Tribal, Urban and IHS Health	86	90	90
Number of projects receiving technical assistance	39	40	40

- ◆ **Goal 5** To increase the physical activity of children and adults.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of community events that promote physical activity to children and/or adults	89	75	75
Number of schools reached through activity programs	95	80	80

- ◆ **Goal 6** To serve as a resource and communication link to enhance and expand collaborative efforts in the areas of research, education, and health promotion for older adults.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of community/agency presentations	23	25	30
Number of health projects for older adults	2	1	1

HSA 5.2 Subprogram Summary
PUBLIC HEALTH STATISTICS
 Richard S. Porter, Bureau Chief
 Phone: (602) 542-7330
 A.R.S. §§ 36-132, 36-136, 36-301 to 36-347

Mission:

To collect, analyze and report public health statistics and information that guide actions and policies to improve the health of Arizonans.

Description:

This subprogram provides epidemiological and statistical public health data to support the Department and the public. In addition, the subprogram provides health registries, vital statistics reporting, tobacco primary care evaluation, hospital cost reporting, statistical evaluation and epidemiological technical assistance.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,285.7	4,228.5	4,228.5
Other Appropriated Funds	1,230.0	1,251.7	1,251.7
Other Non Appropriated Funds	937.1	905.6	940.8
Program Total	6,452.8	6,385.8	6,421.0
FTE Positions	45.7	45.7	45.7

- ◆ **Goal 1** To collect, manage and provide patient level hospital emergency department and inpatient data to the Department of Health Services and other stakeholders.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of records processed (in	2.5	2.6	2.7

millions)

Number of inpatient reports	172	176	178
Number of emergency room reports	130	133	135
Number of requests for public release answered	50	50	52

- ◆ **Goal 2** To collect, manage and maintain rate documentation and financial reports for hospitals, nursing homes, home health agencies, hospices and outpatient treatment centers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of rate comparison reports (Schedule 13)	60	115	120
Number of charge master reviews	900	700	720
Number of Uniform Accounting Reports received	270	300	300
Number of financial audits received	85	100	100
Number of Medicare cost reports received	180	250	250
Number of referrals/consultations	1,300	1,400	1,400
Number of complaints reviewed	140	150	150
Number of investigations conducted	4	6	6

- ◆ **Goal 3** To collect and maintain accurate and complete data related to the incidence of cancer in Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of case reports received	46,360	36,500	40,000
Explanation: Due to software conversion.			
Percentage of cases reported within 1 year of the close of diagnosis year	59	80	80
Number of data requests/inquiries completed	35	50	50
Number of audits	0	9	9
Audit error rate (percent)	N/A	5	5

- ◆ **Goal 4** To collect and maintain accurate and complete statistical data relating to the occurrence of birth defects among infants born in Arizona to Arizona residents.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of medical records (charts) reviewed	6,914	3,500	3,700
Number of cases registered	2,283	1,200	1,250
Number of data requests/inquiries completed	13	10	10
Number of children referred for services	29	50	75

- ◆ **Goal 5** To conduct quality surveys of behavioral risk factors affecting the health of Arizonans and report findings.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Survey response rate (percent)	73	75	75
Percent of calls completed	36	40	40
Number of interview completed	4,708	4,700	4,700

- ◆ **Goal 6** To provide information on health status of residents of the State through publication of Arizona Health Status and Vital Statistics annual report, other statistical reports and direct requests.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of birth, death, fetal death, marriage, divorce and abortion records processed into population-wide health status information (in thousands)	224	228	228
Requests for health status data and information answered	2,500	2,500	2,500
Number of annually updated reports on the health status of Arizona residents prepared and published	12	11	12

HSA 5.3 Subprogram Summary

VITAL RECORDS

Pat Adams, Office Chief

Phone: (602) 364-1225

A.R.S. §§ 36-301 to 36-347

Mission:

To collect, preserve, protect, and provide the records of birth and death events occurring in Arizona which touch the lives of every Arizonan and their descendents.

Description:

This subprogram is responsible for timely and accurate creation of all Arizona birth and death records, as required under Vital Record statutes and rules. The subprogram provides certified copies of birth and death records, as well as authorized amendments to those records, to over 300,000 customers each year.

Funding and FTE Summary:	(Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds		990.7	977.5	977.5
Other Appropriated Funds		1,930.8	1,936.3	1,936.3
Other Non Appropriated Funds		641.0	646.0	646.0
Program Total		3,562.5	3,559.8	3,559.8
FTE Positions		42.2	42.2	42.2

- ◆ **Goal 1** To decrease waiting time for Vital Records' customers for counter services in the Vital Records' lobby.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer wait time in Vital Records' lobby (in minutes)	15	18	18

- ◆ **Goal 2** To decrease the number of business days to process a customer mail-in request to Vital Records for birth and death records.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of business days to process an application for birth and death certificates by mail	9	7	9

HSA 5.4

Subprogram Summary

EMERGENCY MEDICAL SERVICES

Terry Mullins, Bureau Chief

Phone: (602) 364-3149

A.R.S. §§ 36-2201 to 36-2246

Mission:

To protect the health and safety of people requiring emergency medical and trauma services (EMS), and promote improvements in Arizona's EMS and trauma system through research and education of the public and EMS providers.

Description:

The subprogram provides direction for all statutorily mandated components of Arizona's EMS and trauma system including certification of Emergency Medical Technicians (EMT), certification and auditing of EMT training programs; testing of EMT applicants; certification and auditing of advanced life support base hospitals; inspection and registration of air and ground ambulances operating in Arizona; issuance of Ambulance Certificates of Necessity and determination of rates for certified ambulance services; licensing of air ambulance services; and investigation of complaints against individuals and entities regulated by the Bureau of EMS. EMS operations include the funding for EMS Special Projects, EMS Regional Coordinating Systems, EMS Provider Assistance, and EMS Communications and Dispatch. Through this subprogram, funding is provided to rural EMS providers to assist with the purchase of training and equipment required to administer safe and efficient emergency medical services in the rural areas of Arizona. Community needs are identified through an application process for the purchase of durable equipment, capital equipment and repair, original and continued education and system development. Technical assistance including funding designations, purchases of equipment and assessment of the resulting changes are provided. The subprogram has developed a statewide EMS/trauma system including a trauma registry and trauma center designation and continues to build a system of data linkages between hospitals and the trauma registry. This subprogram provides administrative support for three statutorily mandated bodies, EMS Council, Medical Direction Commission, and State Trauma Advisory Board, and subcommittees of these bodies.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,594.9	3,690.6	3,690.6
Other Non Appropriated Funds	119.2	116.9	117.9
Program Total	3,714.1	3,807.5	3,808.5
FTE Positions	39.0	39.0	39.0

- ◆ **Goal 1** To ensure the health and safety of Arizonans through licensing, monitoring, and technical assistance of ambulance services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of ambulances registered	921	930	940

- ◆ **Goal 2** To ensure the health and safety of Arizonans through the designation of trauma centers and the development, review, and distribution of quarterly trauma registry data reports.

HSA 5.5

Subprogram Summary

ARIZONA POISON CONTROL

Terry Mullins, Bureau Chief

Phone: (602) 364-3149

A.R.S. § 36-1163

Mission:

To provide a 24-hour, seven day-a-week statewide poison and drug information system for doctors, medical institutions, and citizens.

Description:

The subprogram, made up of the Arizona Poison and Drug Information Center at the University of Arizona (UA) and the Banner Poison Control Center, is a statewide system of poison information, education and treatment services. The call centers provide general information about poisons or specific information when there is a certain or suspected exposure to poison to callers throughout the state. Both centers follow-up on human exposures and track medical outcomes.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,154.5	2,125.7	2,125.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	2,154.5	2,125.7	2,125.7
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To provide 24-hour, seven day-a-week statewide poison and drug information to doctors, medical institutions and citizens.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of calls received per 1,000 population (U of Arizona)	70.4	74.0	74.0
Number of calls received per 1,000 population (Banner Poison Control Center)	110.0	115.5	121.3
Number of follow up calls received (University of Arizona)	41,216	42,000	42,000
Number of follow up calls received (Banner Poison Control center)	165,065	173,381	181,984

- ◆ **Goal 2** To treat citizens exposed to life threatening poisoning incidents.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of people receiving scorpion anti-venom	259	250	250

HSA 5.6

Subprogram Summary

STATE LABORATORY SERVICES

Victor Waddell, Bureau Chief

Phone: (602) 364-0609

A.R.S. §§ 36-451 to 36-479, 36-495, 36-15

Mission:

To ensure that essential laboratory services are available to support public health activities in Arizona.

Description:

The State Laboratory provides environmental, clinical and reference analytical lab services to diagnose, prevent, and treat infectious and communicable diseases, epidemics, and biological and chemical threats. Conditions caused by environmental contamination, chronic conditions, and inherited disorders are also priority services. The State Laboratory monitors and evaluates the quality of statewide environmental and clinical laboratories, and enhances environmental and clinical capabilities through training and consultation.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,162.2	4,106.6	4,106.6
Other Appropriated Funds	5,567.5	5,671.6	5,671.6
Other Non Appropriated Funds	5,401.1	2,797.2	2,797.2
Program Total	15,130.8	12,575.4	12,575.4
FTE Positions	117.7	117.7	117.7

- ◆ **Goal 1** To monitor all microbiological and chemical laboratory analyses in the State Laboratory for accuracy, reliability and compliance with approved standard methodologies.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of micro performance testing (PT) samples	434	450	450
Percent of micro PT samples correct	98	98	98
Number of chemical PT samples	1,148	1,200	1,200
Percent of chemical PT samples correct	98	100	100

- ◆ **Goal 2** To protect the health and quality of life of Arizona's newborns by evaluating the accuracy, reliability and compliance of analytical testing for metabolic and genetic disorders.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of newborns screened under the Newborn Screening Program	101,810	107,214	107,214
Number of secondary screens	89,235	90,000	90,000
Number of infants with confirmed metabolic disorders	166	170	170
Number of Newborn Screening (NBS) PT tests	1,197	1,200	1,200
Percent of tests correct	100	100	100
Percent of unsatisfactory specimens	2.0	2.0	2.0

- ◆ **Goal 3** To ensure ongoing support for existing and expanded public health services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of new cases of TB identified	176	200	200
Number of encephalitis positive mosquito pools	98	100	100
Number of animals identified positive for rabies	202	150	150
Number of people exposed to rabid animals	57	50	50
Number of tests negative for rabies: vaccine not required	2,433	2,400	2,400
Number of bacterial cultures performed	5,219	5,500	5,500
Number of significant isolates	2,701	2,700	2,700
Number of serological tests performed	18,876	20,000	20,000
Number of significant findings	894	850	850
Number of respiratory viral cultures	1,680	1,500	1,500
Number of positive influenza cultures	381	400	400
Number of human specimens tested for West Nile Virus	657	650	650
Number of human specimens tested positive for West Nile Virus	35	20	20

- ◆ **Goal 4** To protect the public's health from environmental hazards by providing both routine and emergency surveillance and analytical services (food, surface water (SW), drinking water (DW), lead, etc).

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of samples for environmental lead	274	250	250
Percent of samples identified with lead	35	20	20
Water samples (DW & SW): Chemical parameters tested	15,478	6,000	6,000
Water samples (DW & SW): Positive chemical results	4,013	600	600
Number of water tests - microbiology	1,172	1,200	1,200
Percent of samples violating standards (SW)	23	20	20

Percent of samples violating standards (DW)	6.4	6.0	6.0
Number of food tests	96	100	100
Percent of samples containing contaminants	21.9	20	20

- ◆ **Goal 5** To assist environmental, clinical and blood alcohol testing laboratories to meet all applicable regulatory requirements through licensing surveys, enforcement actions, training and consultation for correction of deficiencies.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of environmental labs licensed	141	139	137
Number of Clinical Laboratory Improvement Act labs surveyed	143	150	150
Number of labs with condition level deficiencies	7	10	10

Subprogram Summary

HSA 5.7

EPIDEMIOLOGY AND DISEASE CONTROL

Don Herrington, Bureau Chief

Phone: (602) 364-1889

A.R.S. §§ 36-132, 36-136

Mission:

To monitor, investigate, prevent, and control diseases in Arizona through programs in infectious disease control, environmental health, HIV/AIDS prevention, and immunizations.

Description:

Provides epidemiological and medical support, guidance, and evaluation to program areas within the Bureau and to other State and local agencies and the general public. Collects, maintains, and analyzes data to monitor and assess the impact of diseases in Arizona; conducts routine and epidemic disease investigations; coordinates disease prevention and control activities within the State; and maintains a statewide epidemic detection and response capability. Programs reduce morbidity, disability and premature death due to communicable diseases; prevent and control adverse health effects due to environmental factors including sun, lead exposure, pesticide poisoning, infectious agents in food and water, and exposure to unsanitary conditions; monitor and reduce HIV/AIDS; and prevent and control the occurrence of human disease and disability due to infectious agents by the administration of vaccines.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	14,025.1	13,838.0	13,838.0
Other Appropriated Funds	91.4	93.0	93.0
Other Non Appropriated Funds	34,134.2	39,277.4	39,406.9
Program Total	48,250.7	53,208.4	53,337.9
FTE Positions	130.8	130.8	130.8

- ◆ **Goal 1** To collect and maintain accurate and complete data relating to the occurrence of diseases in Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Summary of all communicable disease cases tracked by disease surveillance system	23,286	23,000	23,000
Number of animals detected that have diseases transmittable to humans (rabies, plague, hantavirus, etc.)	229	250	250
Number of non-infectious diseases (lead poisoning, pesticide exposure, etc.)	193	185	185

- ◆ **Goal 2** To provide critical medical and support services to end-stage renal disease patients.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of patients assisted	230	110	0

Number of patient services provided		1148	750	0
◆ Goal 3	To prevent and control communicable diseases through early detection and response to disease threats.			
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate	
Number of public health officials, health care providers and community members receiving education and training on how to promptly recognize, report and control communicable diseases	8,600	8,000	8,000	
Percent of outbreak investigations initiated within 48 hours of reporting to ADHS	90	90	90	
◆ Goal 4	To control incidence of tuberculosis by monitoring compliance with recommended guidelines for treatment of tuberculosis cases and their contacts.			
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate	
Patients reported with active tuberculosis disease per 100,000 population	4.7	4.6	4.5	
Percent of contacts to active tuberculosis cases who complete prophylaxis	33	58	60	
Explanation:	Rates reported for each fiscal year are the most recently available and reflect rates based on the calendar year three years prior.			
Percentage of TB patients receiving directly observed therapy	57	90	92	
Explanation:	Rates reported for each fiscal year are the most recently available and reflect rates based on the calendar year three years prior.			
◆ Goal 5	To monitor the magnitude of Hepatitis C viral (HCV) disease in Arizona and provide HCV prevention and education services.			
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate	
Number of HCV cases reported	8,600	8,000	8,000	
Number of healthcare and service providers serving at-risk populations trained	203	200	200	
Number of prisoners visiting health fairs	50	0	0	
Number of participants at health fairs	900	900	900	
◆ Goal 6	To provide STD-related technical assistance to improve communication and collaboration, ensure contract compliance and (within resource limits) assist laboratories, providers, county health departments, correctional institutions and Indian Health Service hospital and service units.			
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate	
Number of technical assistance visits	155	160	175	
◆ Goal 7	To increase compliance of health provider reports and laboratory findings by actively following positive syphilis, chlamydia, and gonorrhea lab results with corroborating morbidity reports.			
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate	
Number of positive results received	33,000	32,500	35,000	
Percent of results that are accurate	95	95	98	
◆ Goal 8	To provide Arizonans with a variety of timely and effective health assessments related to releases of hazardous substances and contaminants into the environment.			
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate	
Number of risk assessments	0	1	1	
Number of epidemiological studies	0	1	1	
Number of ADHS/DEQ consultations	5	14	10	
Number of emergency response/requests	5	5	5	
Number of inquiries for information	2,000	2,000	2,000	
Number of health consultations	5	10	10	
◆ Goal 9	To maintain a registry of children with reported blood lead levels 10 ug/dL or greater and environmental investigation in cases with levels of 20 ug/dL or greater.			

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of reports in registry	178	185	185
Number of follow-up consultations	178	185	185
Number of investigations	36	35	36
◆ Goal 10 To investigate reports of pesticide-related illness to determine circumstances of exposure and maintain a registry of reports.			
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of investigations	4	4	4
Explanation:	Decrease attributed to staffing reduction		
Number of reports in registry	10	10	10
◆ Goal 11 To reduce risk associated with foodborne disease transmission at all Arizona Department of Corrections (ADC) prisons.			
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of ADC facilities inspected	326	300	300
Percent of ADC facilities in compliance	90	95	95
◆ Goal 12 To reduce risk associated with foodborne illness by performing environmental health inspections of adult foster care homes, BHS treatment centers, homes for the developmentally disabled, requests from other state agencies, and DHS-licensed children's camps.			
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of facilities inspected	109	115	115
Explanation:	Future decrease attributed to change in program responsibilities.		
Percent of facilities in compliance	92	96	96
◆ Goal 13 To increase assistance to and responsibilities of County Health Departments by conducting joint sanitarian inspections, standardization, program evaluation, and needs assessments.			
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of joint inspections/trainings	22	20	20
Number of sanitation standardizations	5	5	5
Explanation:	Reflects change in standardization procedure		
Number of county health department program evaluations	5	15	15
Number of program areas delegated to county health departments	11	11	11
◆ Goal 14 To provide Arizonans with health consultations and community health education activities relating to potential human exposures to hazardous materials.			
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of health consultations	5	10	10
Number of environmental education presentations	5	20	20
Number of community consultations	110	100	100
Number of technical assistance consultations	295	300	300
◆ Goal 15 To educate Arizona children about the importance of sun safety by developing school-based learning programs.			
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of SunWise schools	1200	1200	1200
◆ Goal 16 To provide HIV prevention, education and counseling services to persons at risk and provide technical assistance, professional guidance and training.			
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of persons receiving HIV-related services	15,000	16,000	16,000
Number of HIV-related training workshops	30	30	30
Number of counties funded	14	14	14
◆ Goal 17 To monitor the magnitude of the trends in the HIV/AIDS epidemic to assist in targeting prevention, care and support services.			

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of timely completions from initial report through case investigation (within 12 months)	75	75	75
Number of cases identified - AIDS	573	580	580
Number of cases identified - HIV	245	250	260

- ◆ **Goal 18** To rapidly and accurately respond to medical provider requests for medications provided by the DHS AIDS Drug Assistance Program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of medications shipped within 48 hours	100	100	100
Percent of medications that are the correct product and dose	100	100	100
Number of clients receiving HIV medication through Arizona Drug Assistance Program (average per month)	900	900	920

- ◆ **Goal 19** To assure the immunization levels within the state, licensed child care facilities (CCFs), and schools are maintained at appropriate levels.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Immunization rate among 2-year old children	78	84	84
Percent of children in compliance with ADHS prescribed vaccination levels at CCFs	94	94	92
Percent of kindergarten children in compliance with ADHS prescribed vaccination levels	94	94	92
Percent of adolescents (7th grade) in compliance with ADHS prescribed vaccination levels	91	93	90

- ◆ **Goal 20** To assure pregnant women are screened for HBsAg and the newborns receive appropriate prophylactic treatment.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of pregnant women identified as HBsAg positive	241	180	200
Percent of newborns who receive appropriate prophylactic treatment at birth	100	100	100

- ◆ **Goal 21** To assure county health department (CHD) immunization clinics in Arizona are compliant with National Vaccine Advisory Committee recommended "Standards for Pediatric Immunization Practices."

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of CHDs in compliance (per calendar year)	100	100	100

- ◆ **Goal 22** To enroll providers in the Vaccines for Children Program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of eligible provider sites enrolled	74	74	82

- ◆ **Goal 23** To maintain a state immunization information system to act as a central registry of immunization data on children under 19 years of age.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of enrolled provider sites submitting data to the registry	95	95	95
Percent of resident children under 19 years of age in the registry with an immunization event	97	97	97

- ◆ **Goal 24** To educate, gain compliance and enforce the Arizona Smoke-Free Act

HSA 5.8

Subprogram Summary

PUBLIC HEALTH EMERGENCY PREPAREDNESS AND RESPONSE

Teresa Ehner, Acting Bureau Chief

Phone: (602) 364-2471

A.R.S. § 36-787

Mission:

To prepare for, detect, and respond to public health emergencies.

Description:

The Bureau of Emergency Preparedness and Response was created to prepare for, detect, and respond to public health emergencies. The Bureau is responsible for emergency preparedness, which includes planning, education, and exercises, and emergency response, which includes electronic disease surveillance, risk communication, public information, and logistics. The Bureau's activities focus on developing an operable statewide public health system that includes the counties, tribes, hospitals, long term care facilities, ambulatory services, health care providers, and health plans.

Funding and FTE Summary:	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	750.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	29,736.3	27,612.3	27,612.3
Program Total	29,736.3	27,612.3	28,362.3
FTE Positions	69.5	69.5	69.5

- ◆ **Goal 1** To develop and implement a statewide health alert network communication system.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of public health and emergency response professionals on Health Alert Network	1,592	3,400	5,600

- ◆ **Goal 2** To conduct training and education programs on bioterrorism and public health emergency response activities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of persons who have received training	2,467	1,000	3,000

- ◆ **Goal 3** To ensure trained volunteers statewide are trained to assist in dispensing clinics and other operations during a public health emergency.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of trained volunteers to assist in state and local public health emergency operations	10,633	5,000	13,000

- ◆ **Goal 4** To develop an electronic disease surveillance system (MEDSIS and SIREN).

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of user from agencies, organizations, and other entities reporting to MEDSIS	1,950	2,100	2,100

HSA 5.9
Subprogram Summary
 TOBACCO EDUCATION AND PREVENTION
 Wayne Tormala, Bureau Chief
 Phone: (602) 364-0834
 A.R.S. § 36-132

Mission:

To work together to build individual, organizational, and community capacities to reduce the impact of commercial tobacco abuse.

Description:

The Arizona Tobacco Education and Prevention Program manages programs and provides technical assistance to reduce tobacco use in Arizona. By emphasizing a comprehensive, community-based approach, the office addresses tobacco use among all Arizonans through the following: statewide media campaigns and public relations promotions; support of local coalitions; a Smoker's Helpline to provide counseling and referral; promotion of tobacco-free school policies; and establishment and maintenance of youth coalitions.

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	24,171.6	28,821.0	26,013.2
Program Total	24,171.6	28,821.0	26,013.2
FTE Positions	18.0	18.0	18.0

◆ **Goal 1** To reduce tobacco use among Arizonans.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of cessation clients who receive complete service from the ASHline	5,863	8,000	10,000
Average quit rate for ASHline cessation clients in the last seven months for at least 24 hours	0	22	24
Average quit rate for community based cessation clients in the last seven months for at least 24 hours	0	16	16
Percent of adults who smoked in the last month	0	17.5	15
Percent of high school youth who smoked in the last month	0	17.5	16.5
Percent of middle school youth who smoked in the last month	0	9	9

HSA 5.10
Subprogram Summary
 HEALTH SYSTEMS DEVELOPMENT
 Patricia Tarango, Office Chief
 Phone: (602) 542-1436
 A.R.S. §§ 15-1721, 36-2921

Mission:

To optimize the health of Arizona residents by developing and strengthening systems and services to expand access to primary care and other services with emphasis on the health needs of underserved people and areas and by promoting and protecting the health and well-being of Arizona's minority and vulnerable populations.

Description:

Health Systems Development was established in 1995 and is the Primary Care Office for the state of Arizona. The Office of Health Systems Development administers the Arizona Department of Health Services Primary Care Program and provides a complementary focus on improving access to primary health care through workforce recruitment, retention programs and the designation of medically underserved areas. The principal focus is to improve access to primary care, particularly among vulnerable and underserved populations. The Office also hosts the Center for Minority Health (CMH) for the State of Arizona. CMH is the Federal designee for the state. The CMH serves as Arizona's central source of information and resources related to minority health and health disparities. The Center will provide leadership by building networks and community capacity to reduce health disparities. Health disparities are avoidable differences in the incidence, prevalence, mortality, and burden of disease within specific population groups.

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	10,947.5	10,801.5	10,801.5
Other Appropriated Funds	4,500.5	4,580.1	4,580.1
Other Non Appropriated Funds	531.5	612.2	612.2
Program Total	15,979.5	15,993.8	15,993.8
FTE Positions	15.1	15.1	15.1

◆ **Goal 1** To update primary care area profiles annually, including appropriately redesignating currently underserved areas as required, by the end of FY 2008.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of areas redesignated in a timely manner	100	100	100

◆ **Goal 2** To assist in recruitment of primary care providers to underserved areas.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of J-1 Visa Waivers supported	30	30	30
Number of National Health Service Corp new contracts	76	80	83
Number of Health Professional Shortage Act designations obtained	15	10	10

◆ **Goal 3** To grant loan repayment awards to ensure all available state and federal funds are encumbered by the end of the program year.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of loan repayments / awards contracted	23	38	40

◆ **Goal 4** To support the provision of primary health care to uninsured individuals.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of unduplicated uninsured clients receiving primary care services visits provided through	36,693	25,428	25,428

Primary Care funds			
Explanation:	FY 2008 Actual is only an estimate. Actual data will be available in November 2008.		
Number of primary care visits provided through funded contracts	128,428	89,000	89,000
Explanation:	FY 2008 Actual is only an estimate. Actual data will be available in November 2008.		

Number of communities supported by the Office of Oral Health to assess health needs and resources; develop oral health action plans; and/or implement oral health improvement efforts	40	43	43
Number of professionals and paraprofessionals trained in emerging oral health issues	1,000	1,500	1,500

HSA 5.11 Subprogram Summary

ORAL HEALTH

RaNee Tuscano, Acting Bureau Chief

Phone: (602) 542-1886

A.R.S. § 36-132

Mission:

To promote oral health for the well-being of all Arizona residents.

Description:

The Office of Oral Health provides assistance to communities in assessing dental needs and resources; provides assistance in the development of community dental clinics and other dental care delivery models; provides technical assistance and consultation for developing oral health care standards, policies and systems' conducts oral health assessments of communities; monitors oral health workforce issues; provides training on oral health issues; promotes the use of dental sealants and optimally fluoridated water; provides preventive services to eligible, high risk persons including dental sealant placement and fluoride mouth rinses.

The Office also Welcome to the official website for the Center for Minority Health (CMH) for the State of Arizona. CMH is in the Arizona Department of Health Services within the Office of Health Systems Development and is the federal designee for the state.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	567.0	559.4	559.4
Other Appropriated Funds	0.7	0.7	0.7
Other Non Appropriated Funds	831.3	798.7	798.7
Program Total	1,399.0	1,358.8	1,358.8
FTE Positions	10.5	10.5	10.5

◆ Goal 1 To prevent oral diseases in children and adults.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
The percent of high-risk children in second grade who never had tooth decay	22	22	22
The percent of high-risk children who receive preventative dental care annually	38	39	38
The number of children receiving preventative dental sealants through the Arizona Dental Sealant Program	7,860	8,000	9,000
The percent of the population served by community water systems with optimally fluoridated water	56	56	56.1
The number of children participating in the Arizona Fluoride Mouthrinse Program	16,073	19,000	20,000

◆ Goal 2 To increase access to dental care for children and adults.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
The percent of adults who receive dental care annually	69	69	69
The percent of high-risk children who receive dental care annually	39	39	39
The percent of high-risk children through age 5 years who receive dental care annually	26	27	27

◆ Goal 3 To assist communities in solving their own oral health problems.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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HSA 5.12 Subprogram Summary

WOMEN'S AND CHILDREN'S HEALTH

Sheila Sjolander, Bureau Chief

Phone: (602) 364-1419

A.R.S. § 36-132

Mission:

To strengthen the family and the community by promoting and improving the health status of women and children.

Description:

The Office of Women's and Children's Health supports efforts to improve the health of Arizona's women and children. Activities focus on assessment of health status and identification of health issues, development of partnerships and planning to address health issues, and provision of "safety net" services.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	7,437.4	7,338.2	7,338.2
Other Appropriated Funds	1,485.7	1,515.5	1,515.5
Other Non Appropriated Funds	11,723.2	45,366.9	45,366.9
Program Total	20,646.3	54,220.6	54,220.6
FTE Positions	76.0	76.0	76.0

◆ Goal 1 To reduce mortality and morbidity of the maternal and child population.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Reduction in the rate of deaths to under age 15 children caused by motor vehicle crashes	4.2	4.2	4.2
Reduction in rate of hospitalizations for nonfatal injuries and poisonings per 100,000 adolescents ages 15 through 19	614.4	560.8	511.9
Reduction in rate of hospitalizations due to violence against women per 100,000 women ages 18 and older	14.7	14.2	13.6
Number of child care health consultation service units provided	621	450	450
Explanation:	FY 2008 increase is due to measles outbreak in Pima County.		
Number of Community Health Nurse visits to High Risk Perinatal Program enrolled at risk infants within the first year of life	10,877	16,500	16,500
Explanation:	FY 2008 actual is only through April 2008. May and June 2008 numbers still have to be entered into database.		

◆ Goal 2 To increase access to health care.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of low-income women (150 percent of the Federal Poverty Level) who receive reproductive health/family planning services funded by the Office of Women's and Children's Health	4,500	6,000	6,500
Explanation:	FY 2008 actual low due to change in provider in Maricopa County		
Number of children (ages 1 through 14) hospitalized for ambulatory care sensitive conditions per 100,000	648.55	640	640
Percent of Health Start women enrolled in the program in the first trimester of pregnancy	32	35	38
Explanation:	Not all of the 2008 data has been entered into the data system.		

Number of Health Start participants	2,018	2,175	2,600
Explanation:	Not all of the 2008 data has been entered into the data system.		

◆ **Goal 3** To reduce the number of child fatalities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of cases reviewed by local teams	100	100	100
Explanation:	The actual was higher than the estimate due to the program receiving additional funding to review 100% of the 2007 deaths.		
Number of SIDS deaths in Arizona	31	29	30
Percent of SIDS cases reviewed by Local Child Fatality Review teams	100	100	100

◆ **Goal 4** To reduce the rate of occurrence of the ten leading causes of injury.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Unintentional injury-related deaths of children ages 1-14 (per 100,000)	7.2	6.5	5.8
Explanation:	The information provided is for calendar year 2007. This is the most recent data available.		
Older adult death rates (ages 65-84) per 100,000 as a result of a serious fall	37.8	34.9	32.3
Explanation:	The information provided is for calendar year 2007. This is the most recent data available.		
Older adult death rates (ages 85+) per 100,000 as a result of a serious fall	315.2	304.6	294.4
Explanation:	F		

HSA 5.13 **Subprogram Summary**
CHILDREN WITH SPECIAL HEALTH CARE NEEDS
Joan Agostinelli, Office Chief
Phone: (602) 542-2584
A.R.S. §§ 36-132

Mission:

To continuously improve comprehensive systems of care which enhance the health, future, and quality of life for children and youth with special health care needs, their families, and the communities in which they live.

Description:

The Office for Children with Special Health Care needs oversees systems, programs and policies related to children and youth with special health care needs and their families. These responsibilities are carried out through direct serve programs, community development, systems development, education, advocacy, data analysis, quality improvement activities, and public/private partnerships. The Office seeks to develop systems of care for these children/youth and their families and communities that are family-focused, comprehensive, timely and responsive, culturally competent, and directed toward allowing a child/youth to achieve their fullest potential.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	26,427.0	26,074.5	30,011.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	76,870.8	84,036.1	92,346.2
Program Total	103,297.8	110,110.6	122,357.4
FTE Positions	59.0	59.0	59.0

◆ **Goal 1** To provide family-centered services in communities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of communities assessed	32	50	0
Number of community teams	12	14	0
Number of parent/youth partnerships	114	125	0

◆ **Goal 2** To maximize benefits for CRS members and applicants by enrolling them in other government programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of AHCCCS members	19,089	19,675	20,100

Number of non-AHCCCS members	4,751	4,700	4,750
SSI and Categorical members	17,675	18,200	18,600
Percent of members enrolled in SSI	30	31	32
Percent of members eligible for AHCCCS	80	80	81
CRS clients served (Title XIX, Title XXI, and non-Title XIX)	23,840	24,375	24,850

◆ **Goal 3** To assess and assure quality of inpatient medical care by monitoring and analyzing program services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of inpatient admissions	1,337	1,500	1,600
Number of potential quality issues	213	230	250

◆ **Goal 4** To provide family-centered services to all CSHCN programs to assure increased family participation and improved satisfaction of care.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of families satisfied with services	93	93	93
Percent of Arizona families satisfied with services per the SLAITS survey	56	56	56

◆ **Goal 5** To ensure that rates paid to providers for services delivered to CRS TXIX/TXXI members are actuarially sound.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of provider costs covered	100	100	100

◆ **Goal 6** To ensure that contractors provide services within allocated funds to CRS State-Only members.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of services covered	64	61	58

◆ **Goal 7** To provide a coordinated system of care for children with special health care needs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of children served in the OCSHCN Service Coordination program	136	140	140
Number of children served in the Traumatic Brain Injury Services Coordination program	258	260	260

◆ **Goal 8** To provide education to individuals and organizations/agencies regarding children with special health care needs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Organizations/agencies provided training	105	90	90
Number of people provided training through tele-video	1545	900	900

HSA 5.14 **Subprogram Summary**
 CHRONIC DISEASE PREVENTION AND NUTRITION SERVICES
 Margie Tate, Office Chief
 Phone: (602) 542-2829
 A.R.S § 36-132

Mission:

To provide the leadership to promote the optimal nutrition status and well-being of Arizonans.

Description:

This subprogram directs the continued promotion, planning, implementation, assurance and evaluation of chronic disease prevention and nutrition programs and services. The subprogram collaborates with the public and private sectors and coordinates community education activities on risk factors for general and high-risk population groups. It responds to inquiries and referrals from the public and community resources. Nutrition services are made available through contractual agreements. The subprogram oversees several federal nutrition programs and surveillance systems.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,724.4	2,688.1	2,688.1
Other Appropriated Funds	479.3	487.8	487.8
Other Non Appropriated Funds	175,468.9	140,663.7	143,306.7
Program Total	178,672.6	143,839.6	146,482.6
FTE Positions	84.0	84.0	84.0

- ◆ **Goal 1** To provide consultation and technical assistance services; train agency staff, providers, clients, parents, volunteers, and students in nutrition, food service management and health-related topics.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Training services provided	4,606	5,000	5,000
Number of students trained	29	30	30

- ◆ **Goal 2** To ensure child care programs and child care centers for children comply with meal pattern requirements in meals/snacks served by licensed child care centers to meet Dietary Guidelines for American standards.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of child care centers that implement the Nutrition and Physical Activity Self Assessment for Child Care Centers	31	NA	NA

- ◆ **Goal 3** To participate in collaborative nutrition education projects with state, local, professional associations or voluntary agencies; to plan, coordinate and implement Arizona Nutrition Network activities; and to conduct Arizona Grown/5 a Day for Better Health campaign in collaboration with the Arizona Department of Agriculture.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of nutrition related media impressions (in millions)	142	150	150
Number of network core partners	41	28	30
Number of nutrition education materials for food stamp recipients	1,562,915	1,400,000	1,500,000
Social marketing campaigns	7	7	7

- ◆ **Goal 4** To increase the proportion of the adult population that eats five or more servings of fruits and vegetables.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of adult population meeting nutrition standards	28.3	28.8	29.3

- ◆ **Goal 5** To develop and implement Community Nutrition Education

Plans in rural schools targeting 1st through 3rd graders in elementary schools with an enrollment of 50 percent or more Food Stamp eligible children.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of student interventions	33,256	NA	NA

- ◆ **Goal 6** To increase the average number of people served from 160,000 to 170,000 per month in the WIC Program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of people served by WIC Program per month	171,470	180,000	180,000
Percent of WIC infants breastfed at birth	34	36	38
Food benefits distributed at point of purchase	125270542	130140000	130140000

- ◆ **Goal 7** To maintain or increase the average number of participants per month in the Commodity Supplemental Food Program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of monthly participants in Commodity Supplemental Food Program	14,521	14,475	14,475
Food benefits distributed	174,248	173,700	173,700

- ◆ **Goal 8** To increase intake of folic acid among women of childbearing age in Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of WIC participants receiving Farmers Market coupons	13,401	18,000	18,000
Number of low income women of child bearing age receiving folic acid education and multivitamins	40,742	40,800	40,800
Number of women of child bearing age receiving folic acid education.	18,523	24,000	24,000

- ◆ **Goal 9** To improve the knowledge and skills of community leaders in relation to the creation of healthy communities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Arthritis Program sponsored self-help courses	19	NA	NA

- ◆ **Goal 10** To reduce the incidence of secondary disease and disability in people with chronic disease through effective communication about risk behavior.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of health professionals trained on accepted standards of care for people with diabetes	325	400	400
Percent of adults reporting diabetes	8.4	8.5	8.5
Number of lay health workers trained on diabetes in non-Steps communities	38	20	20
Number of lay health workers trained on diabetes, nutrition, physical activity, asthma, and environmental triggers in STEPS communities	1,319	305	350
Number of local health care providers trained on diabetes, nutrition, physical activity, asthma and environmental triggers in STEPS communities	7,050	59	70

- ◆ **Goal 11** To improve the delivery of breast and cervical screening for underserved women.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of women screened through the Well Woman Healthcheck program	8,746	7,391	8,628

Explanation: FY 2008 estimate based on receipt of funding requested in decision package.

- ◆ **Goal 12** To support Nutrition and Physical Activity Alliance of internal and external partners whose purpose is to increase physical activity and improve nutrition for Arizonans across the lifespan.

GHA 0.0

Agency Summary

GOVERNOR'S OFFICE OF HIGHWAY SAFETY

Richard Fimbres, Director

Phone: (602) 255-3216

A.R.S. § 28-611

Mission:

To be the focal point for highway safety issues in Arizona, the Governor's Office of Highway Safety (GOHS) provides leadership by developing, promoting, and coordinating programs; influencing public and private policy; and increasing public awareness of highway safety.

Description:

The GOHS develops the Arizona Highway Safety Plan (HSP) through annual problem identification and analysis of traffic records, citations, convictions, judicial outcome, incarcerations, assessments, screening, treatment, prevention, and surveys. The HSP serves as a means for the reduction of traffic crashes, deaths, injuries, and property damage resulting from accidents on public roads. GOHS develops, promotes, and implements effective education, engineering, and enforcement programs toward ending preventable crashes and reducing economic costs associated with vehicle use and highway travel. One emphasis of the highway safety funding process is to provide "seed" money to develop effective programs which can become operational within a three-year period. If the program(s) is/are successful, the state or local jurisdiction will establish the program(s) as a permanent responsibility of the jurisdiction.

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,678.8	7,911.0	7,911.0
Program Total	9,678.8	7,911.0	7,911.0
FTE Positions	13.0	12.0	12.0

- ◆ **Goal 1** To decrease the fatality rate per 100 million vehicle miles traveled (VMT) from the base level of 2.06 in 2001.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Grant Proposals received from jurisdictions.	129	165	170
Contracts negotiated, written, and executed.	136	140	140
Crashes (prior calendar year).	N/A	140,000	140,000
Explanation: Crash related statistics are being compiled.			
Miles traveled fatality rate (prior calendar year).	N/A	1.93	1.5
Explanation: Crash related statistics being compiled.			
Total statewide fatalities (prior calendar year).	N/A	1,000	1,000
Explanation: Crash data being compiled.			
Total persons injured (prior calendar year).	N/A	60,000	60,000
Explanation: Crash related statistics being compiled.			

- ◆ **Goal 2** To have the percentage of increase of the total number of persons killed be less than the percentage of increase of VMT and population in the base year of 2001.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Placement/contracts for DUI enforcement vehicles.	3	6	6
Placement/contracts for alcohol-detection devices.	26	25	25
Agencies participating in DUI task forces.	79	80	80
DUI enforcement patrols.	200	200	200
Officers receiving standardized field sobriety/horizontal gaze nystagmus/drug recognition expert training.	1,500	1,500	1,500

Alcohol-related fatalities (prior calendar year).	N/A	240	200
Explanation: Crash related data being compiled.			
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Officers, prosecutors, and judges attending GOHS Summit training on DUI, Speed, Seat Belt, etc.	400	400	400

- ◆ **Goal 3** To have the percentage of increase of the total number of persons injured from the base level of 73,962 in 2001 be less than the percentage of increase of VMT and population.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Agencies participating in public information & education/enforcement projects.	75	75	75
Public information & education campaigns developed each calendar quarter.	2	2	2
Enforcement/training/public information & education events.	30	30	30
Percent of seat belt use (prior calendar year).	80	85	90
Explanation: Unknown statistics are due to difference between state and federal fiscal years.			
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of child safety belt use.	80	85	90
Explanation: Crash related statistics being compiled.			

HIA 0.0

Agency Summary

ARIZONA HISTORICAL SOCIETY

Anne I. Woosely, Ph. D., Executive Director

Phone: (520) 628-5774

A.R.S. § 41-821(A)

Mission:

To collect, preserve, interpret, and disseminate the history of Arizona, the West, and northern Mexico, as it pertains to Arizona.

Description:

The Arizona Historical Society (AHS) is a membership supported, nonprofit, state trust agency. It is governed by a policy-making board, comprised of 31 individual members, elected from the membership and representing each county in the state. The board-designated organizational structure consists of seven divisions, four of which have museums that directly support the mission of the Society by collecting, preserving, interpreting, and disseminating historical materials. These museums are located in Flagstaff, Tempe, Tucson, and Yuma. The Society museums maintain extensive library and archival collections used by a diverse general audience. The Publications Division supports the mission by producing the Journal of Arizona History, various historical books, and by maintaining the general editorial standards of written materials for the Society. The AHS Board develops the biennial budget and authorizes and approves all expenditures. The Administrative Division provides finance, budget, personnel, and management support to each of the divisions. The Community Outreach Program certifies and supports 63 local historical societies in preserving and disseminating Arizona history. The Society also supports other board-approved community activities that relate to its mission.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,430.2	4,430.9	4,430.9
Other Appropriated Funds	193.2	194.2	194.2
Other Non Appropriated Funds	1,068.2	6,706.4	26,256.5
Program Total	5,691.6	11,331.5	30,881.6
FTE Positions	59.6	69.8	72.8

Strategic Issues:

Issue 1 Customer Service

To become recognized for our high quality public programs and courteous and efficient service to a diverse statewide, national, and international audience.

Issue 2 Collections Management

Acquiring, accessioning, cataloging, conserving, researching, storing, and de-accessioning historical materials (objects, photographs, and documentary materials).

Issue 3 Facilities

To continually upgrade and maintain AHS public facilities.

Issue 4 Development/Marketing/Public Relations

To develop, manage and implement a fully integrated, high quality, professional development, public relations/marketing program that serves Society-wide fund-raising and public awareness needs in support of the overall AHS mission.

Issue 5 Automation

To provide high quality, efficient information technology for the AHS in order to better serve the public

- ◆ **Goal 1** To collect and preserve the physical materials pertaining to the history of Arizona from A.D. 1540 to the present.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of linear feet of archives processed sufficiently to provide public access in the fiscal year	942	946	950

- Percent of three dimensional collections available to the public 96 96 96
- ◆ **Goal 2** To interpret and disseminate the history of Arizona for a broad general audience.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of public programs	368	375	375
Public program attendance	189,242	200,000	200,000
Number of public inquiries	1,573,685	1,650,000	1,675,000
On-site public attendance at local certified historical societies and museums.	674,434	700,000	725,000
Number of museum visitors and researchers	96,892	100,000	100,000
Number of volunteer hours	48,231	50,000	50,000
Administration as a percent of total cost	3.1	3.2	3.0

Agency Summary

PRESCOTT HISTORICAL SOCIETY

John Langellier, Director

Phone: (928) 445-3122

A.R.S. § 41- 831

Mission:

To: serve as an educational and cultural center, which fosters public and community understanding and appreciation of historical, social, and natural aspects of Arizona, with emphasis on the Central Highlands, and which promotes involvement in and support for research, collections, conservation, exhibits, and related programs.

Description:

The Prescott Historical Society operates the Sharlot Hall Museum, which was founded in 1928 and is located on the grounds of the first territorial governor's residence and offices. The nearly 4 acre landscaped campus includes seven restored historic structures, featuring the territorial Governor's Mansion (1864) and the Victorian-era Bashford House (1877). A modern Museum Center (1977) hosts changing exhibits, historic theater, artifacts storage of extensive historic and prehistoric objects, A large Archive- Library, in an adjacent state of the art structure built in 1993 houses approximately 100,000 images and documents. A branch museum at the VA Center interprets the history of Ft. Whipple. Public programs include the Folk Arts Fair, Prescott Indian Art Market, Folk Music Festival, Day of the Dead (dia de los muertos), Territorial Christmas, Blue Rose Theater historical productions, historical reenactments in both indoor and outdoor settings, heritage gardens, lecture series, and education tour as well as outreach opportunities for children and adults. All these activities contribute significantly to cultural tourism enhancing the quality of life for the local community and contributing to the economic well being of the local area and the state.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	762.6	762.8	978.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	884.9	854.5	854.5
Program Total	1,647.5	1,617.3	1,833.3
FTE Positions	22.0	23.0	26.0

Strategic Issues:

Issue 1 Short-term: Understaffed

To address the Prescott Historical Society's operation of the Sharlot Hall Museum acquisition of new property and existing property that will transform from rental space to museum space, and a small staff already challenged to keep up with existing buildings (14) and grounds (+/- 4 acres), requires the following actions to reinstate three FTE positions lost from past reductions in force and to rehire two FTE positions left vacant by retirement as well as add two positions: FY2009 hire a museum education curator, a museum custodial supervisor, and an administrative assistant III at an estimated increased budget allocation of \$100,000 per annum; (salary/benefits) ; FY2010 to reinstate two state FTEs a building maintenance tech III and a museum registrar position left vacant by a required internal reorganization, and add 1 FTE state accountant I at an estimated increased budget allocation of \$70,000 per annum (salary/benefits); FY2011 to add an FTE state living history coordinator and a PTE assistant custodian in at an estimate \$40,000 (salary/benefits).

Issue 2 Long-term: Cramped facilities

To increase museum spaces by remodeling and utilizing property purchased with state capital appropriations and nonprofit private funds in 2003 and 2004. These additional areas allow the ability for the first facility expansion program since 1978. To build a structure dedicated to use by the trades portion of the staff, and in FY2011 add an entry visitors center to better serve the public, increase admissions efficiency, and provide a rational campus flow. Estimated costs \$2,500,000.

Issue 3 State employees.

Any investment in human capital is not complete without investing in the people who deliver the services such as the employees of the State of Arizona. The sacrifice that State employees have made over the past years has been enormous. Turnover and vacancies are high, as even the most dedicated staff members find better opportunities elsewhere. A State audit conducted in the 1990s revealed a discrepancy in salaries for Prescott Historical Society staff in comparison to comparable positions in the Arizona Historical Society, but no effort was made to adjust for parity. Moreover, in 2001, a multi-year proposal was put on the table to bring State employees up to within five percent of comparable jobs in the private sector; never came to full fruition. A State audit of salaries and like positions in simla agencies is strongly suggested for FY2010, and adjustments made based on the findings in FY2011.

Issue 4 Deteriorating facilities

To make necessary maintenance, improvements and repairs to existing structures that insure their continued viability as historic buildings and exhibit halls. Lack of adequate staff to perform routine maintenance coupled with a lack of budget to effect this work has caused several of the historic structures to need urgent attention to avoid serious problems occurring. Lack of budget has not allowed the replacement of worn and outdated heating and cooling units in one historic building and two exhibit halls. During FYs 2007, 2008, and 2009 capital improvement funds were sought from the State to address the deterioration of facilities, construction, renovation, or replacement of proper protective fencing, parking lots, and sidewalk replacement for safety , but no funding has been forthcoming. To address these requirements funding is required as follows: Historic Bashford House Renovation Est. Cost \$87,000 FY 2009; Historic Fremont House Renovation Est. Cost \$20,000 FY 2009; Perimeter Fencing and Landscape restoration Est. Cost \$150,000 FY 2010; West Parking Lot Renovation/sidewalk additions Est. Cost \$80,000 FY 2010; Replacement of Gurley St. Sidewalks Est. Cost \$45,000 FY 2011; Sharlot Hall Building Renovation Est. Cost \$470,000 FY 2011

- ◆ **Goal 1** To improve the service of the Sharlot Hall Museum to the museum visitor, the community, and the state.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of people served (includes museum, festival, and theatre attendees; and researchers)	29,925	30,200	31,000
Percent of museum clients pleased with service	97.5	98	98
Number of volunteer hours	37,538	38,000	39,000
Number of museum researchers	3,086	3,250	3,300
Explanation:	In FY2008 Library closed for one month to relocate to new facility		
Number of web site unique visitors	225,386	228,000	229,000

- ◆ **Goal 2** To undergo phased facility expansion, bringing needed square footage for public and non-public uses.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Capital campaign dollars raised to build new square footage (in thousands)	110.0	190.0	100.0
Increase in number of dues-paying members	1,327	1,400	1,550

- ◆ **Goal 3** To increase the private, non-state funding support for expansion and operations

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Dollars of supplemental non-state funds per annum in thousands	1,500,000	300,000	500,000

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Agency Summary

DEPARTMENT OF HOMELAND SECURITY

Leesa Berens Morrison, Director

Phone: (602) 542-7013

A.R.S. § 41-4252

Mission:

To enhance Arizona's preparedness and provide strategic direction for securing Arizona.

Description:

The Arizona Department of Homeland Security provides strategic direction for enhancing regional capability and capacity to prevent terrorist attacks within Arizona, reduce Arizona's vulnerability to all critical hazards, and minimize the damage and recover from all critical hazards that affect the safety, well-being and economic security of the citizens of Arizona.

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	2,099.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	20,134.3	46,698.0	46,698.0
Program Total	20,134.3	46,698.0	48,797.9
FTE Positions	17.0	18.0	22.0

Strategic Issues:

Issue 1 *To provide strategic direction to Arizona on Homeland Security issues, to improve regional all-hazard preparedness and response collaboration, and to provide quality management of homeland security grants to Arizona.*

◆ **Goal 1** To improve regional collaboration on homeland security issues within Arizona.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Conduct at least four Regional Advisory Council meetings within each region each fiscal year.	11	20	20
Explanation:	4 Regional Advisory Council Meetings in each of 5 Regions		

◆ **Goal 2** To provide strategic direction for enhancing regional preparedness.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Acknowledge stakeholder inquiries within 1 business day of receipt.	100	90	90
Explanation:	Result expressed as percentage. Not tracked until FY 2008		
Starting with Federal Fiscal Year 2008 Grants, process sub-grantee agreements within 15 days of receipt of a signed sub-grantee agreement and workbook.	0	90	90
Explanation:	Result expressed as percentage. Not tracked until FY 2009.		
Process sub-grantee reimbursement requests within 15 days of receipt of a complete reimbursement request packet.	82	90	90
Explanation:	Results expressed as a percentage. Not tracked until FY 2008.		
Percentage of direct stakeholders reporting satisfaction with Arizona Department of Homeland Security services.	86.7	80	80
Explanation:	Results expressed as percentage. Not tracked until FY 2008.		

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Review and update the State Homeland Security Strategy annually.	Y	Y	Y
Explanation:	Result expressed as yes (Y) or no (N).		

◆ **Goal 3** To effectively manage Federal homeland security funds.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Comply with all federal mandates for	100	100	100

the efficient allocation of federal dollars in advance of suspense dates.

Explanation: Results expressed as a percentage.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Conduct 24 sub-grantee site visits per year.	20	24	24

Explanation: Measurement expanded to include full-site monitoring in FY2009

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total amount of unexpended grant funds reverted to the Federal Government.	0	0	0

Explanation: Results expressed in whole dollars.

HEA 0.0	Agency Summary
BOARD OF HOMEOPATHIC AND INTEGRATED MEDICINE EXAMINERS	
Christine Springer, Executive Director	
Phone: (602) 542-3095	
A.R.S. § 32-2901	

Mission:

To protect the public health, safety, and welfare by regulating Allopathic and Osteopathic physicians who apply for a homeopathic medical license and registering homeopathic medical assistants that work under the supervision of licensed homeopathic physicians that practice within the State of Arizona.

Description:

The Board of Homeopathic Medical Examiners regulates the practice of homeopathic medicine in Arizona. Homeopathy is a form of alternative medicine in which the fundamental premise for treatment is the belief that diseases are cured by medicines, given in tiny doses, that create symptoms similar to those the patient is experiencing, triggering the body's natural immune reactions. The Board reviews and examines the education, experience, and background of applicants to determine if they possess the qualifications required by law to practice homeopathic medicine and any of the subspecialties within the scope of practice. Licensees renew their licenses and dispensing permits annually and provide updated information about the nature of their practices. Upon receipt of complaints against licensed homeopathic physicians, the Board conducts investigations and holds hearings, taking disciplinary action as necessary to protect the public safety. The Board also registers homeopathic medical assistants that work under the supervision of licensed homeopathic physicians within Arizona. Homeopathic medical assistants renew their registrations annually every December. Physician licenses are renewed every year on the initial month of licensure.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	95.1	117.3	129.4
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	95.1	117.3	129.4
FTE Positions	1.0	1.0	2.0

Strategic Issues:

Issue 1 Implement performance audit recommendations within 24 months of legislative vote to continue Board mandate.

The Board has been implementing the performance audit recommendations and has complied with all of the recommendations in Finding 2 regarding complaints; implemented all but one recommendation in Finding 1 and is in process with recommendations in Finding 3 particularly as it relates to the written examination. Supplemental appropriation for 2009 was granted by the legislature and will be used to hire a professional organization to assist in the validation of the written homeopathic examination.

Issue 2 Medical investigator training

The Board has obtained medical investigators to conduct medical record reviews. This strategic issue is not yet fully implemented. The Board has received limited training from a previous attorney general. The outside investigators that have agreed to provide medical record reviews have received one on one training in report writing and one has become very capable in writing reports. Four others still need training. The Board will continue to work on providing this training.

◆ Goal 1 To issue, renew, or deny licenses, permits, and registrations in a timely manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Applications received (includes physicians, assistants, dispensing permits and chelation protocol reviews filed with an initial	22	25	30

application)			
Explanation:	8 physicians, 9 medical assistants, 5 dispensing, 3 chelation reviews		
New licenses issued (physician, assistants, chelation permits, and dispensing)	22	25	28
Explanation:	6 physicians, 8 medical assistants, 5 permits, 3 chelation reviews		
Licenses eligible for renewal (physicians, dispensing permits, chelation permits, and medical assistants)	235	226	232
Explanation:	Dispensing=56; Physicians=106; Assistants=37; Chelation=27		
Number of licenses renewed	206	210	213
Explanation:	Total includes number of physicians, dispensing permits, assistants, and chelation permits renewed.		
Renewal receipts mailed within 72 hours of receipt of completed application (does not include chelation Permits)	179	199	201
Explanation:	based on physician, medical assistant, and dispensing permits		
Average number of days from receipt of completed application to issuance or denial of certification	52	49	50

◆ Goal 2 To receive, investigate, and adjudicate complaints consistent with the published timeframes of the board.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of complaints resolved within 180 days.	47	55	60
Explanation:	8 out of 17 complaints closed in less than 120 days		
Number of complaints or inquiries received	20	18	22
Complaints resolved by taking disciplinary action against licensee (includes LOC and Suspension)	10	8	10
Suspension	1	2	3
Explanation:	Summary suspension 08-01		
Average number of days per investigation from start to final adjudication	134.35	140	148
Explanation:	Based on the total number of calendar days (2284) accrued in adjudicating all closed complaints divided by total number of closed complaints (17)		
Percent of licensees with disciplinary action	2	3	2
Explanation:	Ongoing 2008: Consent=1; Censure=1		
Total number of investigations conducted	21	18	19
Explanation:	Includes complaints investigated but not necessarily closed in FY 2008		

◆ Goal 3 To collect, update, and deliver information in a timely manner concerning licensees' location, practice modalities, and status for the public record.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of information inquiries responded to within 48 hours	95	95	92
Explanation:	Includes email, packet requests, phone messages		

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Agency Summary

ARIZONA DEPARTMENT OF HOUSING

Fred G. Karnas, Jr., Director

Phone: (602) 771-1000

A.R.S. §§ 41-3951 to 41-3953

Mission:

To provide housing and community revitalization to benefit the people of Arizona.

Description:

The Agency provides housing and community revitalization to benefit the people of Arizona by addressing the unique and changing housing needs in this state. As Arizona grows and the economic and special needs of its population change, the Agency is in a position to recognize those unique and changing needs and to respond throughout the state. Creative solutions are developed to be responsive to rural and urban areas as well as to special populations. The Agency is working toward sustaining current initiatives and simultaneously maintaining the flexibility to respond to new demands for affordable housing and smart growth efforts. The department provides both state and federal funding to promote housing and community development activities as well as expertise and technical assistance to address these issues. The agency works closely with local governments, nonprofit and for-profit housing developers, social service agencies, tribal entities, public housing authorities and others to achieve its mission.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ HOUSING DEVELOPMENT AGENCY	93,384.6	110,927.5	117,688.8
➤ HOUSING FINANCE AUTHORITY	4,215.6	4,871.5	5,129.7
Agency Total:	97,600.2	115,799.0	122,818.5

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	886.5	944.8	1,136.4
Other Non Appropriated Funds	96,713.7	114,854.2	121,682.1
Program Total	97,600.2	115,799.0	122,818.5
FTE Positions	72.0	72.0	71.0

Strategic Issues:

Issue 1 Increase availability and sustainability of safe, decent, affordable housing in Arizona.

The agency's key issue is to ultimately make a difference in the amount of safe, decent, and affordable housing that is available within the state, as such housing is an essential component to improving or sustaining the quality of life for every individual. Access to decent housing impacts every other aspect of life, including education, job security, health, safety, and general welfare.

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Program Summary

HOUSING DEVELOPMENT AGENCY

Carol L. Ditmore, Assistant Deputy Director of Operations

Phone: (602) 771-1062

A.R.S. §§ 41-1505; 41-1512; 41-1518

Mission:

To provide housing and community revitalization to benefit the people of Arizona.

Description:

The Agency was established to provide housing and community revitalization to benefit the people of Arizona, by addressing the unique and changing housing needs in Arizona. As Arizona grows and the economic and special needs of its population change, the Agency will be positioned to recognize those needs and respond throughout the State. Creative solutions will be developed to be responsive to rural and urban areas as well as to special populations. The Agency will work toward sustaining current initiatives and simultaneously respond effectively to new demands for affordable housing.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	886.5	944.8	1,136.4
Other Non Appropriated Funds	92,498.1	109,982.7	116,552.4
Program Total	93,384.6	110,927.5	117,688.8
FTE Positions	67.5	68.5	67.5

◆ **Goal 1** To provide homeownership opportunities and a mix of rental options for Arizonans.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of households assisted with eviction or foreclosure in order to prevent homelessness	12,348	12,471	12,596
Explanation:	Due to the foreclosure crisis, in FY2008 the agency allocated additional dollars to this program.		
Total funds committed to homeownership programs including construction and acquisitions, rehabilitation of new and existing units, and first-time buyers. (rounded to thousands)	16,797	17,301	17,820
Explanation:	Private market conditions may affect this program - positively or negatively. When the price of homes declines the agency may be able to assist more homeowners with less dollars.		
Total number of households assisted with homeownership assistance through down payment and closing cost assistance, acquisition and rehabilitation of units for new homebuyers, new construction of new units or rehabilitation of currently occupied units.	1,225	1,262	1,300
Total funds committed to affordable rental units. (Numbers rounded to thousands)	151,578.	157,642.	163,947.
Total number of affordable rental units assisted/produced	3,266	3,397	3,533
Total number of individuals assisted with information on available affordable rental units through the agency's website	155,237	159,894	164,690
Total number of publicly funded rental units monitored for health and safety issues	13,372	15,092	21,329
Explanation:	The number of units required to be monitored is expected to increase annually due to addition of new units being created through ADOH's rental programs.		

◆ **Goal 2** To recruit, retrain and maintain a qualified, professional work force.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of agency turnover	10.14	10.24	10.44

- ◆ **Goal 3** To maintain and further improve quality working relationships with our partners.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Results of customer satisfaction survey (7=excellent; 4=satisfactory; 1=poor)	5.19	5.29	5.4

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Program Summary

HOUSING FINANCE AUTHORITY

Carol L. Ditmore, Assistant Deputy Director of Operations

Phone: (602) 771-1062

A.R.S. §§ 41-3901 through 41-3912

Mission:

To serve as a tool to augment the affordable housing goals of the Arizona Department of Housing for rural Arizona.

Description:

The Arizona Finance Authority serves as a tool to augment the affordable housing goals of the Arizona Department of Housing, primarily through bond issuances to finance the development and sustainability of affordable rental units and promote homeownership opportunities in rural Arizona.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,215.6	4,871.5	5,129.7
Program Total	4,215.6	4,871.5	5,129.7
FTE Positions	4.5	3.5	3.5

- ◆ **Goal 1** To augment the programs of the Arizona Department of Housing by further providing homeownership opportunities and a mix of rental options for Arizonans in rural parts of the state.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total funds utilized for homeownership program through bond issuances for Mortgage Revenue Bonds (MRB), Mortgage Credit Certificates (MCC) or a combination of these two programs. Also includes down payment and closing cost assistance made available through the AzHFA's Homes for Arizonans Program, which is used in combination with the MRB and MCC products. (Numbers rounded to thousands)	53,195.	45,791.	56,434.
Total number of low-income households assisted into homeownership through the homeownership program	645	664	684
Total number of rental projects approved	0	2	2
Total number of rental units created in approved rental projects	0	100	100

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Agency Summary

COMMISSION OF INDIAN AFFAIRS

Kenneth G. Poocha, Executive Director

Phone: (602) 542-3123

A.R.S. §§ 41-541 to 41-545

Mission:

To build partnerships, improve intergovernmental relations, and enhance social and economic prosperity for the 22 Tribes/Nations of Arizona.

Description:

The Arizona Commission of Indian Affairs (ACIA) has a legislative mandate (A.R.S. § 41-541 to 41-545) to assist and support state and federal agencies in assisting Indians and Tribal councils to develop mutual goals, to design projects for achieving goals and to implement their plans. The Commission also has the following responsibilities: collect and provide facts needed by Tribal, State and Federal agencies to work together effectively, advise the Governor and the Legislature in Tribal issues, confer and coordinate with other governmental entities and legislative committees regarding Indian needs and goals, improve relationships between Indians and non-Indians, raise awareness of the needs of Indians in the state, promote increased participation by Indians in local and state affairs, assist Tribal groups in self-government, and assist urban Indians.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	212.2	234.4	306.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	212.2	234.4	306.6
FTE Positions	3.0	3.0	4.0

Strategic Issues:

Issue 1 *Over the past decade the relationship between tribes and states not only in Arizona but throughout the country has dramatically changed.*

Over the past decade the relationship between tribes and states, not only in Arizona but throughout the country, has dramatically changed. Though many issues continue to remain part of the Federal trust responsibility, states have taken a larger role in issues such as health care, transportation, natural resources including water rights, land use and development and gaming. It is imperative that Arizona stays on the forefront of these issues and continues to maintain a strong open relationship with tribal governments, and the Commission of Indian Affairs seeks to maintain and improve this relationship.

◆ **Goal 1** To improve and strengthen the communication between Arizona's 22 Indian Tribes and Urban Indian communities and the State government.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of customer surveys rating overall satisfaction as good, better or excellent	73	75	75
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of overall satisfaction ratings that are good, better or excellent.	85	85	85
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Holding at least two post Town Hall meeting/Legislative workshops	1	2	2

◆ **Goal 2** To increase the participation of Indians in State government.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Producing a newsletter at least quarterly.	6	4	4

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Host at least 2 each year with the Tribes and Legislators in Tribal Communities.	0	2	2

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Increase the number of registered Indian voters by 5% each year.	0	5	5

◆ **Goal 3** To provide State government including the Office of the Governor and the Arizona Legislature with current and accurate information relating to Tribal and Urban Indian communities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
To hold at least 3 training per year.	6	3	3

◆ **Goal 4** To strengthen the relationship between the business and non-profit communities and Tribal and Urban Indian communities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
To host 2 forums per FY between tribal and urban communities and the business and non-profit industry.	2	2	2

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Agency Summary

INDUSTRIAL COMMISSION OF ARIZONA

Larry Etchechury, Director

Phone: (602) 542-4411

A.R.S. § 23-108.01

Mission:

To efficiently administer and effectively enforce all applicable laws, rules, and regulations not specifically delegated to others relative to the protection of life, health, safety, and welfare of employees within the State.

Description:

The Industrial Commission is a regulatory agency that was created in 1925 to oversee the state workers' compensation system. While the Commission is still responsible for its original charge, its role over the years has expanded to cover other labor-related issues, including minimum wage laws; occupational safety and health; youth employment laws; resolution of wage related disputes; licensing of employment counseling and talent agencies; vocational rehabilitation; and provision of workers' compensation benefits for claimants of uninsured employers, insolvent carriers, and bankrupt self-insured employers.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ADMINISTRATIVE SERVICES	3,848.0	4,198.8	4,198.8
➤ WORKERS COMPENSATION CLAIMS ASSURANCE	3,654.4	4,021.3	4,021.3
➤ ADJUDICATION OF DISPUTES	5,099.0	5,545.9	5,545.9
➤ LABOR LAW ADMINISTRATION	741.4	901.4	901.4
➤ OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION	7,180.5	7,392.1	7,392.1
➤ SPECIAL FUND CLAIMS PROCESSING	788.5	1,029.7	1,029.7
➤ LEGAL COUNSEL	1,628.8	1,734.6	1,734.6
Agency Total:	22,940.6	24,823.8	24,823.8

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	18,440.0	19,859.7	19,859.7
Other Non Appropriated Funds	4,500.6	4,964.1	4,964.1
Program Total	22,940.6	24,823.8	24,823.8
FTE Positions	322.0	322.0	322.0

Strategic Issues:

Issue 1 Workers' Compensation Benefit Levels

The prevailing issues in workers' compensation are focused around medical costs. Recent court cases have highlighted the difficulty associated with hospital costs, which may mean that there is a more concerted effort to regulate those costs. Additionally, there have been discussions regarding the need to establish treatment guidelines with respect to the treatment of injured workers. Both of these complex subjects will undoubtedly be addressed in legislative forums and will take the cooperation of all parties to come to a satisfactory conclusion. Since the Industrial Commission already regulates physician costs, it is assumed that the Industrial Commission will be very much involved in these issues as well.

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Program Summary

ADMINISTRATIVE SERVICES

Gary R. Norem, Accounting Manager

Phone: (602) 542-5380

A.R.S. § 23-1, Art. 1

Mission:

To provide support services necessary to ensure the efficient and effective operation of the Industrial Commission.

Description:

Provides the following services: budgeting; accounting; data processing; purchasing; facilities management; workers' compensation statistical reporting; ombudsman's office for workers' compensation; printing and mailing services; personnel services; processing and evaluation of applications for self-insured employers; procurement services and federal grant administration.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,759.3	4,108.3	4,108.3
Other Non Appropriated Funds	88.7	90.5	90.5
Program Total	3,848.0	4,198.8	4,198.8
FTE Positions	49.0	49.0	49.0

- ◆ **Goal 1** To process all personnel actions in an effective manner on a timely basis.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Actions processed	16,439	18,262	19,000
Percent of Agency staff turnover	18.0	20.0	21.0
Administration as a percent of total cost	9.4	9.4	9.4

- ◆ **Goal 2** To process all accounting transactions correctly on a timely basis.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Claims and invoices processed	43,085	43,400	43,800
Warrants issued	20,455	21,000	21,000
Average invoices not processed at months end	130	100	100
Requisitions processed	1,816	1,850	1,875
Purchase orders processed	877	875	900

- ◆ **Goal 3** To process all self-insurance new applications and renewal applications efficiently and in a timely manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Renewals and applications processed	75	97	97

- ◆ **Goal 4** To resolve problems concerning claims of injured workers in efficient manner on a timely basis.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of claimants contacted	2,665	5,000	5,000
Claimant's cases resolved	24	100	100

ICA 2.0 **Program Summary**
 WORKERS COMPENSATION CLAIMS ASSURANCE
 Noreen Thorsen, Manager
 Phone: (602) 542-4661
 A.R.S. § 23-6

Mission:

To ensure that all workers' compensation claims are processed in accordance with the rules and laws of Arizona.

Description:

The program regulates activities of insurance carriers, third party processors and self-insurers who process industrial injury claims; assesses penalties for bad faith or unfair claims processes; ensures that every injured worker is treated fairly and properly cared for in compliance with the law; and ensures that claims are accepted or denied within 21 days of receipt of notices of claim. Division makes determinations such as issuing awards for facial scarring and loss of teeth, approvals or denials of requests to leave the State, approvals or denials of requests to change physicians, average monthly wage awards and loss of earning capacity awards.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,522.4	3,846.7	3,846.7
Other Non Appropriated Funds	132.0	174.6	174.6
Program Total	3,654.4	4,021.3	4,021.3
FTE Positions	85.0	85.0	85.0

- ◆ **Goal 1** To ensure that permanent disability awards are issued in timely manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Awards issued	2,611	3,000	3,000
Percent of awards issued within 75 days	92.1	90.0	90.0

- ◆ **Goal 2** To complete employees average monthly wage in most effective, efficient manner possible.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of wage determinations issued	19,123	16,000	16,000
Percent determined within 45 days	95.8	90.0	90.0

- ◆ **Goal 3** To process lump sum settlement requests in the most efficient manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Lump sum requests processed	53	50	50
Percent of requests processed within 15 days	97.0	80.0	80.0

- ◆ **Goal 4** To process initial filing of Workers Compensation Claims on timely basis.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of claims for workers' compensation processed	122,101	150,000	150,000
Percent processed within five days	97.0	97.0	97.0

- ◆ **Goal 5** To ensure that workers' compensation claims are processed in a timely and efficient manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction rating for workers' compensation program (Scale 1-8)	7.1	7.1	7.1

ICA 3.0 **Program Summary**
 ADJUDICATION OF DISPUTES
 Harriet Turney, Chief Judge
 Phone: (602) 542-5247
 A.R.S. § 23-6, Art. 3

Mission:

To adjudicate legal disputes in the areas of workers' compensation, occupational safety and health (OSHA) and youth employment.

Description:

The Division resolves disputes in workers' compensation cases arising out of decisions made by insurance carriers, self-insured employers or the Industrial Commission. The Division also adjudicates appeals by employers in OSHA and youth employment labor cases.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,099.0	5,545.9	5,545.9
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	5,099.0	5,545.9	5,545.9
FTE Positions	55.0	55.0	55.0

- ◆ **Goal 1** To process and set hearings so that they are heard in a timely manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of petitions for hearing received: workers compensation	6,783	6,750	6,750
Petitions for hearing received: OSHA	77	65	70
Awards issued: Workers' Compensation	6,353	6,400	6,450
Average number of days to resolve a case by the administrative law judge division	109	115	112
Customer satisfaction rating for workers' compensation program (Scale 1-5)	4.0	3.7	3.8

- ◆ **Goal 2** To process requests for hearing in the most efficient, cost effective manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Awards issued without hearing	0	4,300	0
Number of hearings conducted by the administrative law judge division	5,157	5,150	5,200

ICA 4.0 **Program Summary**
 LABOR LAW ADMINISTRATION
 Randall Maruca, Director
 Phone: (602) 542-4515
 A.R.S. § 23-3, Art 2, 23-2, Art 3, 7

Mission:

To enforce and provide administration of labor laws regarding the protection of wage claimants, youth employees and users of employment agencies.

Description:

The program shall enforce all statutes and rules concerning the resolution of wage complaint disputes, the licensing and regulation of private employment agencies, the enforcement of youth employment laws which involve the issuing of penalties for violations, and the enforcement of minimum wage laws.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	737.1	881.4	881.4
Other Non Appropriated Funds	4.3	20.0	20.0
Program Total	741.4	901.4	901.4
FTE Positions	18.0	18.0	18.0

- ◆ **Goal 1** To efficiently enforce the Child Labor Laws in a timely manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of injury reports reviewed	1,128	1,200	1,200
Child labor law violations investigated	169	175	175
Violations confirmed	45	60	60
Turnover time (time violations known to Labor to time violation confirmed (in days)	24	45	45

- ◆ **Goal 2** To efficiently process and investigate wage claims in a timely manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of claims filed	3,295	3,000	3,000
Average months to complete investigation	2.5	3.0	3.0

- ◆ **Goal 3** To efficiently process and monitor the licensing of private employment agencies.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average months to complete investigation	1.5	2.0	2.0
Percent of licenses processed within 90 days	100.0	80.0	80.0
License applications processed	6	10	10
Complaints investigated	3	10	10

- ◆ **Goal 4** To efficiently monitor, process, investigate and enforce minimum wage laws.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Inquiries	1,620	2,000	2,000
Complaints filed	58	70	70
Complaints resolved administratively	15	15	15
Violations issued	41	55	55
Average months to complete investigation	1.7	3.0	3.0
On-site audits and reviews completed	42	50	50

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Program Summary

OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION

Darin Perkins, Director
Phone: (602) 542-5795
A.R.S. § 23-2, Art 10

Mission:

To ensure the safety of employees in the State of Arizona covered by the Arizona Occupational Safety and Health Act.

Description:

The Division administers the Arizona Occupational Safety and Health Act. The Division is responsible for enforcing the occupational safety and health standards in all industries in Arizona except mining, establishments located on Indian reservations, and federal agencies. The Arizona Division of Occupational Safety and Health focuses its efforts on compliance and consultation as it relates to Arizona's Occupational Safety and Health Act.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,904.9	2,713.1	2,713.1
Other Non Appropriated Funds	4,275.6	4,679.0	4,679.0
Program Total	7,180.5	7,392.1	7,392.1
FTE Positions	73.0	73.0	73.0

- ◆ **Goal 1** To effectively enforce all OSHA standard in safety compliance and industrial hygiene.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of health compliance inspections	392	500	500
Health violations	1,105	1,200	1,200
Number of safety compliance inspections	1,020	1,250	1,300
Safety violations found	1,863	2,000	2,200

- ◆ **Goal 2** To provide effective and timely voluntary consultation services to aid employers in recognizing and abating work place hazards.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Safety consultation surveys	815	640	700
Hazards	2,456	2,400	2,400
Health consultation surveys	171	165	200
Hazards	748	600	650

- ◆ **Goal 3** To provide statewide training programs to employees concerning specific safety related functions that are timely and effective.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Programs	404	400	400
Employers trained	3,068	2,500	2,500
Employees trained	6,341	6,000	6,000

- ◆ **Goal 4** To ensure that there is no danger to employees or the general public from Arizona boilers or elevators.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Boilers inspected	1,615	2,000	2,500
Deficiencies identified	1,199	1,300	1,400
Elevators inspected	5,847	6,000	6,000
Deficiencies identified	5,431	5,500	5,500

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Program Summary

SPECIAL FUND CLAIMS PROCESSING

David Sosa, Special Fund Manager
Phone: (602) 542-3294
A.R.S. § 23-1065(B-G)

Mission:

To provide benefits to all injured employees not covered by regular workers' compensation insurance coverage or by self-insurance coverage in Arizona.

Description:

The program processes all claims for injured workers where the employer failed to provide workers compensation insurance; provides continual workers' compensation benefits for claimants of insolvent carriers and bankrupt self-insured employers; provides partial coverage of workers' compensation benefits for second injury claims; provides vocational rehabilitation benefits; and provides continuing medical benefits for pre-1973 workers' compensation claimants.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	788.5	1,029.7	1,029.7
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	788.5	1,029.7	1,029.7
FTE Positions	19.0	19.0	19.0

- ◆ **Goal 1** To process claims of injured Special Fund claimants in timely manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average days between receipt of claims notice and issuance of award	19.3	19.0	19.0
Supportive care awards issued	19	18	18
No insurance awards issued	2,748	2,850	2,950
Rehabilitation awards issued	118	120	125

Collection files opened	495	400	400
Delinquent collection accounts to Attorney General's office	172	170	170
Subrogation files opened	12	15	15

- ◆ **Goal 3** To effectively enforce compliance by Arizona employers with Arizona Workers' Compensation Insurance requirements.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of compliance referrals	2,037	2,100	2,100
Employers identified as uninsured	1,031	1,000	1,000
Compliance investigations completed	750	750	750
Civil penalties issued	144	150	150
Employers insured through our efforts	243	250	250
Injunctive proceeding initiated	43	50	50

ICA 7.0 **Program Summary**
LEGAL COUNSEL
 Laura L. McGrory, Chief Counsel
 Phone: (602) 542-5781
 A.R.S. § 41-192

Mission:

To represent the Industrial Commission of Arizona in all legal matters affecting the Agency.

Description:

The program represents the Special Fund Division, the OSHA Division, and the Labor Department in all legal matters affecting or involving these Divisions. The program promulgates rules for the Agency, provides legal advice as requested by Commission and agency staff, represents the Agency in personnel matters, initiates collection of no-insurance accounts receivables and third party liens, and operates a program for processing and collecting of other delinquent accounts. The program also operates a compliance program that targets by Arizona employers who are operating without workers' compensation insurance.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,628.8	1,734.6	1,734.6
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,628.8	1,734.6	1,734.6
FTE Positions	23.0	23.0	23.0

- ◆ **Goal 1** To provide quality legal representation to the Agency in contested legal matters.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
No Insurance cases referred for hearing	159	160	160
OSHA cases referred for hearing	76	80	80
Apportionment/Supportive Care Matters	90	100	100
Number of wage claim appeals	4	5	5
Litigation investigations completed	64	70	70
Civil Penalty Cases referred to hearing	44	50	50
Matters related to assignment of claims under ARS 23-966	33	30	30
Legal opinions & other miscellaneous	136	125	125
Rulemaking/Regulatory/Compliance/Legislation	6	15	15

- ◆ **Goal 2** To effectively collect debts owed to the Industrial Commission.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Collection investigations completed	10	20	20

Agency Summary

DEPARTMENT OF INSURANCE

Christina Urias, Director
Phone: (602) 364-3471
A.R.S. § 20-101

Mission:

To faithfully execute the state insurance laws in a manner that protects insurance consumers and encourages economic development.

Description:

The Department of Insurance licenses and authorizes the transaction of insurance business by insurers, producers, and other insurance-related entities regulated under A.R.S. § 20; monitors and promotes the financial safety and soundness of insurers transacting business in Arizona; oversees the rehabilitation, liquidation and performance of claims obligations of insolvent insurers; develops and makes insurance-related information publicly available; protects insurance consumers against unfair and illegal market practices; assists consumers with insurance-related questions and problems; investigates cases involving fraudulent insurance claims; oversees the development of the captive insurance industry; and annually collects over \$400 million in insurance premium taxes and other revenues that benefit the General Fund.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ POLICY AND ADMINISTRATION	1,489.1	1,507.0	1,467.7
➤ SOLVENCY REGULATION	3,844.3	11,343.5	11,344.0
➤ CONSUMER SUPPORT	5,402.6	5,588.2	5,736.9
➤ FRAUD INVESTIGATION AND DETERRENCE	1,310.8	1,381.9	1,522.5
➤ LICENSING	921.8	822.6	834.5
➤ PREMIUM TAX COLLECTIONS AND ANALYSIS	246.2	219.8	219.1
➤ CAPTIVE INSURER PROGRAM	341.6	261.5	261.5
Agency Total:	13,556.4	21,124.5	21,386.2

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	7,233.1	7,369.7	7,691.8
Other Appropriated Funds	102.1	0.0	0.0
Other Non Appropriated Funds	6,221.2	13,754.8	13,694.4
Program Total	13,556.4	21,124.5	21,386.2
FTE Positions	150.8	158.3	150.3

Strategic Issues:**Issue 1 State-based Insurance Regulation**

The most critical issue facing Arizona and all other states is the modernization and preservation of state insurance regulation. Advocates for federal insurance regulation (a federal insurance regulator) question whether the states can provide uniform and efficient insurance regulation on a national scale to minimize the cost and inconvenience of multi-state licensing and regulation of insurers doing business in various states across the country. In a dynamic and competitive global insurance market, US insurers need to introduce new products quickly. Advocates for a federal regulator believe state regulation (50 state regulators with 50 different sets of laws and requirements) is an impediment to that objective. State insurance regulation supporters believe the most crucial consumer protection issues occur at the local level, including public policy and local market and environmental conditions. State policymakers and regulators

are more directly accountable to their constituencies (as opposed to federal accountability) and have a greater stake in protecting their own citizens and retaining state insurance premium tax revenues (in Arizona, this equals approximately \$400 million annually that might otherwise go to the federal government in the event of federal insurance regulation). In sum, state insurance departments are better equipped than the federal government to handle individual consumer complaints, local insurance market fluctuations, and the investigation and prosecution of insurance law violations through the State Attorney General's Office, County Attorney's Office, Office of Administrative Hearings and state superior courts.

Indeed, considering the events following Katrina and the current sub-prime banking and mortgage/credit crisis, the federal government has a questionable track record when it comes to corporate and financial industry regulation. By contrast, the insurance industry remains solvent and profitable; state regulators have successfully prevented large-scale insurer insolvencies and their potential cascading effects on the economy. Nonetheless, insurers' push towards federal regulation is gaining a foothold in Congress and the threat of at least some preemption of state insurance regulation is very real (approximately 100 insurance related bills proposed this congressional session). Working cooperatively with industry and consumer groups, the Arizona Department of Insurance and other state insurance regulators have continuously improved the efficiency and effectiveness of the state-based regulatory system to foster a sound, competitive and market-responsive insurance industry, both nationally and globally.

Issue 2 Multi-state Regulation and the NAIC

States coordinate their efforts through the National Association of Insurance Commissioners ("NAIC") to efficiently and effectively regulate multi-state insurers, insurance enterprises, products and issues. The NAIC and its affiliates developed numerous products and services that facilitate regulatory transactions and information sharing among states and the insurance industry (licensing, administrative actions, product filings, tax payments, etc.). The NAIC's accreditation program (an audit of every state insurance department once every 5 years) ensures state insurance departments have necessary laws and regulations, adequately trained personnel and performance standards to competently regulate insurer solvency. Ensuring the financial solvency of insurers doing business in Arizona is paramount to the Department's consumer protection responsibilities. Through the NAIC, insurance regulators and the insurance industry collaborate on model laws and regulations designed to protect insurance consumers and respond to ever-evolving changes in the marketplace (i.e. emerging technology, evolving risks and insurance coverage needs). To protect Arizona's interests, the Department must continue to review, revise and adopt NAIC model laws and regulations; cooperate with other state insurance regulators; maintain its current level of meaningful participation in NAIC committees, working groups and task forces; and remain able to take advantage of NAIC-developed products and services. Doing so will protect insurance consumers; preserve insurer solvency; promote competition and product innovation; and otherwise foster a healthy, vibrant insurance market in Arizona.

Issue 3 Consumer Protection and Assistance

The Department protects and assists Arizona citizens in many ways. We respond to consumer questions and complaints and investigate possible violations of Arizona insurance law. We offer impartial, up-to-date information (on the phone, over the Internet and in a variety of publications) to help the public make informed decisions about their insurance needs and to make sure consumers receive the benefits and services the law entitles them to receive under their policies. We make sure marketing materials, sales practices, insurance applications and policies are not deceptive, misleading, ambiguous or coercive. We review insurance rates and underwriting practices to assure adequacy and to verify that rates are not excessive or unfairly discriminatory. We make sure that insurers treat policyholders fairly and promptly pay covered claims. We only license insurance professionals and insurance companies that meet Arizona legal standards and make licensee information readily available to the public. The Department also monitors managed health care plans (HMOs or HCSOs) to assure adequate primary and specialty health care provider networks and timely health care provider payments so Arizonans have reasonable access to the health care services covered by their health care insurance policies. Assuring financial solvency and prompt and reasonable payment of

policyholder claims (and providing the safety net afforded by the state's Guaranty Funds in the event of insurer insolvency) are the Department's paramount responsibilities to Arizona consumers. To deter, investigate and facilitate convictions for insurance fraud, the Department's Insurance Fraud Unit conducts undercover investigations, executes search warrants and seizes the evidence necessary to prosecute insurance fraud, thereby reducing fraudulent claim costs and providing lower insurance rates for everyone. The Department recoups our General Fund appropriation through fees and assessments levied on the insurance industry, thereby minimizing the Department's fiscal impact on Arizona citizens. Continued support from the Governor and Legislature will preserve our continued excellent assistance and protection to Arizona's insurance consumers.

Issue 4 Operational Efficiency and Effectiveness

Despite reduced funding, the Department has worked aggressively to improve efficiency by advocating legislation and infusing technology into its operations. In particular, we worked with the insurance industry to introduce legislation that changed the term of insurance professional licenses from two to four years, cutting our license renewal workload in half. We implemented IPLUS, an electronic system that enables insurance professionals to submit address and phone number changes and license renewal applications and fees online. We implemented NAIC-developed systems that allow insurers to submit advertising, form and rate filings electronically (SERFF) and allow for online insurance license applications (E-NRL and E-RL). With fiscal support and operating flexibility, we can do even more. We need to update computerized recordkeeping systems and capitalize on record imaging and indexing technology to facilitate more efficient record storage and to make our records more readily accessible to our analysts, the insurance industry and the public. We need to make our insurance continuing education laws apply to all Arizona-resident insurance producers (not just nonresident producers) so we can focus on important regulatory issues, rather than on details involving potential nonresident licensure continuing education violations. We need a way to automatically verify a license applicant's lawful presence in the US (an "E-Verify" system, or electronic DMV records access), rather than manually reviewing hard copy identification documents. During the licensing process, we need to be able to submit electronically scanned fingerprints through the criminal justice system (as many states already do) to receive criminal history reports immediately, rather than waiting weeks or months for this critical information. Subscription to a criminal conviction records service providing criminal conviction records for licensed insurance professionals and principals of licensed businesses would greatly facilitate our ability to deliver the most efficient and effective services possible.

IDA 1.0

Program Summary

POLICY AND ADMINISTRATION

Christina Urias, Director

Phone: (602) 364-3471

A.R.S. Title 20, A.A.C. Title 20, Ch. 6

Mission:

To provide leadership, direction, coordination and support, enabling the Agency to achieve its mission.

Description:

This program develops and implements administrative and regulatory policies and procedures; advises and supports the Governor's Office; provides technical support and advice to state legislators and the U.S. Congressional delegation; develops, recommends and implements insurance-related legislation; develops and promulgates appropriate rules and substantive policy statements; renders ultimate decisions in administrative proceedings necessary to enforce and administer the Insurance Code; coordinates legal representation provided by the Attorney General's Office; coordinates interaction with other state and federal agencies; coordinates with fellow state insurance regulators through participation in the National Association of Insurance Commissioners; interfaces with and coordinates outreach to major constituencies including the industry, licensees, consumers and the media; coordinates and participates in numerous task forces and advisory groups related to insurance regulation; develops the agency's Operational Plan, Budget Request, Information Technology Plan, Business Continuity Plan, Efficiency Review and Disaster Preparedness Plan; develops the Agency's operational policies; coordinates and directs the activities of the agency and its divisions, including continually improving the quality of customer service delivery; oversees the administration of boards and other public bodies within the agency; oversees the preparation and distribution of regulatory information to the public, including consumer oriented literature, statutorily required reports, the agency newsletter and the agency web site; coordinates responses to public records requests and subpoenas; oversees the development of the agency's workforce; and provides agency accounting, budgeting, payroll, personnel, facilities management, risk management, telecommunication, information technology, mail processing and courier services.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,360.9	1,369.2	1,332.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	128.2	137.8	135.1
Program Total	1,489.1	1,507.0	1,467.7
FTE Positions	19.1	19.1	15.1

- ◆ **Goal 1** To efficiently and effectively coordinate, facilitate and support accomplishment of department-wide and divisional goals and objectives.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of quarterly performance pay targets the ADOI met for performance evaluated during the fiscal year.	98.1	90.0	90.0

Explanation: The measure is calculated as the number of quarterly agency-level performance targets met divided by the total number of quarterly agency-level performance targets during the fiscal year.

- ◆ **Goal 2** To provide a satisfying work environment for agency employees.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of agency staff turnover	9.7	10.0	12.0
Percentage of Insurance Department employees surveyed who responded they were "satisfied" with their jobs.	87.5	80.0	80.0

- ◆ **Goal 3** To provide quality accounting, budgeting, personnel and procurement services to internal customers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of Insurance Department employees surveyed who responded they were "satisfied" or better with the Business Services Section (average of October and April surveys)	86.3	80.0	80.0

- ◆ **Goal 4** To provide quality information technology support to internal customers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of Insurance Department employees surveyed who responded they were "satisfied" or better with the Information Services Division (average of October and April surveys)	88.0	80.0	80.0

- ◆ **Goal 5** To promptly fulfill appropriate public records requests and subpoenas.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average calendar days to fulfill a public records request or respond to a subpoena from date request/subpoena received	2.6	8.0	12.0

IDA 2.0 **Program Summary**
SOLVENCY REGULATION

Gerrie L. Marks, Deputy Director
Phone: (602) 364-3471
A.R.S. §§ 20-101 et seq.

Mission:

To oversee and promote the ability of authorized insurers to perform their financial obligations under insurance policies.

Description:

The program monitors the solvency of insurers doing business in Arizona through field examination and analysis of financial and transactional filings, administers the estates of Arizona insurer receiverships, and pays certain claims owed by insolvent insurers to Arizona residents.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	320.4	522.8	520.8
Other Appropriated Funds	102.1	0.0	0.0
Other Non Appropriated Funds	3,421.8	10,820.7	10,823.2
Program Total	3,844.3	11,343.5	11,344.0
FTE Positions	37.5	37.5	37.5

- ◆ **Goal 1** To provide quality services to examination customers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of examinees indicating "satisfied" or better	86.3	80.0	80.0

- ◆ **Goal 2** To efficiently and effectively analyze financial filings of insurers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of priority domestic insurer annual financial reports analyzed by April 30th	100.0	100.0	100.0
Percentage of priority domestic insurer supplemental filings analyzed within 45 calendar days after receipt	93.6	95.0	95.0
Percentage of non-priority domestic insurer annual financial reports analyzed by June 30th	99.3	95.0	95.0
Percentage of non-priority domestic insurer supplemental filings analyzed within 90 days after receipt	99.8	95.0	95.0

- ◆ **Goal 3** To timely, efficiently and effectively examine domestic

insurers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of domestic insurers examined within statutory time frames	100.0	100.0	100.0
Number of new domestic receiverships	0	N/A	N/A
Explanation:	No one can predict the number or timing of insurance company receiverships.		

- ◆ **Goal 4** To efficiently and effectively administer the Guaranty Funds.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage by which investment earnings of the Guaranty Funds exceeded the 90-day T-bill rate	0.4	0.2	0.2
Claims handling audit score (perfect score = 100) for claims handled by the Guaranty Funds office	94.9	90.0	90.0
Claims handling audit score (perfect score = 100) for claims handled by contract claims adjusters	N/A	90.0	90.0
Explanation:	In FY 2008, no claims were handled by contract claims adjusters.		

- ◆ **Goal 5** To maximize the ability of insolvent insurers to pay valid creditor claims.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Receivership administrative expenses as a percentage of creditor payments for estates closed during the fiscal year	78.6	N/A	N/A
Explanation:	No one can predict the fiscal year in which a receivership will close or the administrative expenses and creditor payments that will accumulate for that receivership.		

IDA 3.0 **Program Summary**
CONSUMER SUPPORT

Gerrie L. Marks, Deputy Director
Phone: (602) 364-3471
A.R.S. Title 20, A.A.C. Title 20, Ch. 6

Mission:

To inform, assist and protect Arizona insurance consumers.

Description:

This program provides information and assistance to the public on a broad range of insurance-related issues; administers health care appeals; and performs investigations, examinations, and market surveillance in furtherance of consumer interests.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,245.6	3,212.4	3,421.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,157.0	2,375.8	2,315.6
Program Total	5,402.6	5,588.2	5,736.9
FTE Positions	56.8	64.3	61.3

- ◆ **Goal 1** To efficiently and effectively evaluate, and secure corrective action to deficiencies in, health care service organization network adequacy, plan management, member services, quality improvement systems, utilization management and timely pay and grievance law compliance.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of managed care examination reports filed within one year after exit from company for reports filed during the year.	100.0	20.0	80.0
Percentage of managed care examination draft reports sent to the company within 60 days after exit	100.0	90.0	90.0

- ◆ **Goal 2** To efficiently and effectively evaluate, and secure corrective

action to deficiencies in, prepaid dental plan network adequacy, plan management, member services, and quality improvement systems.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of prepaid dental plan organization quarterly reports reviewed for compliance with laws and regulations	100.0	99.0	98.0

- ◆ **Goal 3** To efficiently and effectively analyze and examine insurers' marketing, claims, underwriting, and rating practices.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of market conduct examination reports filed within one year after exit from company for reports filed during the year	67.1	75.0	75.0
Amount of restitution recovered through market conduct examinations (in thousands of dollars)	69.5	60.0	60.0
Percentage of market conduct examination draft reports sent to the company within 60 days after exit	100.0	90.0	90.0

- ◆ **Goal 4** To efficiently and effectively monitor the competitiveness of the property and casualty insurance markets.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average calendar days to complete market analysis monitoring reports from the date market monitoring surveys are sent to insurers, for market monitoring reports completed during the fiscal year.	86.0	135.0	135.0

- ◆ **Goal 5** To efficiently and effectively review P&C rate filings to determine compliance with Arizona law.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of targeted open-competition rate filings (Article 4.1) reviewed within 90 calendar days from date filing received	99.7	90.0	90.0
Percentage of file-and-use rate filings (Article 4) reviewed by the effective date of the rates	100.0	95.0	95.0
Average calendar days to complete substantive review of file-and-use rate filings.	12.4	15.0	15.0
Percentage of P&C rate filings submitted electronically	81.9	60.0	60.0

- ◆ **Goal 6** To efficiently and effectively review policies, contracts and related form filings to verify they contain all provisions and coverages required by law and are not misleading or unfairly discriminatory.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of P&C form filings on which review was completed within the prescribed substantive review period	100.0	95.0	95.0
Average calendar days to complete substantive review of Property and Casualty form filings	6.3	20.0	20.0
Percentage of L&H form filings on which review was completed within the prescribed substantive review period	94.7	90.0	86.0
Average calendar days to complete substantive review of L&H form filings	17.0	25.0	27.0
Percentage of form filers surveyed indicating "satisfied" or better	90.4	85.0	85.0
Percentage of form filings submitted electronically	82.8	83.0	85.0
Explanation:	Includes life, health, and property and casualty form filings.		

- ◆ **Goal 7** To efficiently and effectively investigate apparent violations of the insurance code by insurers, professional service licensees and unauthorized parties, and to refer apparent violations for prosecution or administrative action.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average calendar days to complete	72.6	120.0	120.0

an investigation after receipt of complaint warranting an investigation

- ◆ **Goal 8** To efficiently and effectively administer health insurance external appeals process.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of health care appeals the ADOI administered within statute-prescribed timeframes for health care appeal cases the ADOI completed during the fiscal year.	99.6	99.0	99.0

- ◆ **Goal 9** To efficiently and effectively render assistance to consumers and other constituents on insurance-related matters.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of success in locating liability coverage for difficult-to-place risks	100.0	90.0	90.0
Percent of survey respondents indicating satisfied or better with assistance rendered	71.6	70.0	70.0
Average days to resolve request for assistance	106.4	120.0	120.0

- ◆ **Goal 10** To efficiently and effectively make insurance-related information available to the public.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of insurance-related public education events the ADOI conducted during the fiscal year that had 10 or more attendees.	31	25	25

IDA 4.0

Program Summary

FRAUD INVESTIGATION AND DETERRENCE

Terry L. Cooper, Assistant Director, Investigations

Phone: (602) 912-8418

A.R.S. §§ 20-466 et. seq.

Mission:

To deter, investigate, and facilitate conviction for insurance fraud.

Description:

This program receives investigative referrals from insurers and other sources. It conducts criminal investigations of individuals, businesses and organizations alleged to be involved in submitting intentionally misleading claim-related information to insurers or alleged to be engaged in other forms of insurance fraud. The program also provides education and promotes awareness within the industry, law enforcement and the community concerning the deleterious effects of insurance fraud.

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,310.8	1,381.9	1,522.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,310.8	1,381.9	1,522.5
FTE Positions	15.0	15.0	16.0

- ◆ **Goal 1** To efficiently and effectively investigate fraud referrals.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of investigations completed from referrals	315	200	200

Explanation: Excludes proactive cases. Proactive cases are initiated by the Department.

Number of fraud referrals received from insurers.	2,163	2,200	2,200
Number of cases from general investigation referrals submitted for prosecution (excluding citations in lieu of detention)	112	75	75

Explanation: Includes Citations In Lieu of Detention and excludes proactive cases.

Number of convictions from general investigation referral cases	128	75	75
Explanation:	Excludes cases previously submitted for prosecution and awaiting judicial procedure.		
Average calendar days to complete an investigation for investigations completed during the year	191.5	180.0	180.0
Percentage of survey respondents indicating satisfied or better	56.1	55.0	52.5
Number of citation-in-lieu-of-detention cases submitted for prosecution	25	50	50
Number of citations in lieu of detention resulting in conviction or consent decree.	8	16	20

◆ **Goal 2** To efficiently and effectively conduct targeted, proactive fraud investigations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of targeted, proactive investigations completed	77	75	75
Number of targeted, proactive cases submitted for prosecution	72	50	50
Number of convictions from targeted, proactive cases	102	50	50
Total restitution ordered from proactive investigations (in thousands of dollars)	2,250.5	900.0	900.0

IDA 5.0

Program Summary

LICENSING

Scott B. Greenberg, Chief Operating Officer

Phone: (602) 364-3764

A.R.S. Title 20, A.A.C. Title 20, Ch. 6

Mission:

To render efficient, effective and quality insurance licensing services and to restrict license issuance and renewal to qualified candidates.

Description:

This program analyzes applications for licensure by entities regulated under A.R.S. § 20 and grants licenses to those satisfying statutory prerequisites to provide insurance products and services in Arizona. The program also oversees the administration of related activities, such as producer continuing education and pre-license examinations.

Funding and FTE Summary:	(Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds		749.2	663.6	675.5
Other Appropriated Funds		0.0	0.0	0.0
Other Non Appropriated Funds		172.6	159.0	159.0
Program Total		921.8	822.6	834.5
FTE Positions		15.1	15.1	13.1

◆ **Goal 1** To efficiently and effectively process insurer license applications.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average Licensing Time Frames* days from the date an application for initial license is received to the date that the license decision is rendered, for Insurers, Reinsurers, Service Corporations, Health Care Services Organizations and Prepaid Dental Plan Organizations	42.0	60.0	60.0
Explanation:	*Licensing Time Frames days are the Overall Time Frame days, as defined in A.R.S. § 41-1072(2), minus the days that the Overall Time Frame is suspended in accordance with A.R.S. § 41-1074(B).		

◆ **Goal 2** To provide quality service to professional service license customers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of survey respondents indicating satisfied or better	97.5	80.0	80.0

◆ **Goal 3** To efficiently and effectively process professional service license applications.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average Licensing Time Frames days required to render a decision on a producer license application from the date it was received	1.5	15.0	30.0
Explanation:	Licensing time frame days are the overall time frame days, as defined in A.R.S. § 41-1072(2), minus the days that the overall time frame is suspended in accordance with A.R.S. § 41-1074(B).		
Producer license and renewal applications received	46,992	46,992	46,992
Total producers licensed at June 30	154,182	154,182	154,182
Percentage of (new) license applications and fee payments received electronically	64.6	60.0	60.0
Percentage of license renewal applications and fee payments received electronically	58.3	30.0	30.0

IDA 6.0

Program Summary

PREMIUM TAX COLLECTIONS AND ANALYSIS

Scott B. Greenberg, Chief Operating Officer

Phone: (602) 364-3764

A.R.S. §§ 20-224 et. seq.

Mission:

To fully collect, efficiently deposit and accurately forecast insurance premium tax revenues.

Description:

This program develops and provides tax report forms and information to taxpayers, collects and deposits premium tax revenues, audits premium tax reports and communicates with taxpayers concerning discrepancies, assesses late payment penalties and interest, and forecasts premium tax revenues

Funding and FTE Summary:	(Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds		246.2	219.8	219.1
Other Appropriated Funds		0.0	0.0	0.0
Other Non Appropriated Funds		0.0	0.0	0.0
Program Total		246.2	219.8	219.1
FTE Positions		3.3	3.3	3.3

◆ **Goal 1** To fully collect the premium tax required by law.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of prior fiscal year premium tax returns audited	82.0	100.0	90.0
Amount of tax, interest and penalties recovered through audits (in millions of dollars)	1.1	0.8	0.8

◆ **Goal 2** To efficiently deposit premium tax revenues.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average work days from date tax payment received to deposit with State Treasurer	2.3	2.0	2.0
Percentage of premium tax (installment and annual) reports and payments received electronically	0	5.0	20.0

◆ **Goal 3** To accurately forecast premium tax revenues.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Difference (absolute value) between tax revenue forecast and actual fiscal-year tax revenues collected	1.7	2.0	2.0

◆ **Goal 4** To provide quality service to premium taxpayers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of survey responses	82.4	80.0	80.0

IDA 7.0

Program Summary

CAPTIVE INSURER PROGRAM

P. Rodney Morris, Captive Insurance Administrator

Phone: (602) 364-4490

A.R.S. Title 20, A.A.C. Title 20, Ch. 6

Mission:

To provide a regulatory environment that enables development of the domestic captive insurance industry, and to oversee the soundness of domestic captive insurers.

Description:

This program licenses Arizona captive insurers. Through analysis and examination as warranted, the program monitors each captive insurer's performance to confirm compliance with applicable laws, to detect potentially hazardous conditions and to appropriately intervene. The program also interacts with public and private stakeholders to foster an environment conducive to the development of a sound domestic captive insurance industry.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	341.6	261.5	261.5
Program Total	341.6	261.5	261.5
FTE Positions	4.0	4.0	4.0

◆ **Goal 1** To enable growth of the domestic captive insurance industry.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of new captive insurers licensed	25	1	1

◆ **Goal 2** To efficiently and effectively process captive insurer license applications

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of captive insurer license applications reviewed within 30 days of receiving an administratively complete application.	100.0	90.0	90.0

Explanation: *Licensing Time Frames days are the Overall Time Frame days, as defined in A.R.S. § 41-1072(2), minus the days that the Overall Time Frame is suspended in accordance with A.R.S. § 41-1074(B).

◆ **Goal 3** To efficiently and effectively oversee the soundness of domestic captive insurers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of captive insurer annual reports analyzed within 120 calendar days of receipt	69.2	70.0	70.0

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Agency Summary

JUDICIAL SYSTEM

Hon. Ruth McGregor, Chief Justice

Phone: (602) 452-3307

See Individual Programs

Mission:

To provide Arizona citizens with an independent, accessible, and integrated judicial system that maintains a high degree of public trust and confidence; serves as an asset by dispensing justice, resolving human disputes, and conducting its administrative functions in a fair, equitable, and just manner; and operates efficiently and expeditiously.

Description:

The Arizona Judicial Branch is an integrated, but decentralized, judicial system implementing its constitutional and statutory responsibilities throughout all levels of government - state, county, and city. The Judicial Branch consists of the Supreme Court, Court of Appeals, Superior Court, and limited jurisdiction (municipal and justice of peace) courts. The Arizona Constitution provides for the administrative supervision over all courts to rest with the Chief Justice of the Supreme Court. The Administrative Office of the Courts is charged with assisting the Chief Justice in discharging his/her administrative duties. The Arizona Judicial Council, created in 1990, assists the Supreme Court and the Chief Justice in developing and implementing policies and procedures designed to accomplish the integration of the court system pursuant to the Court's constitutional mandate.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ADJUDICATION	4,277.7	4,348.1	4,437.2
➤ ADMINISTRATIVE SUPERVISION (COURTS AND AOC SUPPORT)	8,411.6	8,150.7	8,150.7
➤ REGULATORY ACTIVITIES	2,744.5	3,058.9	3,058.9
➤ COURT ASSISTANCE	39,686.5	46,288.5	54,731.9
➤ FAMILY SERVICES	5,565.9	6,478.9	6,478.9
➤ JUDICIAL NOMINATIONS AND PERFORMANCE REVIEW	322.4	323.3	323.3
➤ COMMISSION ON JUDICIAL CONDUCT	458.3	436.9	436.9
➤ JUDICIAL COMPENSATION	17,823.6	18,283.1	19,508.1
➤ ADULT PROBATION SERVICES	33,044.4	36,625.3	38,811.0
➤ JUVENILE PROBATION SERVICES	56,114.5	54,751.9	54,760.8
➤ COURT OF APPEALS DIVISION I	9,761.0	9,637.0	9,873.8
➤ COURT OF APPEALS DIVISION II	4,320.0	4,288.2	4,377.0
➤ ADULT AND JUVENILE DRUG COURT	992.8	1,013.6	1,056.7
Agency Total:	183,523.2	193,684.4	206,005.2

Funding and FTE Summary:	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
(Thousands)			
General Funds	126,612.1	126,324.4	130,849.3
Other Appropriated Funds	40,308.2	45,747.8	54,691.2
Other Non Appropriated Funds	20,028.1	25,033.7	23,886.2
Program Total	186,948.4	197,105.9	209,426.7
FTE Positions	621.7	621.7	622.7

Strategic Issues:

Issue 1 Providing Access to Swift, Fair Justice

The role of courts is to swiftly and fairly resolve cases. To accomplish this goal, courts must become efficient and user friendly. Challenges include addressing the needs of the growing ranks of unrepresented litigants, protecting the rights of victims, and speeding up the wheels of justice. Specific initiatives to achieve these objectives include creating self-help and information centers for those who cannot afford representation; putting case-related information on the web so that parties, witnesses, and victims can receive timely, accurate information; and re-engineering case processing systems so that cases are resolved more quickly. This is especially important in areas such as DUI processing. Arizona citizens have the right to an adequately funded system that employs modern technology to process cases and communicate information, protects the rights of victims, ensures that self-represented litigants have meaningful access to the courts, and is open and available to all members of the public. The initiatives supporting this goal will help ensure that Arizona's diverse population can be confident that our system of justice will be swift, impartial, fair, and compassionate to the victims of crime.

Issue 2 Protecting Children, Families, & Communities

Arizona's children and families are precious resources. Courts must be able to act swiftly and dispense justice in family law cases so that children are protected from neglect and abuse, and to make appropriate, permanent placements so that children do not languish in the custody of the state. All this must be accomplished while balancing the rights of parents. Domestic violence cases have skyrocketed and require emergency procedures to ensure the safety of domestic violence victims. In addition, Arizona's rapidly expanding and aging population has increased the number of cases involving vulnerable persons, elder care, probate, and fiduciary responsibility. The courts must engineer new case management processes and educate court personnel to efficiently resolve these family-related cases. Courts also oversee supervision of probation for those who have been convicted of criminal charges. Initiatives to enhance probation supervision call for increased automation to track probationers, enhanced efforts to collect restitution, additional training for probation officers, and improved methods to assist substance-abusing probationers. Courts must improve processes to protect children, families, and communities through innovative and forward-looking programs.

Issue 3 Being Accountable

Courts must ensure that judges and staff in all courts and at all levels are competent, professional, and customer service oriented. To accomplish this goal, courts must adopt a system of standards to measure operations and performance. To enhance public trust and confidence, courts must keep the public informed about our initiatives and must quickly investigate and resolve all allegations of misconduct. Courts must ask the right questions, apply the right standards, and spend the time necessary to improve the performance of all parts of the judicial system.

Issue 4 Improving Communication and Cooperation with the Community

Many members of the public do not fully understand our courts and how they operate. To ensure an informed public, courts must take responsibility to communicate clearly. We must also find ways to help the public make informed decisions about judges standing for retention by improving the information about judges' performance provided by the Commission on Judicial Performance. Courts must continue to improve jury management systems and selection procedures. Courts should increase not only their efforts to foster public understanding of the judicial branch, but also their efforts to improve communications across all branches and levels of

government. The initiatives supporting these goals include expanding direct outreach efforts to the public, increasing intra-branch cooperation with other levels of government, and expanding programs that foster mutual understanding and respect among all branches of government.

Issue 5 Serve the Public by Improving the Legal Profession

Working with the Arizona State Bar, the Court should implement strategic initiatives to improve public confidence in the legal system and in the lawyers who serve within the system. Because the Supreme Court regulates the practice of law, the Court should continually develop methods by which the legal profession can improve its service to the public. Other initiatives include examining existing rules that govern the practice of law and attorney admission and discipline and revising those that cause unnecessary delay. The Court will also consider whether changes to rules of court procedure can reduce the cost of litigation, improve the timeliness of dispute resolution, or discourage unnecessary adversarial proceedings.

COU 1.0 **Program Summary**
ADJUDICATION
Kevin Kluge, Chief Financial Officer
Phone: (602) 452-3395
AZ Constitution, Article VI, Section 2; A.R.S. § 12-101

Mission:

To dispense justice in a fair and equitable manner and to provide judicial and administrative supervision over the Arizona Judicial Department as mandated by Arizona law and the Constitution.

Description:

The Supreme Court may choose to review decisions of the intermediate appellate courts when a petition for review is filed; hears direct criminal appeals in cases with a death sentence imposed; hears direct appeals in election cases; may accept direct special actions brought in the Supreme Court against state officials; regulates activities of the State Bar of Arizona and oversees admission of new attorneys to the practice of law; reviews charges of misconduct against attorneys, and has authority to suspend or disbar an attorney; serves as the final decision-making body when disciplinary recommendations are filed against Arizona judges by the Commission on Judicial Conduct; adopts rules of procedures for all courts of the state; provides administrative supervision over all courts of the state; and chairs the Commissions on Appellate and Trial Court Appointments.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,277.7	4,348.1	4,437.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	4,277.7	4,348.1	4,437.2
FTE Positions	43.7	43.7	43.7

- ◆ **Goal 1** To provide fair and expeditious determination of cases. (Supreme Court activity is difficult to predict; estimates are based on FY 2008 activity level. Cases pending are as of 6/30.)

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
All cases on file	TBD	1,581	1,581
All cases terminated	TBD	1,262	1,262
Cases pending	TBD	319	319
New case filings	TBD	1,161	1,161
State Bar matters on file	TBD	199	199
State Bar matters terminated	TBD	211	211
State Bar activity reports	TBD	1,247	1,247
All other cases on file	TBD	32	32
All other cases terminated	TBD	19	19

COU 2.0 **Program Summary**
ADMINISTRATIVE SUPERVISION (COURTS AND AOC SUPPORT)
Dave Byers, Administrative Director
Phone: (602) 452-3307
AZ Constitution, Article VI, Sections 3, 7

Mission:

To assist the Chief Justice in carrying out the constitutionally prescribed responsibility for providing administrative supervision over the integrated Arizona court system and to support the Chief Justice and the Supreme Court in providing quality administrative leadership and assistance to Arizona's courts.

Description:

Court Administration is responsible, through nine operating divisions and the Office of the Administrative Director, for providing administrative support to the Chief Justice and Supreme Court; for liaison activities with executive and legislative branch agencies and other judicial departments; for coordinating strategic projects that have potential to change the way courts do business; and, for providing internal and external administrative support for the judicial department. The divisions are Administrative Services; Adult Services; Certification and Licensing; Court Services; Dependent Children's Services; Education Services; Human Resources; Information Technology; and Juvenile Justice Services. Court Administration is also responsible for facilities management and security for the Arizona Courts Building.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	8,411.6	8,150.7	8,150.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	8,411.6	8,150.7	8,150.7
FTE Positions	57.4	57.4	57.4

- ◆ **Goal 1** To identify operational and administrative problems and recommend solutions and to uphold the integrity and independence of the judiciary.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Operational reviews completed	18	14	14
Average days to complete an operational review report	212	180	180
Average reviews per specialist	4	3	3

- ◆ **Goal 2** To ensure that automation services are provided that support statewide programs and systems.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Internal and external users connected to the Arizona Judicial Information Network	7,477	7,500	7,500
Infrastructure cost per user (dollars)	1,289	944	944
Explanation: Increased cost in FY07 and FY08 related to data center move.			
Uptime of network availability during normal operating hours (percentage)	99.96	99	99
Uptime of systems availability during normal operating hours (percentage)	99	99	99
% of courts with automated accounting and case management systems	100	100	100
% of courts using COT approved and/or standard case management systems	98	98	98
% of users with AJIN access (percentage)	100	100	100

- ◆ **Goal 3** To provide accurate, prompt and professional responses to questions or problems concerning court operations, procedures and/or other technological issues received by the AOC Support Center.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Total Number of Questions/Issues Received	29,014	35,000	35,000
Number of Questions/Issues Received - Urgent Priority	65	150	150
Percent of Questions/Issues Resolved Within 1 Business Day - Urgent Priority	94	85	85
Number of Questions/Issues Received - High Priority	320	400	400
Percent of Questions/Issues Resolved Within 2 Business Days - High Priority	91	85	85
Number of Questions/Issues Received - Medium Priority	27,889	32,500	32,500
Percent of Questions/Issues Resolved Within 3 Business Days - Medium Priority	87	85	85

COU 3.0 **Program Summary**
REGULATORY ACTIVITIES
Nancy Swetnam, Division Director
Phone: (602) 452-3362
A.R.S. §§ 32-4001; 28-3391 to 28-3399; 14-5651; 8-134

Mission:

To train, certify and monitor regulatory activities placed under the oversight of the Arizona Supreme Court.

Description:

The program is responsible for oversight of certification, testing, training, compliance and discipline of regulatory programs under the jurisdiction of the Arizona Supreme Court.

This Program Contains the following Subprograms:

- ▶ Court Reporters
- ▶ Confidential Intermediary
- ▶ Private Fiduciary
- ▶ Defensive Driving School Regulation

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	993.4	1,187.5	1,187.5
Other Non Appropriated Funds	1,751.1	1,871.4	1,871.4
Program Total	2,744.5	3,058.9	3,058.9
FTE Positions	34.9	34.9	34.9

COU 3.1 **Subprogram Summary**
COURT REPORTERS

Jenny Lubben, Programs Specialist
Phone: (602) 452-3403
A.R.S. §§ 32-4001 et. seq.

Mission:

To certify individuals in the state who engage in the stenographic or voice writing reporting of proceedings in any Court and who take depositions for use in any Arizona court.

Description:

A.R.S. Title 32, Chapter 40, requires individuals who engage in stenographic or voice writing reporting of proceedings for use in any court in this state be certified by the Board of Certified Reporters. The Board administers examinations for the certification of reporters and recommends to the Arizona Supreme Court rules to implement and enforce the provisions of the law. The Board also has authority to investigate alleged violations of certified reporters and to take appropriate disciplinary action. The program began during FY 2000; effective January 1, 2007, voice writer reporters must be certified, in addition to stenographic reporters.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,751.1	1,871.4	1,871.4
Program Total	1,751.1	1,871.4	1,871.4
FTE Positions	18.9	18.9	18.9

- ◆ **Goal 1** To promptly process and review certification applications and reports for issuance, renewal or denial of certification

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Applications received (new and renewal)	485	490	490
Certifications granted	483	498	498
Certifications denied	1	2	2
Average number of days from receipt of application to decision regarding certification	30	30	30
Number of certified reporters (end of year)	474	480	480

- ◆ **Goal 2** To investigate and process complaints against certified court reporters to ensure compliance with Arizona law and administrative orders and rules adopted by the Arizona Supreme Court.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Complaints received	2	5	2
Complaints closed	3	7	2
Disciplinary action	2	2	1
Average number of days from receipt of complaint to resolution by dismissal or disciplinary action	819	300	180
Complaint closure rate (percent)	150	98	98
Percent of cases closed within 22 month standard	33	98	98

COU 3.2 **Subprogram Summary**
CONFIDENTIAL INTERMEDIARY
Kandace French, Program Specialist
Phone: (602) 452-3886
A.R.S. § 8-134

Mission:

To train, certify and monitor Confidential Intermediaries to facilitate contact between adoptees or adoptive parents and birth parents and biological siblings while protecting court and agency records and anonymity of those who desire it.

Description:

The Board certifies Confidential Intermediaries (CIs), as specified by the court, to act as a liaison between an adoptive parent, guardian or an adoptee or a birth parent or birth sibling in establishing contact. The CI has statutory authority to access confidential court and agency adoption records to facilitate the search. The program facilitates voluntary contact, while protecting the confidentiality of those who desire their adoption records to remain sealed. The Arizona Supreme Court has adopted rules and procedures to implement and operate the program, and established fees, training, and standards of conduct for CIs with appropriate disciplinary action as necessary. Effective January 1, 2008, CIs will have the statutory authority to facilitate contact between siblings who have been separated as the result of dependency/foster care.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	168.5	194.0	194.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	168.5	194.0	194.0
FTE Positions	2.5	2.5	2.5

- ◆ **Goal 1** To promptly process and review applications for initial certification.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of applicants for certification	6	10	10
Average number of days from receipt of complete application requirements to decision regarding certification	30	30	30
Number of individuals granted certification	6	10	10
Number of individuals denied certification	0	0	0
CIs certified (end of year)	44	50	50

- ◆ **Goal 2** To promptly process and review applications for biennial renewal of certification.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of applications received	11	42	n/a
Number of individuals granted recertification	10	42	n/a
Number of individuals denied recertification	1	0	n/a
Number of days from submission of complete renewal application to decision regarding renewal	30	30	n/a

- ◆ **Goal 3** To provide initial training to individuals eligible for certification and renewal training for certified CIs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of individuals receiving initial training	11	7	7
Percent who rate the initial training "above average or better"	99	95	95

- ◆ **Goal 4** To assist CIs to provide high quality service.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Cases opened	72	n/a	n/a
Explanation:	As of 1/1/08, CI's no longer required to get permission to open a case		
Cases closed	110	n/a	n/a
Explanation:	As of 1/1/08, CI's no longer required to get permission to open a case		

- ◆ **Goal 5** To investigate and process complaints against certified confidential intermediaries to ensure compliance with Arizona law and administrative orders and rules adopted by the Arizona Supreme Court.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Complaints received	1	1	1
Complaints closed	2	1	1
Disciplinary action	0	1	1
Number of days from receipt of complaint to resolution by dismissal or disciplinary action	156	120	120
Complaint case closure rate (percent)	200	100	100
Percent of cases closed within standard of 22 months	100	100	100

COU 3.3	Subprogram Summary
	PRIVATE FIDUCIARY
	Katherine Boots, Program Manager
	Phone: (602) 452-3415
	A.R.S. § 14-5651

Mission:

To certify, audit and discipline certified fiduciaries who are court appointed to serve as guardians for incapacitated persons, conservators for persons in need of protection and personal representatives for decedent estates.

Description:

A.R.S. § 14-5651 requires persons, who serve for a fee and are unrelated to a person or not nominated by will, and are appointed by the Superior Court, to be certified by the Arizona Supreme Court. The program certifies individuals who meet the statutory requirements and serve by court appointment as guardians, conservators, and personal representatives. The program develops and enforces the rules and policies necessary to implement A.R.S. § 14-5651. The program provides initial and renewal certification for fiduciaries. The program investigates alleged misconduct by fiduciaries and takes appropriate disciplinary action as necessary. The program conducts random compliance audits of certified fiduciaries.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	259.8	290.6	290.6
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	259.8	290.6	290.6
FTE Positions	5.0	5.0	5.0

- ◆ **Goal 1** To promptly process and review certification applications and reports for issuance or denial of initial certification.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of applications received	14	20	20
Number of individuals certified	17	19	19
Number of applications denied	0	1	1
Number of days from receipt of complete application requirements to decision regarding certification	30	30	30
Number of fiduciaries certified at end of year	299	320	320

- ◆ **Goal 2** To promptly process and review applications for biennial renewal of certification.

*Fiduciaries renew certification every other year, in the even numbered year. Therefore, there is no renewal in FY07 or FY09.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of applications received	297	n/a	300
Number of individuals granted recertification	285	n/a	287
Number of applications denied recertification	0	n/a	1
Number of days from submission of complete renewal application to decision regarding renewal	30	n/a	30

- ◆ **Goal 3** To receive complaints, conduct impartial investigations and take appropriate action, ranging from dismissal of complaint to revocation of certification, in accordance with Arizona Revised Statutes and the code of conduct, administrative rules and orders adopted by the Arizona Supreme Court.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of complaints received	26	23	23
Number of complaints closed	20	30	23
Number of disciplinary actions	8	8	5

Number of days from receipt of complaint to resolution by dismissal or disciplinary action	388	300	300
Complaint case closure rate (percent)	77	130	100
Percent of complaints resolved within 22 month standard	92	90	90

- ◆ **Goal 4** To conduct audits of certified fiduciaries and their businesses to insure compliance with statutes, administrative code sections and court orders.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of notice of engagement letters	0	4	4
Fieldwork completed	3	4	4
Corrective Action Plans in Place	0	4	4
Number of final reports completed	0	4	4

COU 3.4 **Subprogram Summary**
DEFENSIVE DRIVING SCHOOL REGULATION
Katherine Boots, Program Manager
Phone: (602) 452-3415
A.R.S. §§ 28-3391 to 28-3399

Mission:

To train, certify and monitor the use of defensive driving schools and defensive driving instructors by the Arizona courts.

Description:

The program certifies and monitors defensive driving schools and instructors that may be used by the Arizona courts for diversion of traffic offenses and provides information to courts on the operation of the program. A statewide database is maintained to record defensive driving course completion and to verify eligibility for participation in the diversion program.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	565.1	702.9	702.9
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	565.1	702.9	702.9
FTE Positions	8.5	8.5	8.5

- ◆ **Goal 1** To ensure defensive driving schools and instructors meet established standards for administrative and educational quality.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Operational reviews of schools completed	3	5	5
Percent of instructors rated that are in compliance with Arizona Code of Judicial Administration (ACJA 7-205) and Statutes.	95	95	95
Instructors monitored	115	130	130

- ◆ **Goal 2** To ensure the statewide database provides accurate and timely information for eligibility and fee payment verification.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average days to complete error change requests from schools	2	2	2
Percent of student completions reported by schools on time	95	95	95
Court information change requests processed	358	400	400

- ◆ **Goal 3** To provide continuing training opportunities for instructors to improve the quality of the defensive driving classes.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
New instructors completing training	50	35	35

Current instructors receiving ongoing training	155	160	165
Percent of instructors indicating training programs are responsive to their needs	98	98	98

- ◆ **Goal 4** To ensure reporting procedures are established and followed for courts and schools to verify accurate fee payment, reporting and processing of defensive driving program traffic dismissals.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of bi-monthly school reports/fee payments reconciled monthly	65	25	25

- ◆ **Goal 5** To investigate and process complaints against certified defensive driving schools and instructors to ensure compliance with Arizona law and administrative orders and rules adopted by the Arizona Supreme Court.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Complaints received	8	8	8
Complaints closed	16	8	8
Complaint case clearance rate (percent)	200	98	98
Disciplinary actions	9	2	2
Average number of days from receipt of complaint to closure	293	300	300
Percentage of complaint cases closed within 22 month standard	100	98	98

- ◆ **Goal 6** To promptly process and review applications for certification.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Applications received	198	30	220
Certifications granted	194	30	215
Certifications denied	4	5	5
Average number of days from receipt of complete application to decision regarding certification (Instructors)	30	30	30
Number of certified schools (end of year)	18	23	25

COU 4.0 **Program Summary**
COURT ASSISTANCE
Kevin Kluge, Chief Financial Officer
Phone: (602) 452-3395
See Individual Programs

Mission:

To aid Arizona courts in protecting children, families, and communities while providing swift, fair access to justice.

Description:

Various divisions within the Administrative Office of the Courts provide support throughout the Arizona Judicial Department by administering and monitoring various statutorily created funds and Arizona Supreme Court established programs to assist in the improvement of Arizona court processes.

This Program Contains the following Subprograms:

- ▶ Judicial Education
- ▶ Domestic Relations
- ▶ State Grand Jury
- ▶ Post Conviction Relief
- ▶ Judicial Assistance
- ▶ State Aid to the Courts
- ▶ Judicial Collection Enhancement
- ▶ Defensive Driving
- ▶ Drug Enforcement
- ▶ Alternative Dispute Regulation
- ▶ Case Processing Assistance

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,290.1	1,069.7	1,069.7
Other Appropriated Funds	26,628.2	30,171.4	38,614.8
Other Non Appropriated Funds	11,768.2	15,047.4	15,047.4
Program Total	39,686.5	46,288.5	54,731.9
FTE Positions	41.2	41.2	41.2

COU 4.1	Subprogram Summary
	JUDICIAL EDUCATION
Cathy Lowe, Division Director	
Phone: (602) 452-3000	
ACJA 1-302, 1-108	

Mission:

To improve the service the judiciary provides to the public and internal customers by increasing the expertise, skills and abilities of all judicial personnel through a comprehensive, relevant, accessible and high-quality system of judicial education.

Description:

In support of the division's mission, staff have an obligation to provide mandated training for certain categories of court personnel. This includes orientation for new limited and general jurisdiction judges; a certification academy and testing component for new probation officers; and offerings in required programs for judicial staff, including programs on the court system, communication skills, dealing with the public and current issues in the court. In these and other programs, the division strives to involve individuals in the court system in the planning and implementation of programs for their respective positions; to fairly provide programs for all categories of judicial personnel; and to utilize a variety of delivery mechanisms to assure the availability of programs for individuals of all job categories and geographic locations.

This program supports and maintains a statewide system of judicial education and manages oversight of personnel compliance with judicial education standards; maintains, staffs and facilitates a comprehensive system of curriculum and program development committees; maintains a statewide system of local training coordinators to sponsor and monitor local training; conducts and/or facilitates curriculum, program and faculty development programs/processes for statewide judicial education; coordinates and produces conferences, workshops, seminars, videos and broadcasts for judges and non-judge staff; and implements directives of the Committee on Judicial Education and Training and its subcommittees: the Judicial College of Arizona, the Committee on Probation Education, and the Judicial Staff Education Committee and the Court Leadership Institute of Arizona.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	213.9	234.2	234.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	213.9	234.2	234.2
FTE Positions	2.0	2.0	2.0

- ◆ **Goal 1** To provide continuing education to all members of the judiciary.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of sessions offered to judges (limited, general and appellate jurisdictions)	188	189	195
Number of sessions offered to probation, detention and surveillance officers	602	650	650

Number of sessions offered to judicial staff	116	120	125
Number of judges participating in Education Services Division sponsored programs	1,445	1,100	1,175
Explanation:	These are duplicated counts of judges, probation staff and judicial staff.		
Number of probation, detention and surveillance officers participating Education Services Division sponsored programs	765	900	950
Explanation:	Probation participant numbers jumped significantly due to addition of Defensive Tactics, Firearms Training, Officer Safety Train the Trainer, and Faculty Skill Development for Officer Safety Instructors statewide.		
Number of judicial staff participating in Education Services Division sponsored programs	1,745	2,000	2,500

- ◆ **Goal 2** To assure a comprehensive system of judicial education for all categories of personnel

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of educational hours offered to judges (limited general and appellate jurisdictions)	484	510	510
Explanation:	Performance measure calculation method revised in FY07		
Number of educational hours offered to probation, detention and surveillance officers	1,495	1,500	1,600
Explanation:	Performance measure calculation method revised in FY07		
Number of educational hours offered to judicial staff	490	500	500
Explanation:	Performance measure calculation method revised in FY07		
Percent of judges in compliance with annual continuing education mandate	98	100	100
Percent of probation, detention and surveillance officers in compliance with annual continuing education mandate	97	100	100
Percent of judicial staff in compliance with annual continuing education mandate	99	100	100

- ◆ **Goal 3** To assure appropriate use of available resources to support a comprehensive system of judicial education

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of faculty used to train judges	229	230	235
Number of faculty used to train probation, detention and surveillance officers	500	500	500
Number of faculty used to train judicial staff	195	200	200
Percent of total faculty used paid for services to train judges	11	5	10
Percent of total faculty used paid for services to train probation, detention and surveillance officers	37	2	20
Percent of total faculty used paid for services to train judicial staff	10	10	10
Cost per participant hours from total budget to train judges	18	20	20
Cost per participant hours from total budget to train probation, detention and surveillance officers	12	14	15
Cost per participant hours from total budget to train judicial staff	0	10	0

- ◆ **Goal 4** To assure the accessibility of judicial education programs through various delivery mechanisms, including seminars/workshops, conferences, residential programs, broadcasts, computer-based and other distance learning formats

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of seminars/workshops	17	17	17
Total number of conferences	9	10	10
Total number of residential programs	38	38	40
Total number of broadcasts	4	5	5
Total number of computer based programs	70	250	250
Total number of publications	10	10	10
Total number of WENDELL website "hits"	32,797	20,000	25,000

Total number of materials checked out of resource library	107	110	120
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COU 4.2 Subprogram Summary

DOMESTIC RELATIONS

Theresa Barrett, Program Manager

Phone: (602) 452-3364

A.R.S. § 25-323.01

Mission:

To provide leadership, coordination, and technical support for the development of domestic relations and child support enforcement programs and policies and to improve the administration of justice in Arizona communities on issues of domestic violence.

Description:

This program coordinates and supports the activities of the legislatively established Child Support Committee and Domestic Relations Committee. These committees address statewide strategic planning for child support and consolidation/revision of domestic relations statutes. In addition, this program provides staff support for the Committee on the Impact of Domestic Violence and the Courts, established by Administrative Order of the Supreme Court.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	687.8	586.5	586.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	687.8	586.5	586.5
FTE Positions	5.3	5.3	5.3

- ◆ **Goal 1** To provide timely, effective administrative and technical support to the legislative co-chairs and committee members.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of time minutes were provided in 10 days & notice 2 weeks prior to meeting	100	100	100
Percent of annual committee reports completed on schedule	100	100	100

- ◆ **Goal 2** To provide timely and effective administrative and technical support to domestic relations education on children's issues program administrators, to review standards and evaluate statewide domestic relations education on children's issues programs in accordance with statute and Supreme Court administrative order.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of annual reports received and analyzed	n/a	100	100
Explanation: New measure, starting in FY09			
Number of alternative format programs reviewed.	9	10	10

- ◆ **Goal 3** To provide timely, effective administrative and technical support to all judges and court personnel and the Committee on the Impact of Domestic Violence and the Courts.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of time minutes were provided in 20 days & notice 2 weeks prior to meeting	100	100	100

- ◆ **Goal 4** To provide on site monitoring and assessment of state and local proceedings and services related to domestic violence issues.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
State and local contacts monitored and evaluated for proceedings and	62	50	50

services following statutes and court rules

- ◆ **Goal 5** To maintain the competence of judicial officers in the appropriate determination and effective management of domestic violence cases.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of necessary annual updates done for the Bench Book for Orders of Protection and Injunctions Against Harassment in Domestic Violence Cases and related court policies	100	100	100
Percent of conducting at least one bi-annual statewide training conference specifically devoted to domestic violence issues	100	n/a	100
Appropriate judicial officers and court personnel educated in policies and procedures that help counties effectively address the needs of domestic violence victims	740	300	300

COU 4.3 Subprogram Summary

STATE GRAND JURY

Kevin Kluge, Chief Financial Officer

Phone: (602) 452-3395

A.R.S. § 21-428(B)

Mission:

To provide for reimbursement of grand jury expenses as required by law.

Description:

The program provides the mechanism for reimbursement of the direct costs incurred by a county for impaneling a grand jury and the related costs associated with the grand jury's function and duties. Expenses that are reimbursed include juror fees, lodging, meals and mileage, attorneys, interpreters, investigators and expert witnesses appointed to a particular case and transcript preparation.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	108.8	108.8	108.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	518.5	581.6	581.6
Program Total	627.3	690.4	690.4
FTE Positions	0.2	0.2	0.2

- ◆ **Goal 1** To provide for reimbursement of valid grand jury expenses, in accordance with Constitutional mandates.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Claims processed	8	8	8

COU 4.4 **Subprogram Summary**
POST CONVICTION RELIEF

Kevin Kluge, Chief Financial Officer
Phone: (602) 452-3395
A.R.S. § 13-4041

Mission:

To provide reimbursement to counties for state-funded representation of indigent defendants in first-time capital post conviction relief proceedings.

Description:

Laws 1996, Chapter 7, 7th Special Session provides that all indigent prisoners under a capital sentence are entitled to the appointment of counsel to represent them in the state PCR proceeding and requires the Supreme Court to appoint this counsel after the mandate affirming the defendant's conviction and sentence is issued. This legislation establishes a flat fee of \$7,500 to be paid to appointed counsel in a first state PCR proceeding unless the counsel is employed by a publicly funded office. The Supreme Court is required to reimburse the county, upon certification by the county that the amount is owed.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	129.6	100.0	100.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	129.6	100.0	100.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To provide for reimbursement of valid post-conviction relief proceedings.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Claims processed	20	13	13

COU 4.5 **Subprogram Summary**
JUDICIAL ASSISTANCE

Kevin Kluge, Chief Financial Officer
Phone: (602) 452-3395
AZ Const., Art. VI, Section 19, 20, A.R.S. §§ 12-143, 38-813

Mission:

To provide for reimbursement of judges pro tempore and retired judges called to serve in the superior and appellate courts of Arizona.

Description:

The program provides the funding mechanism for payment of salaries of judges pro tempore when serving in the Superior Court, payment of retired judges' differential pay, and payment of travel expenses.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	40.2	40.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	40.2	40.2
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To provide reimbursement as required for judges pro tempore and retired judges called to serve in the superior and appellate courts of the state.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Reimbursement provided	0	40,200	40,200

COU 4.6 **Subprogram Summary**
STATE AID TO THE COURTS

Amy Wood, Program Manager
Phone: (602) 452-3337
A.R.S. § 12-102.02

Mission:

To improve the processing of criminal cases in the Arizona Superior Court and Justice Courts.

Description:

The Arizona Supreme Court is required to administer the monies in the State Aid to Courts Fund. In addition to administering the fund, this program distributes monies to the Superior Court, including the Clerk of Court, and the Justices Courts in each county based on a composite index formula using Superior Court felony filings and county population.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	150.0	0.0	0.0
Other Appropriated Funds	3,919.7	7,001.9	9,945.3
Other Non Appropriated Funds	8,471.9	11,226.7	11,226.7
Program Total	12,541.6	18,228.6	21,172.0
FTE Positions	22.8	22.8	22.8

- ◆ **Goal 1** To reduce felony case processing delays to improve public protection and to provide swift, fair justice for victims and those accused of crimes. (Target is to have 90% of all felony cases processed within 100 days.)

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of counties' criminal cases processed within the 100 day target	56	60	60
Percent of counties conducting criminal case processing improvement projects	93	100	100

COU 4.7 **Subprogram Summary**
JUDICIAL COLLECTION ENHANCEMENT

Janet Scheiderer, Director
Phone: (602) 452-3334
A.R.S. § 12-116

Mission:

To improve, maintain, and enhance the ability of the courts to collect and manage monies assessed or received by the courts and to improve court automation projects likely to improve case processing or the administration of justice.

Description:

The Judicial Collection Enhancement Fund (JCEF) is used to improve, maintain and enhance the judiciary's ability to collect and manage monies, including child support, restitution, fines and civil penalties. Funds are used for automation of courts, projects to improve case processing and the administration of justice, and to educate courts about revenue enhancement techniques and technology.

*Total FTEs do not include Grant Funded or Field FTEs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	15,140.7	15,425.3	19,925.3
Other Non Appropriated Funds	709.5	710.0	710.0
Program Total	15,850.2	16,135.3	20,635.3
FTE Positions	3.5	3.5	3.5

- ◆ **Goal 1** To improve, maintain and enhance the ability of the courts to collect and manage monies assessed or received by the courts, pursuant to A.R.S. 12-116.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of annual increase in court revenue	TBD	10	10
Difference in percentage change from previous fiscal year in court revenue collections and case filings	TBD	11.9	11.9

- ◆ **Goal 2** To fund court automation projects likely to improve case processing or the administration of justice.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of all of the courts that have automated case and cash management systems	100	100	100
Percent of annual increase in overall court dispositions at all court levels	TBD	3.3	3.3
Clearance rate (dispositions/filings) for all cases at all court levels	TBD	.98	.98

- ◆ **Goal 3** To expedite the processing of grant requests in a cost-effective manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Mean cycle days receipt of request to court notification of approval/denial	14.63	21	21
Grant management budget as percent of total budget	1	1	1

COU 4.8

Subprogram Summary

DEFENSIVE DRIVING

Janet Scheiderer, Director
Phone: (602) 452-3334
A.R.S. § 28-493

Mission:

To assist courts in enhancing case processing.

Description:

This program oversees the funds in excess of those needed to administer the Defensive Driving Regulation program. These excess funds are placed into the Traffic Case Processing Fund to aid courts. This is done by establishing new and better automation systems that will improve case management, fine collections, paperwork processing and Motor Vehicle Division reporting, and will reduce traffic case backlogs.

*Total FTEs do not include Grant Funded or Field FTEs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,049.3	4,690.7	4,690.7
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	3,049.3	4,690.7	4,690.7
FTE Positions	3.0	3.0	3.0

- ◆ **Goal 1** To develop automation systems to process all court cases.

Note: Program proposes deleting this goal and

corresponding measure.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of courts with a uniform statewide automation system	81	81	81

COU 4.9

Subprogram Summary

DRUG ENFORCEMENT

JL Doyle, Program Manager
Phone: (602) 452-3465
A.R.S. § 41-2402

Mission:

To support the court and its components in furtherance of the federal and state war on drugs.

Description:

Monies from the Drug and Gang Enforcement Account are distributed by the Arizona Criminal Justice Commission to courts and probation departments for local efforts to deter, investigate, prosecute, adjudicate, and punish drug offenders and members of criminal street gangs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,908.5	1,782.4	1,782.4
Program Total	1,908.5	1,782.4	1,782.4
FTE Positions	0.4	0.4	0.4

- ◆ **Goal 1** To enhance the ability of the courts and probation departments to process drug related cases more expediently and effectively.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average days drug case processing	130.5	180	180
Percent of quarterly financial and progress reports submitted according to schedule	100	100	100
Cases that are over 361 days to disposition	1,320	1,375	1,375

COU 4.10

Subprogram Summary

ALTERNATIVE DISPUTE REGULATION

Amy Wood, Program Manager
Phone: (602) 452-3337
A.R.S. § 12-135

Mission:

To promote the use of court-related alternative dispute resolution programs to increase access to the court system.

Description:

The Alternative Dispute Resolution (ADR) Fund is used for local, regional or statewide projects to create, improve, maintain or enhance alternative dispute resolution programs in the superior or justice courts. Alternative dispute resolution provides disputing parties alternatives to litigation. Examples of alternative dispute resolution methods include mediation and arbitration. Funds are used to develop educational programs (scholarships and conferences).

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	159.8	746.7	746.7
Program Total	159.8	746.7	746.7
FTE Positions	1.3	1.3	1.3

- ◆ **Goal 1** To create, improve, maintain, or enhance alternative dispute resolution programs in superior court and justice of the peace courts.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of volunteer mediators trained	220	220	250
Number of volunteer mediator training sessions held	22	20	20

COU 4.11	Subprogram Summary
	CASE PROCESSING ASSISTANCE
	Amy Wood, Program Manager
	Phone: (602) 452-3337
	A.R.S. § 41-2401.(D)(8)

Mission:

To enhance the ability of the courts to process criminal and delinquency cases.

Description:

The Case Processing Assistance Fund (CPAF) is used to enhance the courts' ability to process criminal and juvenile delinquency cases and to process orders of protection. Monies are used to fund judges pro tempore and support staff, and to purchase necessary equipment and supplies that courts are unable to obtain through their local funding sources. CPAF also is used to fund innovative projects to improve criminal and delinquency case processing and processing orders of protection.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,518.5	3,053.5	4,053.5
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	4,518.5	3,053.5	4,053.5
FTE Positions	2.7	2.7	2.7

- ◆ **Goal 1** To enhance the ability of courts to process juvenile delinquency cases.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent growth in filings	TBD	1.4	1.4
Clearance rate (dispositions/filings) of 1.00 or greater annually	TBD	.95	.95
Months for disposition of pending cases	TBD	11	11

- ◆ **Goal 2** To enhance the ability of the courts to process criminal cases.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent growth in filings	TBD	6.4	6.4
Clearance rate (dispositions/filings) of 1.00 or greater annually	TBD	.88	.88
Months for disposition of pending cases	TBD	12	12

- ◆ **Goal 3** To expedite the processing of grant requests in a cost-effective manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Mean cycle days receipt of request to court notification of approval/denial	11	21	21
Grant management budget as percent of total budget	1.3	1.3	1.3

Program Summary

FAMILY SERVICES

Bill Callahan, Program Manager

Phone: (602) 452-3408

A.R.S. § 8-515.01

Mission:

To administer programs that are designed to ensure that the best interests of dependent children are served by providing a system of information, advocacy and review.

Description:

The Dependent Children's Services Division interacts with the courts, a variety of non-court agencies and organizations and the public throughout Arizona. The division administers three major programs: Foster Care Review Board, Court-Appointed Special Advocate and the Court Improvement Program. Other services include operating a parent assistance hotline program that provides court and other related information to parents and guardians whose children have been removed from the home by Child Protective Services.

This Program Contains the following Subprograms:

- ▶ Foster Care Review Board
- ▶ Court Appointed Special Advocate
- ▶ Model Court - Court Improvement Project

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,890.2	3,029.7	3,029.7
Other Appropriated Funds	2,675.7	3,449.2	3,449.2
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	5,565.9	6,478.9	6,478.9
FTE Positions	41.7	41.7	41.7

COU 5.1 **Subprogram Summary**

FOSTER CARE REVIEW BOARD

Bill Callahan, Program Manager

Phone: (602) 452-3408

A.R.S. § 8-515.01

Mission:

To ensure, through local volunteer review boards and a state advisory board, that children involved in dependency proceedings have a permanent placement plan consistent with their best interest.

Description:

The Foster Care Review Board is designed to assist the juvenile court judges. The boards are comprised of volunteer members who receive initial as well as on going training. The boards are responsible for reviewing, within six months of placement and every six months thereafter, the case of each child who remains in out-of-home placement and who is the subject of a dependent action. The case review determines what efforts have been made by the social services agency with whom the child has been placed, to carry out the plan for the permanent placement of the child. Review boards submit recommendations to the presiding juvenile court judge in each county to assist their court review and decision making process. The State Foster Care Board is statutorily required to review and coordinate the activities of the local boards. In addition, the State Board is mandated to make annual recommendations to the Supreme Court, the Governor, and the Legislature on the state's foster care statutes, policies, and procedures. Also included in this subprogram is the Parent Assistance Hotline. The hotline provides accurate information, education and referrals when children are involved with Child Protective Services (CPS), enabling parents and guardians to work more effectively with CPS and the juvenile court.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,324.3	2,430.4	2,430.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	2,324.3	2,430.4	2,430.4
FTE Positions	36.3	36.3	36.3

- ◆ **Goal 1** To ensure that each child in out-of-home placement, for 6 months or more, is reviewed by the FCRB at least once every 6 months and is making progress towards permanency.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Children eligible for review during the fiscal year	13,964	11,997	12,620
Number of child reviews held during the fiscal year	17,175	16,000	16,505
Total number of reviews conducted within the fiscal year	10,371	9,476	9,805
Percent of reviews during fiscal year for which the board found that progress was being made towards establishing permanency	76	75	73

- ◆ **Goal 2** To establish, maintain and train sufficient volunteers to perform high quality case reviews.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
FTEs to support volunteers (Does not include Support Pool)	37.73	37.73	37.73
Number of active volunteers during the fiscal year	522	556	559
Average length of volunteer service during the fiscal year	4.06	3.70	3.72
Number of volunteers meeting or exceeding the yearly training requirement	416	501	528
Number of active Removal Review volunteers during the fiscal year	125	159	166

Number of Removal Review volunteers meeting or exceeding the yearly training requirement	51	59	61
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- ◆ **Goal 3** To provide accurate information to families in a caring, respectful manner

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Hotline Calls	1,052	1,210	1,391

- ◆ **Goal 4** To increase public and agency awareness of the Parent Assistance Hotline

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Yellow Page referrals	57	66	75
Agency Referrals	75	86	99
Calls attributable to brochures (DES)	317	365	419
Calls attributable to other advertising	474	545	627

- ◆ **Goal 5** To ensure that each child who is removed from home receives a review of his or her removal

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of Removal Reviews facilitated during the fiscal year	1,140	1,127	1,309
Total number of children reviewed by Removal Review Team during the fiscal year	1,994	2,200	2,249
Number of removals in which the majority of the Removal Review team did not agree with the removal	11	12	12

COU 5.2 **Subprogram Summary**

COURT APPOINTED SPECIAL ADVOCATE

Bonnie Marcus, Program Manager

Phone: (602) 452-3583

A.R.S. § 8-522

Mission:

To administer and monitor a community-based volunteer advocacy program in the Juvenile Court System for abused and neglected children.

Description:

The Arizona CASA Program is comprised of the state office, county programs, and volunteers who serve abused and neglected children. The state office administers the program by monitoring county programs to ensure compliance with all relevant statutes, orders, policies and procedures, and funding agreements. In addition, the state office provides services, including recruiting tools, training opportunities, and technical assistance and support to county programs and volunteers. County programs educate communities in order to recruit, maintain, and supervise qualified volunteers to advocate for children involved in juvenile court proceedings as required by A.R.S. §§ 8-522 to 8-523, and Arizona Rules of Court, Rules 22 and 22.1.

CASA volunteers are specially trained citizens who are appointed to an individual dependency case by presiding juvenile judges and function as independent advocates for children who are wards of the court. Volunteers help ensure that a child's right to a safe, permanent home is actively pursued. The CASA volunteer has three main roles: 1) to conduct an independent assessment of the case and advocate for needed services for the child and family; 2) to provide written reports and testimony to the juvenile court judge to enable the judge to make the best decision possible; and 3) to be a consistent presence in the child's life, acting as an advocate throughout the court proceedings.

The Court Appointed Special Advocate Fund receives 30 percent of unclaimed state lottery prize money pursuant to A.R.S. § 5-518 and 8-524.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	102.0	102.0	102.0
Other Appropriated Funds	2,675.7	3,449.2	3,449.2
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	2,777.7	3,551.2	3,551.2
FTE Positions	5.4	5.4	5.4

- ◆ **Goal 1** To maintain an adequate number of certified volunteer advocates.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Children eligible for CASA as of 6/30	8,874	8,396	8,567
Children with CASA assigned as of 6/30	1,191	1,205	1,228
Total Number of volunteers as of 6/30	778	793	808
Volunteers serving during the year	997	1,016	1,036
Number of Active Volunteers as of 6/30	705	719	733

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of volunteers during the year completing the required number of hours	425	466	468
Percent of number of volunteers serving during the year completing the required number of hours	43	44	45
Average number of in-service training hours volunteers received	23.09	23.09	23.09

- ◆ **Goal 2** To ensure compliance by performing an operational review of county program activities. Working closely with other Administrative Office of the Court divisions, monitoring is now done on a cycle. Monitoring is not done in all 15 counties each year.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of volunteer files reviewed	190	130	180
Percent of required items reviewed and found to be in compliance	96	98	99

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of case files reviewed	165	115	170
Explanation:	Increased FY07 number is due to Maricopa County operational review.		
Percent of required items reviewed and found to be in compliance	96	98	99

COU 5.3 **Subprogram Summary**
MODEL COURT - COURT IMPROVEMENT PROJECT
 Rob Shelley, Program Coordinator
 Phone: (602) 452-3416
 A.R.S. § 8-824

Mission:

To evaluate and improve Arizona's dependency case management in order to reduce the amount of time children spend in out of home placement.

Description:

In 1998, based upon a federal dependency court improvement initiative and the Pima County Model Court pilot, new laws governing dependency case time lines and processing were passed. The Court Improvement Program oversees the implementation of this re-engineering of the dependency court process. Program responsibilities include providing technical assistance, training and funding to juvenile courts as they implement the new and revised statutes and improve their handling of dependency petitions. This also includes the implementation of dependency operational reviews and expanding dependency data collection through the use of the Arizona Juvenile On-Line Tracking System, JOLTS.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	463.9	497.3	497.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	463.9	497.3	497.3
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To reduce the time frame from removal to permanency.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of petitions that met preliminary protective hearing requirements (within 5-7 days of removal)	68	80	85
Average number of days to adjudication	64	60	60
Percent of petitions for which a permanency hearing was completed within 12 months of removal	66	75	80

COU 6.0 **Program Summary**
JUDICIAL NOMINATIONS AND PERFORMANCE REVIEW
 Niki O'Keeffe, Division Director
 Phone: (602) 452-3306
 AZ Constitution, Article VI, Sections 36, 42

Mission:

To nominate highly qualified individuals for appointment to the Supreme Court, the Court of Appeals, and the Superior Court in Maricopa and Pima counties and to evaluate the performance of all justices and judges who stand for retention and provide the results of those evaluations to the voters before each retention election.

Description:

Vacancies on the Supreme Court or the Court of Appeals are filled by appointment by the Governor from a list of not less than three nominees for each vacancy submitted by the 16-member Commission of Appellate Court appointments. Vacancies on the Superior Court for Maricopa and Pima Counties are filled by appointment by the Governor from a list of not less than three nominees for each vacancy as submitted by the 16-member Commission on Trial Court Appointments for Maricopa and Pima Counties. The three commissions operate under Rules of Procedure adopted by the Supreme Court.

Judicial Performance Review provides a mechanism for surveying attorneys, litigants/witnesses, jurors, peers, court staff, and administrative contacts about the performance of all merit retention justices and judges. The surveys are conducted twice during each term of office. The "pre-election" includes public hearings and the opportunity to comment on a specific judge in writing. Information is disseminated to the public before each general election as part of the Secretary of State's "Voter Information Guide." This program complies with the Americans with Disabilities Act and Federal Minority Rights Voting Act requirements. The information is also reviewed with the judge as a tool for professional growth and improvement. The Commission operates under Rules of Procedure adopted by the Supreme Court.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	322.4	323.3	323.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	322.4	323.3	323.3
FTE Positions	5.0	5.0	5.0

- ◆ **Goal 1** To ensure the nominating commissions candidate submissions meet the constitutional requirements on

considering the diversity of the state's or county's population and nominee submission time line.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Applications received from minorities and women as a percent of all applications	41	50	50
Nominations of minorities and women as a percent of all nominations	33	50	50
Percent of nomination lists submitted to the Governor within the 60 day constitutionally set time line	100	100	100

◆ **Goal 2** To efficiently meet their constitutional duties.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Cost per appellate court vacancy (dollars)	N/A	3,500	4,000
Cost per trial court vacancy (dollars)	900	1,300	1,000

◆ **Goal 3** To provide survey forms during each survey period for distribution to individuals who interact with a merit/retention judge.

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Survey forms distributed	56,326	6,000	56,000
Survey forms returned	14,424	2,000	14,000

◆ **Goal 4** To widely disseminate the results of the survey and review process.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Pamphlets distributed (in thousands)	0	1,650	0
Explanation:	Pamphlets are not distributed in a non-election year.		
Telephone Contacts	50	200	50
Website Hits	96,000	2,000,000	96,000

COU 7.0

Program Summary

COMMISSION ON JUDICIAL CONDUCT

Keith Stott, Executive Director

Phone: (602) 452-3200

AZ Constitution, Article VI.I

Mission:

To investigate and resolve all complaints of judicial misconduct.

Description:

The Commission, comprised of 11 members, is an independent agency that has jurisdiction over all judges in the state, including Supreme Court justices, Court of Appeals judges, Superior Court judges, Justices of the Peace and municipal judges. It also has jurisdiction over commissioners, hearing officers, judges pro tempore, retired judges with temporary assignments, and all other judicial officers serving within the judicial branch of government. When all are taken into account, the Commission's jurisdiction extends to more than 530 judges and judicial officers throughout the state.

The Commission is required to investigate all complaints of judicial misconduct and may resolve them in one of several ways. Complaints that are frivolous or unfounded may be dismissed for lack of jurisdiction, insufficient grounds to justify investigation or no evidence of judicial misconduct. Cases involving serious misconduct are decided in formal hearings, similar to trials, that are open to the public. At the conclusion of a hearing, the Commission can formally recommend to the Supreme Court that a judge be publicly censured, suspended, removed or retired. Discipline in less serious cases may be handled informally.

Funding and FTE Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	458.3	436.9	436.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	458.3	436.9	436.9
FTE Positions	5.0	5.0	5.0

◆ **Goal 1** To investigate and resolve all complaints of judicial misconduct in accordance with Constitutional mandates. (These numbers are based on Fiscal-year data from July 1, 2007 through July 30, 2008)

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Inquiries	566	700	750
Complaints processed	397	380	380
Formal and Informal Advisory Opinions	248	240	250
Preliminary investigations	207	200	220
Motions for reconsideration	38	38	48
Sanctions and other warnings	63	60	60

COU 8.0

Program Summary

JUDICIAL COMPENSATION

Kevin Kluge, Chief Financial Officer

Phone: (602) 452-3395

AZ Constitution, Article VI, Section 9, A.R.S. § 12-120

Mission:

To fund the state portion of the salary and employee related expenses of Superior Court judges.

Description:

The Arizona Superior Court, which has at least one judge in every county, is the state's only general jurisdiction court. Additional Superior Court judges may be authorized in each county having a census greater than 30,000 inhabitants and upon petition by the Board of Supervisors to the Governor. A Superior Court judge may be authorized for each 30,000 inhabitants or majority fraction thereof. Superior Court judges hear all types of cases except small claims, minor offenses or violations of city codes and ordinances. One-half of the Superior Court judges' salaries are provided by the state as required by A.R.S. § 12-128.

Funding and FTE Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	17,640.9	18,093.6	19,318.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	182.7	189.5	189.5
Program Total	17,823.6	18,283.1	19,508.1
FTE Positions	174.0	174.0	175.0

◆ **Goal 1** To provide fair and expeditious determination of cases. (Court activity is difficult to predict; projections are based on FY 2004 activity level, which also is an estimate. Cases pending are as of 6/30.)

* The 2007 actual total reflects an estimated figure.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
All cases on file in prior fiscal year	429,447	428,000	428,000
All cases terminated in prior fiscal year	203,860	200,000	200,000
Cases pending in prior fiscal year	221,175	219,000	219,000
New filings (includes transfer in cases) in prior fiscal year	211,380	208,000	208,000
Other proceedings in prior fiscal year	19,209	51,000	51,000

COU 9.0 **Program Summary**

ADULT PROBATION SERVICES

Kathy Waters, Division Director
Phone: (602) 452-3468
A.R.S. § 13-901

Mission:

To foster the continued development and effective implementation of a balanced approach to Adult Community Corrections, including protection of the public through offender accountability and rehabilitation, and restoration of the community primarily through the collection of restitution and completion of community service.

Description:

Arizona's adult probation system is decentralized, with each of the fifteen county probation departments reporting directly to either the presiding judge of the Superior Court in their respective county or the Court Administrator. The Adult Services Division of the Administrative Office of the Courts administers and oversees nine major state programs/funds which help support the adult probation system: Intensive Probation Supervision (IPS); Adult Standard Probation; Community Punishment Program (CPP); Criminal Justice Enhancement Fund (CJEF); Drug Enforcement Account (DEA); Interstate Compact (ISC); the Drug Treatment and Education Fund (DTEF); Transferred Youth (TY); and the Judicial Collection Enhancement Fund (JCEF). The Division works with the county probation departments to ensure adequate resources are available for them to meet required operational standards based upon applicable statutes, administrative orders and funding requirements. The Division also coordinates approximately 300 state vehicles provided for adult and juvenile probation and surveillance officers, facilitates training events, conducts research and statistical compilation, and provides technical assistance on a variety of probation related matters.

* Beginning with FY 2004, Maricopa County is not included in the statewide result.

This Program Contains the following Subprograms:

- ▶ Standard Probation
- ▶ Intensive Probation
- ▶ Community Punishment
- ▶ Interstate Compact
- ▶ Drug Treatment and Education
- ▶ Global Positioning Systems (GPS)

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	27,383.9	28,013.3	29,699.0
Other Appropriated Funds	1,456.0	2,320.4	2,820.4
Other Non Appropriated Funds	4,204.5	6,291.6	6,291.6
Program Total	33,044.4	36,625.3	38,811.0
FTE Positions	30.8	30.8	30.8

COU 9.1 **Subprogram Summary**

STANDARD PROBATION

Kathy Waters, Division Director
Phone: (602) 452-3468
A.R.S. § 12-261

Mission:

To provide financial assistance to probation departments to promote public safety by the responsible supervision of probationers in the community.

Description:

The program provides funding in an effort to maintain the statutory caseload average of 60 adult probationers per probation officer (60:1) and creates the availability of state funding to supplement county funds in order to achieve or maintain that 60:1 ratio. The funding must be used primarily for the payment of probation officer salaries to attain the caseload average.

* Beginning with FY 2004, Maricopa County is not included in the statewide result.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	13,961.1	15,051.1	16,508.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	27.8	2,274.2	2,274.2
Program Total	13,988.9	17,325.3	18,783.1
FTE Positions	12.5	12.5	12.5

- ◆ **Goal 1** To ensure that each county probation department is provided with adequate resources to meet required operational standards based upon applicable statutes, administrative orders and funding requirements.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Operational reviews conducted	2	2	2
Percent of operational reviews completed within prescribed time frame	100	100	100
Percent of follow-up reviews on non-compliance issues completed within prescribed time frame	100	100	100

- ◆ **Goal 2** To promote victim and community restoration and hold adult standard probationers accountable while providing opportunities for behavioral change consistent with the needs of public safety.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of court-ordered restitution paid by active standard probationers	19	50	50
Percent of community service hours completed	49	75	75
Percent of probationers exiting standard probation and not committed to county jail or DOC	71	80	80

- ◆ **Goal 3** To assist in enhancement of education and training of probation officers and staff by providing regionalized and statewide training.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Certification Academies conducted	4	4	4
Regional training events	92	100	90
Percent of probation personnel in compliance with COJET requirements	97	100	100
Percent of officers hired after July 1, 1995 who attended the Certification Academy within first year of employment	100	100	100

- ◆ **Goal 4** To promote public safety by providing each county

probation department with adequate resources to meet required operational standards based upon applicable statutes, administrative orders and funding requirements.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of probation departments in compliance with 60:1 mandate	42	100	100
Percent of probation departments whose funding is primarily used for payment of probation officer salaries	100	100	100
Percent of probationers successfully completing probation	68	75	75
Average annual state cost per probation slot (in dollars) in prior fiscal year	1,177	1,141	1,141
Explanation:	FY07 actual cost reflected in FY08 Actual due to lag in obtaining data.		

COU 9.2 Subprogram Summary

INTENSIVE PROBATION

Kathy Waters, Division Director

Phone: (602) 452-3468

A.R.S. § 13-913 et. seq.

Mission:

To provide a highly structured and closely supervised probation alternative which emphasizes the payment of restitution.

Description:

The program provides intensive supervision, through the use of probation officer/surveillance officer teams, to offenders who would otherwise have been incarcerated in the Department of Corrections at initial sentencing or as a result of a technical violation of standard probation. Pursuant to statute, supervision teams of one probation officer and one surveillance officer can supervise a maximum of 25 intensive probationers and a team consisting of one probation officer and two surveillance officers can supervise no more than 40 probationers. In small counties, one probation officer is authorized to supervise up to 15 intensive probationers. Intensive probationers are required to: maintain employment or full-time student status or perform community service at least six days per week; pay restitution and monthly probation fees; establish residency at a place approved by the probation team; remain at their place of residence except when attending approved activities; allow the administration of drug and alcohol tests; perform at least forty hours (with good cause the court can reduce to twenty hours) of community service work each month except for full-time students, who may be exempted or required to perform fewer hours; and meet any other conditions set by the court.

* Beginning with FY 2004, Maricopa County is not included in the statewide results. Beginning in FY 2007, Maricopa and Graham Counties not included.

* Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	11,606.3	11,330.5	11,252.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	11,606.3	11,330.5	11,252.3
FTE Positions	8.7	8.7	8.7

- ◆ **Goal 1** To promote victim and community restoration and hold accountable adult intensive probationers while also providing opportunities for behavioral change consistent with the needs of public safety.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of eligible IPS probationers participating in a treatment program	71	75	75
Percent of IPS probationers maintaining full-time employment	80	83	83

Percent of IPS probationers not testing positive for illegal drug use	39	70	0
Explanation:	Excludes Maricopa County		
Percent of court-ordered restitution paid by active IPS probationers	63	50	0
Explanation:	Excludes Maricopa and Graham counties		
Percent of community service hours completed	82	87	87
Percent of probationers exiting IPS and not committed to county jail or DOC	58	55	60

- ◆ **Goal 2** To promote public safety by providing each county probation department with adequate resources to meet required operational standards based upon applicable statutes, administrative orders, and funding requirements.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of probation departments in compliance with statutorily prescribed caseload	63	100	100
Percent of probation departments provided sufficient operating motor vehicles	100	100	100
Percent of probationers successfully completing probation	51	55	55
Average annual state cost per probation slot (in dollars) in prior fiscal year	7,075	7,075	7,075
Explanation:	FY08 result is actual FY07 cost due to delay in getting data.		

- ◆ **Goal 3** To provide an advanced training program (Arizona Institute for Intensive Probation) and technical assistance to IPS officers to ensure compliance with program direction.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
IPS institutes conducted	2	2	2
Percent of IPS officers completing the institute	95	100	100

COU 9.3 Subprogram Summary

COMMUNITY PUNISHMENT

Kathy Waters, Division Director

Phone: (602) 452-3468

A.R.S. § 12-299

Mission:

To enhance both intensive and standard probation services in an effort to divert offenders from prison or jail and promote public safety through locally designed treatment and control-oriented programming.

Description:

The Community Punishment Program (CPP) provides funds which augment general probation conditions and community-based programs emphasizing supervision, surveillance, control, public protection, community work service, restitution, and victims' rights, as well as opportunities for rehabilitation and treatment.

* Beginning with FY 2004, Maricopa County is not included in the statewide results.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	534.4	540.9	814.1
Other Appropriated Funds	1,456.0	2,320.4	2,320.4
Other Non Appropriated Funds	95.8	69.8	69.8
Program Total	2,086.2	2,931.1	3,204.3
FTE Positions	1.0	1.0	1.0

- ◆ **Goal 1** To promote victim and community restoration and hold accountable adult community punishment probationers while also providing opportunities for behavioral change consistent

with the needs of public safety.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of active probationers who received CPP funded services	3,843	3,000	3,000

COU 9.4 Subprogram Summary

INTERSTATE COMPACT

Dori Ege, Program Manager
Phone: (602) 452-3324
A.R.S. § 31-461

Mission:

To provide supervision to probationers transferring to Arizona and monitor the supervision of probationers transferred to other states from Arizona.

Description:

The program provides for the supervision of probationers transferring to Arizona from other states, and probationers transferring from Arizona to other states. County probation departments investigate requests of probationers sentenced in other states who wish to transfer their probation supervision to Arizona. After investigation, these requests are either denied or accepted. If accepted, county probation departments provide supervision for transferred probationers. Arizona probation officers monitor compliance with probation conditions and initiate corrective action, if deemed necessary, through the state Compact Office. Arizona probation departments also maintain contact with probationers transferred from Arizona to other states and collect court-ordered monetary assessments, including restitution and fines.

* Beginning with FY04, Maricopa County is not included in the statewide result. Beginning in FY 2007, Maricopa and Graham Counties are not included

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	639.9	654.2	687.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	639.9	654.2	687.1
FTE Positions	3.8	3.8	3.8

◆ Goal 1 To facilitate the transfer and supervision of probation cases through the interstate compact.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of incoming cases processed within three days of receipt, as required	95	97	98
Percent of transfer investigation requests completed within forty-five days of receipt, as required	87	88	90
Percent of outgoing cases processed within five days of receipt, as required	99	99	99
Percent of victim assistance fund payments collected	67	68	70
Average satisfaction rating by states participating in the interstate compact (Scale 1-8)	6.6	7.0	7.2

COU 9.5 Subprogram Summary

DRUG TREATMENT AND EDUCATION

Cliff Ford, Treatment Manager
Phone: (602) 452-3558
A.R.S. § 13-901.02

Mission:

To provide treatment and education services to substance abusing probationers.

Description:

The Drug Treatment and Education Fund provides funding to augment treatment and education services for substance abusing offenders convicted of personal possession or use of a controlled substance.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,080.9	3,947.6	3,947.6
Program Total	4,080.9	3,947.6	3,947.6
FTE Positions	4.4	4.4	4.4

◆ Goal 1 To assess substance abusing probationers to determine an appropriate level of care to be recommended.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of all probationers that received DTEF funded treatment services assessed using the Adult Substance User Survey (ASUS)	10,269	10,000	10,000

◆ Goal 2 To reduce the prevalence of drug use and the incidence of criminal activity for substance abusing offenders through treatment services and probation supervision.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of defendants convicted of an ARS 13-901.01 1st or 2nd offense and sentenced to a term of probation during the fiscal year	6,639	7,000	7,000
Number of probationers convicted of an ARS 13-901.01 1st or 2nd offense that received DTEF funded treatment services	3,694	4,000	4,000

COU 9.6 **Subprogram Summary**

GLOBAL POSITIONING SYSTEMS (GPS)

Kathy Waters, Division Director
Phone: (602) 452-3468
ARS 13-902(G)

Mission:

To provide global positioning system monitoring for probationers sentenced under ARS 13-902(G).

Description:

A.R.S. §13-902(G) provides that beginning November 1, 2006 after conviction of a dangerous crime against children as defined in A.R.S. §13-604.01, if a term of probation is imposed, the court shall require global position system monitoring for the duration of the term of probation. Many probationers sentenced under A.R.S. §13-902(G) are placed on probation for long terms extending up to life-time probation supervision.

The GPS program offers the highest level of community-based supervision available for those probationers convicted of Dangerous Crimes Against Children. Further, the GPS program allows probationers to receive treatment while in the community or continuing their treatment once released from incarceration. This balanced approach results in short-term public safety through monitoring and potential long-term public safety by offering the probationer the opportunity to change their behavior through treatment.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	642.2	436.6	436.6
Other Appropriated Funds	0.0	0.0	500.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	642.2	436.6	936.6
FTE Positions	0.4	0.4	0.4

◆ **Goal 1** To monitor all GPS offenders on probation as prescribed by statute

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of probationers on GPS	122	206	290

COU 10.0 **Program Summary**

JUVENILE PROBATION SERVICES

Rob Lubitz, Division Director
Phone: (602) 452-3450
A.R.S. § 8-201

Mission:

To effectively oversee the statewide administration of local juvenile probation services and programs which promote community protection by requiring juvenile accountability and by providing treatment opportunities which result in law abiding behavior.

Description:

The Juvenile Justice Services Division is responsible for the effective administration of juvenile justice programs for delinquent and incorrigible youth in coordination with the juvenile courts. Division programs focus on treatment, rehabilitation and protection of community and youth. The Division administers and oversees seven major programs/funds: Juvenile Intensive Probation (JIPS); Juvenile Treatment Services Fund (JPSF); Family Counseling; Juvenile Standard Probation; Juvenile Crime Reduction Fund (JCRF); Progressively Increasing Consequences; and State Aid for Detention. Other services include providing direction and coordination for the Juvenile On-Line Tracking System (JOLTS); the statewide Literacy, Education and Resource Network (LEARN Labs); oversight of juvenile detention centers; and administration of probation department operational reviews.

This Program Contains the following Subprograms:

- ▶ Standard Probation
- ▶ Intensive Probation
- ▶ Treatment Services
- ▶ Family Counseling
- ▶ Progressively Increasing Consequences (PIC-Act)
- ▶ Juvenile Crime Reduction

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	48,863.2	47,920.3	49,076.7
Other Appropriated Funds	5,129.7	5,197.8	5,197.8
Other Non Appropriated Funds	2,121.6	1,633.8	486.3
Program Total	56,114.5	54,751.9	54,760.8
FTE Positions	39.7	39.7	39.7

COU 10.1 **Subprogram Summary**

STANDARD PROBATION

Fred Santesteban, Program Manager
Phone: (602) 452-3456
A.R.S. § 8-203

Mission:

To improve, maintain or expand juvenile probation services to ensure proper supervision of youth on probation.

Description:

The program provides funds for the salary and employee-related expenses of probation officers supervising juveniles on probation to the superior court. The fund has been utilized to assist the counties in achieving and maintaining a client/probation officer ratio of 35:1.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	5,152.1	4,724.2	4,724.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,093.1	1,093.2	1,093.2
Program Total	6,245.2	5,817.4	5,817.4
FTE Positions	6.0	6.0	6.0

◆ **Goal 1** To ensure proper supervision of youth on probation.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of juvenile probation departments in compliance with mandated case load ratios of 35:1	100	100	100
Percent of youth who complete their term of probation without a referral, i.e. successful completion	83	85	85
Percent of juvenile probation departments (15) undergoing on-site visits	100	100	100
Average annual cost per probation slot (in Dollars) in prior fiscal year	1,338	1,338	1,338
Percent of probationers successfully completing probation without a referral (a notice of misbehavior)	83	85	85

◆ **Goal 2** To manage and monitor the efficient and effective allocation and distribution of state appropriated funds.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of budget modifications reviewed and approved within two weeks	100	100	100
Percent of juvenile courts (15) whose plans are reviewed and approved	100	100	100

◆ **Goal 3** To promote victim and community restoration by holding juvenile probationers accountable for their court ordered financial and community service obligations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of juvenile probationers ordered to pay restitution, who pay	99	100	100
Percent of juveniles ordered to pay probation fees, who pay	65	70	70

COU 10.2 **Subprogram Summary**
INTENSIVE PROBATION
 Fred Santesteban, Program Manager
 Phone: (602) 452-3456
 A.R.S. § 8-351

Mission:

To effect positive change in a high risk juvenile population through a highly structured community based probation program committed to the prevention of further juvenile offenses and the protection of the community.

Description:

The program provides probation teams that deliver intensive supervision, which emphasizes surveillance, treatment, work, education and home detention, to juvenile offenders. The program seeks to reduce commitments to the Arizona Department of Juvenile Corrections and other institutional or costly out-of-home placements, thus reserving space for more serious youth offenders. Probationers are required to participate in one or more of the following for 32 hours per week: school, court-ordered treatment, employment or community service; if able, to pay required court-ordered fees; to remain at a place of residence, except as allowed and approved by the supervising probation officer; to allow administration of drug and alcohol tests; and to meet other conditions set by the court.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	10,250.2	9,882.1	9,882.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	44.7	40.0	40.0
Program Total	10,294.9	9,922.1	9,922.1
FTE Positions	6.5	6.5	6.5

◆ **Goal 1** To ensure the proper level of intensive supervision of high risk probationers .

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of JIPS case load monthly reports reviewed	100	100	100
Percent of juvenile probation departments (15) visited	100	100	100
Percent of county JIPS programs (15) receiving informal on site monitoring reports	100	100	100
Percent of departments exceeding 95% compliance with contact standards as measured in quarterly performance audits	87	87	87
Percent of probationers successfully completing probation without a referral (a notice of misbehavior)	61	70	70
Average annual cost per probation slot (in dollars) in prior fiscal year	8,894	8,894	8,894

◆ **Goal 2** To ensure that JIPS officers are trained and meet established standards.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of JIPS officers passing initial academy testing	100	100	100

◆ **Goal 3** To manage and monitor the effective and efficient allocation and distribution of state appropriated funds.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of budget modifications reviewed and processed within two weeks of receipt	100	100	100
Percent of juvenile courts (15) whose plans and budgets are reviewed and approved	100	100	100

◆ **Goal 4** To evaluate the statewide JIPS program aimed at reducing juvenile commitments to the Department of Juvenile Corrections or other institutional or costly out of home placements.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of JIPS youth who complete JIPS without a referral, i.e., successful completion	61	66	66

◆ **Goal 5** To promote victim and community restoration by holding juvenile intensive probationers accountable for their court ordered financial and community service obligations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of the juvenile intensive probationers ordered to pay restitution who are paying	96	95	95

COU 10.3	Subprogram Summary
	TREATMENT SERVICES
	Steve Tyrrell, Program Manager
	Phone: (620) 452-3451
	A.R.S. § 8-322

Mission:

To administer a comprehensive continuum of community based treatment services and diversion programs for delinquent and incorrigible youth placed on probation to reduce repetitive juvenile offenses.

Description:

The Juvenile Treatment Fund is the primary fund that provides intervention services for youth on probation. The Administrative Office of the Courts administers the procurement, contracting and monitoring of statewide contracts for services provided to youth on probation. The fund provides the resources to assist the probation officer in enforcing the terms of probation through a comprehensive continuum of services to ensure accountability, skill development, community safety and crime reduction.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	22,470.5	22,493.3	23,649.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	906.0	500.6	-646.9
Program Total	23,376.5	22,993.9	23,002.8
FTE Positions	19.9	19.9	19.9

- ◆ **Goal 1** To audit and evaluate treatment programs for contract compliance and effective service delivery.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Service contractors audited for compliance with program standards	66	70	70
Percent of contractors monitored in satisfactory compliance with established program standards (70%+)	84	80	80
Average cost per contract to audit (dollars)	522	550	550
Average hours per contract to audit and write report	18	22	22

- ◆ **Goal 2** To provide a comprehensive array of services and interventions for youth on probation.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Youth served	18,369	18,000	18,000
Youth provided out of home services	1,140	1,100	1,100
Youth provided day support services	226	215	215
Youth provided counseling intervention	5,121	5,100	5,100
Youth provided drug testing	13,743	13,700	13,700
Youth provided evaluations and other services	3,457	3,457	3,457
Youth provided educational and vocational services	6,041	6,000	6,000
Percent of youth who don't re-offend within 12 months of program completion in prior fiscal year	50	50	50
Percent of youth with successful outcomes in functional family therapy	50	51	50
Percent of youth with successful outcomes in Family Preservation	73	60	60
Percent of youth with successful outcomes in high impact residential	88	81	81

COU 10.4	Subprogram Summary
	FAMILY COUNSELING
	Steve Tyrrell, Program Manager
	Phone: (602) 452-3451
	A.R.S. §§ 8-261 et seq.

Mission:

To oversee the development of programs for families in crisis which strengthen family relationships and reduce juvenile delinquency.

Description:

The program provides the basic crisis and supportive counseling services to children and their families. Funds are used to provide counseling not only to children who have already come to the attention of the court, but also to their families and siblings, in an effort to address family problems that may be contributing to unlawful behavior and to prevent escalation into more serious activity. For incorrigible children who would otherwise be unable to obtain counseling services, these funds provide the courts with the critical resources needed to improve the family's ability to deal with conflicts and exercise proper control.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	656.1	660.4	660.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	656.1	660.4	660.4
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To ensure services are available through the local juvenile courts for families in crisis.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Juvenile courts assisted in the development of approved family plans in prior fiscal year	15	15	15
Families served in prior fiscal year	1,683	1,683	1,683
Average cost per family (dollars) in prior fiscal year	446	446	446
Average age of youth participating in program in prior fiscal year	16	16	16
Average sessions per family in prior fiscal year	9	9	9

COU 10.5	Subprogram Summary
	PROGRESSIVELY INCREASING CONSEQUENCES (PIC-ACT)
	Steve Tyrrell, Program Manager
	Phone: (602) 452-3451
	A.R.S. § 8-321

Mission:

To ensure accountability by administering a comprehensive array of consequence programs for youth diverted from the formal court process.

Description:

The Progressively Increasing Consequences monies provide the opportunity for youth to be held accountable for specific offenses without the formal court process. Youth are required to attend programs which emphasize accountability, restitution, skill development, crime reduction and community safety such as Teen Court, community work service, life skill education classes and problem solving.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	10,334.3	10,160.3	10,160.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	77.8	0.0	0.0
Program Total	10,412.1	10,160.3	10,160.3
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To ensure diversion eligible referrals are processed in a timely manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of juveniles with an intake interview within 30 days of receipt of referral by the juvenile court	47	43	43

- ◆ **Goal 2** To promote victim and community restoration by holding diversion youth accountable for their assessed financial obligations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of diversion youth assessed restitution, who pay	85	93	93
Percent of parents of diversion youth assessed one-time parental assessment fee, who paid	84	99	99

- ◆ **Goal 3** To ensure consequences are successfully completed.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Community Work Service case closures that were successfully completed	86	82	82
Percent of Counseling case closures that were successfully completed	80	83	83
Percent of Delinquency Prevention Education case closures that were successfully completed	86	87	87
Percent of Substance Abuse Education case closures that were successfully completed	91	92	91
Percent of Non-Residential Rehabilitation or Supervision case closures that were successfully completed	94	95	95
Percent of diversion programs showing a minimum of 15% positive change between pre and post test	100	100	100

COU 10.6	Subprogram Summary
	JUVENILE CRIME REDUCTION
	Ellen Kirschbaum, Program Manager
	Phone: (602) 452-3309
	A.R.S. § 41-2401D.5

Mission:

To support the development and replication of specific initiatives and community-based prevention, early identification and intervention, and recidivism reduction strategies which promote crime free lifestyles for Arizona youth.

Description:

Funding is provided through the Criminal Justice Enhancement Fund. JCRF is used as seed monies for the development and initial implementation of community-based programs targeted at preventing a juvenile from becoming involved in illegal activity or providing an array of intervention services and sanctions to deter a juvenile from becoming further involved in the juvenile justice system. Grants may be administered by local courts, schools, local units of government, tribal agencies, state agencies, and the AOC. Program categories considered for funding are based on national research that supports promising strategies, such as academic achievement, after-school activities, mentoring, immediate consequences, and graduated sanctions. Programs are awarded funds through an annual application process; funding recommendations are submitted to the Chief Justice for final approval. Funds may also be used to implement legislative mandates and to support special projects and statewide strategic initiatives administered by the AOC, such as the Juvenile On-Line Tracking System (JOLTS), LEARN labs (Literacy, Education, and Resource Network computer-assisted learn centers), operational reviews of local probation departments, juvenile detention centers, and special projects.

JCRF is also used to provide technical assistance and to oversee the distribution of federal education dollars, which the division receives from the Department of Education and passes through to counties to provide educational services to detained youth. Twelve counties maintain juvenile detention centers; two counties share a regional facility and one county contracts with a neighboring county for detention services.

*Total FTEs do not include grant funded and field FTEs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,129.7	5,197.8	5,197.8
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	5,129.7	5,197.8	5,197.8
FTE Positions	7.3	7.3	7.3

- ◆ **Goal 1** To manage and monitor the distribution of JCRF grant funds.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of on-site monitoring visits conducted (non-random sample)	50	70	80
Percent of programs in compliance with financial requirements	100	100	100
Percent of programs in compliance with program requirements	100	100	100

- ◆ **Goal 2** To promote the development of promising community-based programs for youth.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Local programs funded	34	34	37
Youth served in local programs	53,000	53,000	55,000
LEARN labs	32	32	32

- ◆ **Goal 3** To oversee the distribution of federal education monies to the counties for juvenile detention education services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Counties receiving funds	15	15	15
Juveniles served	15,568	18,000	18,000
Percent of on-site fiscal and program audits conducted	50	50	50
Percent of programs audited in compliance	99	99	99

- ◆ **Goal 4** To ensure that juvenile courts and probation departments are in compliance with statutes, administrative orders, funding agreements, rules, program plans, and policies and procedures.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Operational reviews conducted	2	5	3
Percent of departments reviewed that are in compliance	99	99	99

- ◆ **Goal 5** To support the administration and programs of the Arizona juvenile court system.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Automation projects funded	2	2	2
Loss prevention issues addressed in detention centers	1	2	1
Community Advisory Board programs funded	11	11	11

COU 11.0 **Program Summary**
COURT OF APPEALS DIVISION I
Philip G. Urry, Clerk of the Court
Phone: (602) 542-0264
A.R.S. § 12-120 et. seq.

Mission:

To provide an independent and accessible intermediate appellate court in accordance with Constitutional mandate.

Description:

Division I of the Court of Appeals reviews all matters properly appealed from the Superior Court, except criminal death penalty cases. Division I convenes in Phoenix and encompasses the counties of Apache, Coconino, La Paz, Maricopa, Mohave, Navajo, Yavapai, and Yuma. In addition to appeals from these eight counties, and rate appeals from the Corporation Commission, Division I has the statewide responsibility for all Writs of Certiorari concerning awards by the Industrial Commission, appeals from the Arizona Department of Economic Security Appeals Board and all appeals from the Arizona Tax Court. Division I consists of a Chief Judge and five departments, with three judges each.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	9,761.0	9,637.0	9,873.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	9,761.0	9,637.0	9,873.8
FTE Positions	107.2	107.2	107.2

- ◆ **Goal 1** To provide fair and expeditious determination of cases. (Court activity is difficult to predict; projections are based on FY 2000 activity level. Cases pending are as of 6/30.)

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
All cases on file	5,133	5,250	5,350
All cases terminated	2,771	2,800	2,850
Cases pending	2,362	2,450	2,500
New case filings	2,699	2,800	2,850
Customer Satisfaction rating for settlement program	7.6	7.6	7.6
Cases decided in which a Supreme Court review was not sought	2,146	2,150	2,150
Explanation:	New measure as of FY07		

Cases decided where Supreme Court review was denied	560	650	660
Explanation:	New measure as of FY07		
Cases decided which Supreme Court review was granted and decision upheld	2	5	5
Explanation:	New measure in FY07		

COU 12.0 **Program Summary**
COURT OF APPEALS DIVISION II
Jeff Handler, Clerk of the Court
Phone: (520) 628-6954
A.R.S. § 12-120 et. seq.

Mission:

To provide an independent and accessible intermediate appellate court in accordance with Constitutional mandate.

Description:

Division II of the Court of Appeals reviews all matters properly appealed from the Superior Court, except criminal death penalty cases. Division II convenes in Tucson and encompasses the counties of Cochise, Gila, Graham, Greenlee, Pima, Pinal, and Santa Cruz. Division II consists of a Chief Judge and two departments, with three judges each.

FY 2007 actual column reflects an estimated figure.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,320.0	4,288.2	4,377.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	4,320.0	4,288.2	4,377.0
FTE Positions	40.3	40.3	40.3

- ◆ **Goal 1** To provide fair and expeditious determination of cases. To provide fair and expeditious determination of cases. (Court activity is difficult to predict; estimates are based on FY 2000 activity level. Cases pending are as of 6/30.)

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
All cases on file	1,669	1,700	1,800
All cases terminated	902	950	975
Cases pending	767	750	825
New case filings	826	900	950
Customer Satisfaction rating for settlement program (Scale 1-8)	7.8	7.8	7.8
Cases upheld upon review	896	940	965

COU 13.0

Program Summary**ADULT AND JUVENILE DRUG COURT**

Cliff Ford, Program Manager

Phone: (602) 452-3558

ARS §13-3422

Mission:

To fund and manage a coordinated system of adult and juvenile drug courts that help reduce recidivism.

Description:

The Administrative Office of the Courts (AOC) provides funding and statewide oversight of Adult and Juvenile Drug Courts. Arizona's Drug Courts are special, problem-solving courts with the responsibility to intervene with medium to high-risk probationers at risk for failure on probation and in the community because of continued drug or alcohol use. Each drug court is comprised of a local Drug Court Team responsible for the effective implementation and operation of the drug court. All of Arizona's drug courts have judicial leadership combined with probation supervision and community-based treatment services. Each drug court incorporates best practices and is guided by a Certificate of Assurance.

The drug court program includes Memorandum of Understanding (MOU) between participating parties, judicial management, probation supervision, screening and assessment of participants, random and scheduled drug testing, individual, group and family counseling services, incentives and sanctions, community work service and parental/family involvement.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	992.8	1,013.6	1,056.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	992.8	1,013.6	1,056.7
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To measure the number of Adult participants screened, admitted and graduated from drug courts.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Participants sentenced to drug court.	804	900	900
Number of Participants retained at 180 day point	678	750	750
Explanation:	Excludes Maricopa as they were unable to report on 180 day retention		
Number of Graduates from drug court	384	400	400

- ◆ **Goal 2** To measure the number of Juvenile participants screened, admitted and graduated from drug courts.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Participants admitted to drug court	307	250	255
Number of Participants retained at 180 day period	232	235	240
Number of graduates from drug court	115	125	130

Agency Summary

DEPARTMENT OF JUVENILE CORRECTIONS

Michael Branham, Director

Phone: (602) 542-4302

A.R.S. § 41-2802

Mission:

To enhance public protection by changing the delinquent thinking and behavior of juvenile offenders committed to the Department.

Description:

The Arizona Department of Juvenile Corrections (ADJC) is the state agency responsible for juveniles adjudicated delinquent and committed to its jurisdiction by the county juvenile courts. The ADJC is accountable to the citizens of Arizona for the promotion of public safety through the management of the state's secure juvenile facilities and the development and provision of a continuum of services to juvenile offenders, including rehabilitation, treatment, and education.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ HOUSING	38,397.4	38,455.5	39,272.8
➤ REHABILITATION	38,907.5	37,777.8	39,098.5
➤ ADMINISTRATION	11,098.8	9,502.8	9,502.8
Agency Total:	88,403.7	85,736.1	87,874.1

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	80,019.3	74,700.4	80,038.4
Other Appropriated Funds	4,814.3	7,670.0	4,470.0
Other Non Appropriated Funds	3,570.1	3,365.7	3,365.7
Program Total	88,403.7	85,736.1	87,874.1
FTE Positions	1,200.7	1,200.7	1,220.7

Strategic Issues:**Issue 1 Transformation of Department**

The Arizona Department of Juvenile Corrections (ADJC) began a new phase on September 15, 2007. Having achieved full compliance with its 2004 Memorandum of Agreement with the United States Department of Justice (USDOJ), it emerged from federal monitoring. The USDOJ had investigated ADJC in 2002 pursuant to the federal Civil Rights of Institutionalized Persons Act (CRIPA), following three suicides at Adobe Mountain School. The comprehensive CRIPA Agreement that resulted contained over 140 separate provisions related to secure care conditions, with which the Department was required to comply. ADJC's success in doing so in just three years was recognized by USDOJ officials as extraordinary. All reforms were designed to improve safety, security and treatment services.

With the fulfillment of the Agreement, the Department is now establishing a continuum of service delivery that prepares a youth for a successful discharge from ADJC, starting from the first day a committed youth enters a correctional facility. Beginning with a revised classification, screening and assessment process, youth in secure care will be provided services based on objective evaluations and individualized needs. Frequently evaluated through the multi-disciplinary team process, secure care staff will regularly monitor a youth's progress with treatment and behavioral goals.

Once a youth is ready for release, the juvenile will be placed on parole with a transition plan that will include researched-based, model programs, such as Functional Family Therapy (FFT) and Multi-systemic Therapy (MST). ADJC will also strengthen partnerships with community providers so that services can commence within the correctional facility prior to a youth's release. Expanded staff training, the development of new policy and

protocols will be undertaken in the coming months with the main focus on how to prepare a youth for successful reintegration into the community.

The above-mentioned strategies are designed to solidify the gains made while subject to federal oversight while continuing to make improvements. ADJC continues to strengthen and rely upon the Quality Assurance function established under the CRIPA agreement to review and make improvements in the many new programs and process it has initiated since 2004. At the same time, the Department is engaged in the third year of an organized culture change initiative dubbed "ADJC: Changing Attitudes and Behaviors (ACAB)." This strategic culture change initiative is directed at staff and youth alike, in order to create an environment that will prevent the Department from ever reverting to the practices that lead to federal intervention.

Issue 2 Recruitment, Retention & Recognition of Staff

ADJC continues to suffer one of the highest turnover rates in Arizona state government. In FY 2008, ADJC's Department-wide turnover rate was 27%. This is a slight improvement from the previous fiscal year, when the annual staff turnover rate was 28%. The annual staff turnover rate is primarily driven by ADJC's Youth Correctional Officer (YCO) staff. In FY 2008, YCO positions had a turnover rate of 48%. YCO positions represent about 40% of the Department's total positions. Although not desirable, the 48% turnover rate of YCO staff represents an improvement from the previous fiscal year, when the rate was 56%.

High turnover limits ADJC's effectiveness in providing committed youth with a safe environment and continuity in service delivery, which is crucial toward successful community reintegration. Changing the lives of troubled youth in Arizona's juvenile justice system requires a great deal of skill and knowledge. Those traits are gained and honed through training and on-the-job experience. ADJC's current turnover rate prevents most entry-level staff from developing the proficiency necessary to be highly effective with youth.

To mitigate high turnover, ADJC will continue to make purposeful efforts to improve the recruitment, retention and recognition of staff. With regard to recruitment, the Department will give particular attention to Youth Correctional Officers along with teachers and nurses, due to the nationwide shortages in the latter two job classifications.

Specifically, when recruiting on job websites, a video will be attached so the viewer gains information about the secure facility environment and career opportunities available. Enhanced advertising through newspapers and other publications will be explored. Career-specific job fairs will be attended. Partnering with the Arizona Department of Administration (ADOA) marketing staff for banners, posters and other materials to be utilized at these job fairs will continue. And lastly, an increase in the number of walk-in applicant tours, testing and interviewing will be offered.

The Department will also remain committed to the assignment of a Youth Correctional Sergeant in the Human Resources Division to address retention. This individual will be solely responsible for contacting employees who have tendered their resignation. Attempts will be made to confidentially communicate with the employee on reasons for the resignation. If presenting matters can be remedied, the retention of the employee will be pursued.

Amendments to the Pre-Service Academy (YCO/Cadet Training) schedule was recently made and will be measured for results in the coming year. The Staff Development and Training Division added six additional days into the Pre-service Academy calendar for on-the-job training (OJT). The Academy now consists of 40 days, eight of which are OJT days in the facilities. The OJT days are in blocks of two, and follow specific segments of training. Each cadet will rotate to each of the facilities throughout the academy calendar, ending with the facility they will be assigned to upon graduation. This process is expected to increase YCO awareness of facility operations, their required duties, and the teams in which they will be working.

Furthermore, recent revisions to the ADJC confidential exit survey will be monitored for an improved response rate. It is believed that the collected

responses will assist management in identifying recurring reasons for employee separations. Perhaps issues can then be systemically addressed to prevent future resignations.

Lastly, The ADJC Annual Honors Ceremony continues to be redefined so that employees are recognized for outstanding contributions to the agency. Recognitions will become more congruent with agency norms and strategic endeavors.

Issue 3 Youth with Increased Clinical Needs

The average length of stay is 7.1 months for juveniles in secure care in the Arizona Department of Juvenile Corrections. During this time ADJC is charged with providing treatment services to all juveniles and specifically for juveniles who have substance abuse, mental health issues, or who have been adjudicated as a sex offender. Of these juveniles, all are assessed using a variety of validated assessment tools and diagnoses are determined. Approximately 27% are diagnosed with mental health issues and 11% have displayed problematic sexualized behavior leading to adjudication. Substance use disorders are by far the most pervasive within the ADJC population with 83.5% having a related diagnosis of which nearly half, 49.4%, are diagnosed with severe and chronic chemical dependency issues.

Core treatment programming is provided to all juveniles using the New Freedom and Systems for Change Programs. New Freedom addresses dysfunctional thinking as it relates to problematic and delinquent behaviors. Systems for Change provides staff members with clear direction in terms of behavior management tools, treatment approaches, and educational expectations of adjudicated juveniles. For juveniles not classified into specialized treatment units, specific outpatient treatment for behavioral health issues, substance abuse and gang intervention is also included in the New Freedom Program.

In addition to these core treatment programs, sex offenders are assigned to specialized housing units and participate in the Pathways program, in which trained staff specifically address the etiology, thinking processes, and management of problematic sexual behaviors common to juveniles. The juveniles are reviewed at each stage of their treatment to ensure that they are receiving adequate treatment, and that they are gaining maximum benefit from the services provided.

Because a significant portion of our juveniles have current mental health issues, the Department maintains units especially geared to this population that are staffed by trained and licensed behavioral health providers. Additional unlicensed staff are supervised by the licensed staff and given appropriate training in service delivery. These services consist of regular 1:1 counseling and psychotherapy by a licensed provider; group sessions which address several areas ranging from management of chronic mental health symptoms to substance abuse issues; milieu therapy to effectively manage current symptoms and stabilize the juvenile; and social skills/anger management training.

There are also currently five specialized chemical dependency treatment units, which match treatment intensity to the severity of need. These units utilize the Seven Challenges, an evidence-based program for juveniles, and Dialectic Behavior Therapy.

Transition planning for all juveniles begins by the 30th day after arrival and includes the complete Multi-Disciplinary Team. The juvenile's progress and updates are discussed every month and all changes to transition planning are recorded. Readiness for Release, therefore, is thoroughly planned and documented ensuring that juveniles are not released until there is sufficient decrease in risk to the community.

Issue 4 Education Programs that Reflect Student Needs

ADJC recognizes that the majority of committed youth have failed in traditional education settings. Most of ADJC students are below grade level in mathematics and reading. In addition, most students have had attendance problems in traditional public schools. Initially students must be assessed to determine if they have learning disabilities that have contributed to their lack of classroom progress.

The Department is required to provide services to youth with disabilities as

mandated by the federal Individuals with Disabilities Education Act (IDEA), Arizona Revised Statutes (A.R.S.) §15-761, and A.R.S. §15-765 through §15-767. These services include delivery of special education instruction, speech/language services, occupational and physical therapy, and evaluation services for special education eligibility.

Due to the dramatic over-representation (approximately 30%) of special education students within ADJC's school system, the Department requires more special education teachers and resources per student than other public schools within the state. Because ADJC received funding to increase teacher to student ratios in Fiscal Years 2005 and 2006, the Department's current staffing ratio for special education is 1:8. A new web-based Individual Education Plan was designed to better serve our students with special education needs. The program allows ADJC to concentrate on student transition goals and enables us to transfer confidential information to other school districts or to correctional institutions within a few hours so that their continuum of services is not interrupted.

ADJC recognizes that students must be motivated to explore a variety of career paths. Therefore, the Department assessed students' needs and interests and began implementing a curricula that merges traditional classroom academics (reading and mathematics) with vocational studies (computer training, carpentry, plumbing, electrical, culinary art, etc.). The following provides a summary of currently expanded studies within the ADJC School System:

- Approximately twenty-two students have registered for ten different classes delivered on-line by Rio Salado College. Selected courses will yield credit toward high school graduation as well as college credit.
- Approximately 17 students at Black Canyon School are beginning a new program in Cosmetology, which will provide them with the skills and transferrable hours requisite to licensing in Arizona.
- ADJC schools, through associate membership in the Arizona Interscholastic Association, will be playing a fall volleyball and winter soccer schedule against private, charter and public schools in Arizona during the 2008-2009 season.
- ADJC schools have a new course offering: VOC256 School-to-Work Transition. This course emphasizes pre-employment skills, employability skills, independent living, and allows students to revisit their vocational/career choices made in Reception, Assessment and Classification (RAC), the initial diagnostic process upon commitment to the Department. Components of the class include guest speakers, mock interviews, career interest inventories, workplace math and reading skills, community projects, building a portfolio, identifying barriers to employment, working with the transition coordinators and preparing a transition plan.
- A pilot program in Fire Science was implemented on July 2, 2008 at Catalina Mountain School. After completing the program our youth will be eligible to participate in Arizona's Wild Land Fire Program.

The Department will continue to ensure that the educational infrastructure is adequate to support the needs of these students so that they can elevate their very basic skills to a level where they can be academically successful, and ultimately a contributing citizen within the Arizona community.

DJA 1.0 **Program Summary**

HOUSING

Dr. Kellie Warren, Deputy Director

Phone: (602) 542-5597

A.R.S. § 41-2802

Mission:

To enhance public protection by providing safe, secure, well maintained facilities and a healthy environment for committed juveniles.

Description:

The Housing Program provides housing, supervision, control, health services, and institutional services for committed juveniles requiring placement in a secure facility.

This Program Contains the following Subprograms:

- ▶ Facilities Management
- ▶ Security
- ▶ Health Care

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	32,953.0	32,807.9	33,625.2
Other Appropriated Funds	3,023.9	3,371.4	3,371.4
Other Non Appropriated Funds	2,420.5	2,276.2	2,276.2
Program Total	38,397.4	38,455.5	39,272.8
FTE Positions	556.5	557.5	565.5

DJA 1.1 **Subprogram Summary**

FACILITIES MANAGEMENT

Dr. Kellie Warren, Deputy Director

Phone: (602) 542-5597

A.R.S. § 41-2802

Mission:

To provide a safe, clean physical plant that supports positive behavioral programming.

Description:

The Facilities Subprogram provides a safe and clean physical plant by ensuring that maintenance activities are conducted in an appropriate and timely manner.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	6,227.4	6,953.7	7,178.2
Other Appropriated Funds	2,337.4	2,684.8	2,684.8
Other Non Appropriated Funds	1,901.4	1,723.6	1,723.6
Program Total	10,466.2	11,362.1	11,586.6
FTE Positions	154.0	154.0	157.0

◆ **Goal 1** To create a safe and healthy milieu for staff and youth

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of fire and health inspection discrepancies corrected before the next inspection.	100	85	95

DJA 1.2 **Subprogram Summary**

SECURITY

Dr. Kellie Warren, Deputy Director

Phone: (602) 542-5597

A.R.S. § 41-2802

Mission:

To efficiently maintain a safe and secure environment for committed juveniles.

Description:

The Security Subprogram includes behavior management programming; perimeter security; the safe and secure transportation of juveniles to and from facilities, medical appointments, and other appointments both scheduled and emergency related; radio communications to ensure instant communications with all areas inside the facilities; the transportation of vehicles for the safety and security of juveniles, staff, and the general public; and all other programs and processes designed to maintain a safe and secure environment within ADJC's facilities.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	20,130.2	19,453.1	19,842.6
Other Appropriated Funds	501.2	201.3	201.3
Other Non Appropriated Funds	238.0	238.1	238.1
Program Total	20,869.4	19,892.5	20,282.0
FTE Positions	328.0	329.0	334.0

◆ **Goal 1** To create a safe and healthy milieu for staff and youth

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Assaults on youth per 100-youth days.	.25	.25	.25
Number of escapes	0	0	0
Percent of staff who feel safe at work	73	75	75
Percent of youth who feel safe in their secure care or community setting	88	90	90

DJA 1.3 **Subprogram Summary**

HEALTH CARE

Dr. Kellie Warren, Deputy Director

Phone: (602) 542-5597

A.R.S. § 41-2802

Mission:

To provide age and gender appropriate medically-necessary health services to juveniles in secure facilities.

Description:

The Health Services Subprogram provides a delivery system that utilizes on-site professional health care staff in the secure facilities and when deemed necessary, makes referrals to off-site hospitals and/or specialty health care providers.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	6,595.4	6,401.1	6,604.4
Other Appropriated Funds	185.3	485.3	485.3
Other Non Appropriated Funds	281.1	314.5	314.5
Program Total	7,061.8	7,200.9	7,404.2
FTE Positions	74.5	74.5	74.5

◆ **Goal 1** To create a safe and healthy milieu for staff and youth

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Medical services average annual cost per youth	3,657	4020	4020
Explanation:	ADJC revised the variables used to calculate Medical Services per youth to provide a more accurate FY '08 actual and future estimates.		
Psychiatric services average annual cost per youth	765	777	777
Explanation:	Includes psychotropic medications; ADJC revised the variables used to calculate Psychiatric Services per youth to provide a more accurate FY '08 actual and future estimates.		
Percent of youth assessed with serious mental health needs.	29	35	35

DJA 2.0 Program Summary

REHABILITATION

Dr. Kellie Warren, Deputy Director

Phone: (602) 542-5597

A.R.S. § 41-2802

Mission:

To enhance public protection by confronting delinquent thinking and behaviors; developing pro-social attitudes and skills; and preparing youth academically and vocationally for success.

Description:

The Rehabilitation Program provides secure care treatment, education, and community care treatment programs that focus on changing delinquent behavior patterns, and ensuring youth are successfully returned to the community.

This Program Contains the following Subprograms:

- ▶ Education
- ▶ Secure Care Treatment
- ▶ Community Care Treatment

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	36,066.4	32,490.0	37,010.7
Other Appropriated Funds	1,790.4	4,298.6	1,098.6
Other Non Appropriated Funds	1,050.7	989.2	989.2
Program Total	38,907.5	37,777.8	39,098.5
FTE Positions	529.5	528.5	540.5

DJA 2.1 Subprogram Summary

EDUCATION

Patrick Jeske, Ph.D., Education Superintendent

Phone: (602) 542-4923

A.R.S. § 41-2831

Mission:

To support the mission of the Arizona Department of Juvenile Corrections by providing all students educational opportunities to acquire academic/vocational skills as a pathway to responsible citizenship.

Description:

The Education Subprogram is a North Central Association accredited special function outcomes-based system that integrates reading, writing, listening, locating information, applied mathematics, applied technology, vocational training, observation, and teamwork into an individualized school-to-career curriculum. The Education subprogram is designed to meet the individual needs of each juvenile to assist in their successful transition to the community.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	8,636.3	5,007.6	8,270.7
Other Appropriated Funds	1,098.6	4,298.6	1,098.6
Other Non Appropriated Funds	1,050.2	986.7	986.7
Program Total	10,785.1	10,292.9	10,356.0
FTE Positions	88.5	88.5	88.5

- ◆ **Goal 1** To develop law abiding behavior in youth by providing an integrated array of services based on individual needs

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of youth passing the GED test.	56	56	56
Number of youth who increased their TABE (Test of Adult Basic Education) mathematic achievement.	184	192	192
Number of youth who increased their TABE (Test of Adult Basic Education) reading achievement.	142	145	145

Subprogram Summary

SECURE CARE TREATMENT

Dr. Kellie Warren, Assistant Director

Phone: (602) 542-5597

A.R.S. § 41-2802

Mission:

To change the delinquent thinking and behaviors of youth committed to secure care facilities.

Description:

The Secure Care Treatment Subprogram provides individualized developmental programming, and supervision services to committed juveniles requiring placement in a secure facility. Following an assessment of each youth's needs, specialized programming (e.g. Sexualized Behavior Programs, Violent Offenders Programs, Mental/Behavioral Health Programs, Chemical Dependency Programs, Gender Specific Programs); short-term, intensive, rehabilitative programming (e.g. group, individual and family counseling; substance abuse counseling); and transition services are available to each youth based upon his/her Individual Development Plan.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	20,272.4	19,511.2	20,138.6
Other Appropriated Funds	691.8	0.0	0.0
Other Non Appropriated Funds	0.5	2.5	2.5
Program Total	20,964.7	19,513.7	20,141.1
FTE Positions	371.0	370.0	382.0

- ◆ **Goal 1** To develop law abiding behavior in youth by providing an integrated array of services based on individual needs

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of youth showing progress in their primary treatment problem area	61	70	70
Percent of juveniles incarcerated within 12 months of release	33	35	35
Percent of juveniles incarcerated within 36 months of release	54	50	50
Percent of youth revoked with delinquent offenses.	16	17	17

- ◆ **Goal 2** To collaborate with stakeholders to contribute to the restoration of communities, youth and families

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of youth whose families or caregivers are participants as identified in the youth's secure care	44	45	45

treatment plan			
Percent of juveniles with Continuous Case Plans (CCP) completed on time.	98	98	98
Percent of juveniles paying court-ordered restitution.	57	60	60

DJA 2.3

Subprogram Summary

COMMUNITY CARE TREATMENT

Art Wilkerson, Program Administrator

Phone: (602) 364-0938

A.R.S. § 41-2817

Mission:

To enhance public protection by providing effective and efficient structure, intervention/supervision, surveillance, and enforcement that changes delinquent thinking and behaviors of committed juveniles on conditional liberty.

Description:

The Community Care Treatment Subprogram is responsible for the development and management of a system of community supervision, case management, and residential and non-residential interventions designed to reduce delinquent behavior. This includes the provision of parole supervision and case management for all juveniles on conditional liberty and the coordination, management, and monitoring of a diverse system of contract treatment providers in the community. These community-based services assist the juvenile and their family to develop skills necessary for the juvenile's success in the community.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	7,157.7	7,971.2	8,601.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	7,157.7	7,971.2	8,601.4
FTE Positions	70.0	70.0	70.0

- ◆ **Goal 1** To develop law abiding behavior in youth by providing an integrated array of services based on individual needs

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of juveniles involved in an academic, vocational or employment programs while on conditional liberty	74	75	75

- ◆ **Goal 2** To collaborate with stakeholders to contribute to the restoration of communities, youth and families

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of victims who report satisfaction with restorative services received from ADJC	96	95	95
Percent of juveniles with Continuous Case Plans (CCP) completed on time.	99	98	98

DJA 3.0

Program Summary

ADMINISTRATION

Patti Cordova, Assistant Director

Phone: (602) 542-5748

A.R.S. § 41-2802

Mission:

To provide the Arizona Department of Juvenile Corrections with support and logistic services that facilitate the change of delinquent thinking and behaviors of juvenile offenders committed to the Department's care.

Description:

The Administration Program provides the Housing and Rehabilitation Programs with the support and services they require to change the lives of youth within the Department's care. These services include: Accounting, Budgeting, Communications, Detention Center Inspections, Due Process, Grant Management, Human Resources, Internal Affairs, Legal Support, Management Information Systems, Policy Development, Procurement, Research and Development, Staff Development, Quality Assurance, Victims Rights, Volunteer Coordination, and Youth Rights.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	10,999.9	9,402.5	9,402.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	98.9	100.3	100.3
Program Total	11,098.8	9,502.8	9,502.8
FTE Positions	114.7	114.7	114.7

- ◆ **Goal 1** to collaborate with stakeholders to contribute to the restoration of communities, youth and families

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Administration as a percent of total cost	7.0	7.0	7.0
Average yearly cost per bed in secure care.	125,174	100,000	100,000
Average yearly cost per juvenile in secure care.	50,421	43,100	43,100

- ◆ **Goal 2** To create a competent and diverse workforce

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Annual staff turnover rate	27.0	26.0	27.0
Percent of staff indicating satisfaction with their jobs	75	75	75
Annual Youth Correctional Officer (YCO) turnover rate.	48	50	50

LDA 0.0

Agency Summary**STATE LAND DEPARTMENT**

Mark Winkleman, State Land Commissioner

Phone: (602) 542-4621

A.R.S. § 37-100

Mission:

To manage State Trust lands and resources to enhance value and optimize economic return for the Trust beneficiaries, consistent with sound stewardship, conservation, and business management principles supporting socio-economic goals for citizens here today and generations yet to come. To manage and provide support for resource conservation programs for the well-being of the public and the state's natural environment.

Description:

The State Land Department was established in 1915 to manage the State Trust lands on behalf of the thirteen beneficiaries of that Trust, as established by the State Enabling Act and State Constitution. Each of the approximately 9.3 million acres of land is assigned to one of the beneficiaries, the largest of which is the state's common schools. The Department works to sustain the long-term value for the Trust's beneficiaries by administering, selling, and leasing the State's Trust lands and natural products. The Department also administers the State's Natural Resource Conservation District Program, which involves funding and technical assistance for 32 districts across the State. The Department provides navigability studies to the State's Navigable Streambed Adjudication Commission and staffs the Governor-appointed State Land Board of Appeals. The Commissioner serves as the State Cartographer and the Surveyor-General and the Department provides statewide geological information system services including development and sharing of data layers through the Arizona Land Resources Information System program. The Department also contains the Arizona State Forestry Division managed by the Governor-appointed State Forester, which operates the State's Wildland Fire Prevention and Suppression Programs on state and private lands outside incorporated areas.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ TRUST MANAGEMENT AND REVENUE GENERATION	18,104.3	17,120.9	19,853.7
➤ OUTSIDE ASSISTANCE AND GRANTS	1,428.4	1,231.0	1,797.6
Agency Total:	19,532.7	18,351.9	21,651.3

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	17,828.7	16,438.5	19,912.8
Other Appropriated Funds	260.0	760.0	750.0
Other Non Appropriated Funds	1,444.0	1,153.4	988.5
Program Total	19,532.7	18,351.9	21,651.3
FTE Positions	172.9	174.9	180.9

Strategic Issues:**Issue 1 Real Estate Market Impact**

The real estate market in the State, like many other parts of the Country, continues to experience one of the most severe downturns in history. The downturn, which has been in process for approximately two years, has had a dramatic effect on the Land Department's dispositions. Total sales volume for fiscal year 2008 was \$126 million, compared to \$544 million two years ago. Of the \$126 million recorded last year, \$107 million was attributed to purchases of open space by the City of Phoenix. It is generally believed that the current real estate recession will continue to impact the Department's sales efforts well into 2009 or possibly 2010.

Despite the serious decline in total sales volume, the Department posted a record high revenue total. Revenues from rights-of-way, ground leasing, interest on outstanding land purchases and other sources produced total revenue of \$382 million during fiscal year 2008. In addition, the Trust continues to hold and the Department continues to manage a portfolio of the largest and most valuable land assets in the State, and particularly within Metro Phoenix. These holdings will continue to generate substantial annual revenues to the Trust and will, once again, reach very high levels of sales volume as the economy recovers and the housing market strengthens within the near term future.

Issue 2 Navigable Streambed

As a result of a series of legislative enactments and judicial decisions, Arizona must determine if certain watercourses in the State, other than the Colorado River, were navigable at the time of Statehood (February 14, 1912); and therefore to determine whether there is any state ownership of lands located in or near many of Arizona's watercourses. The Land Department is responsible for consultation and coordination with federal and state agencies, public and private entities, and other interested persons in the gathering of evidence of navigability for the estimated 39,039 Arizona watercourses. The Arizona Navigable Stream Adjudication Commission (ANSAC) is charged with adjudicating all of the estimated 39,039 Arizona watercourses. ANSAC finalized hearings on the Upper Salt, Gila, and Verde Rivers in October/November 2005 and January 2006, and declared the rivers non-navigable on May 24, 2006. However, their reports containing their findings of non-navigability have not been issued to date. The State Land Commissioner has advocated for navigability of these rivers. The State Land Commissioner previously advocated for the navigability of the Lower Salt River. On September 21, 2005, ANSAC issued its written decision that the Lower Salt River was non-navigable. The Commissioner appealed ANSAC's determination. The parties briefed and argued the appeal before the Maricopa County Superior Court. The Court recently issued its decision upholding ANSAC's non-navigability determination. We anticipate that the Commissioner will appeal the ruling.

The Land Department has expended thousands of hours of staff time following the legislative mandates and responding to subsequent legal actions pertaining to Arizona streambeds. The requirement to devote the Department's limited resources to such matters necessarily reduces its ability to manage the State Trust lands for the benefit of the Trust's beneficiaries. Without adequate staffing and funding in the Department to carry out the State's duties with respect to streambeds, the Department cannot perform those duties adequately and/or be able to take advantage of economic opportunities on Trust lands resulting ultimately in loss of revenues to the Trust beneficiaries and the State's economy. The Department is facing and likely to face contentious and expensive litigation relating to its performance (or alleged failure to perform) its duties with respect to both sovereign lands and Trust lands. The work load is/will be overwhelming.

Issue 3 Customer Service

The Department has been tracking its customer service improvement program since 1998 by providing a Customer Service survey for customers to rate their level of satisfaction. The primary objective of the survey is to continuously improve the customer service provided, both to internal customers (staff) and external customers (the public). Customer surveys have consistently reflected a satisfactory rating in practically every category. Last year the Department updated its customer service survey form in conformance with the Governor's "Plain Talk" project. The object of the modification was to make the form easier to understand. This change has brought about not only an increase in the number of surveys returned, but also an increase in the satisfaction rating which strongly reflect "good to excellent." The Department has received many compliments with regard to being treated with courtesy and respect by Department staff and receiving efficient service.

Issue 4 Land Conservation/Condemnation/Exchange

The federal government has "captured" approximately 400,000 acres of Arizona's State Trust surface and mineral resources within existing and proposed federal land management programs. The surface value of these "captured" Trust lands is estimated to be over \$360 million. The "capture" of these Trust lands impose land use planning and use restrictions on federal lands that adversely impact the State's use of the Trust lands at the

expense of the State Trust beneficiaries and the State's economy. These state lands, both surface and mineral estates, are "captured" within military reservations, federal wilderness areas, national monuments, parks, recreational and conservation areas. Several federal condemnations of State land have been authorized by Congress, i.e. Hopi Tribe: 144,000 acres of Trust land; Petrified Forest National Park expansion: 36,000 acres of Trust land; Lake Pleasant Expansion: 28,000 acres of Trust land. The Department is currently working with the National Park Service to develop a permit under which the 36,000 acres of Trust land "captured" within the Petrified Forest boundary expansion authorized by Congress in 2004. The permit is an interim agreement under which the Department will charge rent until the federal government acquires title to the subject Trust lands. The Department is also working towards completing a federal condemnation action regarding addressing State surface and subsurface land captured within the Ft. Huachuca military reservation valued at \$8 million. As compensation, the State is to receive other federal land within other parts of the State. Generally, however, the State's repeated requests for compensation for the "captured" Trust lands and resources have gone largely unheeded. Under the current situation, the State is losing potential economic opportunities on the "captured" lands resulting in continuing loss of revenues to the Trust and its beneficiaries.

Issue 5 Water Rights Adjudications

The State is a party to several pending water right adjudications, which are court proceedings designed to resolve the rights of all water users to a particular stream or river system. These are "in rem" proceedings, meaning the court has jurisdiction over the asset at issue (the surface water stream system), and are somewhat akin to quiet title litigation. Parties, including State agencies, who claim the right to use water from such a stream will lose those rights unless they are recognized by the court. The adjudications are massive lawsuits. The State has filed claims for several thousand water rights that represent existing water uses on State Trust lands and future uses based on certain federal law doctrines. The monies from FY 2002 thru FY 2008 were utilized to design, initiate and compete the preliminary stages of multi-stage analysis of State Trust lands to support the State's claim for existing water uses and its Federal reserve water right claim. The FY 2009 through FY 2011 monies will be utilized to continue the analysis and studies. Litigation is now proceeding, focusing on tribal and Federal reserved water rights claims with a separate contested case considering the Federal reserved rights claims of the Department. It is critical that the program continue to be funded, in order to build on the valuable analysis and information that has already been developed, with the goal continuing to be the protection of the future viability of the Trust lands and their ability to provide financial support to the public schools and other beneficiaries.

LDA 1.0

Program Summary

TRUST MANAGEMENT AND REVENUE GENERATION

Mark Winkleman, State Land Commissioner

Phone: (602) 542-4621

A.R.S. §§ 37-201 to 37-611

Mission:

To manage State Trust lands and resources to enhance value, optimize economic return for the Trust beneficiaries, provide assistance to communities and citizens on forestry matters, and manage wildfires on state and private lands.

Description:

The State Land Department and the system by which Trust lands are to be managed was established in 1915 by the State Land Code, in compliance with the Enabling Act and the State Constitution. Revenues earned from Trust lands are classified as either permanent or expendable. Revenues derived from the sale of Trust lands and the sale of natural products are deposited in the Permanent Fund. Revenues earned from leasing Trust lands and interest on the certificate of purchase balance as well as the Permanent Fund's interest are deposited in the expendable account for use by the appropriate beneficiary.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	17,273.1	15,906.0	18,803.7
Other Appropriated Funds	0.0	500.0	500.0
Other Non Appropriated Funds	831.2	714.9	550.0
Program Total	18,104.3	17,120.9	19,853.7
FTE Positions	170.9	172.9	178.9

◆ Goal 1 To administer Trust resources to optimize revenue over time.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total Trust revenue generated (in millions)	458.3	366.1	422.3
Explanation:	Assumes the Treasurer's distribution remains constant.		
Balance in Permanent Fund (in millions)	2,163.4	2,344.0	2,518.0
Total expendable receipts, excluding interest on permanent fund and school leases (millions)	114.2	96.1	158.2
Total annual revenue to permanent fund (millions)	255.9	180.7	174.0
Number of participation sales	0	2	2
Number of auctions where broker commission is paid	1	4	6
Percent increase in commercial leasing revenue	20.0	1.9	8.3
Percent increase of sales value above appraised value	0	5	5
Percent of total leasing revenue from long-term leases	75	78	80
Net present value of long-term leases (in millions)	529	530	540

◆ Goal 2 To implement a progressive asset management process to improve the quality and efficiency of the Department's decision making and meet the requirements of the Growing Smarter Act and Growing Smarter Plus.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Cumulative percent of potential acres in Maricopa and Pima County under master plans (382,346 acres)	6.8	8.4	10.4
Percent of urban acres within municipal boundaries under conceptual plans (statewide 668,652 urban acres)	82	84	85
Cumulative total of conceptual plans completed under Growing Smarter (statewide, 47 communities have a minimum of 160 acres of trust land)	34	35	36
Percent of conceptual plans that have been integrated into community general plans (statewide 47 communities have a minimum of 160 acres of trust land)	38	45	47

◆ Goal 3 To protect unique Trust resources and provide environmental protection to maintain the long-term value of the asset.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Acres reclassified as suitable for conservation purposes	0	0	0
Explanation:	The API program is on hold due to legal issues.		
Number of acres sold or leased for open space conservation or parkland	1,757	1,500	1,500
Explanation:	The API program is on hold due to legal issues.		
Proposed land use and disposition actions reviewed for cultural resource considerations	473	500	600
Number of hazardous and nonhazardous materials sites remediated	7	5	5
Acres of land closed for dust abatement	4,465	644,730	404,340
Amount appropriated for adjudicating water rights	464,300	464,300	250,000

◆ Goal 4 To improve the Department's efficiency in application or transaction processing by reducing processing time for sales and commercial leases by 10-20%, increase per acre

earning by 10-20%.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average processing time for long-term leases (tracked by months)	15	18	18
New short-term lease processing time (in months)	11	10	9
Average processing time for sales applications (tracked by months)	30	24	20
In-house appraisal turnaround time (days from administrator request to receipt by section manager)	40	70	60
Contract appraisal turnaround time (days from administrator request to receipt by section manager)	115	130	120
Average trust land earnings per acre sold (in dollars)	63,178	100,000	150,000
Average trust land earnings per acre on new long-term commercial leases	285,700	300,000	300,000

- ◆ **Goal 5** To provide efficient internal support and coordination to enable the Department to accomplish its mission.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of findings during annual financial audit	0	0	0
Percent of employees satisfied with training on new information systems	95	95	95
Average score on employee satisfaction survey. (5 = very satisfied, 1 = unsatisfied)	3.1	3	3
Average number of minutes to resolve computer user problems	34	40	35
Percent of agency staff turnover	11.8	8.0	8.0
Administration as a percentage of total cost	6.2	6.4	5.9

- ◆ **Goal 6** To improve Department productivity and minimize costs through increased efficiency and risk reduction.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of employees receiving basic computer training	34	133	90
Number of professional training hours for staff	2,296	2,000	2,000
Number of agency's administrative policies updated or added	15	10	5
Percent of employees completing agency required training	100	98	98

- ◆ **Goal 7** To develop and implement measures to improve external customer service.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of customers giving the department a rating above 4. (Survey rating 5 - 1; 5 = very satisfied, 1 = unsatisfied.)	88	85	85
Number of settlement hearings vs. number of appeal hearings	0/1	2/3	2/3
Number of services available to the public via the Internet	134	140	145
Number of interactive applications available through the web site	5	6	6
Number of times interactive applications are accessed by the public	71,802	83,000	93,000
Number of times the web site is accessed	121,419	130,000	138,000
Number of formal public records requests vs. number of records (in thousands) pulled and researched for requests	32/142	30/100	30/100

- ◆ **Goal 8** To continue an effective program of land conservation of appropriate State lands while ensuring continued economic benefits to the trust.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Cumulative number of acres petitioned to be reclassified for conservation	120,032	120,032	120,800
Explanation:	The API program is on hold due to legal issues		

Cumulative number of acres sold under Arizona Preserve Initiative	4,098	4,835	5,000
Explanation:	The API program is on hold due to legal issues.		
Number of Arizona Preserve Initiative land sale/leases	1/0	1/0	2/0
Explanation:	The API program is on hold due to legal issues.		
Cumulative number of acres reclassified as suitable for conservation purposes	42,511	42,511	42,511
State acres identified and/or researched for transfer under State/Federal land conservation and federal land management actions	611,069	600,000	15,000
Federal acres identified and/or researched for State acquisition under State/Federal Land conservation and land management actions	65,115	65,000	10,000

- ◆ **Goal 9** To improve the availability of actual information and increase analytical capabilities of the agency.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Combined parcels (surface, minerals, special permits, etc.) accessible through PALMS	63,151	63,160	63,400
Number of data sets accessible through PALMS	628	640	650

- ◆ **Goal 10** To improve internal and external communication.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average score on employee satisfaction survey regarding staff recognition, staff's understanding of expectations, the agency's communication system to staff, and feedback. (Survey ratings 5 - 1; 5 = very satisfied, 1 = unsatisfied.)	3.1	3.0	3.0
Percentage of customers giving the department a rating above 4 on the understandability of applications, correspondence, documents, and the clarity of information being transmitted. (Survey rating 5 - 1; 5 = very satisfied, 1 = unsatisfied.)	88	85	85
Average percentage of employees attending "All Employee" meetings	75	75	75
Number of agency-wide electronic notices distributed	876	900	900

- ◆ **Goal 11** To respond within established time frames, to all applications and request for land use and title research from public and staff.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Acres researched involving title transactions, special projects, lease, or contract development. (in millions of acres)	5.8	6.0	6.0
Number of applications received requiring current land use or ownership research	1,337	1,200	1,200

LDA 2.0	Program Summary
OUTSIDE ASSISTANCE AND GRANTS	
Mark Winkleman, State Land Commissioner	
Phone: (602) 542-4621	
A.R.S. Title 37	

Mission:

To provide administrative direction, coordination, assistance and services to program areas legislatively assigned to the State Land Department.

Description:

The Department and the Commissioner have been assigned the statutory responsibility for providing administrative direction, coordination, assistance and services to the Arizona Center for Geographic Information and Arizona Geographic Information Council, the Natural Resource Conservation Districts, and special environmental projects. These responsibilities include providing staff support, budget assistance, appropriation pass through and accounting, election oversight, appointments, and information dissemination.

This Program Contains the following Subprograms:

- ▶ Arizona Center for Geographic Information, Coordination and Services
- ▶ Natural Resource Conservation Districts

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	555.6	532.5	1,109.1
Other Appropriated Funds	260.0	260.0	250.0
Other Non Appropriated Funds	612.8	438.5	438.5
Program Total	1,428.4	1,231.0	1,797.6
FTE Positions	2.0	2.0	2.0

LDA 2.1	Subprogram Summary
ARIZONA CENTER FOR GEOGRAPHIC INFORMATION, COORDINATION AND SERVICES	
Mark Winkleman, State Land Commissioner	
Phone: (602) 542-4621	
A.R.S. §§ 37-171 to 37-176	

Mission:

To provide assistance to public agencies in Arizona to effectively use the Geographic Information Systems (GIS) technology in the performance of their mandated duties and to foster the cooperative development, maintenance and use of geographic information resources among public agencies in Arizona in order to reduce the efforts and maximize investments in such resources.

Description:

ACGICS has the statutory responsibility to provide GIS development, analysis, and coordination in Arizona. ACGICS works in conjunction with the Arizona Geographic Information Council and the Government Information Technology Agency. In order to meet the program mission, ACGICS is comprised of two functional units: the Arizona Land Resources Information System (ALRIS) and the State Cartographer's Office (SCO). ALRIS works to develop, maintain and distribute commonly required spatial databases for use by public agencies and provides GIS training to assure such resources can be maximized. The SCO develops GIS standards and provides access and utilization of GIS databases.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	165.6	154.1	154.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	612.8	438.5	438.5
Program Total	778.4	592.6	592.6
FTE Positions	2.0	2.0	2.0

- ◆ **Goal 1** To design, develop, maintain and distribute digital geospatial datasets to public agencies in Arizona to reduce the costs of data creation and maintenance to the State's taxpayers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Datasets transferred	3,562	3,600	3,800
Geospatial datasets under development or revision	16	17	15
Datasets accessible through AGIC, ALRIS or SCO websites	86	95	110

- ◆ **Goal 2** To create and implement cost-effective and results-effective GIS training and information programs for Arizona public agencies.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Government employees trained	225	225	225
Explanation:	*ESRI SW User Conference in Arizona in FY 2007. Training provided at the conference.		
Percent of students rating training as satisfactory	100	95	95
Explanation:	*ESRI SW User Conference in Arizona in FY 2007. Training provided at the conference.		

- ◆ **Goal 3** To increase access and utility of GIS data by providing information on location, lineage, and availability of geospatial databases; promote development and implementation of GIS standards; and coordinate governmental inter-agency cooperative agreements.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Users accessing AGIC, ALRIS or SCO websites for information or data	72,247	75,000	83,000
Participation in coordination activities with organizations which improve access and utilization of geographic datasets	34	40	40

LDA 2.2	Subprogram Summary
NATURAL RESOURCE CONSERVATION DISTRICTS	
Mark Winkleman, State Land Commissioner	
Phone: (602) 542-4621	
A.R.S. §§ 37-1001 to 37-1057	

Mission:

To promote, coordinate and carry out activities that conserve soil, water and other natural resources utilizing the expertise of the Natural Resource Conservation Service (NRCS) and numerous other local, county, state, and federal agencies.

Description:

Arizona's 32 Natural Resource Conservation Districts (NRCDs) are legal subdivisions of state government organized under state law and administered by the State Land Department. As subdivisions of state government, NRCDs provide the link that enables the U.S. Department of Agriculture Natural Resource Conservation Service and Farm Service Agency to provide technical and financial assistance to private landowners. NRCDs are district cooperators for water, soil, and other natural resource conservation measures. The NRCDs are governed by a local Board of Supervisors: three elected, and two appointed by the Natural Resource Conservation Commissioner (State Land Commissioner). The NRCDs are the primary sponsors of the Conservation/ Environmental Educational Centers.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	390.0	378.4	955.0
Other Appropriated Funds	260.0	260.0	250.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	650.0	638.4	1,205.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To strengthen the network of 32 NRCDs by assisting district supervisors in developing, improving and broadening relationships with private landowners, the NRCS, state and federal agencies, rural communities, county governments, and private interest groups.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
District meetings attended	57	63	70
Interagency meetings attended	58	64	70
Percent of NRCDs rating Department assistance as satisfactory	90	95	95

LWA 0.0

Agency Summary

LAW ENFORCEMENT MERIT SYSTEM COUNCIL

Commander Iven T. Wooten, Business Manager

Phone: (602) 223-2286

A.R.S. §§ 41-1830.11 to 41-1830.15

Mission:

To establish and administer an equitable compensation plan while providing oversight for the selection, retention, and disciplinary proceedings affecting employees of those agencies under the Council's jurisdiction.

Description:

The Law Enforcement Merit System Council (LEMSC) consists of three members appointed by the Governor for six-year terms. Members are chosen on the basis of experience in and sympathy with merit principles of public employment. Members shall not have held elective public office within one year before appointment and shall not hold any other political office while serving on the LEMSC. The LEMSC shall adopt rules it deems necessary for establishing: 1) a classification and compensation plan for all covered positions under the jurisdiction of the LEMSC and establishing standards and qualifications for all classified positions; 2) a plan for fair and impartial selection, appointment, probation, promotion, retention, and separation or removal from service by resignation, retirement, reduction in force or dismissal of all classified employees; 3) a performance appraisal system for evaluating the work performance of Department of Public Safety (DPS) and Arizona Peace Officer Standards and Training Board (AZPOST) employees; 4) procedures for the conduct of hearings of employee grievances brought before the LEMSC relating to classification, compensation, and the employee appraisal system; 5) procedures for the conduct of hearings on appeals from an order of the director of DPS in connection with suspension, demotion, reduction in pay, loss of accrued leave time, or dismissal of a classified employee.

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	76.8	76.9	78.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	76.8	76.9	78.7
FTE Positions	1.0	1.0	1.0

Strategic Issues:

Issue 1 Securing Adequate Funding for FTE and Operating Costs

The biggest issue facing the Council is the need for adequate funding. Recent reductions have eliminated the Council's ability to fully fund the one FTE, ERE, and operating expenses. Additionally, an administrative error in budgeting and submission for FY2009 was apparently made in 2007. This error is continuing into FY2010. Budget adjustment is imperative for functionality.

- ◆ **Goal 1** To establish and administer an equitable classification and compensation plan.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of classifications reviewed to determine proper job description and market value	58	20	20
Number of position audits conducted to determine proper classification	7	6	6
Number of job descriptions reviewed to determine suitability to classification	1	5	5

- ◆ **Goal 2** To provide guidelines for proper selection, retention and dismissal of covered employees.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of test plans reviewed for selection and promotional processes	57	50	50

Number of covered employees dismissed	5	5	5
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- ◆ **Goal 3** To provide covered employees with a fair, impartial and expeditious hearing process.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of appeals/grievances filed	6	7	5
Number of appeal hearings conducted	1	5	5
Percent of employees receiving discipline who file an appeal	16	10	10
Average days from receipt of an appeal/grievance until the Council issues a final order	139	120	120
Average cost of an appeal/grievance hearing (in dollars)	781	781	781
Number of rehearing requests filed	0	0	0

- ◆ **Goal 4** To provide guidelines to ensure promotional examinations are conducted properly in order to dispel challenges.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of civilian promotional examinations conducted	31	30	30
Number of sworn promotional examinations conducted	3	2	2
Number of civilian promotional examinations that result in challenges/appeals	2	1	1
Number of sworn promotional examinations that result in challenges/appeals	1	1	1
Number of challenges filed that result in some change to the examination or scoring of the examination	0	1	1

AUA 0.0

Agency Summary

OFFICE OF THE AUDITOR GENERAL

Debbie Davenport, Auditor General

Phone: (602) 553-0333

A.R.S. § 41-1279

Mission:

To improve state and local government operations and accountability by independently providing the Legislature, government decision-makers, and the public with timely, accurate, and impartial information; relevant recommendations; and technical assistance.

Description:

The Auditor General is appointed by the Joint Legislative Audit Committee and approved by a concurrent resolution of the Legislature. By law, the Auditor General is required to express an opinion on the financial statements of audited entities, and determine compliance with applicable federal and Arizona laws and conduct comprehensive performance evaluations of state agencies and the programs they administer. In addition, the Auditor General is required to conduct performance audits of school districts and monitor the percentage of dollars spent in the classroom. Beginning in fiscal year 2006-2007, the Legislature appropriated monies for the Auditor General to conduct performance and financial audits of English Language Learner programs.

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	17,480.1	17,502.6	17,502.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,820.9	1,699.9	1,699.9
Program Total	19,301.0	19,202.5	19,202.5
FTE Positions	230.4	230.4	230.4

Strategic Issues:

Issue 1 *Increasing our impact on government in Arizona*

Issue 2 *Ensuring our processes are efficient and add value to our products*

Issue 3 *Hiring, developing, and retaining a high-quality workforce*

◆ **Goal 1** To use efficient and value-added processes to ensure our reports are issued in a timely manner

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of single audit reports accepted by cognizant agency	100	100	100
Number of processes/steps/activities adding little or no value that were eliminated or modified	33	20	20
External quality control review resulted in a clean opinion (triennial review).	NA	NA	Yes

◆ **Goal 2** To identify and communicate on high-impact issues

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of administrative recommendations implemented or adopted within two years for performance audits	99	90	90
Percentage of single audit recommendations implemented or adopted within one year for financial audits	50	65	65

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of legislative recommendations implemented or adopted within two years	NA	60	60

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction rating (scale 1-4)	3.49	3	3

◆ **Goal 3** To hire, develop, and retain a high-quality workforce

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of staff turnover	18	20	20

HOA 0.0

Agency Summary

HOUSE OF REPRESENTATIVES

James P. Weiers, Speaker

Phone:

Constitution Art. 4, Part 1, Section 1

Mission:

To serve the public by enacting laws that protect the public safety and welfare, to provide information to the public and to assist members of the public who contact their legislative representatives with questions, problems, or concerns.

Description:

The House of Representatives consists of 60 members elected by the public. Two members are elected from each of the 30 legislative districts in biennial elections. Members of the Legislature participate in activities related to the review and adoption of a wide range of topics that affect the citizens of Arizona. Members serve on standing committees, participate in interim projects and handle constituent concerns.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	12,152.1	13,653.4	13,653.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	12,152.1	13,653.4	13,653.4
FTE Positions	0.0	0.0	0.0

JLA 0.0

Agency Summary

JOINT LEGISLATIVE BUDGET COMMITTEE

Richard Stavneak, Staff Director

Phone:

A.R.S. § 41-1272

Mission:

To provide the Arizona Legislature with sound research, analysis, forecasts, and recommendations on state government finances and public policies; to provide the members with high quality work that is factually-based and delivered in a timely and professional manner, so they can make informed public policy decisions that are in the best interests of the citizens of Arizona.

Description:

The Joint Legislative Budget Committee (JLBC) Staff is a statutory agency in the legislative branch of Arizona State Government. The Governing Board is the 16-member Joint Legislative Budget Committee who appoints a Legislative Budget Analyst [Director] who is responsible for hiring other staff as authorized through the appropriations process. The office was established pursuant to A.R.S. § 41-1272 in 1966.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	727.8	2,877.0	2,877.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	727.8	2,877.0	2,877.0
FTE Positions	35.0	35.0	35.0

- ◆ **Goal 1** To help the Legislature with sufficient staff support to enact budgets in a timely fashion and operate in a cost effective manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Survey of legislator satisfaction (4=high): all members.	3.80	3.68	3.80

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Administration as a percent of total cost.	10.5	10.5	10.5

- ◆ **Goal 2** To provide technically accurate budget materials, including budget analysis and budget related bill drafting.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of errors in the General Appropriation Act, Omnibus Reconciliation Bills, and other budget-related legislation.	1	0	0

- ◆ **Goal 3** To prepare timely fiscal notes by the Fiscal Analysis and Research Unit.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Days to transmit fiscal notes.	10.6	14.0	14.0

- ◆ **Goal 4** To provide accurate economic and revenue forecasts.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Maximum percent revenues vary from forecasted revenues (15 month time horizon).	(13.1)	3.0	3.0

- ◆ **Goal 5** To prepare timely fiscal notes by the Tax Analysis and Forecasting Unit.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Days to transmit a fiscal note.	9.2	14.0	14.0

LCA 0.0

Agency Summary

LEGISLATIVE COUNCIL

Michael Braun, Executive Director

Phone: (602) 926-4236

A.R.S. §§ 41-1301 to 41-1307

Mission:

To provide quality legal, research, computer and administrative services to the Arizona Legislature.

Description:

The Legislative Council staff performs the following core functions: drafting of legislative bills, memorials, resolutions, and amendments; review and possible revision of each legislative enactment for technical corrections prior to publication of the Arizona Revised Statutes; enrolling and engrossing of bills and processing of legislative journals; conducting legal research; and operating the legislative computer system.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	5,299.1	5,414.7	5,414.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	5,299.1	5,414.7	5,414.7
FTE Positions	49.8	49.8	49.8

Strategic Issues:

Issue 1 Increase familiarity with legislative computer system.

Familiarity with and practical knowledge of the legislative computer system is critical to Legislative Council's (LC) continued success. It is imperative that legislative computer users know and understand how to perform various functions on their computers, particularly those custom applications that are unique to their legislative work. This includes, for appropriate legislative staff, knowledge of such computer functions as drafting bills and amendments, bill status inquiry, committee, agenda and calendar tracking programs, tools enabling searches of current and past legislation and internet access. Familiarity with these functions allows for faster turnaround time and accuracy on work both within LC and between LC staff and other legislative members and staff. Also, as more and more legislative computer users take advantage of the availability of laptop computers, they will be able to "take their work with them" and have access to important and current legislative information at all times.

Issue 2 Familiarize customers with all aspects of LC and the type of work it performs.

Although many Legislative Council (LC) customers indicate awareness of LC functions, results from the 2007 performance survey indicate that a small number are not entirely clear about what LC does, primarily in the area of providing legal research to the Legislature. While this may be attributable in part to the lack of response by some customers to the survey (i.e., they may know of LC's functions but did not return their survey), some customers who did respond to the survey indicated they did not know about these functions. LC should continue to undertake efforts to increase awareness of its functions, particularly legal research, among all customers, especially legislators and legislative staff. The continued online publication of LC's The Bill Drafting Manual and The Legislative Manual should help users better understand who LC is and what LC does.

Issue 3 Continue to maintain the highest standards in providing bill drafting and research services to all users.

LC has consistently received top marks in terms of courteousness of its staff and the agency should strive to maintain this. LC generally receives high ratings from users in terms of accuracy and timeliness of its drafting and research services, though there is room for improvement in these areas. LC must continue its efforts to maintain the high standards of professionalism, friendliness and approachability to which users have grown accustomed.

LCA 1.0

Program Summary

LEGISLATIVE COUNCIL

Michael Braun, Executive Director

Phone: (602) 926-4236

A.R.S. §§ 41-1301 to 41-1307

Mission:

To provide quality legal, research, computer and administrative services to the Arizona Legislature.

Description:

The Legislative Council staff performs the following core functions: drafting of legislative bills, memorials, resolutions, and amendments; review and possible revision of each legislative enactment for technical corrections prior to publication of the Arizona Revised Statutes; enrolling and engrossing of bills and processing of legislative journals; conducting legal and public policy research; and operation of the legislative computer system.

Goal 1 To provide timely and accurate processing of all work products.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of positive survey ratings regarding accuracy of bill drafting	98	99	100

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of positive survey ratings regarding timeliness of bill drafting	99	100	100

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of positive survey ratings regarding accuracy of legal research	99	100	100

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of positive survey ratings regarding timeliness of legal research	99	100	100

Goal 2 To increase awareness of Legislative Council's functions among legislators, legislative staff, state agencies and lobbyists.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of survey respondents indicating awareness of Legislative Council's bill drafting function	100	100	100

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of survey respondents indicating awareness of Legislative Council's legal research function	91	92	93

Goal 3 To increase the comfort level of all legislative computer users through training and support.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of legislative computer users indicating training is helpful	95	96	97

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of positive survey ratings regarding accuracy of computer help desk	99	100	100

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of positive survey ratings regarding timeliness of computer help desk	95	96	97

Program Summary**OMBUDSMAN CITIZENS AIDE OFFICE**

Patrick Shannahan, Ombudsman-Citizens' Aide

Phone: (602) 277-7292

A.R.S. § 41-1371 et. seq.

Mission:

To improve the effectiveness, efficiency and responsiveness of government by receiving public complaints, investigating the administrative acts of state agencies, recommending fair and appropriate remedies and investigating matters relating to public access to government records and meetings throughout Arizona.

Description:

The Office of the Ombudsman-Citizens' Aide is a seven person independent agency in the legislative branch of Arizona State Government. The Office receives citizen complaints about the administrative acts of state agencies. The Office investigates citizen complaints and, when they are justified, works with the complainant and agency to help them resolve the problem in a mutually agreeable manner. Although the Office cannot change an agency's decision nor direct it to take action, it can make findings and offer recommendations to the agency. The Office also helps citizens by coaching them on how they can best resolve their problem on their own and providing other forms of assistance when the problem can be resolved without going through the time and expense of an investigation. In addition, the office investigates complaints about public access to records and meetings at all levels of government throughout Arizona. The Office provides reports of its activities to the legislature, governor and public.

- ◆ **Goal 1** To help more citizens redress their legitimate grievances with state agencies.

- ◆ **Goal 2** To respond to citizen complainants in a timely manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of initial responses to citizen inquiries made within two business days	99	98	98

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of notices of investigation sent within 30 days	100	100	100

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of investigations completed within 3 months	91	90	90

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of citizens responding "strongly agree" or "agree" to timeliness question on customer satisfaction survey	91	94	94

- ◆ **Goal 3** To prevent recurrence of similar complaints by identifying and correcting patterns of undesirable administrative practices.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of recommendations accepted by agencies	86	89	89

- ◆ **Goal 4** To provide courteous and impartial service to citizens.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of citizens responding "agree" or "strongly agree" to courtesy question on survey	98	97	97

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of citizens responding "strongly agree" or "agree" to impartially question on the customer satisfaction survey	98	95	95

Agency Summary**ARIZONA STATE LIBRARY, ARCHIVES, AND PUBLIC RECORDS**

GladysAnn Wells, Director

Phone: (602) 926-4035

A.R.S. §§ 41-1331 through 41-1352

Mission:

To serve the Arizona Legislature and Arizonans by providing public access to public information, fostering historical/cultural collaborative research and information projects, and ensuring that Arizona's history is documented and preserved.

Description:

The Arizona State Library, Archives and Public Records provides information services as authorized by law. Research and reference services are provided in the subject areas of law, government, public policy, genealogy, and Arizoniana. Consultant services are offered to public libraries to strengthen county and local library services and to government agencies of the cities, counties, and state to assist them in the management of official records. State and federal grants for public libraries and other authorized services are administered and monitored. Special library and information services are offered for anyone who is unable to read or use standard printed materials as a result of temporary or permanent visual or physical limitations. Public records are identified, preserved, and when appropriate disposed of through archival retention programs. Exhibits are created to educate the public regarding governmental and Arizona history and the legislative process. These services are provided through the divisions of the Agency: History and Archives, Braille and Talking Book Library, Library Development, Museum, Records Management, and Research and Law Library. The Agency also has responsibility for the Board of the Library, Archives and Public Records; the Arizona Board of Library Examiners; the Arizona County Librarians; Arizona Historical Records Advisory Board; the Arizona State Board on Geographic and Historic Names; and the Arizona Historical Advisory Commission, including the Arizona Centennial planning efforts.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	7,445.9	7,378.9	7,378.9
Other Appropriated Funds	596.2	675.9	675.9
Other Non Appropriated Funds	3,738.1	3,649.4	3,649.4
Program Total	11,780.2	11,704.2	11,704.2
FTE Positions	115.8	115.8	115.8

Strategic Issues:**Issue 1 Resource Development**

Library and Archives has raised over \$51.2 million dollars in grant funds for Arizona cultural institutions and for its own services. In the future, despite the downturn of the economy and the difficulties of fund raising, we will continue our efforts to seek outside funds. Although general operating funds must come from governmental sources (state general fund and federal IMLS funds), private and other governmental funds will be sought for special projects or pilot projects. The most significant fund raising efforts will focus on the completion of the Polly Rosenbaum State Archives and History Building and the development of an endowment for the preservation and maintenance of the historic buildings that house the agency offices. Library and Archives operates from three historic buildings and two other structures with age related repair and renovation needs. The agency will seek new ways to expand fiscal resources and make more effective use of existing resources.

Issue 2 Infrastructure

Library and Archives operates from three historic buildings and from two other structures with age-related repair and renovation needs. The move to the new Polly Rosenbaum History and Archives Building will place temporary burden on staff, but when finished the new building will address statewide archival storage and treatment needs. Born-digital government information has changed Library and Archives infrastructure and staff

development considerations. More operating funds are directed to technological management of e-government documents, archives, and records. Staff must be continuously trained and retrained in evolving technological archival, library, and records management skill sets. The agency will take a global view of space utilization. Staff is a crucial element in the many services provided by the State Library. Issues may include staffing levels, and recruiting, retaining, and training of staff. Technology needs will be evaluated and an equipment refresh program will help keep pace with technology demands.

Issue 3 Digital Government

Library and Archives has a broad range of responsibility for governmental materials in all formats from all levels of government. With the increasing digitization of federal, state and local government, e-government will be one of our most important areas of concentration. Digital government will require all staff to learn new technical skills to ensure public records are usable today and preserved for tomorrow. The agency will consider ways to ensure publications and archival electronic records can be preserved permanently, meet public demands for access, and increase records management in electronic information systems through state government.

- ◆ **Goal 1** To provide access to public information. The agency will improve access to public information via in-person contacts, telephone contacts, fax, e-mail, and written requests.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Public Access - Materials loaned.	1,968,640	1,600,000	1,600,000
Public Access - Materials retrieved.	113,911	90,000	95,000
Public Access - Questions answered.	202,213	190,000	200,000
Public Access - Consultations	20,008	17,500	17,500
Public Access - In-state contacts.	6,510,485	6,000,000	6,500,000
Public Access - Out-of-state contacts.	1,053,755	110,000	110,000
Public Access - On-line database searches.	3,498,493	3,500,000	3,500,000
Public Access - Patrons registered.	2,439	2,000	2,200
Public Access - Program Activities	852	850	950
Public Access - Program attendees.	15,684	60,000	65,000
Explanation:	No Arizona Book Festival or Mohave County Summer Reading Program, less Records training due to reduced travel		
Public Access - Tours	1,396	1,200	1,400
Public Access - Tour participants.	53,002	45,000	50,000
Public Access - Facility Use	394	350	350
Public Access - Facility Use Participants	11,679	10,000	12,000
Public Access - Web site visits (In thousands).	14,271.1	14,500.0	14,500.0
Public Access - SIRSI usage.	565,818	475,000	500,000
Public Access - E-mail delivered (in thousands).	16,702.1	8,000.0	8,500.0
Public Access - Jobline/Newsline calls.	38,714	38,500	38,500
Public Access - Total contacts (In thousands).	45,030.2	34,640.4	35,692.9

- ◆ **Goal 2** To preserve Arizona materials. The agency will improve the preservation of Arizona materials through cataloging, repair, digitization, microfilming and when necessary, conserving of fragile documents and photographs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Preservation - Materials acquired	103,189	90,000	110,000
Preservation - Materials withdrawn/removed	79,077	40,000	50,000
Preservation - Materials preserved (in thousands).	1,624.0	1,500.0	1,500.0
Preservation - Materials digitized.	587,933	500,000	550,000
Preservation - Titles cataloged.	96,663	90,000	95,000
Preservation - Reproductions for preservation, access (in thousands).	76,790.1	70,000.0	75,000.0
Explanation:	Audio, microfilm, other copies made for preservation or public access.		
Preservation - Total items/contacts (In thousands).	79,281.1	72,220.0	77,305.0

- ◆ **Goal 3** To promote statewide collaboration. The agency will increase its conduct of activities that create and promote collaboration among Arizona's cultural institutions.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Collaboration - Institutions.	13,733	6,000	9,000
Collaboration - Programs/Activities.	933	600	750

Collaboration - Program attendees.	68,330	50,000	55,000
Collaboration - Boards and Commissions	271	200	200
Collaboration - Volunteer hours	21,787	21,500	22,000
Collaboration - Total activities/contacts.	105,054	78,300	86,950

- ◆ **Goal 4** To provide information services to the legislature. The agency will provide increased services to Legislators, Legislative staff, and Legislative agencies.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Leg Info Services - Materials loaned.	156	100	100
Leg Info Services - Legislative contacts.	11,200	9,500	9,500
Leg Info Services - Questions answered	471	700	800
Leg Info Services - Tour attendees.	6,854	6,500	7,000
Leg Info Services - Equipment loans.	4	15	15
Leg Info Services - Facilities use permits.	56	35	35
Leg Info Services - Facilities use attendees	712	700	1,000
Leg Info Services - In-service training sessions.	9	12	10
Leg Info Services - In-service training attendees.	41	150	50
Leg Info Services - Boxed records in storage.	1,911	2,000	2,000
Leg Info Services - Library Board attendees.	70	50	50
Leg info services - Total activities/contacts.	21,484	19,762	20,560

SNA 0.0

Agency Summary

SENATE

Keith Bee, President

Phone:

Constitution Art. 4, Part 1, Section 1

Mission:

To serve the Arizona constituency through policy development and enactment of legislation in support of the public health, safety and welfare.

Description:

The Arizona Senate consists of 30 elected members, one from each legislative district. Members are appointed to serve on Senate standing committees, as well as statutory and interim committees. They consider a variety of issues for the purpose of enacting legislation deemed necessary for the public interest.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	7,531.5	9,036.2	9,036.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	7,531.5	9,036.2	9,036.2
FTE Positions	0.0	0.0	0.0

LLA 0.0

Agency Summary

DEPARTMENT OF LIQUOR LICENSES AND CONTROL

Jerry Oliver Sr., Director

Phone: (602) 542-9020

A.R.S. § 4-111 et seq.

Mission:

To license the liquor industry and assure compliance of liquor laws in the State of Arizona using education, knowledge, communication, collaboration, adjudication and enforcement that result in better health, safety and welfare of Arizona's citizens and their community.

Description:

The Department of Liquor Licenses and Control regulates all businesses dealing with spirituous liquor. The Department processes complaints, police reports, and civil violations regarding licensees. The Department investigates all allegations against licensees, whether criminal or civil, and in collaboration with the Attorney General's Office prosecutes before civil and criminal courts within the State. Further, the Department interacts with the Governor's Office of Highway Safety and the Driving Under the Influence Abatement Council to educate underage youth and reduce underage drinking. The Department meets on a regular basis with the Arizona Licensed Beverage Association, Arizona Beer and Wine Association, Arizona Grocers Association, Arizona Hotel and Motel Association, and Arizona Restaurant Association and various civic organizations statewide. Finally, the Department is responsive to all Arizona citizens who are served and affected by the licensees.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ADMINISTRATION	1,351.8	1,417.0	1,443.0
➤ INVESTIGATIONS	3,763.9	2,288.6	2,333.2
➤ LICENSING	655.8	629.4	667.1
Agency Total:	5,771.5	4,335.0	4,443.3

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,464.1	3,474.8	3,583.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,307.4	860.2	860.2
Program Total	5,771.5	4,335.0	4,443.3
FTE Positions	54.2	54.2	54.2

Strategic Issues:

Issue 1 *Update the software program and information technology system of the Department.*

An appropriation for funding was received enabling the Department to begin the acquisition and implementation of a new licensing software program. Consultants have begun analyzing and suggesting changes for the system infrastructure.

LLA 1.0

Program Summary

ADMINISTRATION

Pearlette Ramos, Assistant Director

Phone: (602) 542-9021

A.R.S. Title 4

Mission:

To ensure all Divisions in the Department of Liquor Licenses and Control operate in a cost-effective manner, all operational activities conform to statutory requirements and other guidelines, staffing is provided to the State Liquor Board, and alleged violations are resolved in a timely manner.

Description:

Daily departmental operations include budget preparation, personnel, payroll, insurance, accounting for and distribution of revenues, accounts payable, accounts receivable, accounting for all authorized non-reverting funds, purchasing, the operation of the Department's automated and electronic data banks, records retention, and information flow. The program also provides personnel for staffing the State Liquor Board, a separate quasi-judicial body appointed by the Governor. The Department insures immediate accessibility of records to the public through automated queries, responds to public inquiries and constantly monitors all aspects of customer service. The Compliance Section receives actionable reports of violations and attempts to resolve them informally.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,351.8	1,417.0	1,443.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,351.8	1,417.0	1,443.0
FTE Positions	14.0	14.0	14.0

◆ Goal 1 To set hearings before the State Liquor Board in a timely manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of hearings set within the statutory time frame	100	100	100

◆ Goal 2 To maintain accurate document history on license files.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of errors found in imaged documents	1	2	2

◆ Goal 3 To process all compliance cases expeditiously.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of liquor law compliance cases processed in less than 90 calendar days	85	95	95

◆ Goal 4 To ensure timely payment of invoices.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
To pay all invoices within 30 days of receiving invoice.	100	100	100

LLA 2.0 **Program Summary**
INVESTIGATIONS

Tim Black, Deputy Director
Phone: (602) 542-9047
A.R.S. § 4-112, 4-113, 4-213

Mission:

To foster a working relationship with both licensees and the law enforcement community to obtain maximum compliance with state statutes and rules.

Description:

The Investigations Division conducts random liquor inspections to ensure licensees are complying with A.R.S. Title 4 and all departmental rules and regulations; provides training and assistance to the local law enforcement agencies thereby enhancing their ability to enforce liquor laws; investigates and processes all civil complaints received concerning liquor-related violations; provides criminal background checks of all individuals associated with liquor licenses in Arizona; liaisons with the Department of Public Safety, city and town police departments, sheriff's offices, and other local law enforcement agencies; conducts covert operations alone and in collaboration with police agencies investigating for hidden ownerships; maintains an investigative database which is accessible to police agencies; and meets with the United States Attorney's Office, Gaming, the FBI, and the Arizona Attorney General's Office.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,456.5	1,428.4	1,473.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,307.4	860.2	860.2
Program Total	3,763.9	2,288.6	2,333.2
FTE Positions	30.2	30.2	30.2

- ◆ **Goal 1** To conduct routine liquor inspections and investigations of as many licensed establishments as possible to ensure compliance with Arizona Liquor Laws, Rules and Regulations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of investigations completed resulting in compliance actions	334	500	500
Number of random liquor inspections completed	4660	4700	4700

- ◆ **Goal 2** To process investigative complaints quickly and efficiently.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of calendar days to complete an investigative complaint	24	35	35

- ◆ **Goal 3** To perform restaurant audits expeditiously.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of days to complete an audit	14	30	30

LLA 3.0 **Program Summary**
LICENSING

Connie Wagner, Assistant Director
Phone: (602) 542-9055
A.R.S. Title 4

Mission:

To serve applicants, licensees and the public by processing and maintaining all documents associated with the licensing process.

Description:

Licensing assists applicants and licensees in the preparation and submission of required documentation for the purpose of obtaining a liquor license; creates a data base capable of responding to public, corporate and law enforcement inquiries and routes filed documents to appropriate entities; maintains licensing records as required by law; analyzes and correlates corporate and individual materials to determine corporate structure, limited liability companies, partnerships, sole proprietorships, and the controlling individual of each; forwards the appropriate paperwork to the local governing boards (cities, towns, counties) on each new application which is proposing to be licensed.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	655.8	629.4	667.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	655.8	629.4	667.1
FTE Positions	10.0	10.0	10.0

- ◆ **Goal 1** To efficiently process documents received by licensing and to ensure quality customer service..

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of new licenses, transferred licenses, and renewals issued	13,260	13,500	13,500
Percent of surveyed licensees reporting very good or excellent service	85.00	80.00	80.00

LOA 0.0 **Agency Summary**
LOTTERY

Art Macias, Executive Director
Phone: (480) 921-4505
A.R.S. § 5-501 et seq.

Mission:

To support Arizona programs for the public benefit by maximizing revenue in a responsible manner.

Description:

The Arizona Lottery was established to maximize revenue dedicated to various beneficiaries through statutory formulas pursuant to A.R.S. § 5-501. With an advisory commission and an Executive Director appointed by the Governor overseeing operations, the Lottery works with a retailer network to provide players with innovative, entertaining, and rewarding games.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	67,114.5	80,257.3	80,881.1
Other Non Appropriated Funds	230,593.3	660,300.0	660,300.0
Program Total	297,707.8	740,557.3	741,181.1
FTE Positions	110.0	110.0	118.0

Strategic Issues:

Issue 1 Increase Funding for Arizona Programs.

Increasing sales is always an important priority for the Lottery since funding for state programs is based on profits generated from Lottery game sales. Despite the state's economic downturn, overall sales for FY08 were \$472.9 million, a new record high for the Lottery. Scratchers sales declined for the first time since FY1990, but were offset by strong on-line game sales.

While trends vary, individual on-line game sales for FY08 exceeded last fiscal year. Powerball sales were slightly stronger than last year due to several large rolling jackpots. The Multi-State Lottery plans to implement changes to Powerball in January 2009 that should result in faster jackpot growth and increased revenue. Game improvements implemented late in FY07 for Pick 5 and The Pick helped to renew interest and increase revenues for those games. A further enhancement for Pick 5 introduced in April FY08 should help generate increased sales going into FY09. The Lottery also added two new on-line initiatives in FY08 – Fastplay and Raffle. Fastplay offers an “instant win” for players and has been steadily gaining sales momentum. Additional Fastplay games will be offered in FY09. The Lottery held two on-line Raffles during FY08 and this game will be offered periodically again in FY09. The Lottery also plans to explore new avenues to increase sales. Possible initiatives for FY09 and FY10 include adding another new on-line game to supplement existing products, and exploring the use of gift cards and coupons as promotional tools.

Although instant ticket (Scratchers) sales have demonstrated consistent growth over the years, FY08 sales fell short of last fiscal year. This product tends to be an impulse purchase, and the economic downturn, combined with limited advertising dollars, adversely impacted sales of this product. The introduction of the first \$20 game in February 2008 helped to mitigate the decline. In FY09, the Lottery plans further introductions of higher price point games (\$5, \$10 and \$20), as well as increased use of specialty tickets, such as licensed property games. As a result statutory changes approved in the FY08 Session, instant ticket sales are expected to increase in upcoming years since a larger portion of sales can now be dedicated to prizes.

Issue 2 18.5% Operating Appropriation.

Lottery statute provides for an operating appropriation of not more than 18.5% of total revenues. However, the actual appropriation has historically been lower than this; the operating appropriation for FY08 was 14.7%.

Although the Lottery has been able to operate within the allocated appropriation in past years, statutory changes approved in the FY08 Legislative Session will impact how the Lottery conducts business in the future. As a result of Laws 2008, Chapter 287, the Lottery is to become the primary funding source for \$1.0 billion in revenue bonds to finance university capital improvement programs. This legislation also lifts the existing cap on advertising and enables the Lottery to increase prize payouts on Scratchers games.

The provisions in Laws 2008, Chapter 287 facilitate the Lottery's ability to generate additional revenue for the state. However, a key component to moving forward with this plan involves the flexibility of an operating appropriation at 18.5% as provided by statute. The ability to obtain products and services quickly is essential to generating revenue. It typically takes a year to actually receive funding for an issue approved through the budget process. If every initiative remains tied to the 2-year budget process, it will be difficult to secure necessary resources in a timely manner, resulting in lost sales revenue. An operating appropriation that is based on 18.5% of sales will provide the level of funding necessary for the Lottery to respond quickly when implementing initiatives, which in turn allows for the greatest impact on sales.

Issue 3 Prize Payouts for Lottery Games.

Laws 2008, Chapter 287, will give the Lottery greater flexibility regarding player prizes. This provides the opportunity to increase instant ticket sales, while preserving distributions to Lottery beneficiaries.

The prize payout on games is what impacts the frequency of a “winning experience” for players. In order to offer higher prizes, especially top prizes, a greater share of ticket sales must be dedicated to prize payouts. Currently, Arizona's aggregate 60% payout is in the bottom one quarter of all lottery states. The top ten states (ranked by per capita sales) all have average payouts of at least 64.4% and actual payouts go as high as 80%. Other lottery states have realized substantial sales growth by increasing payouts to the 70% range, or by removing payout restrictions entirely.

Prior to Laws 2008, Chapter 287, beneficiaries received a percentage of revenues that were dependent on specific game products. Aside from being extremely complex, this percentage-based distribution methodology placed limitations on the prize payout available for games. The recent statutory changes provide for an alternative beneficiary methodology where distributions are based on a guaranteed dollar amount, rather than as a percentage of game sales. This will allow the Lottery to reinvest a portion of game profits to increase payouts, thereby increasing sales and corresponding revenues for state programs. Beginning in FY09, the Lottery will need to determine the best strategy to maximize game payouts. Although results will not be evident immediately, the ability to increase the average prize payout to approximately 70% will allow the Lottery to achieve even higher Scratchers growth in FY10 & FY 11.

◆ **Goal 1** To increase revenue.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Dollar amount of instant ticket sales (in millions)	252.4	315.5	361.4
Dollar amount of on-line sales (in millions)	220.5	260.6	277.0
Dollar amount of all game sales (in millions)	472.9	576.1	638.4
Explanation:	Provisions in Laws 2008, Chapter 287, will help the Lottery increase sales in FY09-11.		
Increase/(decrease) in instant ticket sales from prior year (in millions)	(8.6)	63.1	45.9
Increase/(decrease) in on-line sales from prior year (in millions)	19.3	40.1	16.4
Explanation:	On-line sales are largely jackpot driven, impacting sales increases/decreases in any given year.		
Total dollar amount of ticket vending machine sales (in millions)	72.6	100.0	125.5
Average dollar amount of sales per ticket vending machine.	125,900	143,100	163,000
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total Lottery dollars distributed to State programs (in millions)	144.5	157.7	153.9
Percent of lottery ticket sales distributed to state beneficiaries	30.6	27.4	24.1

◆ **Goal 2** To increase agency efficiency.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of hours on-line game system available for processing transactions (out of 6,022.5 total hours)	6,011	6,020	6,010
Number of hours instant ticket validation system available for processing transactions (out of 6,022.5 total hours)	5,999	6,019	6,010

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Lottery program expenditures outsourced	88.0	86.8	86.7
Administration as a percentage of total cost	8.2	6.8	6.9

Explanation: Laws 2008, Chapter 287 removed the funding cap on advertising. The lower percentage in FY09-11 is a result of higher expected total costs, but no significant change in administrative costs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of days required to pay vendors	5	7	7
Percent of vendor invoices paid within 30 days	98.4	98.0	98.0

◆ **Goal 3** To maintain an effective retailer compliance program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of active retailer accounts in good standing	99.6	99.1	99.2
Number of retailer compliance inspections conducted	749	1320	1340

Explanation: Compliance enforcement in FY08 was less than desired due to increased investigation of criminal activity in conjunction with staffing shortages.

Percent of retailers in compliance with Lottery rules and regulations	96	97	97
Percent of retailers in compliance with underage wagering requirements	99	99	99

◆ **Goal 4** To expand public awareness regarding the Lottery's image, beneficiaries, winners, and products.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of general public indicating the Lottery is run honestly and with integrity	78	78	78
Percent of general public indicating the Lottery is a good way to raise money for the state of Arizona	74	74	74

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of calls received per month on automated winning numbers line	301,300	304,000	309,000
Average number of visitors per month to the Lottery website	621,700	690,100	766,000

◆ **Goal 5** To enhance retailer relationships.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of retailers achieving additional .5% commission incentive	32	35	37
Percent of retailers expressing overall satisfaction with Lottery services	94	95	95

◆ **Goal 6** To attract and retain high quality employees.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of agency staff turnover	13.6	7.0	7.0
Percent of agency staff turnover due to employee retirement.	2.7	2.0	3.0

Explanation: This measure isolates turnover due to retirement from the total turnover rate.

MEA 0.0

Agency Summary

ARIZONA MEDICAL BOARD

Lisa S. Wynn, B.S., Executive Director

Phone: (480) 551-2791

A.R.S. §32-1401 et.seq. and A.R.S. §32-2501 et.seq.

Mission:

To protect public safety through the judicious licensing, regulation, and education of physicians and physician assistants.

Description:

The Agency staff supports two Boards – the Arizona Medical Board which licenses and regulates allopathic physicians, and the Arizona Regulatory Board of Physician Assistants which licenses and regulates physician assistants. The Agency processes applications for licenses, handles public complaints against licensees, and disseminates information pertaining to licensees and the regulatory process. The two Boards determine and administer disciplinary action in the event of proven violations of their respective practice acts. Together, the two Boards regulate over 20,000 licensees.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,650.6	5,822.6	6,006.1
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	5,650.6	5,822.6	6,006.1
FTE Positions	58.5	58.5	58.5

Strategic Issues:

Issue 1 **Consolidation of essential agency functions focused on public protection through the examination of regulatory issues, ongoing education of staff and Board members, active dissemination of public information, and public outreach.**

The Arizona Medical Board and the Arizona Regulatory Board of Physician Assistants continually strive to proactively explore areas influencing healthcare delivery and public safety. The Boards will focus on essential agency functions and concentrate on those matters that directly affect the health and well being of Arizona's citizens. The Boards will continue their advances toward providing clear direction through policy and statutory initiatives, participating in ongoing educational opportunities in regulation and staying on the forefront of providing public information that affects healthcare decision making.

Issue 2 **Stabilization of database infrastructure to support e-licensing, regulatory and information dissemination processes, as well as increased capacity for performance measurement, through improved information technology and other process improvements**

Electronic licensing (e-licensing) has been on the forefront of the Boards' strategic goals for many years. Last fiscal year, the agency underwent an entire database conversion to a new information system that makes e-licensing possible. The agency will continue to stabilize the system to ensure on-line security as applicants and licensees share confidential information with the Boards during the licensing and renewal process and as financial transactions take place. The database also tracks staff progress during the investigative and post adjudication processes allowing for statistical data analysis and identification of process improvement.

Issue 3 **Protection of the public through the identification and rehabilitation of impaired physicians and physician assistants**

The Arizona Medical Board's Monitored Aftercare Program is a confidential program for the treatment and rehabilitation of doctors of medicine and physician assistants who are impaired by alcohol or drugs. The Board also has the statutory authority to create a confidential Physician Health Program, similar to the Board's existing Monitored Aftercare Program, for

allopathic physicians and physician assistants who have a medical, psychiatric, psychological, or behavioral health disorder that may impair the licensee's ability to practice safely. The Board intends to explore different methods of creating a Physician Health Program, including the possibilities of integrating the Physician Health and Monitored Aftercare Programs into one program and collaborating with other healthcare professional licensing boards to create a common program that could be used by all boards that monitor licensees with health and/or substance abuse problems. In conjunction with this effort, the Board plans to further refine its ability to collect and analyze statistics pertinent to this licensee population.

- ◆ **Goal 1** To increase activities devoted to addressing public safety, healthcare and regulatory issues of importance to licensees, stakeholders, and the general public through collaboration with others, policy making, and information dissemination

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of substantive policy statements, guidelines, rules, or rule revisions adopted	3	3	3
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of newsletters published	2	2	2
Number of public speaking engagements	33	33	33
Number of press releases, health advisories, and other notifications published on the Board website or transmitted to licensees via e-mail blasts	31	31	31

- ◆ **Goal 2** To improve efficiency of licensing, regulatory, and information dissemination processes

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average time to approve an MD license from receipt of application	24	24	24
Average time to approve a PA license from receipt of application	17	17	17
Average number of days to process an initial medical doctor license upon receipt of completed application	2	2	2
Average number of days to process a medical doctor renewal upon receipt of completed application	2	2	2
Average score of agency-wide customer service satisfaction surveys (scale of 1-8)	7.9	7.5	7.5
Explanation:	Methodology for calculating survey results changed starting FY08		

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of days to complete an medical doctor investigation	115	120	120
Average number of days to complete an physician assistant investigation	101	120	120
Average number of days to resolve a medical doctor case	164	180	180
Average number of days to resolve a physician assistant case	144	180	180
Percent of open investigations greater than 6 months old (M.D.)	3	5	5
Percent of open investigations greater than 6 months old (P.A.)	4	5	5
Medical doctor cases referred to formal hearing	69	45	45

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of days to respond to e-mails received through Questions@azmd.gov or Questions@azpa.gov	.6	1	1

- ◆ **Goal 3** To increase protection of the public by promoting rehabilitation of licensees who are impaired by alcohol or drugs, or who have a medical, psychiatric, psychological, or behavioral health disorder that may impair the licensee's ability to practice safely

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of MAP participants who completed the program successfully	47	25	25
Number of participants in the MAP as of June 30	89	105	105

Number of licensees being monitored for medical, psychiatric, psychological, or behavioral health issues as of June 30, excluding MAP participants	667	40	40
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MSA 0.0

Agency Summary**BOARD OF MEDICAL STUDENT LOANS**

Carol Q. Galper, Ed.D., Chairperson

Phone: (520) 626-2696

A.R.S. §§ 15-1721 to 15-1725

Mission:

To recruit physicians to provide service to rural and other medically underserved areas, medically underserved populations, and Indian reservations in Arizona and to increase the number of physicians practicing in these areas by providing educational loans to students at colleges of medicine in Arizona.

Description:

The Board of Medical Student Loans provides financial assistance to medical students in Arizona, including tuition and a living allowance, through the Arizona Medical Student Loan Program. Participating schools include Midwestern University's AZ College of Osteopathic Medicine (AZCOM), the University of Arizona (UA) College of Medicine, and A. T. Still University's School of Osteopathic Medicine in Arizona (SOMA) which opened in the Fall 2007 and increased the applicant pool. The Board consists of eight members who review student applications and make decisions necessary for the operation of the program. Students must be Arizona residents. The Medical Student Loan Program gives preference to medical students who have financial need and who sign contracts to provide primary care in eligible service areas; the Board may approve service in other specialties of recognized need in Arizona. For each year of funding received, recipients must provide one year of service in a designated area, with a minimum two-year service commitment. For 30 years, UA has provided staff at no charge to the Board to arrange Board meetings, prepare Board reports, collect repayments, coordinate service placement with the Arizona Department of Health Services (ADHS) and the Board, and prepare state budget requests. Since the program was opened to private colleges of medicine in 1999, Midwestern and now A. T. Still University have joined the UA College of Medicine and provide services at no cost to publicize and coordinate the student application and interview process, coordinate the funding process, and track the participants. Vital to the success of the program is the cooperation and assistance provided by ADHS, which assists the Board in the selection of loan recipients and the coordination of service sites, as well as by providing one employee to serve on the Medical Student Loans Board.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,500.0	1,121.0	1,121.0
Other Appropriated Funds	118.5	309.8	7.7
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,618.5	1,430.8	1,128.7
FTE Positions	0.0	0.0	0.0

Strategic Issues:**Issue 1 To successfully recruit and retain students to participate in the Arizona Medical Student Loan Program.**

The Board of Medical Student Loans seeks students who want to work with patients in eligible service areas after completion of their medical education and are willing to sign contracts to do so. Many students have demonstrated a personal concern and understanding of the needs of medically underserved people. Some students have come from rural areas and want to serve their home communities after completing their medical education. Students are concerned about the financial burden of paying for a medical education, particularly when they come from families that are unable to help them with the costs associated with obtaining an M.D. or D.O. degree. It is a life-changing commitment that students undertake when they sign the contract. They are just beginning their education in a medical career and have much to learn about the specialty fields and the implications of choosing to provide medical care in eligible service areas. It is important that the decision to sign a contract with the State be a win-win situation for both the State and the student, and needs to be considered

carefully by both the student and the Board of Medical Student Loans. It is crucial that the funding be both substantial and reliable in order to successfully recruit students.

Issue 2 To increase the number of physicians providing service to rural and other medically underserved areas, medically underserved populations, and Indian reservations in Arizona.

In November 2006, a survey was done by the Board of Medical Student Loans of community health clinics and hospitals located in eligible service areas in Arizona. Fifty-five responses were received; one clinic had closed and the others reported seeking 95 primary care physicians. In addition, 70 physicians were being sought in other specialties. The greatest need is for physicians practicing Family Medicine, Internal Medicine, Pediatrics, and Obstetrics/Gynecology.

The result of the recent increases in appropriations will be an increase in the number of physicians providing service to rural and other medically underserved areas, medically underserved populations, and Indian Reservations in Arizona. Primary care remains the highest priority in eligible service areas because funding in those communities to support physicians is limited.

The 40 students funded in FY 2008 will be ready to serve in 2012 – 2015 or later, depending upon their year in school and residency specialty choice. The M.D. and D.O. degrees are designed to be four-year programs and graduates must complete advanced training to become licensed physicians. For example, medical residency programs are typically three years to become Board certified in Family Medicine, Internal Medicine, and Pediatrics, four years for Obstetrics/Gynecology, and five years for general Surgery.

Our figures show that 90% of the physicians who signed contracts since October 1992 have provided service. In FY 2008, there were 13 physicians fulfilling their commitments to the Arizona Medical Student Loan Program by serving in eligible service sites. In past years, the program has provided 68 physicians who have practiced in designated areas approved by the Board. We are pleased to report that 33 of those physicians whose commitments have been completed were working in eligible service areas in 2007-2008. Two additional physicians were continuing to practice at the same locations as previously, but the areas were no longer designated as Health Professional Shortage Areas, which is the ultimate goal.

◆ Goal 1 To successfully recruit and retain students to participate in the program by providing substantial funding of educational costs to medical students.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Loan provided to each public medical school student (in thousands of dollars)	36.9	38.5	39.2
Explanation:	Tuition varies with graduating class at UA College of Medicine but most students funded received \$36,867 in FY 2008.		
Loan as a percent of average annual cost of public medical education	100	94	92
Loan provided to each private medical school student (in thousands of dollars)	61.2	63.3	65.9
Explanation:	Amounts reported for students attending the AZ College of Osteopathic Medicine at Midwestern University.		
Loan as a percent of average annual cost of private medical school education	93	90	88
Explanation:	Loan amount compared to the average financial aid cost of attendance at AZ College of Osteopathic Medicine at Midwestern.		
Maximum loan amount (percent) allowed by law provided to each student	99	99	98
Administration as a per cent of total cost	0.0	0.0	0.0
Explanation:	All appropriated funds are used to assist medical students; no funds are used for the administration of the program. The UA College of Medicine, Midwestern University, and A.T. Still University provide support services at no cost to the Board. Vital to the success of the program are the cooperation and assistance provided by the Arizona Department of Health Services. Board members serve with no compensation.		

Scholarship provided to each public medical student (in thousands of dollars)	0	0	0
Explanation:	Scholarship recipients from FY 2006 are now receiving loans, repaid in service to rural and other medically underserved areas, medically underserved populations, and Indian reservations in Arizona.		
Scholarship as a percent of average annual cost of public medical school education	0	NA	0
Explanation:	The scholarship program no longer exists.		
Scholarship provided to each private medical school student (in thousands of dollars)	0	NA	0
Explanation:	The scholarship program no longer exists.		
Scholarship as a percent of average annual cost of private medical school education	0	NA	0
Explanation:	The scholarship program no longer exists.		
Maximum scholarship amount (percent) allowed by law provided to each student (by State appropriation)	0	NA	0
Explanation:	The scholarship program no longer exists.		
Administration as a percent of total cost of scholarship program	0	0.0	0
Explanation:	The UA College of Medicine and Midwestern University, whose scholarship students are now in the loan program, provide continuing support services at no cost to the Board. Vital to the success of the program is the cooperation and assistance provided by the Arizona Department of Health Services. Board members serve with no compensation. All appropriated funds are used to assist medical students and there are no funds used for the administration of the program.		

◆ **Goal 2** To provide physicians to rural and other medically underserved areas, medically underserved populations, and Indian reservations located in Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Students funded per year	40	31	25
Explanation:	Medical students sign contracts with the State of Arizona to serve as physicians in eligible service areas. The decrease in available funding will lead to fewer students in the program. The number of students funded will depend upon State appropriations and the number of public and private medical school students included. Due to the tuition differential, the loan amounts at private schools will fund fewer students.		
Percent of student participants progressing toward/achieving medical degree	100	100	100
Student participants achieving MD or DO degree	11	13	13

◆ **Goal 3** To increase the number of physicians providing service to rural and other medically underserved areas, medically underserved populations, and Indian reservations in Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Physicians in service	13	12	16
Physicians practicing in eligible service areas after service requirement is met	33	33	33
Explanation:	FY 2008: Two additional physicians were continuing to practice at the same location as previously, but the areas were no longer designated as Health Professional Shortage Areas this last year, which is the ultimate goal.		
Percent of physicians who have provided service in eligible sites	90	91	92

MIA 0.0

Agency Summary**STATE MINE INSPECTOR**

Joseph E. Hart, State Mine Inspector

Phone: (602) 542-5971

A.R.S. §§ 27-121 et seq.

Mission:

To administer and enforce the Mining Code of the State of Arizona for the protection of the life, health and safety of mine employees and the public in Arizona's active, inactive and abandoned mines.

Description:

The State Mine Inspector is a state-wide elected constitutional officer and the director of the Office of the State Mine Inspector. This agency enforces statutes, rules and regulations applicable to mine safety, health, explosives and land reclamation. The Agency inspects the health and safety conditions and practices at active mining operations; investigates mine accidents, employee and public complaints; and conducts federally-certified miner and instructor safety training. In 2007 the Agency administered \$14.5 million in reclamation financial assurance and enforces the Mined Land Reclamation laws, rules and regulations for the restoration of disturbed lands to a safe and stable environmental condition. The Agency promotes public safety regarding abandoned mines by "Stay Out Stay Alive" promotions, presentations and publications; complaint investigations; mine owner compliance notifications; and identification, hazard assessment, prioritization, posting and securing of safety hazards. The agency issues permits, licenses and certificates for elevators and electrical connections, and monitors the manufacturing, storing, selling, transferring and disposal of all explosives or blasting agents.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ MINING SAFETY ENFORCEMENT	1,635.1	1,568.4	1,955.2
➤ ABANDONED MINES	-20.6	140.1	115.0
➤ EDUCATION AND TRAINING - FEDERAL GRANT	289.9	287.5	287.5
➤ MINED LAND RECLAMATION	278.9	0.0	155.8
Agency Total:	2,183.3	1,996.0	2,513.5

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,635.1	1,568.4	2,111.0
Other Appropriated Funds	278.9	0.0	0.0
Other Non Appropriated Funds	269.3	427.6	402.5
Program Total	2,183.3	1,996.0	2,513.5
FTE Positions	21.0	21.0	23.0

Strategic Issues:

Issue 1 *The State Mine Inspector has been monitoring reclamation of lands from metal and non-metal mines for a number of years. In 2005 the aggregate mine land reclamation also became the responsibility of the Inspector. As of August 13, 2008, we have 250 reclamation plans for aggregate mines that have been submitted. Approximately 50 aggregate mines have submitted extensions and 59 have not responded to the initial and secondary correspondences.*

Under the law, aggregate mines must submit a reclamation plan and pay fees for the review and processing of their plans. These one time fees cover the initial costs of plan administrative and technical compliance reviews.

In 2005, the aggregate mine land reclamation became the responsibility of

the State Mine Inspector. Under the law, aggregate mines must submit a reclamation plan and pay fees for the review and processing of their plans. This new law was very important to the public. Without adequate reclamation by aggregate mines, the results would be:

- Inadequate service and protection of the public's health, safety, general welfare and property from the effects of current and past mining;
- Inadequate environmental protection of our state's resources for improving the health of its lakes and streams affected by current and past mining practices, including but not limited to water retention issues and proper containment and protection from hazardous contaminants;
- Inadequate environmental restoration and improvement of Arizona land and communities; including but not limited to surface scarring and erosion control, developing proper elevations and sloping of side walls; and,
- Inadequate protection of natural and cultural resource and historical properties.

The initial intensive reclamation planning and implementation effort was supposed to have been concluded by June 30, 2008. The fees paid by the mines prior to June 30, 2008, were to cover the initial costs of plan administration and technical compliance reviews overseen by the Inspector. Due to incomplete plans being filed, however, and the subsequent need to obtain more information from the mines to perform the required reviews, the time to complete processing and giving final approval of some reclamation plans extended beyond June 30, 2008. Unfortunately, funds were not appropriated out of the fees collected to complete the required work after June 30, 2008. As such, the administrative and technical review costs for paying consultants and for notifying adjacent property owners have extended beyond the end of FY2008, but there are no appropriated monies to pay these expenses. This occurs because fees from aggregate mines used to process reclamation plans are sent, by law, to the General Fund if not used by June 30, 2008.

During the FY2009 budget negotiations, the State Mine Inspector requested an extension of the deadline so funds could be used to pay for the costs of the reclamation review process, but this request was apparently overlooked at the end. In addition, the baseline budget for the Agency was reduced by 17% (\$197,200). As such, there is no authorization to spend reverted fees for the remaining costs of the reclamation program, and there is insufficient General Fund appropriation to subsidize the reclamation program without adversely affecting abandoned mines closures to protect public safety or mine inspections to prevent accidents and deaths among mine workers and/or visitors.

Since there is no immediate solution to the Aggregate Mine Land Reclamation Fund Issue, and in order to continue to protect the public and mine workers from accidents and injuries, the State Mine Inspector must suspend the Aggregate Mined Land Reclamation Program. As such, the following impacts will occur until reclamation funding is restored:

- No tracking of the percentage of mined acreage reclaimed;
- No tracking of mandated required financial assurance from an aggregate mining operation to ensure funds are available to reclaim the land;
- No tracking of industry reclamation plan goals, which are tracked by release of financial assurance mechanisms;
- Incomplete administrative and technical reviews of reclamation plans;
- Inadequate management to enhance public benefit, responsible development and economic value;
- No funds available to pay current and present invoices from consultants for technical reviews; and
- No funds available to post public notifications or to mail first class public notifications of reclamation plans.

Issue 2 *Abandoned mines pose a serious threat to public health*

and safety and to the environment. Public safety is a growing concern as urban areas expand. Failure to timely and properly act to close mines posing serious hazards may cause liability problems for the state.

The total magnitude of the abandoned mine problem is difficult to assess; it is estimated that as many as 100,000 mine sites may exist in Arizona. The Arizona State Mine Inspector has developed an inventory that contains information on over 9,900 abandoned mines and has evaluated 3,286 in problem areas. The abandoned mines program responsibilities are to inventory abandoned mine sites throughout the 72,931,840 acres that comprise the state of Arizona and to coordinate the closure of these mines. This inventory and evaluation is critical, since abandoned mines may pose a serious threat to public health and safety. While many sites are shallow prospects, others have dangerous shafts and tunnels. Public safety and environmental threats were identified in 13% of the mines evaluated (based on summation of sixteen ranking parameters). This means that over 400 abandoned mines are known to pose a threat to public health or safety.

As stewards of the State of Arizona, the Arizona State Mine Inspector is entrusted with safeguarding the public for future generations. The program addresses threats to public health, safety, and general welfare through the reclamation of environmental hazards caused by past mining practices. Through this business line the State of Arizona provides project funds to the Arizona State Mine Inspector for administering their approved Abandoned Mines agency program. During calendar year 2008, ASMI reviewed and secured 301 abandoned mine shafts and adits; 70 on State Land, 111 on private land (to aid private citizens), 28 on Federal Land in cooperation with the US Forest Service, and 92 in cooperation with the Bureau of Land Management.

At least 2 more positions are needed to operate an effective abandoned mines inventory and closure program. An abandoned mines specialist would coordinate and partner with the mine industry, private sector, and other government groups to determine how a needed closure can be most effectively and efficiently completed and would help with the actual implementation of the closure plan. A second position of an abandoned mine surveyor would conduct site visits to abandoned mines, locate and survey, inventory, classify and eliminate public safety hazards at abandoned mines.

Ten abandoned mines had been identified for closure approximately 4-5 years ago. Based on engineering estimates, the cost to close and secure these properties was estimated to be \$199,000, although costs today will likely be much greater. ASMI is requesting the state place at least \$450,000 the mine closure fund to address these already recognized and planned needs. Equipment, travel and other associated funds would be necessary to support these positions.

MIA 1.0

Program Summary

MINING SAFETY ENFORCEMENT

Tim Evans, Assistant State Mine Inspector

Phone: (602) 542-5971

A.R.S. § 27-124

Mission:

To enforce the Mining Code of the State of Arizona for the protection of the life, health and safety of the employees in Arizona's active mining operations.

Description:

The Mine Safety Enforcement Program performs quarterly and annual health and safety inspections at active underground and surface mines and related facilities; conducts investigations of mine accidents, employee and citizen complaints; and provides certification classes in mine rescue and first aid. The program issues violations, cessation orders, mine elevator operating, electrical connection permits and underground diesel equipment operating permits as tools to promote safe and healthful work conditions. Operations under this program's jurisdiction include asphalt hot plants, concrete batch plants, aggregate pits, quarries and processing plants; underground and open pit mines, quarries, mills, SX-EW Plants, smelters, refineries, and rod plants. Jurisdiction also covers contractor employees working at mine sites and the administration of Sand and Gravel Districts. Deputy Mine Inspectors also perform complaint investigations and land owner compliance inspections at abandoned mines to support the Abandoned Mines Program.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,635.1	1,568.4	1,955.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,635.1	1,568.4	1,955.2
FTE Positions	17.0	17.0	19.0

◆ Goal 1

To eliminate fatal accidents and to reduce the number and severity of lost time accidents at Arizona mines, through health and safety inspections and enforcement of the mining code.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent mandated inspections completed	72.6	80	80
Number of reportable (lost time) mine accidents	174	150	160
Explanation:	The number of reportable (lost time) mine accident reflects "only" what is reported to the Arizona State Mine Inspector.		
Employee and Public Complaints Investigated	32	16	15
Number of safety inspections completed	656	632	600
Customer satisfaction rating for Mines (scale 1-8)	6	6	6

MIA 2.0

Program Summary

ABANDONED MINES

Laurie Swartzbaugh, Deputy Director
Phone: (602) 542-5971
A.R.S. § 27-318

Mission:

To promote public safety by field identification, hazard assessment, mine owner compliance notification and administration of the securing of dangerous abandoned mines in compliance with the endangered species and plant acts, historical acts and environmental acts.

Description:

The Abandoned Mines program's efforts fall into two categories: the inventory of abandoned mine sites and the administration of the securing, remediation and closure of abandoned mines. Field surveys are prioritized to primarily locate mines on State lands, secondly on other public lands, and then thirdly on private lands within the 73 million acres that comprise the State of Arizona. The survey records the exact location of abandoned mines using a global positioning satellite system. The inventory's objective is to produce an accurate count of abandoned mines and describe the significant safety hazards and potential environmental hazards occurring with them. The database of surveyed abandoned mines is used to prioritize the significant public and environmental hazards for remediation and reclamation planning. The inventory also allows the Agency to accurately investigate public complaints about abandoned mines in a timely manner. An abandoned mine may be used for criminal activities, such as a cache for stolen explosives or a body disposal site. The program assists law enforcement criminal and missing persons investigations and body recoveries. The administration of securing abandoned mines first prioritizes sites on State owned lands listed in the inventory based on the severity of the threat posed to public and environmental safety. Through this prioritization, structures are designated as necessary for abandoned mine closures on State lands. The cost of field construction work to secure these mines is provided by the Abandoned Mine Safety Fund through mining industry donations, private citizen donations and a matching appropriation from the Legislature. The program performs regular monitoring to assure mine closures remain in good condition. The program coordinates the identification and securing of abandoned mines with local, state, and federal agencies as well as other states and volunteer groups. Groups include the Yuma County Sheriff's Search and Rescue Group, the Maricopa County Sheriff's Office Mountain Search and Rescue Group, Arizona Department of Mines and Mineral Resources, Maricopa County Parks, Arizona State Land Department, Arizona Game and Fish, Arizona State Historic Preservation Office, Arizona Department of Environmental Quality, Department of Labor Mine Safety and Health Administration, Bureau of Land Management, Forest Service, Environmental Protection Agency, and the National Association of Abandoned Mined Land Programs, which is comprised of 27 states and three Indian Tribes.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	-20.6	140.1	115.0
Program Total	-20.6	140.1	115.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To promote public health and safety by identifying and assessing abandoned mines, and securing those found to be a threat to the public and the environment.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of abandoned mine openings secured	70	70	70
Explanation:	Secured on State Lands		

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of abandoned mine complaints handled.	31	10	20
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of prior abandoned mine closures reviewed	99	60	70
Explanation:	On State Trust Land		

MIA 3.0

Program Summary

EDUCATION AND TRAINING - FEDERAL GRANT

Frank Rabago, Education & Training Program Manager
Phone: (602) 542-5971
A.R.S. § 27-124, Title 30 CFR

Mission:

To educate and train inexperienced and experienced mine employees in safe work practices and compliance with state and federal mine safety regulations.

Description:

The Education and Training Program certifies instructors, develops lesson plans, conducts classes and organizes safety conferences for mine safety education and training. The emphasis is placed on miners' rights and current health and safety regulations in compliance with the Mining Code of the State of Arizona, ARS Title 27, and the Federal Mine Safety and Health Act of 1977, Title 30 CFR, Parts 46, 48, 49, 56, 57,58, and 62. In addition to mining company employees, all contractors, vendors, rescue teams, and others regularly exposed to mine hazards at a mine property are required to have various levels of training furnished by the Education and Training Program.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	289.9	287.5	287.5
Program Total	289.9	287.5	287.5
FTE Positions	4.0	4.0	4.0

- ◆ **Goal 1** To eliminate fatal accidents and reduce the number and severity of lost time due to accidents.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Arizona miners and contractors trained	6098	7783	7000
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average course content rating.	4.6	4.6	4.2
Average instructor rating	4.7	4.7	4.2

MIA 4.0

Program Summary**MINED LAND RECLAMATION**

Garrett Fleming, Reclamation Manager

Phone: (602) 542-5971

A.R.S. § 27-921

Mission:

To promote the restoration of lands disturbed by mining to a safe and stable environmental condition through enforcement of the Mined Land Reclamation laws, rules and regulations as applicable to new mineral exploration, new mines and the expansion or closure of existing active mines.

Description:

The Mined Land Reclamation Program, working in cooperation with mining companies, consultants and other state and federal governmental agencies, approves or rejects mine reclamation plans and financial assurance mechanisms submitted by all metalliferous mining units and exploration operations with surface disturbances greater than five acres. Annual reviews of financial assurances and on-site inspections for on-going reclamation projects and of the regulated mines are parts of the continual monitoring process to establish compliance to the Mined Land Reclamation laws.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	155.8
Other Appropriated Funds	278.9	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	278.9	0.0	155.8
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To promote the restoration of lands disturbed by mining to a safe and stable environmental condition.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of annual mined land reclamation compliance reviews	40	210	230

DEPARTMENT OF MINES AND MINERAL RESOURCES

Madan M. Singh, Director

Phone: (602) 771-1603

A.R.S. §§ 27-101 to 27-102

Mission:

To promote and advocate the responsible development of mineral resources, in accordance with accepted principles of sustainable development, and provide pertinent data and support to those seeking to explore and develop mineral resources in the State of Arizona. In addition, the Department of Mines and Mineral Resources of the State of Arizona (DMMR) maintains a world-class mining and mineral museum that portrays the economic and aesthetic value of minerals and educates the public with regard to the critical role of minerals and mineral resources in our society.

Description:

The Department of Mines and Mineral Resources (DMMR) of the State of Arizona is a non-regulatory agency. The primary duties of the Department are to promote and advocate for the development of the mineral resources and industry in the state. This is accomplished by participating in conferences, seminars, news media, and other appropriate mechanisms. DMMR conducts studies of properties and claims to assist in the exploration and development of minerals and maintains a repository of mining and mineral information in various formats, so that it is protected from destruction. The Department provides evaluation and assistance to government agencies and the public and performs surveys of potential economic mineral resources. It monitors current mining and exploration activities and serves as a source of information for mineral information, which it publishes and disseminates. DMMR cooperates with the Arizona Corporation Commission and other agencies in the administration of state laws, and assists various agencies in the identification of mineral resources and educating them relating thereto. The Department maintains a mineral museum which serves to educate the children and the public of the importance of minerals in our society and their aesthetic value. It holds classes in lapidary, silversmithing, and related activities.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	924.5	947.8	1,074.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	416.5	380.3	380.3
Program Total	1,341.0	1,328.1	1,455.1
FTE Positions	12.5	14.5	16.5

Strategic Issues:**Issue 1 Availability of appropriate personnel.**

The mining industry is on the upswing these days, so the availability of personnel related thereto is limited. The salaries that industry is willing to pay are much higher than usual. So it is difficult to get the right type of personnel for the salaries the state is paying, even with the raise that was given last fiscal year. The Department needs to get some mechanism in the state salary system that will permit paying higher salaries to mining engineers and geologists. Even the cities and towns in the Valley are paying higher wages.

This budget cycle DMMR is requesting the addition of 1 Mining Engineer and 1 Information Specialist.

Issue 2 Lack of resources for data storage.

The Department has irreplaceable information in the form of texts, original reports, maps, periodicals, and mine files. Currently these are stored as "hard copy" as they were received from the original source, and can only be used by clients if they come to the DMMR offices. These include several donations of materials from private parties. These are invaluable to clients coming in search of data on properties to which these pertain. The Department is in the process of converting these to digital format so as to

make them more readily accessible to clients as well as serve as a backup. However, DMMR is entirely dependent on volunteers to perform this work; although it has recently obtained a small contract for some such work. Contracts require that only the information desired by the funding organization be digitized. Volunteer work is dependent on the availability of personnel with the requisite expertise. Thus progress is slow and unpredictable. The Department needs personnel to be able to perform this work on a regular basis and in a professional manner. Further, the hard copy material needs to be stored in a location so as "to protect and preserve information from danger or destruction" as required by A.R.S. 27-102 (5). This implies storing in a fireproof and climate-controlled vault. No funding for this type of facility is available at the present time.

Issue 3 Museum education curator.

Although we have one of the best mineral museums in the West, DMMR has only one FTE designated for the museum, the museum curator, paid out of appropriated funds. The rest of the staff is either part-time, paid out of gift shop revenues, or volunteers. Education is a large part of the responsibilities of the museum. A museum education curator, who could also help the curator with other duties is needed. The Department expects to get some outside funding for an Education Curator for the next 3 years, but this is based on the understanding that the State will be able to pick up the funding once the economy improves. This position was being funded by the State previously, but was eliminated when budgets were cut.

◆ **Goal 1** To promote and advocate for the exploration and development of mineral resources in Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Publications	12	10	10
Explanation:	In FY 2008 a Directory of Active Mines was published. This not done every year.		
Advocacy Statements	15	15	15
Explanation:	The Department issues advocacy statements for selected projects that are in the best interest of the state.		
Information Sources Used by Public	419	300	300
Explanation:	The public comes to the Department to get information; this is supplied to them from its archived materials.		
Website Hits (thousands)	2571	2000	1500
Explanation:	An increased amount of information is placed on the Department website which makes it more readily available to a wider range of users, especially international users.		
Number of customers provided with mining and mineral information	360	300	250
Explanation:	Depends on the strength of mineral prices. With new mines opening up these may fall which, in turn, will decrease in the number of customers requesting information.		

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of files to be organized and updated	11	10	10
Percentage of files organized and updated during year	10	15	10

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of new files acquired during year (in thousands)	0.8	0.3	0.3
Explanation:	DMMR was fortunate to be able to get a large collection in FY 2008.		
Percentage incorporated into existing Department files	80	80	80
Explanation:	The number is lower than 100% because we are dependent on volunteers for this work		

◆ **Goal 2** To acquire, improve, process and disseminate mining and mineral information

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
New Acquisitions (excluding monetary donations)	1629	1500	1200
Number of student museum visitors (in thousands)	25	15	15
Explanation:	Price of gasoline is up dramatically, so the number of school willing to send students on field trip may be limited in future.		
Number of museum visitors, including students (in thousands)	48	40	40
Teacher Kits Distributed	812	500	500
Explanation:	Estimates for future years are lower because many teachers have already been given teacher kits and may not need new ones.		

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of cases or exhibits created during year	5	5	5
Explanation:	The number of exhibits depends on the donations received. No funds are appropriated by the State for this purpose.		
Department customer satisfaction survey rating (on a scale of 1 to 5 with five being the highest)	4.9	4.9	4.9

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of new exhibits created for display outside the Museum	7	5	5
Explanation:	An effort is being made to have more displays outside the museum.		

NBA 0.0

Agency Summary

NATUROPATHIC PHYSICIANS BOARD OF MEDICAL EXAMINERS

Dr. Craig Runbeck, Executive Director

Phone: (602) 542-8242

A.R.S. §§ 32-1501 and 32-4201

Mission:

To protect the health, safety and welfare of the public by regulating the practice of naturopathic medicine and massage therapy.

Description:

The Agency regulates both naturopathic physicians and massage therapists, each of which is governed by a governor-appointed board.

The Naturopathic Physicians Medical Board is responsible for ensuring public safety and well-being through the regulation of the naturopathic field of medicine, which uses various methods to treat patients including nutritional supplements, herbal medicine, homeopathy, pharmaceuticals and lifestyle counseling. The Board regulates physicians who engage in the practice of naturopathic medicine, including certification of those in specialty practice. Further, the Board certifies graduates and medical students to engage in internship, preceptorship, and postdoctoral training programs and certifies medical assistants and approves clinical training programs for medical students. Finally, the Naturopathic Board certifies naturopathic physicians to dispense natural substances, drugs, and devices from their offices and conducts investigations and hearings into allegations of medical incompetence and unprofessional conduct.

The Board of Massage Therapy regulates and licenses massage therapists by approving training requirements, recognizing a national examination, establishing rules, and conducting investigations and hearings into allegations of incompetence and unprofessional conduct.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ NATUROPATHIC PHYSICIANS BOARD OF MEDICAL EXAMINERS	591.5	604.3	687.4
Agency Total:	591.5	604.3	687.4

Funding and FTE Summary:

(Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	591.5	604.3	687.4
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	591.5	604.3	687.4
FTE Positions	6.0	6.0	6.5

Strategic Issues:

Issue 1 *The agency has an ongoing need to answer complaints and concerns about the naturopathic profession and the massage profession and educate the public about the role of the boards in protecting the public from unsafe practitioners.*

The agency has two websites that allow the public to contact us with complaints about individuals regulated by either board. The agency also participates in "docfinder.com," a common database used by several state medical boards, which allows the public to locate a doctor licensed in Arizona and reviews that doctor's complaint record. The agency has an active outreach program to law enforcement agencies in Arizona and shares a database with them in regards to the regulation of massage therapists. Every complaint from every source that is received by this agency regarding a naturopathic or massage licensee is fully investigated. If the Naturopathic Board receives a complaint against a doctor not licensed by this board, it is referred to the appropriate agency. If the Massage Board receives a

complaint about an unlicensed massage therapist, the agency investigates it and/or refers it to local law enforcement.

Issue 2 *The agency has an obligation to inform licensees and the public about the requirements of the naturopathic statutes and the massage statutes.*

The agency constantly updates the websites for both boards and refers people to it as a matter of policy. The websites have copies of the laws, current rules, directories of licensees, notices to the public, links to related sites, etc. The agency requires all doctors, medical assistants, and medical students regulated by this board to pass a jurisprudence examination dealing with the requirements of the Naturopathic Medical Practice Act and other related requirements of law. The Board has also been very involved with a cooperative effort between the naturopathic, allopathic, osteopathic, and pharmacy professions to provide continuing medical education in pharmacotherapeutics to the naturopathic profession.

Issue 3 *The Naturopathic Board staff also serves the Massage Board.*

Staff processed and licensed 4005 massage therapists in FY08. This includes new and renewal applications. We have approximately 9,000 therapists currently licensed. We anticipate this number will remain static and may decline due to economic pressures in the foreseeable future.

Issue 4 *The Massage Board has an ongoing need to educate the public, the massage profession, and other government agencies about Massage Therapy Law.*

There is a website dedicated to massage therapy. Board staff will continue to speak at various public events about the Board and law. The agency is networking with local and national groups in an effort to coordinate and standardize the regulatory process for massage therapy. The agency is actively engaging with law enforcement agencies and educating them about the law and the resources that they can provide to them. The agency has developed a database for direct access by law enforcement. Administrative rules have been developed and others are being developed.

Issue 5 *The agency is converting to a paperless system of record keeping, complaint processing and licensing.*

The Board is establishing an online complaint system for massage therapy. Online licensing has been halted due to legal requirements to verify immigration status. Licensing and complaint files for both boards are now kept electronically. Naturopathic online renewal has also been halted. A minimum paper file is kept as a back up for essential documentation.

NBA 1.0

Program Summary

NATUROPATHIC PHYSICIANS BOARD OF MEDICAL EXAMINERS

Dr. Craig Runbeck, Executive Director

Phone: (602) 542-8242

A.R.S. § 32-1501

Mission:

To protect the health, safety, and welfare of the public by regulating the practice of naturopathic medicine.

Description:

The Board regulates physicians who engage in the practice of naturopathic medicine, including certification of those in specialty practice; certifies graduates to engage in internship, preceptorship, and postdoctoral training programs; certifies medical assistants; certifies naturopathic medical students to engage in clinical training programs; approves clinical training programs, internships, preceptorships, and postdoctoral training programs in naturopathic medicine; certifies naturopathic physicians to dispense natural substances, drugs, and devices from their offices; and conducts investigations and hearings on complaints relating to medical incompetence and unprofessional conduct.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	591.5	604.3	687.4
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	591.5	604.3	687.4
FTE Positions	6.0	6.0	6.5

massage therapists and report the unlawful practice of massage therapy to local law enforcement.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Complaints received against massage therapists	23	25	25
Complaints resolved in the same FY	16	15	15
Average number of days to resolve a massage therapy complaint	218	210	210
Explanation:	Hiring freeze has resulted in understaffing investigations which has lengthened adjudication time frames.		

◆ **Goal 1** To process license and certificate applications efficiently.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total Applications Received for Licensure and Certificates	1,129	1,150	1,150
Total Licenses and Certificates issued	1,129	1,150	1,150
Average number of days to process licensing applications	32	25	35
Active physician licenses	562	550	575
Dispensing Certificates and Renewals Issued	321	330	340
Students engaged in Clinical Training	191	200	200

◆ **Goal 2** To timely investigate and adjudicate complaints in order to protect the public from incompetent and unprofessional practitioners and report the unlawful practice of naturopathic medicine to county attorneys and the Office of the Attorney General.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Complaints received against licensed or certified persons	30	32	32
Complaints resolved in same fiscal year	24	26	26
Average number of days to resolve complaints - same FY	75	80	80
Complaints received against unlicensed individuals	3	4	4

◆ **Goal 3** To audit naturopathic physicians compliance with the annual continuing medical education requirements.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of physicians in compliance with continuing medical education requirement	95	95	95

NBA 2.0

Program Summary

BOARD OF MASSAGE THERAPY

Dr. Craig Runbeck, Executive Director

Phone: (602) 542-8604

A.R.S. § 32-4201

Mission:

To protect the public health, safety and welfare by the regulation of massage therapy.

Description:

The Board regulates individuals who engage in the practice of massage therapy and conducts investigations and hearings on complaints relating to incompetency and unprofessional conduct.

◆ **Goal 1** To efficiently process license applications.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Massage therapy applications received for initial licensure and biennial renewal.	4,005	4,000	4,000
Explanation:	Licensing began in FY05		
Average number of days to process an application	45	50	50
Explanation:	Limitations on staffing have lengthened application processing time.		

◆ **Goal 2** To timely investigate and adjudicate complaints in order to protect the public from incompetent and unprofessional

NSA 0.0

Agency Summary**NAVIGABLE STREAM ADJUDICATION COMMISSION**

George Mehnert, Director

Phone: (602) 542-9214

A.R.S. § 37-1101 to 37-1156

Mission:

To determine which of Arizona's 39,039 rivers and streams were and were not navigable at the time of statehood, February 14, 1912 and to determine the public trust values of those rivers and streams that were navigable. In addition, the Commission must defend appeals and other legal actions that are filed in State Court, and complete Commission reports to be recorded in each appropriate county following appeals processes. NOTE: All evidentiary navigability hearings have been completed and the Commission is in the report writing phase, report ratification phase, 9 month appeal time and appeals processes. The Commission Sunset date is June 30, 2012.

Description:

The Navigable Stream Adjudication Commission (ANSAC) is a five-member commission appointed by the Governor and confirmed by the Senate. Title to the beds of Arizona rivers and streams that were navigable as of statehood are subject to state ownership, and title to the beds of Arizona rivers and streams that were not navigable as of statehood are subject to private ownership. Arizona did determine ownership of any of the 39,039 rivers and streams at the time of statehood and as a result, as many as 100,000 property titles will continue to remain clouded until ANSAC completes its work. The Commission is charged with gathering evidence, holding hearings, and making final determinations regarding navigability of the 39,039 streams and rivers in Arizona as of February 14, 1912. The Colorado River is excluded from the Commission process based on established ownership by the federal government. Barring court mandates for further action, the Commission's work is presently scheduled to be completed by June 30, 2012.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	217.6	180.8	180.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	217.6	180.8	180.8
FTE Positions	1.0	1.0	1.0

Strategic Issues:**Issue 1 Cost of Completion of Reports**

The Commission has some thirty-two (32) reports to complete, ratify, await 9 months of appeal time, and defend in State Court if appealed. The commission has fourteen (14) reports remaining to be completed and has received \$200,000.00 as a non-lapsing amount to complete the remaining reports and for attorney fees in cases on appeal.

Issue 2 Cost of Appeals.

The first appeal of a Commission determination was in reference to the Lower Salt River and was filed June 30, 2006. The actual cost of appeals is not known because this is the very first appeal in the ANSAC process. More than \$65,000.00 has been expended on this case and the matter is in the Arizona Court of Appeals and regardless which side prevails will likely be filed in the Arizona Supreme Court. Requests have been filed with the Arizona Court of Appeals for oral argument before the court. Two additional appeals have been filed in Pima County Superior Court (Santa Cruz River and San Pedro River), filed in July 2007, and those two appeals are on hold, or are stayed, pending the results of the Lower Salt River appeal that is in the Arizona Court of Appeals.

It is estimated that a minimum of \$75,000.00 will be necessary for each matter appealed. The Commission has received a supplemental amount of \$200,000.00 for completion of reports and defense of appeals in State Court.

Issue 3 Time for appeals and other legal actions.

While the Commission has no way of knowing for certain how many appeals of its determinations will be filed, or how long each appeal will take, three (3) appeals have been filed. The Lower Salt River appeal is presently in the Arizona Court of Appeals and the Santa Cruz River and San Pedro River appeals are presently in Pima County Superior Court on hold pending the results of the Lower Salt River appeal. As of this time no other legal actions involving the Commission are pending; however, it is anticipated that two or three additional appeals may be filed based on post hearing memorandums filed with the Commission.

Issue 4 Time for completing reports that precede appeal times and appeals.

The Commission has completed all fifty-three (53) watercourse navigability evidentiary hearings (for the third time because of changes in the statutes and lawsuits filed against the state). There are no legal challenges pending of the type that resulted in statutory changes and the legal actions that are currently pending are appeals of individual Commission determinations. Of the seventeen (17) major watercourses and the small and minor watercourses in each of Arizona's fifteen (15) counties, totaling 39,039 Arizona watercourses, the Commission presumes that the results of as many as six (6) hearings, total, seem likely to be appealed. There are a total of thirty-two (32) reports to be completed. The Commission has completed sixteen (16) reports. The Commission's goal is to have the fourteen (14) remaining reports completed by June 30, 2009 after which nine (9) months of appeal time will run relating to each report. Appeal times can run concurrently and any appeals that are filed will need to be defended, and any further Commission action ordered by a judge will need to be administered.

Issue 5 Additional time to June 30, 2012.

The Commission Sunset Date has been extended to June 30, 2012 to complete reports and defend existing and yet to be filed appeals of Commission determinations.

Issue 6 Extending Commissioner terms to June 30, 2012, Sunset Date.

The Commission Sunset date is June 30, 2012 and the Commissioner terms should be extended to comport with the Sunset Date.

Issue 7 Responding to or acting on court mandates, including Public Trust Value Proceedings.

The appeals process is presently considering three watercourses, the Lower Salt River in the Arizona Court of Appeals, and both the Santa Cruz River and the San Pedro River also in the State Court system in Pima County Superior Court. It is anticipated the two or three additional appeals will be filed and the Commission will need both time and funding to act on any court mandates. As of this date the Commission has received no court mandates for additional hearings or other work.

- ◆ **Goal 1** To adjudicate all of Arizona's 39,039 named and unnamed watercourses.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Arizona rivers and streams adjudicated	5	7	7
Number of hearings under 2001/current statutes	0	0	0
Cost per hearing to study watercourses (in thousands of dollars)	0	0	0
Customer satisfaction rating for hearing attendees (scale 1-8)	7.5	7.5	7.5
Number of final reports approved by Commission	5	7	7
Administration as a percent of total cost	4.0	4.0	4.0
Defend Appeals.	3	3	6

- ◆ **Goal 2** To determine the public trust values of navigable watercourses as mandated by the Courts.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Three appeals are pending with three additional likely. If any of the Commission determinations are reversed by the court then the Commission will need to hold proceedings to determine public trust	3	3	6

values.

◆ **Goal 3** To complete and ratify all Commission final reports.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Complete and ratify Commission final reports.	5	7	7

◆ **Goal 4** To defend in State Court all Appeals of Commission determinations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
To defend existing 3 appeals and others that are filed; 3 more anticipated.	3	3	6

◆ **Goal 5** To defend all other legal actions filed against the Commission.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
No legal actions other than appeals are presently pending.	0	0	0

◆ **Goal 6** To record each Commission report in the appropriate county seat either following expiration of appeal times or completion of appeals.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Recording Commission reports in the appropriate county seat.	0	0	7

BNA 0.0

Agency Summary

BOARD OF NURSING

Jo Elizabeth Ridenour, Executive Director

Phone: (602) 889-5201

A.R.S. §§ 32-1601 to 32-1668

Mission:

To protect the public health, safety, and welfare through the safe and competent practice of nurses and nursing assistants.

Description:

The State Board of Nursing protects the public by assuring that standards of practice are defined and that persons engaged in the practice of nursing are competent. It approves individuals for licensure, registration, and certification; approves educational programs for nurses and nursing assistants; investigates complaints concerning licensee and certificate holder compliance with the law; and determines and administers disciplinary actions in the event of proven violations of the Nurse Practice Act.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ LICENSING AND REGULATION - RN/LPN	3,871.2	4,134.9	4,134.9
➤ NURSING ASSISTANT	556.4	582.0	582.0
Agency Total:	4,427.6	4,716.9	4,716.9

Funding and FTE Summary:

(Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	125.4	167.3	167.3
Other Appropriated Funds	3,871.2	4,134.9	4,134.9
Other Non Appropriated Funds	431.0	414.7	414.7
Program Total	4,427.6	4,716.9	4,716.9
FTE Positions	51.9	52.3	52.3

Strategic Issues:

Issue 1 Cycle time to complete investigations

It currently takes 7.4 months from the time a complaint is received until it is presented to the Board. It is our intent to reduce this time to 6 months.

BNA 1.0

Program Summary

LICENSING AND REGULATION - RN/LPN

Jo Elizabeth Ridenour, Executive Director

Phone: (602) 889-5201

A.R.S. §§ 32-1601 to 32-1668

Mission:

To establish standards and requirements for initial licensure of new nursing graduates and nurses moving into the State; to protect the public by investigating complaints against licensees ensuring that due process is upheld; to assist nurses with problems of chemical dependency to obtain treatment; to monitor such activity, all with the intent to protect the public from nurses who are unsafe to practice.

Description:

The Board of Nursing (ASBN) licenses all nurses practicing in the State except those practicing in federal facilities. In order to license nurses, the Board administers NCLEX to new graduates and verifies licensure status in other states for nurses moving into Arizona. The Board investigates licensees who have been reported for possible violations of the Nurse Practice Act. Through a comprehensive investigation process, the agency ensures the public safety from incompetent, unsafe, or unprofessional nurses. The Chemically Addicted Nurses Diversion Option (CANDO) Program of the Board consists of three year contracts with licensees which include and are monitored for: initial intensive treatment, aftercare, participation in Alcoholics Anonymous or Narcotics Anonymous, random biological-fluid screens, nurses support groups and quarterly employer evaluations. Licensees are also monitored when the Board determines probational discipline is needed to ensure that public risk is reduced. The Hearing Department schedules hearings for licensees/certificate holders who have been denied licensure/certificates and for those who request their disciplinary procedure be heard by an Administrative Law Judge whose recommendation is forwarded to the Board for approval of the final order.

Funding and FTE Summary:

(Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,871.2	4,134.9	4,134.9
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	3,871.2	4,134.9	4,134.9
FTE Positions	40.2	40.2	40.2

- ◆ **Goal 1** To reduce the cycle time needed to issue certificates and licenses for examinee, endorsement and renewal applicants.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customers reporting very good or excellent service (%)	6.3	7.0	7.2
Explanation:	The increase in workload due to new statutory requirements for all applicants to submit proof of lawful presence in the U.S. Current staff level could not accommodate work load in same manner as in prior years.		
Average days from application received to RN/LPN renewal license issued	19	14	14
Explanation:	Increased days due to new statutory requirements for lawful presence in the United States.		
RN/LPN renewals issued (4-year cycle)	13,128	13,500	14,000
Total licensees Registered Nurses and Licensed Practical Nurses	78,948	84,000	86,000

- ◆ **Goal 2** To reduce the cycle time needed to investigate complaints, complete hearings and increase compliance with consent agreements and Board orders.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total complaints received	875	900	925
Percent of licensees with disciplinary action	.6	.7	.6
Average hours per investigation needed to complete a case	17	17	17

Average months needed to complete investigations and present cases to the Board	6.8	6.5	6.5	Percent of investigations resulting in disciplinary enforcement action	66	70	70
Average calendar days from receipt of complaint to resolution	206	175	200	Average calendar days per investigation from start to final adjudication	206	200	206
Average calendar days per investigation from start to final adjudication	206	175	200				
Percent of investigations resulting in disciplinary enforcement action	66	72	68				

◆ **Goal 3** To effectively provide a non-disciplinary Chemically Addicted Nurse Diversion Option (CANDO) program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Licensees in CANDO program	185	195	200
Licensees completing CANDO program (%)	43	45	45

◆ **Goal 4** To provide an effective educational program monitoring process for schools of Nursing that promotes a high percentage of RN/LPN examinees passing NCLEX.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Nursing programs monitored for non-compliance	4	6	6
Examinees from program successfully passing NCLEX	2,628	2,700	2,750

Program Summary
BNA 2.0
NURSING ASSISTANT
 Jo Elizabeth Ridenour, Executive Director
 Phone: (602) 889-5201
 A.R.S. § 32-1645

Mission:

To protect the public health, safety, and welfare through the provision of competent Certified Nursing Assistant care.

Description:

This program administers the certification examinations for Nursing Assistant candidates, surveys and approves Nursing Assistant training programs, and maintains a register of Certified Nursing Assistants (CNAs). The Arizona Department of Health Services shares some responsibility for this program by receiving and substantiating complaints against CNAs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	125.4	167.3	167.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	431.0	414.7	414.7
Program Total	556.4	582.0	582.0
FTE Positions	11.7	12.1	12.1

◆ **Goal 1** To operate the program efficiently and effectively.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of applicants or certificate holders reporting very good or excellent service	6.3	7.0	7.2
Explanation:	Effective January 2008 new statutory requirements went into effect regarding lawful presence in the United States.		
Average calendar days from receipt of completed application to denial of certification	271	200	260
Total individuals certified as nursing assistants	21,903	22,000	22,500
Total complaints received	745	800	850
Average calendar days from receipt of complaint to resolution	206	200	206
Percent of CNA's with disciplinary action	1.2	1.4	1.5
Total investigations conducted - status closed	426	500	525

Agency Summary

NCA 0.0

BOARD OF EXAMINERS OF NURSING CARE INSTITUTION
ADMINISTRATORS AND ADULT CARE HOME MANAGERS

Allen Imig, Executive Director

Phone: (602) 542-8156

A.R.S. § 36-446.02

Mission:

To protect the health, welfare, and safety of Arizona citizens who seek and use the services of nursing care institution administrators and assisted living facility managers.

Description:

The Board evaluates applications from individuals seeking nursing home administrator licenses and assisted living facility manager certificates. The Board investigates the credentials and backgrounds of applicants, conducts examinations, and processes the applications. The Board also evaluates and processes applications for renewal of administrator licenses and manager certificates. Both administrators and managers are required by law to meet continuing education requirements. The Board approves continuing education programs and ensures that the requirements are met. The Board investigates complaints against administrators and managers received from citizens or the Department of Health Services. The Board imposes appropriate disciplinary action and enforces compliance with such discipline. The Board provides information to the public concerning applicants, licensees and certificate holders, and regulatory actions taken. All of these Board functions are accomplished through a fees-financed program of examination, licensure, and regulation.

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	315.3	377.7	377.7
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	315.3	377.7	377.7
FTE Positions	5.0	5.0	5.0

Strategic Issues:

Issue 1 *To improve the quality of services provided by the Board to the public and its licensees.*

The Board investigates, reviews, and takes appropriate action on all complaints against nursing care institution administrators and assisted living facility managers. These complaints are received from the public or the Department of Health Services. The Board provides information to the public regarding disciplinary and other regulatory actions. The Board also processes, issues and renews licenses and certificates to administrators and managers.

◆ Goal 1 To ensure consistent and timely investigations of complaints and enforcement action in accordance with statutes and rules.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Complaints opened	143	180	190
Disciplinary Actions	93	115	120
FY Complaints resolved	136	175	185
Average number of days from open to close of complaint, within FY	96	120	120
Number of complaint and application investigations conducted	144	182	190

◆ Goal 2 To ensure that licenses and certificates are granted or renewed to qualified administrators and managers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of existing licenses and certificates	2,593	2,960	2,650
Number of new applications filed	596	620	630
Number of new licenses issued	452	470	478
Number of new and existing licenses	3,045	3,430	3,128

Number of renewal applications processed	496	1,880	610
Average calendar days to renew a license	2	4	4

◆ Goal 3 To ensure that agency operations are effective and efficient.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction (scale of 1-8)	7.8	7.0	7.0
Explanation: In FY 2006, a survey of customer satisfaction was not conducted.			
Administration as percent of total cost	4.3	4.3	4.2

◆ Goal 4 To ensure quality continuing education is approved

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of CE sponsor applications	446	450	480
Average number of days to process CE sponsor applications	4.5	4	5

◆ Goal 5 To ensure public information requests and license verifications are completed timely.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of days to process a public records request	1.5	2	2
Explanation: Implemented starting FY07			
Average number of days to process a license verification	2.5	3	3
Explanation: Implemented starting FY07			

OTA 0.0

Agency Summary

BOARD OF OCCUPATIONAL THERAPY EXAMINERS

Linda Wells, Executive Director

Phone: (602) 589-8353

A.R.S. §§ 32-3401 to 32-3445

Mission:

To ensure the public's health, safety, and welfare by licensing and regulating individuals who provide occupational therapy services or athletic training.

Description:

The Board of Occupational Therapy Examiners is a regulatory board, which issues and renews bi-annually approximately 2,247 licenses for the occupational therapy profession and 463 licenses for the athletic training profession. By law, the Board requires that each applicant meet minimum standards of education, experience, and competency. The Board also receives and investigates complaints, takes appropriate disciplinary action, and responds to inquiries from consumers as to the license status of individual occupational therapy professionals and athletic trainers.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ BOARD OF OCCUPATIONAL THERAPY EXAMINERS	163.2	175.8	175.8
➤ BOARD OF ATHLETIC TRAINING	62.1	69.1	69.1
Agency Total:	225.3	244.9	244.9

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	225.3	244.9	244.9
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	225.3	244.9	244.9
FTE Positions	3.3	3.3	3.3

Strategic Issues:

Issue 1 Meeting Future Goals may be potentially compromised due to FY2009 fund sweep

The Agency continues to provide timely service in the licensing and regulation of Occupational Therapy practitioners and Athletic Trainers. Despite the small staff of 2.0 FTEs and five Board members per Board, it has been routinely exceeding the 60 day goal in issuing licenses and resolving complaints/investigations within a 120 day timeframe. Present staff is highly skilled, motivated, and would be difficult to replace. This is a 90/10 agency which depends on license and renewal application fees for its operating budget.

The Occupational Therapy Board is facing a budget challenge/crisis in FY2009 as a result of HB2209 which requires the transfer of \$239,500.00 from the Occupational Therapy Board into the state general fund. The transfer will create a cash flow problem in the current and possibly in future fiscal years if the budget projections are not realized.

Funds that are targeted for the sweep are revolving funds that are used each year to offset expenses from one year to the next. When expenses increase over the years, monies are pulled from the fund balance and expended for the current and future years. As a result of the fund sweep, the Board is forced to request an untimely fee increase from its licensees. Untimely means that requests for a fee increase generally take place every five to eight years, and the last increase was in 2006.

If the fund sweep takes place before the end of FY2009, The Boards would

be in a position where they could not pay their expenses including rent. The agency's are located in a privately owned building, and if rent is one of the expenses that didn't get paid in a timely manner, the property management company will place a lock on the door and cease all state equipment and files.

OTA 1.0

Program Summary

BOARD OF OCCUPATIONAL THERAPY EXAMINERS

Linda Wells, Executive Director

Phone: (602) 589-8353

A.R.S. §§ 32-3401 to 32-3445

Mission:

To ensure the public's health, safety, and welfare by licensing and regulating individuals who provide occupational therapy services.

Description:

The Board of Occupational Therapy Examiners is a regulatory board which issues and renews bi-annually approximately 2,247 licenses for the occupational therapy profession. By law, the Board requires that each applicant meet minimum standards of education, experience, and competency. The Board also receives and investigates complaints, takes appropriate disciplinary action, and responds to inquiries from consumers as to the license status of individual occupational therapy professionals.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	163.2	175.8	175.8
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	163.2	175.8	175.8
FTE Positions	2.5	2.5	2.5

◆ Goal 1 To investigate and adjudicate complaints within 120 days

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of occupational therapy complaints received	13	15	17
Number of complaints resulting in disciplinary action	5	7	8
Complaints resolved within 120 days	11	13	14
Percent of complaints resolved within 120 days	98	98	98

◆ Goal 2 To ensure that licenses and renewals are issued in a timely manner to Occupational Therapists and Occupational Therapy Assistants with high standards of professional and ethical standards.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of License Renewal applications received and renewed. OTs and OTAs	1134	1113	1154
Number of Licensees (OTs and OTAs)	2247	2328	2416
Number of initial license applications received (OTs and OTAs)	207	181	188
Number of Initial Licenses Issued (OTs and OTAs)	207	181	188
Average calendar days to process a renewal application	37	30	30
Average calendar days to issue an initial license	35	35	35

◆ Goal 3 To continually improve customer satisfaction by providing consistency in carrying out the Board's policies and procedures for licensing and regulation.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of licenses issued within 10 days of approval	100	100	100
Number of individuals licensed as occupational therapists	2,247	2,328	2,416

OTA 2.0

Program Summary

BOARD OF ATHLETIC TRAINING

Linda Wells, Executive Director

Phone: (602) 589-8352

A.R.S. § 32-4101

Mission:

To ensure the public's health, safety and welfare by licensing and regulating individuals who provide athletic training services.

Description:

The Board of Athletic Training is a regulatory board, which issues and annually renews approximately 471 licenses for the athletic training profession. By law, the Board requires that each applicant meet minimum standards of education, experience and competency. The Board also receives and investigates complaints, takes appropriate disciplinary action and responds to inquiries from consumers as to the license status of individual athletic training professionals.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	62.1	69.1	69.1
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	62.1	69.1	69.1
FTE Positions	0.8	0.8	0.8

- ◆ **Goal 1** To ensure that licenses and renewals are issued in a timely manner to competent athletic trainers with high standards of professional and ethical conduct

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of athletic training licenses issued	67	70	75
Number of licensees	472	477	478
Number of License Renewals received	471	477	478
Average calendar days to renew a license	37	35	35
Average calendar days to issue a license	35	35	35

- ◆ **Goal 2** To investigate and adjudicate complaints within 120 days

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Complaints received	3	5	5
disciplinary actions taken	1	2	2
Complaints resolved within 120 days	3	5	5

- ◆ **Goal 3** To continually improve customer satisfaction by providing consistency in carrying out the Board's policies and procedures for licensing and regulation.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of athletic training complaints received	3	5	5
Percent of licenses issued within 10 days of approval	100	100	100
Complaints resolved within 120 days	3	5	5
Customer Satisfaction rating (scale 1-8)	7.4	7.5	7.5

DOA 0.0

Agency Summary

BOARD OF DISPENSING OPTICIANS

Lori D. Scott, Executive Director

Phone: (602) 542-3095

A.R.S. § 32-1671

Mission:

To protect the visual health of the citizens of Arizona by regulating and maintaining standards of practice in the field of opticianry.

Description:

The Board of Dispensing Opticians examines and licenses professionals to practice in the field of opticianry and licenses optical establishments. This Board is distinguished from the Board of Optometry, which regulates optometrists, whereas dispensing opticians fill orders for and fit persons with corrective eyewear. The Board of Dispensing Opticians accepts complaints against licensees, investigates allegations, and administratively adjudicates complaints. The Board serves 624 opticians and 263 optical establishments licensed to practice in the state, as well as all Arizona citizens who receive these professional services.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	121.4	124.3	130.3
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	121.4	124.3	130.3
FTE Positions	1.0	1.0	1.0

Strategic Issues:

Issue 1 Maintaining fund balance

With the implementation of a website, the State Board of Dispensing Opticians can now better serve the public and the licensees. The fund balance is being replenished due to previous changes in legislation and administrative code. Legislation was successfully passed in the 2005 session granting the Board the authority to increase licensing fees. Subsequently, the Board completed related rules changes. Additionally, the Board now has a website in place for consumer and licensee use. As a result of these changes, the carry over balance into FY2009 is approximately \$63,000, and the Board is confident that the fund will continue to be fiscally sound while enabling the Board to better serve the public.

- ◆ **Goal 1** To ensure high standards of professional and ethical conduct in the field of opticianry through efficient processing of examination, establishment, and optician license applications and administration of the State Board Practical Examination.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Optician applications received	108	100	100
Explanation:	includes applications to sit for practical examination, comity and Reinstatement		
Optician licenses issued	70	50	50
Optician renewal applications processed	620	650	675
Establishment applications received	30	35	20
Establishment renewal applications processed	207	350	300
Explanation:	establishments are renewed June 30 so total carries over to next fiscal year		
Average number of days from receipt of application to sit for exam and approval	16	20	20
Average number of days from receipt of application for establishment license to granting of license	14	15	15
Percentage of renewals within 3 days	97	95	95
Customer satisfaction rating (Scale 1-8)	7	7	7

Number of licensees (new and existing) 944 950 965

- ◆ **Goal 2** To investigate and resolve consumer and Board initiated complaints in accordance with statutes and rules in order to protect the public from incompetent services and unprofessional and unethical conduct.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Complaints about licensees received and investigated	13	15	20
Complaints resolved	13	15	20
Disciplinary action	2	5	5
Number of days from receipt of complaint until completion	69	80	80
Explanation:	number of days is average of all complaints		

- ◆ **Goal 3** To better protect the public through the administration of a continuing education requirement in order to upgrade the profession of opticianry in accordance with the Board's mandate.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of licensees fulfilling continuing education requirement	100	100	100

OBA 0.0

Agency Summary

BOARD OF OPTOMETRY

Margaret Whelan, Executive Director

Phone: (602) 542-8155

A.R.S. § 32-1701

Mission:

To protect the health, safety, and welfare of Arizona citizens by regulating and achieving the highest standards in the optometry profession.

Description:

The Arizona State Board of Optometry examines, licenses, and regulates the profession of Optometric Doctors (O.D.). In addition, the Board registers out-of-state replacement contact lens dispensers. The Board investigates complaints alleging violations of the Optometric Practice Act and takes administrative regulatory action when required. Currently there are approximately 988 professionals licensed to practice in the State.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	187.7	202.2	202.2
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	187.7	202.2	202.2
FTE Positions	2.0	2.0	2.0

Strategic Issues:

Issue 1 To ensure that licenses are granted or renewed to qualified optometrists

To ensure that licenses are granted or renewed to qualified optometrists.

Issue 2 Continue registration and compliance with Arizona Revised Statutes pertaining to nonresident replacement contact lenses dispensers. Monitor any legislation pertaining to consumer protection concerning replacement contact lenses.

Pursuant to A.R.S. § 32-1773 and 32-1774, the Arizona State Board of Optometry is responsible for the registration of nonresident dispensers of replacement soft contact lenses. These companies provide prescription contact lenses to Arizona citizens via mail-order, telephone, and internet. The law requires these entities to register with the Board and dispense only to those customers holding a valid prescription for contacts.

Issue 3 To effectively investigate and adjudicate complaints pursuant to statutes and rules

To effectively investigate and adjudicate complaints pursuant to statutes and rules.

Issue 4 To ensure agency policies and procedures, including testing, renewal, initial licensing, and customer satisfaction, are effective and efficient.

To ensure agency policies and procedures, including testing, renewal, initial licensing, and customer satisfaction, are effective and efficient.

Issue 5 To ensure customer satisfaction with public information requests, license verifications, e-mail and phone communication.

To ensure customer satisfaction with public information requests, license verifications, e-mail and phone communication.

Goal 1 To ensure that licenses are granted or renewed to qualified optometrists.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
New licenses issued	48	70	0
License applications received	57	65	65
Active licensees	988	1,000	1,000
Average time to process an initial license application (in days)	44	46	46
Average calendar days to renew a license	1	2	2

Goal 2 To effectively investigate and adjudicate complaints pursuant to statutes and rules.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of complaints received	57	55	50
Total number of complaints resolved	57	50	50
Average number of days from receipt of complaint to resolution	64	75	75
Total number of disciplinary actions	0	5	3

Goal 3 To provide accurate information and programs to stakeholders, including but not limited to: citizens, licensees, health care organizations, and other governmental bodies.

Goal 4 To ensure agency policies and procedures are effective and efficient. (Including testing, renewal, initial licensing, and certificates of special qualification)

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Administration as % of total cost	4	7	7

IBA 0.0
OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION REVIEW
(OSHA) BOARD
Larry Etchechury, Director
Phone: (602) 542-4411
A.R.S. § 23-422

Agency Summary

Mission:

To be an independent body that adjudicates appeals of administrative law judge decisions regarding citations issued by the Arizona Division of Occupational Safety and Health, a division of the Industrial Commission.

Description:

The review board is an independent body and not directly a part of the Industrial Commission. The board consists of five members appointed by the Governor. One member shall be a representative of management, one member shall be a representative of labor and three members shall be representatives of the general public. The Industrial Commission is responsible for all budgetary actions, including providing administrative support.

Per A.R.S. § 23-423, the review board hears and rules on appeals regarding administrative law judge decisions of contested Occupational Safety and Health inspections. All ADOSH cases start with an informal conference with the Industrial Commission's OSHA division director. If a case is not resolved, the cited employer can request a hearing before an Industrial Commission administrative law judge. If either the director of OSHA or the cited employer disagrees with the outcome of that ruling, that ruling can be appealed before the review board. The decisions of the review board can be appealed to the Court of Appeals.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To hear and rule on OSHA appeal cases.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Cases ruled heard and ruled upon	0	2	2

OSA 0.0	Agency Summary
BOARD OF OSTEOPATHIC EXAMINERS	
Barbara Meyers, Acting Executive Director	
Phone: (480) 657-7703	
A.R.S. § 32-1800 et seq.	

Mission:

To protect the public health and safety of people in the State of Arizona through the regulation of physicians licensed to practice osteopathic medicine and surgery in the State.

Description:

The Board of Osteopathic Examiners licenses and regulates osteopathic physicians in the State of Arizona, which is distinguished from traditional medicine in that it focuses on preventive care with a special emphasis on the musculo-skeletal system. The system of hands-on techniques helps alleviate pain, restores motion, supports the body's natural functions and influences the body's structure to help it function more efficiently. There are approximately 2,200 licensed osteopathic doctors in Arizona. The Board is comprised of five doctors and two members of the public, which are all appointed by the Governor to five-year terms. The Board is responsible for the licensure and regulation of members of the Osteopathic medical community, the enforcement of standards of practice, and the review and adjudication of complaints.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	412.9
Other Appropriated Funds	698.4	698.7	786.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	698.4	698.7	1,198.9
FTE Positions	6.7	6.7	6.7

Strategic Issues:

Issue 1 Complaint/Investigation Process

The Agency intends to continue its strategy to reduce its backlog while preventing the undue aging of more recently received complaints. Agency staff will continue to review the procedures that constitute the investigation and review process, to ensure that protection of the public, due process, and administrative efficiency are maximized.

Issue 2 Licensure/Registration/Renewal Process

The Agency continues to expedite pending applications and works with the applicant to provide excellent customer service.. The Agency will explore use of trusted secondary, rather than primary source verifications of credentials. The Agency will utilize the newly installed software product to maintain more complete application information and eliminate paper applications and renewals.

Issue 3 Rule making

During the FY2009-2010 biennium, the Agency will be working with the Board to clarify and add Rules to better address the current status of issues that affect physicians and the protection of the public.

◆ **Goal 1** To issue and renew licenses promptly and in an effective manner

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of new and existing licenses	2,262	2,390	2,350
Number of licenses renewed; on-time and late	1,779	225	1,700
Average days to issue renewals	2	2	2
Number of applications for new license	198	200	210
Number of new licenses issued	189	200	200
Average days to issue new license	51	45	43

◆ **Goal 2** To investigate and resolve complaints in a timely manner

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Complaints resolved	191	225	225

Complaints investigated	191	225	225
Licenses that had Disciplinary Action taken	16	10	15
Average calendar days to resolve a complaint	360	225	200
Average calendar days to investigate a complaint	317	180	180
Complaints resolved	206	200	200

◆ **Goal 3** To administer the agency efficiently and provide customer service to the public

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Administration as percent of total cost	0	10	10
Customer satisfaction rating (1-8)	7.1	7.2	7.3

PCA 0.0

Agency Summary

PARENTS COMMISSION ON DRUG EDUCATION AND PREVENTION

Gustavo McGrew, Chairman

Phone:

ARS 41-1604.17

Mission:

To fund programs that increase and enhance parental involvement, and increase education about the serious risks and public health problems caused by the abuse of alcohol and controlled substances.

Description:

The Arizona Parents Commission on Drug Education and Prevention, also known as the Parents Commission, was created by voter initiative in 1996 and established by A.R.S. §41-1604.17. The Parents Commission is comprised of nine members appointed to the Commission by the Governor to serve two-year terms. Membership consists of five parents of children currently enrolled in Arizona schools and one representative each from the education, county probation, prevention and treatment, and law enforcement professions.

The Arizona Parents Commission on Drug Education and Prevention receives fifty percent of the monies deposited in the Drug Treatment and Education Fund to provide funding for programs that will increase and enhance parental involvement and will increase education about the serious risks and public health problems caused by the abuse of alcohol and controlled substances. The Drug Treatment and Education Fund, established by A.R.S. §13-901.02, receives seven percent of tax revenue collected on spirituous liquors and eighteen percent of tax revenue collected on vinous and malt liquor.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,310.0	3,840.0	3,840.0
Program Total	4,310.0	3,840.0	3,840.0
FTE Positions	0.0	0.0	0.0

Strategic Issues:

Issue 1 *The Parents Commission will increase public awareness through outreach and effective partnerships*

- ◆ **Goal 1** To fund programs that increase and enhance parental involvement, and increase and education about the serious risks and public health problems caused by the abuse of alcohol and controlled substances.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of individuals impacted directly and indirectly by programs and/or efforts funded by the Parents Commission, evidenced by program reports.	NA	50,000	60,000

Explanation: The Commission has not measured this previously.

- ◆ **Goal 2** To increase public awareness through outreach and effective partnerships.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of public education and awareness events sponsored by the Parents Commission.	N/A	8	10

PRA 0.0

Agency Summary

STATE PARKS BOARD

Ken Travous, Executive Director

Phone: (602) 542-7102

A.R.S. §§ 41-511. seq.

Mission:

To manage and conserve Arizona's natural, cultural, and recreational resources for the benefit of the people, both in our parks and through our partners.

Description:

Under the direction of the Arizona State Parks Board, the agency develops and manages thirty State parks and natural areas and provides safe and enjoyable facilities and programs for over two million visitors annually. The Board also, upon recommendation of several advisory committees, provides approximately \$40 million in financial incentives annually to government and nongovernment entities through eight different grant programs. Through the State Historic Preservation Office, the Agency preserves Arizona's prehistoric and historic resources. The Agency also coordinates two Recreational Trails programs, one for motorized and one for non-motorized trail activities. The Agency coordinates statewide resource planning, public involvement and educational opportunities through partnerships for public purposes. State Parks is comprised of the Director's Office and three divisions: Parks, Partnerships, and Administration.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ PARK DEVELOPMENT AND OPERATION	20,046.0	23,687.6	29,226.8
➤ PARTNERSHIPS AND GRANTS	77,903.0	75,460.0	75,232.3
➤ ADMINISTRATION	11,216.7	5,984.7	5,984.7
Agency Total:	109,165.7	105,132.3	110,443.8

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	27,784.5	28,463.2	34,561.6
Other Appropriated Funds	9,950.3	8,899.7	6,527.6
Other Non Appropriated Funds	71,430.9	67,769.4	69,354.6
Program Total	109,165.7	105,132.3	110,443.8
FTE Positions	360.3	359.3	359.3

Strategic Issues:

Issue 1 *As the agency moves towards its vision, funding constraints require us to seek new solutions in Information Technology, Training and Partnerships.*

As Arizona State Parks moves towards its vision "to be recognized nationally and locally as the outstanding resource management organization," funding is not available to expand programs. As the agency earns over forty percent of its operating revenues, revenue shortfalls continue to create operational and capital needs backlogs. Three areas were identified as having the most promise in helping achieve our new vision.

In technology, the development of a Geographic Information Systems database will change the way we manage our assets in the future. In partnership with the Arizona Department of Administration, we are already changing the way we manage our employees through the implementation of the Human Resource Information Solution, Your Employee Services and the Hiring Gateway. New technology issues relate to revenue generation with the implementation of an internet reservation system for Kartchner Caverns State Park, a campground reservation system at our other parks and the leveraging of these technological enhancements through marketing to result in increased visitation and revenues at our parks.

To ensure the best use of our employees, a survey was conducted to pinpoint professional development and training needs as articulated by both supervisors and employees. In addition, focus groups were conducted throughout the state to identify training and communication issues. Arizona State Parks will develop a strategic relationship with the Arizona Government University to meet these identified professional development and training needs.

Finally, as Arizona State Parks cannot employ all the people it needs to accomplish its mission, partnerships will be developed with the universities, other agencies and non-profits. Arizona State Parks will also endeavor to expand its volunteer base and friends groups. By focusing these organizations on specific issues, Arizona State Parks hopes to raise the bar of resource management in Arizona.

Issue 2 *To communicate the new vision, the agency will establish and present a clear and consistent image to its internal and external customers.*

Internally, Arizona State Parks will establish a new "Contact Us" e-mail account so employees can submit questions, even if they are unsure who might have the pertinent information to answer their question. Arizona State Parks will recognize and post on the agency website efforts made by each park or section to achieve the new vision. Retreats and training will be conducted with managers that focus on natural and cultural resource issues. Finally, a communication initiative will ensure all employees understand the new direction of Arizona State Parks and their role in achieving the new vision. As part of this initiative, more frequent staff meetings will occur and detailed minutes of Executive meetings will be provided to all staff. Executive meetings will make time available to answer questions from the agency and include those answers in the minutes.

Externally, Arizona State Parks, in conjunction with its advisory groups, will continue to evaluate grant programs to incorporate the new vision. Arizona State Parks will also pursue conservation projects and programs that illustrate areas of strategic concern. These include invasive species, open space, riparian habitat and historic preservation, to name a few.

Issue 3 *This Strategic Plan will provide a systematic approach to move the agency toward the vision.*

Too often, Strategic Plans only document what an agency already does. Arizona State Parks' vision is where we want to be, not where we currently are. Therefore, quarterly reports are given to the Arizona State Parks Board by the Executive Director documenting the steps taken to move the agency towards the vision. These strategic issues all have goals and objectives separate from the Strategic Plan completed in FY 2008. These issues, goals and objectives will be evaluated by the Arizona State Parks Board annually.

PRA 1.0

Program Summary

PARK DEVELOPMENT AND OPERATION

Jay Ream, Assistant Director

Phone: (602) 542-7103

A.R.S. §§ 41-511 et. seq.

Mission:

To acquire, develop, manage and conserve Arizona State Parks' natural, cultural, educational and recreational opportunities.

Description:

The Operations, Development, and Resources Management Section are responsible for acquiring, planning, developing, managing, and maintaining natural, cultural, and recreational resources within the State Parks System for public use, education, enjoyment and safe visitor experiences. The Operations Section hosts well over two million visitors annually at the thirty State Parks and natural areas and manages park programs, activities, maintenance, visitor services and visitor safety. The Development Section is responsible for the construction of park amenities and the development of Parks' properties along with administering the capital improvement program. The Resources Management Section is responsible for the acquisition of Park properties and natural areas. Responsibilities also include master planning, real estate management, historical preservation, protection of historical and cultural sites, environmental and science issues confronting Park resources, as well as developing comprehensive long-range plans that deal with statewide recreational and cultural issues.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,785.5	5,061.8	9,553.0
Other Appropriated Funds	7,469.3	7,622.2	5,250.1
Other Non Appropriated Funds	7,791.2	11,003.6	14,423.7
Program Total	20,046.0	23,687.6	29,226.8
FTE Positions	283.8	283.8	283.8

◆ **Goal 1** To consistently provide a safe, accessible, and enjoyable system of State Parks and natural areas for public use.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Annual park attendance (in thousands)	2,348.3	2,400.0	2,450
Percent of park visitors that are satisfied	97	95	95
Number of new acres of open space and parkland space purchased by State Parks or facilitated through its grant programs	1,815	2,000	2,000
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average cost per state park visitor (in dollars)	0.98	1.20	1.20

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Ranger-led interpretive program participants (in thousands)	180.5	200	210

◆ **Goal 2** To Improve Arizona State Park's effectiveness at conserving and protecting Arizona's natural and cultural resources (all are contingent on receiving sufficient funding)

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of Collection in management system.	60	60	70

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of exhibits created/updated.	40	50	55

PRA 2.0

Program Summary

PARTNERSHIPS AND GRANTS

Jay Ziemann, Assistant Director

Phone: (602) 542-7104

A.R.S. §§ 41-511 et. seq.

Mission:

To enhance, preserve and conserve Arizona's significant natural, cultural, and recreational resources for the public benefit.

Description:

Arizona State Parks is not just responsible for managing a system of thirty State Parks, but also for enhancing a statewide system of parks and cultural and recreational opportunities. The Partnerships Division is the component of the Agency that oversees numerous programs of a statewide nature, such as historic preservation, grants and research and marketing, that goes beyond our own system of parks, relying on strong partnerships with other entities to accomplish State Parks' goals.

The State Historic Preservation Office (SHPO) is responsible for the identification, evaluation and protection of Arizona's prehistoric and historic heritage resources and compliance with federal and state laws. The SHPO also oversees many educational and stewardship programs and events that engage it with the general public concerned about historic resources. The Grants Section is responsible for managing the grant programs administered by the Arizona State Parks Board. More than \$40 million is available annually to Arizona's communities, resource managers and agencies to preserve and enhance Arizona's significant natural, open space, cultural and recreational resources. Programs include grant funds for Local and Regional Parks, Land and Water Conservation, Lake Improvements, Boating Law Enforcement and Safety, Trails, Off-Highway Vehicles, Historic Preservation and Open Space conservation. The External Affairs section develops and pursues legislation, provides policy analysis and research to support all programs, and coordinates marketing and public information for the Agency.

The Partnerships Division is served by seven standing advisory committees who work with staff and advise the Parks Board on a number of matters. Members of the Arizona Outdoor Recreation Coordinating Commission (AORCC), Conservation Acquisition Board, and Archaeology Advisory Commission are appointed by the Governor; the Arizona State Committee on Trails, Off-Highway Vehicle Advisory Group, and Historic Preservation Advisory Committee by the Arizona State Parks Board; and the Historic Sites Review Committee by the State Historic Preservation Officer. Staff coordinate with these advisory committees and other partners to plan, inventory, enhance, preserve, manage and interpret Arizona's significant natural, cultural and recreational resources for the education and enjoyment of the public.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	20,480.7	20,563.7	20,563.7
Other Appropriated Funds	2,274.3	1,092.7	1,092.7
Other Non Appropriated Funds	55,148.0	53,803.6	53,575.9
Program Total	77,903.0	75,460.0	75,232.3
FTE Positions	36.0	35.0	35.0

◆ **Goal 1** To effectively provide the appropriate services, information and grants for land and water-based recreation and open space opportunities by involving our customers and partners in our programs, parks and planning efforts.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Trails grant projects funded as high priority	90	50	50

Percent of OHV grant projects funded as high priority	100	50	50
Percent of LRSP grant projects funded as high priority	75	75	75
Percent of SLIF grant projects funded as high priority	50	50	50
Percent of Historic Preservation grant projects funded as high priority	100	75	75

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of satisfactory compliance findings of grant audits	85	85	85

- ◆ **Goal 2** To foster and streamline the identification and preservation of Arizona's significant cultural resources by offering technical assistance, educational opportunities, written guidance, financial assistance and other incentives to our preservation partners.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of SHPO paper records converted	77	80	85

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of pass-through funds obligated to CLGs	100	100	100

- ◆ **Goal 3** To increase awareness of, visitation to and support for Arizona State Parks.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Annual Park Attendance (in thousands)	2,348.3	2,400.0	2,450

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Park Visitor Satisfaction rating	97	95	95
Historic Park Visitor Satisfaction rating	97	95	95

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of invoices paid within 30 days of receipt	98.8	95	95

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Amount of concession revenue collected	432,500	450,000	450,000

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Administration as a percentage of total cost	3.1	5.0	5.0

- ◆ **Goal 2** To create a positive environment that encourages professional development and employee retention.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of employee turnover	17.9	15	15

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of park rangers trained - CPR	88	85	85
Percent of park rangers trained - First Aid	41	50	50
Number of Officers meeting AZPOST training requirement.	55	55	55
Percent of park rangers trained - Wild Land Fire Fighting	37	35	35
Percent of park rangers trained - EMT	7	5	5
Number of park rangers trained - Interpretation	144	145	145

PRA 3.0

Program Summary

ADMINISTRATION

Mark Siegwarth, Assistant Director

Phone: (602) 542-6920

A.R.S. §§ 41-511 et. seq.

Mission:

To provide leadership, advice and guidance in managing the business, financial, technological and human resources of the agency.

Description:

Administration is accomplished through the Director's Office and the Administrative Services Division. The Director's Office manages the three programs of the agency, oversees implementation of the Strategic Plan and monitors progress toward meeting the Agency's goals. The Administrative Services Division provides support to all the activities, responsibilities and programs and assures that the Agency has the necessary authority, financial resources, human resources, management information and technical capability to accomplish their mission.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,518.3	2,837.7	4,444.9
Other Appropriated Funds	206.7	184.8	184.8
Other Non Appropriated Funds	8,491.7	2,962.2	1,355.0
Program Total	11,216.7	5,984.7	5,984.7
FTE Positions	40.5	40.5	40.5

- ◆ **Goal 1** To maximize agency resources and enhance information sharing.

PBA 0.0

Agency Summary

STATE PERSONNEL BOARD

Judy Henkel, Executive Director

Phone: (602) 542-3888

A.R.S. §§ 41-781, 41-782, 41-785 and 38-531 et seq.

Mission:

To provide an efficient and impartial hearing process while carrying out its statutory mandate to hear and review disciplinary appeals and whistleblower complaints filed by state employees, former state employees, and other individuals referenced in statute.

Description:

The Personnel Board is responsible for hearing and reviewing, via an administrative hearing process, appeals filed by state employees who have been dismissed from state service, suspended for more than 40 working hours, or demoted resulting from disciplinary action. The Board also hears and reviews complaints filed under the whistleblower statute. Under the direction of the presiding hearing officer, the proceedings are conducted on an informal basis through the taking of direct testimony, the cross examination of witnesses, and the admission of evidence. A record of the proceedings is taken and made available, upon request, to hearing officers, board members, and parties to the appeal. The hearing officer determines the facts based on the evidence presented and makes a recommendation regarding discipline to the Board. Board members are subsequently provided with case information so they may determine proper discipline.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	349.0	372.4	422.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	349.0	372.4	422.4
FTE Positions	3.0	3.0	3.0

Strategic Issues:

Issue 1 *Continue to provide a fair, impartial, and expeditious hearing process*

Fair and Impartial Hearing Process: Satisfaction survey results indicate stakeholders feel the Board does provide fair and impartial hearings. The Board will continue to include this as one of its strategic issues. It is important that hearings remain fair and impartial and that hearing officers display an unbiased position at all times. Expeditious Hearing Process: In FY 2008, the average number of days from receipt of an appeal or complaint until the board issued a final order decreased from 125 to 113. The Board will encourage parties to be prepared for the first day of hearing and discourage unnecessary continuances.

Issue 2 *Maintain and improve internet website.*

The board has an informational website that contains basic public information. The board will continue to update the website as necessary and seek improvement to provide additional information and materials. The board would like to update its website to conform with the uniform format designated by GITA.

Issue 3 *Replace three personal computers in the office.*

In order to retain efficiency of operation, replacement of three personal computers will be pursued.

◆ Goal 1 To provide state agencies and employees/citizens with a fair and efficient administrative hearing process.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of appeals/complaints filed	76	84	84
Hearing days	60.5	62	62
Average days from receipt of an appeal/complaint until the board issues a final order	113	115	115
Average cost of an appeal/complaint (dollars)	1,216	1,550	1,625

◆ Goal 2 To ensure customer/client satisfaction with process.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of cases appealed to Superior Court	3	3	0
Number of cases remanded from court	0	0	0
Percent of customers rating overall hearing process as good to excellent	90	90	90
Percent of customers rating overall hearing process as "average"	10	10	10

◆ Goal 3 To continuously implement changes that will increase effectiveness and internal capacity to deliver services.

◆ Goal 4 To strengthen relationships with stakeholders (agencies and constituents).

SBA 0.0

Agency Summary

OFFICE OF PEST MANAGEMENT

Ellis M. Jones, Acting Director

Phone: (602) 255-3664

A.R.S. §§ 32-2301 et. seq.

Mission:

To advocate and promote, through education, training and enforcement, the safe application of pest control technologies, which will result in the maximization of the health and safety of the residents of Arizona, and the protection of their property and the environment.

Description:

The Office of Pest Management (OPM) licenses and regulates pest control companies, qualifying parties, and applicators; provides education and training to applicants and licensees; and provides education and information to the public regarding pest control activities in non-agricultural settings.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,518.0	2,774.3	2,644.0
Other Non Appropriated Funds	78.1	111.9	107.1
Program Total	2,596.1	2,886.2	2,751.1
FTE Positions	38.0	34.0	33.0

Strategic Issues:

Issue 1 **Protect consumers through responsible legislation and education.**

Protect Arizona consumers through reasonable regulation, by having appropriate laws and rules; and providing information to consumers and education and training to the pest management industry.

Issue 2 **Provide a high level of customer service to consumers and pest management professionals.**

Provide a high level of customer service to consumers and pest management professionals as efficiently as possible, given resource limitations, using Web site notices and information, on-line continuing education reporting, on-line license renewals, computer-based license examinations that have updated questions and study materials, updated and integrated databases, trained and motivated staff members.

Issue 3 **Ensure balanced regulation.**

Conduct Inspections, and Process Inquiry Investigations and Complaints, in a fair and thorough manner to balance compliance assistance to the pest management industry, while taking sufficient enforcement action when required.

◆ **Goal 1** To provide accurate and efficient service to prospective and licensed businesses, applicators and qualifying parties in obtaining and maintaining licenses.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total of all licensing applications received.	12,123	12,000	12,000
Average calendar days from receipt of completed application to ruling on application for Applicator testing.	20	20	20
Average calendar days from receipt of completed application to ruling on application for Qualifying Party testing.	45	45	45
Qualifying Party License renewals issued.	1,330	1,300	1,300
Total of all licenses issued.	9,864	10,300	10,300
Applicator License renewals issued.	6,353	6,400	6,400
Percentage of licenses processed within overall time frame.	100	100	100
Percentage of Applicator License renewals processed on line of those that did renew.	78	75	75

Percentage of Qualifying Party License renewals processed on line of those that did renew.	82	80	80
Percentage of Business License renewals processed on line of those that did renew.	80	80	80
Business License and Branch Office renewals issued.	1,189	1,150	1,150

◆ **Goal 2** To provide continuous quality education to the public and industry members through the Office of Pest Management presented or approved programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of contact hours for Initial License Training taken annually from the OPM.	1,240	1,300	1,300
Number of CE contact hours taken annually from the OPM.	4,194	4,200	4,200
Number of Education and Training staff hours provided to the Public by the OPM (not including ILT and CE training).	49	50	50

◆ **Goal 3** To Monitor pesticide applications and ensure compliance with OPM Laws and Rules.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total inspections conducted (use and non-use).	5,485	5,000	5,000

◆ **Goal 4** To efficiently and professionally investigate inquiries and complaints to protect and maximize the safety of the general public.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total Inquiry investigations conducted and completed.	117	125	125
Total Complaint investigations conducted and completed.	33	50	50
Number of Consent agreements reached/orders finalized.	37	40	40
Number of formal hearings held.	2	10	10
Percent of investigations resulting in disciplinary action.	73	70	70
Number of licenses Revoked.	4	5	5
Total consumer and agency generated complaints.	33	40	40
Average calendar days from receipt of complaint to resolution	216	220	220

PMA 0.0

Agency Summary**BOARD OF PHARMACY**

Hal Wand, Executive Director

Phone: (602) 771-2740

A.R.S. §§ 32-1902 and 32-1904 et seq

Mission:

To protect the health, safety and welfare of the citizens of Arizona by regulating the practice of pharmacy and the distribution, sale and storage of prescription medications and devices and non-prescription medications.

Description:

The Board of Pharmacy has four primary functions. The first is to issue licenses to pharmacists, pharmacy interns and pharmacy technicians. Additionally, it is responsible for issuing permits to pharmacies, manufacturers, wholesalers and distributors. The Board also conducts compliance inspections of permitted facilities, and investigates complaints and adjudicates violations of applicable state and federal laws and rules. Lastly, the agency promulgates and reviews state rules and regulations in regard to the industry.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,664.7	1,920.9	2,097.8
Other Non Appropriated Funds	24.2	1.5	1.5
Program Total	2,688.9	1,922.4	2,099.3
FTE Positions	14.0	14.0	14.0

Strategic Issues:**Issue 1 To provide all interested parties with readily retrievable records in electronic format when possible..**

To convert to electronic storage of all our license and permits files. This will allow for the reduction of the required space to house file cabinets currently storing the hard copy documents and will avoid loss of documents due to age or exposure to the elements.

Issue 2 To upgrade essential software and hardware systems.

In an effort to avoid the effects of computer obsolescence, the Board plans on continuing our aggressive policy of finding and using new and innovative methods to improve our performance. Credential renewals, verifications, and inspection data are a few of the areas where electronic information processing is very much in use and needs to be further developed..

Issue 3 To establish uniform terms in board orders involving disciplinary actions.

Adopting uniform disciplinary orders based on the level of non-compliance establishes a level playing field for practitioners and assure the public that violations are adjudicated commensurately to their level of severity without regard to the individual involved.

Issue 4 To expedite processing and resolution of consumer complaints.

To rapidly and accurately investigate complaints and provide progressive discipline for instances where non-compliance occurs. The discipline is designed to protect the public from non-compliant credentials or from unprofessional/unethical conduct.

Issue 5 To expedite credentialing of qualified applicants.

To see that applications for licensure are processed as efficiently and expeditiously as possible, ensuring that all requirements have been met. Examinations are now given electronically five days a week which has improved a portion of the licensure proceedings. We are currently working with GITA and NIC to develop more electronic interfaces which will allow an applicant to complete registration online at the state level.

Issue 6 To ensure that licenses and permits are granted only to competent applicants with high standards of professional and ethical conduct.

To provide training to agency employees that help them keep current with the changes in the practice of pharmacy. This will help them to ensure that candidates for licensure or practicing pharmacists possess the training and education needed to provide the public with competent and ethical professionals.

Issue 7 To implement and maintain a statewide prescription monitoring program (PMP) to inform health care providers about the utilization of controlled substances by their patients. The program will identify illegal diversion while providing assurance that legitimate pain therapy is not curtailed.

The legislature authorized the program in 2007; up to \$395K in funds may be transferred from fund 2052 to fund 2359 annually. An RFP was completed and a vendor was selected. A vendor contract was awarded on March 31, 2008 for data collection, storage and maintenance, and web hosting services. A PIJ was approved by GITA. Data collection from pharmacies is set to begin on October 11, 2008. The database will be available for use by prescribers and dispensers in December 2008.

◆ Goal 1 To ensure that licenses and permits are only granted to US citizens who are competent applicants with high standards of professional and ethical conduct.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Disciplinary actions/100 Registered Pharmacists (RPH)	1.2	1	1
Complaints per 100 practitioners	1.9	2	2
Continuing education seminars conducted for pharmacists	20	20	20
Board meetings	7	7	7
Miles Driven-Inspections	83,871	84,000	84,000
Pharmacies-Inspections	964	980	1000
Compressed medical gas suppliers & distributors-Inspections	6	7	9
Manufacturer-Inspections	1	5	8
Non-Prescription Drug Permit-Inspections	1,757	1,800	1,800
Wholesaler-Inspections	96	100	125
Re-inspections	42	15	20
Total number of inspections conducted	2,866	2,907	2,962

◆ Goal 2 To process applications in a timely and thorough manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average days from receipt to issuance of license	4.5	5	5.5
Average cost to client of application processed (dollars)	75	77.50	90
Compressed Medical Gas Suppliers & Distributors-Permitees	263	270	270
New pharmacists	540	550	560
Total number licenses/renewals issued	17,122	19,072	21,059
Explanation: Total number licenses/renewals issued in FY			
Total number applications received in FY	18,332	20,282	22,269
Total number individuals or facilities licensed thru FY	30,662	32,928	39,993
Pharmacy Interns-Licensees	1,789	1,850	1,900
Non-Prescription Drug Permit-Permitees	4,130	4,200	4,320
Manufacturers-Permitees	132	134	134
Pharmacists-Licensees	8,657	9,207	9,767
Pharmacies-Permitees	1,616	1,664	1,714
Wholesalers-Permitees	667	673	680
Pharmacy Technician	13,408	17,308	21,208

◆ Goal 3 To investigate complaints promptly and completely and employ progressive discipline.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Disciplinary actions	53	60	60
Average days from receipt of complaint to resolution	47.8	60	60
Average monthly backlog of complaints unresolved	4	4	4
Disciplinary conferences	23	30	40
Administrative hearings & consents	53	60	60

Total number of complaints received	163	175	190
Total number of investigations conducted	163	175	190
Number of licenses revoked or suspended	30	40	40

◆ **Goal 4** To implement and maintain a comprehensive electronic Prescription Monitoring Program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Use new prescription monitoring program fund to implement prescription monitoring program approved by legislature in 2007.	83,621	174,932	174,932
Explanation: Implement the prescription monitoring program			
Length of time in hours required to provide reports pertaining to suspect activity to requestor (practitioner, law enforcement agency).	0	48	96
About how many licensed PRESCRIBERS were there?	22,801	23,400	24,200
About how many licensed/permitted DISPENSERS were there?	4,000	4,300	4,600
for PRESCRIBERS: How many solicited reports were produced?	0	200	300
For PRESCRIBERS: How many unsolicited reports were produced?	0	200	300
for DISPENSERS: How many solicited reports were produced?	0	100	200
for DISPENSERS: How many unsolicited reports were produced?	0	100	150
For Law Enforcement INVESTIGATIONS OR COMPLAINTS: How many solicited reports were produced?	0	3	7
For Law Enforcement INVESTIGATIONS OR COMPLAINTS: How many unsolicited reports were produced?	0	2	4
For Professional Licensing Board INVESTIGATION OR COMPLAINTS: How many solicited reports were produced?	0	3	5
For Professional Licensing Board INVESTIGATIONS OR COMPLAINTS: How many unsolicited reports were produced?	0	2	4

PTA 0.0
Agency Summary
 BOARD OF PHYSICAL THERAPY EXAMINERS
 Heidi Herbst Paakkonen, Executive Director
 Phone: (602) 274-1088
 A.R.S. § 32-2001

Mission:

To process applications for licensure as a physical therapist and certification as a physical therapist assistant, and to enforce the statutory provisions of the Arizona Physical Therapy Practice Act for purposes of protecting the health, safety and well-being of the public from the incompetent, unethical and/or illegal practice of physical therapy.

Description:

The State Board of Physical Therapy licenses qualified physical therapists and certifies qualified physical therapist assistants; investigates and adjudicates complaints; assesses continuing competence; and enforces the standards of practice for the physical therapy profession. The Board regulates approximately 4,000 professionals licensed and certified to practice in the State. The Board serves all citizens of and visitors to the state who receive physical therapy care by an Arizona licensed physical therapist or a certified physical therapist assistant.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	466.8	360.2	360.2
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	466.8	360.2	360.2
FTE Positions	3.6	3.6	3.6

Strategic Issues:

Issue 1 **The Arizona Board of Physical Therapy will assess the need to either reduce operating expenses, to increase fees, or both as a result of a transfer of \$100,000 from the Board's fund to the State of Arizona general fund.**

The fiscal year 2008 budget reconciliation bill transferred \$100,000 from the fund of the Arizona Board of Physical Therapy into the State of Arizona general fund. The Board has historically monitored its cash flow very closely and on at least a quarterly basis the Executive Director advises the Board on projected revenues, projected expenditures and fluctuations of the agency fund for the next five to six fiscal years. Given the unanticipated loss of \$100,000 the Board must continue to identify and implement operating efficiencies and other cost savings strategies while ensuring that the public is not adversely impacted or that the Board's fails to meet its legislative mandates. The Board will delay increasing fees as long as possible.

Issue 2 **The Arizona Board of Physical Therapy is exploring options intended to provide the public with improved access to information on physical therapy consumer rights, and to the investigative and disciplinary histories of licensed physical therapists and certified physical therapist assistants.**

Increasingly regulatory agencies are using searchable websites for use by the public in obtaining information about a licensed health care professional's level of education, years of practice, areas of specialty, and complaint and disciplinary history. The Board has entered into an interagency service agreement with the Arizona School Facilities Board for purposes of working with that agency's IT manager on a project that will provide physical therapy consumers with increased information on a licensed physical therapist (or certified physical therapist assistant's) record with the Board with respect to the number and nature of complaints and investigations, and specific information on any disciplinary or non-disciplinary action taken. The Board intends to post actual copies of actions taken for the public and consumers to view. Depending on the scope and cost of this project, it may be implemented over the current and the next fiscal year.

Issue 3 **The Arizona Board of Physical Therapy will initiate a comprehensive revision of Title 4, Chapter 24, Article 4. The purpose of this revision is two-fold: 1) to correct rule language that is unclear, contradictory, incomplete and contrary to statute, and to add continuing competence requirements for physical therapist assistants and 2) to incorporate some or all of the components of the continuing competence initiative that is currently being developed by the Federation of State Boards of Physical Therapy (FSBPT).**

The Board has conducted a thorough review of the agency's administrative rules and has determined that Article 4 requires significant revisions. The Board completed revision of Articles 1 and 2 of the rules (effective date of August 5, 2006) and completed work on Article 3 of the rules with an anticipated effective date of October 4, 2008.

A volunteer Task Force group has been appointed by the Board to provide input into the proposed rules as they relate to continuing competence requirements for PTs and for PTAs. The Board must allocate a substantial amount of its resources to the rule promulgation effort, and toward educating the public, PT licensees, and PTA certificate holders about the changes to the law. The Board intends to closely monitor the development of the continuing competence initiative of the Federation of State Boards of Physical Therapy in order to determine how best to update its requirements to reflect current research.

◆ Goal 1 To efficiently process the licensure and certification applications of qualified and competent Physical Therapists and Physical Therapist Assistants within the Board's statutory and rule time frame requirements.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of physical therapist licenses or physical therapist assistant certificates issued within the required time frames to applicants who meet the requirements established by law.	100	100	100
Explanation:	Agency complies with A.A.C. R4-24-209, Time Frames for applications.		
Number of new licenses or certificates issued	303	310	310
Explanation:	Number of new licenses and certificates issued		
Average time, in calendar days, between receipt of completed application to issuance or denial of licensure or certification.	17	16	16
Explanation:	Agency tracks number of days in substantive review time frame for application (number of days from completion until Board action).		
Number of licenses/certificates denied.	2	2	2
Explanation:	Agency tracks and reports number of applications denied.		
Number of licenses/certificates renewed	11	3,600	25
Explanation:	FY 2005 estimate reflects renewals processed from July 1 through August 31, which represents the majority of renewals.		
Number of applications received.	479	500	520
Explanation:	Number of applications received.		

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Board meetings conducted within appropriate time frames	0	100	0
Explanation:	Agency schedules and conducts Board meetings in order to comply with administrative rules for substantive review for applications, as well as for internal policies addressing complaint initial reviews and hearings.		

◆ Goal 2 To timely investigate and adjudicate complaints, and to provide enforcement of the law, Board actions and Board orders in an effort to protect the public from unlawful practice, incompetent services and unprofessional and unethical conduct.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of complaints over which the Board has jurisdiction investigated.	100	100	100
Explanation:	Percent of complaints over which the Board has jurisdiction investigated.		

Percent of unlawful practice investigations over which the Board has jurisdiction investigated.	100	100	100
Explanation:	Percent of unlawful practice investigations over which the Board has jurisdiction investigated.		
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of complaints received	47	60	65
Explanation:	Total number of complaints received.		
Total number of disciplinary actions issued	23	30	35
Explanation:	Total number of disciplinary actions issued.		
Average number of days to adjudicate complaints received in a given fiscal year.	139	150	150
Explanation:	Average number of days to adjudicate complaints received in a given fiscal year.		
Number of licenses suspended/revoked/voluntarily revoked	3	5	5
Explanation:	Number of licenses suspended/revoked/voluntarily revoked		
Total number of unlawful practice investigations received by the Board for investigation	0	15	0
Explanation:	Total number of unlawful practice investigations received by the Board for investigation		

◆ **Goal 3** To provide accurate information, with the highest quality customer service, to all requests from citizens, licensees, health care organizations and public agencies for public records information and license verifications.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of requests for license verifications processed and issued within 15 days of receipt	0	100	0
Explanation:	Board staff prepares licensure verifications a designated day every week to minimize the wait time for the requestor.		
Number of formal verifications of licensure prepared and issued.	0	750	0
Explanation:	Board staff tracks and reports the number of requests received.		
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of written requests for public records received	51	75	75
Explanation:	Agency tracks and reports the number of public records requests filed.		
Average number of business days to process written requests for public records	6.7	7	7
Explanation:	Agency tracks and reports the number of days required to process requests for copies of the public record.		

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
To achieve an average score of 6.0 on a scale of 0 to 8.0 on the agency's customer satisfaction survey.	6.8	7.0	7.0
Explanation:	Customer satisfaction survey.		

◆ **Goal 4** To assess the continuing competence (continuing education) of physical therapist licensees and physical therapist assistant certificate holders selected through random audit.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of physical therapist licensees whose continuing competence records were successfully audited by the Board for compliance.	n/a	12	n/a
Explanation:	Percent of physical therapist licensees whose continuing competence records were successfully audited by the Board for compliance.		
Percent of continuing competence audit notices sent within 60 calendar days following the license renewal deadline.	0	100	0
Explanation:	Percent of continuing competence audit notices sent within 60 calendar days following the license renewal deadline		

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of physical therapist assistant certificate holders whose continuing competence records were successfully audited by the Board for compliance (requirements to be in effect as of FY 2009).	n/a	n/a	10
Explanation:	Percent of physical therapist assistant certificate holders whose continuing competence records were successfully audited by the Board for compliance.		
Percent of continuing competence audit notices sent within 60 calendar days following the license renewal deadline.	n/a	100	n/a
Explanation:	Percent of continuing competence audit notices sent within 60 calendar days following the license renewal deadline.		

PIA 0.0

Agency Summary**ARIZONA PIONEERS' HOME**

Gary Olson, Superintendent

Phone: (928) 445-2181

ARS 41-921

Mission:

To provide long-term health care services to Arizona pioneers and disabled miners who meet statutory admission criteria.

Description:

The Arizona Pioneers' Home was established in 1909 by the Territorial government of Arizona as a home for the aged and infirm to repay the faithful and longtime Arizona residents who helped pioneer and build the state. It opened its doors in 1911. In 1929, the scope of the home was broadened to also be Arizona's hospital for disabled miners. The Arizona Pioneers' Home is a continuing care retirement home presently serving 120 Arizona pioneers and disabled miners. The Pioneers' Home employees provide direct nursing care, food service, activities, social services, housekeeping, laundry, maintenance, business and administrative services and support to the residents, and strive to meet state and federal nursing facility standards through modeling best practices. The Home is surveyed each year by the Arizona Department of Health Service's Office of Long Term Care.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,123.9	24.0	24.0
Other Appropriated Funds	5,154.2	6,651.1	6,740.0
Other Non Appropriated Funds	26.7	0.0	0.0
Program Total	6,304.8	6,675.1	6,764.0
FTE Positions	115.8	115.8	115.8

Strategic Issues:**Issue 1 Restructure and enhance development of the Nursing Department in coordination with all other departments.**

The Arizona Pioneers' Home Nursing Department is restructuring to align with and/or exceed current best practices in long term care nursing. In this, Nursing Department PDQs will be revised by June 2009 to specify roles in the enhancement of nursing care and services, and establish systems in the continuous quality improvement. Additionally, the Arizona Pioneers' Home has implemented a progressive resident assessment and care planning system with state-of-the-art software to produce an improved picture of resident care needs and an enhanced individualized plan of care that encompasses all department services in an interdisciplinary format.

Issue 2 Increased visibility and awareness of the Arizona Pioneers' Home locally and statewide.

The Arizona Pioneers' Home is a historic agency that provides care and services to Arizona pioneers and disabled miners who meet certain statutory criteria. Even though the Home has existed and provided services since 1911, it is not well-known throughout the state. In an effort to become more visible, various improvements in marketing and programming are being made, including: making power-point presentations about the Arizona Pioneers Home to at least one location in each county annually, making contact with each county health department administrator to inform of the Arizona Pioneers' Home, seeking out opportunities with media and publications to highlight the Arizona Pioneers' Home (e.g.: Arizona Highways magazine, and "Arizona Stories" on Arizona State University's and University of Arizona's PBS channels), and seeking out other opportunities to increase positive exposure of the Arizona Pioneers' Home.

Issue 3 Enhance the internal/external restoration and décor of the Home to maintain its historic presence and preservation.

The Arizona Pioneers' Home was originally constructed in 1910 and has undergone a number of additions throughout the years. In 1995, the Arizona Pioneers' Home was placed on the National Registry of Historic Places. In an effort to preserve its historic appearance while also

maintaining the provision of the highest quality long-term care, the Superintendent and staff of the Arizona Pioneers' Home will pursue all available avenues to restore and maintain the structure and enhance current medical and supportive service programming in order to improve care and services without deflecting from its historic appearance.

Issue 4 Prepare for the Arizona Pioneers' Home centennial celebration.

Since February 1, 1911, the Arizona Pioneers' Home has maintained a history rich in care, recognition, and compassion for Arizona's prominent sons and daughters. To celebrate our 100th anniversary of giving back to Arizona's pioneers and disabled miners, the Arizona Pioneers' Home is preparing an historic tribute to those we've cared for and for those who have provided the care.

◆ Goal 1 To increase the visibility and awareness of the Arizona Pioneers' Home locally and statewide.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Net increase in average daily census of the Home.	(7)	7	5
Explanation:	To increase admissions to the Home by said number greater than discharges.		
Number of candidates on the inquiry/interest list.	85	90	90
Number of residents from counties other than Yavapai and Maricopa.	15	20	25

◆ Goal 2 To enhance the internal and external restoration and décor of the Home to maintain its historic presence and preservation.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Complete the restoration/repair of the front balcony and eaves.	0	1	0
Complete the restoration/remodel of the lobby.	0	0	1
Complete other identified restoration items.	0	0	1
Complete resurfacing of asphalt parking areas and drives.	0	0	0

◆ Goal 3 To prepare for the Arizona Pioneers' Home centennial celebration.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Conduct planning meetings.	1	10	12
Complete historic research and presentation items.	2	10	10
Prepare agenda items and entertainment.	3	10	10

◆ Goal 4 To provide care and services that meets or exceeds the highest standards and best practices for long-term care.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of citations from inspections	2	3	3
Percent of deficiencies will be resolved in 60 days	0	100	100
Residents rating of good or excellent (percent)	97	98	98

◆ Goal 5 To improve the efficiencies of services provided in the most cost conscious manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average census	123	127	130
Monthly cost per resident (in dollars)	4,196	4,380	4,336
Daily cost per resident (in dollars)	138	144	143

POA 0.0

Agency Summary

BOARD OF PODIATRY EXAMINERS

Dee Doyle, Executive Director

Phone: (602) 542-3095

A.R.S. § 32-801

Mission:

To protect the health, safety, and welfare of the citizens of Arizona by regulating and maintaining standards of practice in the field of podiatric medicine.

Description:

The Board licenses and regulates doctors of podiatric medicine, which specialize in the diagnosis and treatment of the foot, ankle, and lower leg. The Board evaluates the professional competency of podiatrists seeking to be licensed in the State of Arizona. Further, the Board promotes continued competency and fitness by investigating complaints made against practitioners, holding hearings, monitoring the activities of its licensees, and enforcing the standards of practice for the podiatric profession as set forth by law.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	108.3	143.6	143.6
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	108.3	143.6	143.6
FTE Positions	1.0	1.0	1.0

Strategic Issues:

Issue 1 *To continually improve computer technology in an effort to enhance service to licensees and consumers thereby increasing the licensee base in the future, which would impact revenue receipts.*

The Board licenses and regulates doctors of podiatric medicine. The Board evaluates the professional competency of podiatrists seeking to be licensed in the state of Arizona and promotes continued competency and fitness by investigating complaints. In addition, the Board holds hearings, monitors activities, and enforces the standards of practice for the podiatric profession.

Issue 2

◆ **Goal 1** To ensure that licenses and renewals are issued in a timely manner to competent physicians with high standards of professional and ethical conduct.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Applications received	27	27	27
New licenses issued	26	27	28
Explanation:	Applicants have one (1) year to activate the license following notification they were successful in passing the examination(s).		
Number of Initial Drug dispensing registrations issued	6	10	12
Number of drug dispensing registrations renewed	204	210	210
Number of licensees	352	365	370
Average time to process an application for drug dispensing (in days)	2	2	2
Average time to issue a new license (in days)	2	2	2
Average time to process an application for examination (in days)	5	5	5
Average time to process a license renewal (in days)	5	5	5

◆ **Goal 2** To investigate complaints and enforce standards of practice in a timely manner in order to protect the public from incompetent services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of complaints received	55	60	55
Number of investigations concluded	48	50	50
Average number of days from receipt of complaint to final resolution	90	80	70
Disciplinary actions taken	3	3	3
Letters of Concern Issued	5	5	3

◆ **Goal 3** To ensure agency policies and procedures are effective and efficient. (Including testing, renewal, initial licensing, and customer satisfaction).

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of days to respond to e-mails, phone calls and internet requests	2	2	2

PEA 0.0

Agency Summary**COMMISSION FOR POSTSECONDARY EDUCATION**

Dr. April Osborn, Executive Director

Phone: (602) 258-2435

A.R.S. § 15-1851

Mission:

To expand access and increase success in postsecondary education for Arizona citizens.

Description:

The Arizona Commission for Postsecondary Education is comprised of 16 Commissioners representing all sectors of postsecondary education including public universities, private colleges, proprietary degree-granting institutions, independent colleges, career schools, and public community colleges. In addition, K-12, charter schools, and the general public are represented. The Commission provides a forum for all sectors of higher education to dialogue, partner, and problem solve issues of mutual interest. Administrative responsibilities of the ACPE include: the Arizona Family College Savings Program, Leveraging Educational Assistance Partnership, Private Postsecondary Student Financial Assistance Program PFAP, Postsecondary Education Grant Program, and grant repayment programs. In addition, the Commission provides information to students and families to plan for, transition into, and succeed in postsecondary education through a variety of educational programs and publications.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,725.3	4,377.4	4,377.4
Other Appropriated Funds	2,686.1	3,852.7	3,852.7
Other Non Appropriated Funds	4,713.8	3,634.9	6,378.3
Program Total	11,125.2	11,865.0	14,608.4
FTE Positions	13.0	13.0	13.0

Strategic Issues:**Issue 1 Sectors of Private and public postsecondary higher education can enhance student success and leverage resources by working together.**

The ACPE Commissioners represent all sectors of postsecondary education. This provides a unique opportunity for discussion, identification of problems or opportunities, and consideration of solutions. The Agency seeks to strengthen relationships among all sectors of higher education, as well as encourage cooperation between the levels of education. Where resources allow, the ACPE will coordinate and promote collaborative research studies of issues important to access and success.

Issue 2 Student financial assistance dollars are scarce and should be maximized.

The ACPE staff is committed to professional, efficient management of financial assistance programs for the benefit of the public and the higher education institutions with whom they partner. On-going training provides personal development for employees to better administer programs and serve customers. Education of the public regarding savings programs and accessing available financial assistance is key when resources are scarce. Technology is used to improve statewide operation of programs.

Issue 3 Families and students need information to plan for, transition into, and pay for postsecondary education.

The ACPE leads collaborative efforts to inform the public about higher education offerings, sources of financial assistance, and the preparation necessary to achieve success. The agency seeks to develop partnerships and coalitions to provide information and programs to assist families and students to plan for, transition into, and succeed in postsecondary education. Technology is used to improve statewide access to information and programs for students and families.

Goal 1 To administer state and federal student financial assistance programs in a professional and efficient manner.**Performance Measures**

FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Number of LEAP student awardees	4,823	3700	3700
Number of Postsecondary Education Financial Assistance Program student awards	50	120	120
Percent of good or excellent service via evaluation surveys	91	91	90
Number of Arizona Education Loan Program student borrowers	196,944	236,727	286,168
Number of Arizona Family College Savings Program accounts	46,999	50,000	53,000

Goal 2 To educate and outreach to families providing information about postsecondary and financial assistance options.**Performance Measures**

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Arizona College & Career Guides distributed	0	14,000	14,000
Number of Arizona College & Career Guide (ACCG) on-line hits	8,883	9,000	9,000

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Attendees at College Goal Sunday	3,421	2,800	2,800

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Think College and Parent materials distributed (Spanish)	5,800	2,000	2,000

Explanation: *We have discontinued Carlton Q and Future 5. Now Rapid Guide.

Think College and Parent materials distributed (English)	14,550	20,000	20,000
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Explanation: *We are now distributing the Rapid Guide to Financial Aid.

Goal 3 To provide a forum to public/private education sectors for discussion of issues of mutual interest and concern.**Performance Measures**

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of statewide committees or task forces collaboratively seeking solutions to issues in postsecondary education	0	1	1
Numbers of research studies published to examine issues of postsecondary access and success	1	1	1

PAA 0.0

Agency Summary

POWER AUTHORITY

Joseph W. Mulholland, Executive Director

Phone: (602) 542-4263

A.R.S. §§ 30-101 et seq

Mission:

To be an active leader in managing electric resources in a safe and environmentally prudent manner and to provide active representation on behalf of the State of Arizona at federal, state, and local forums on issues that impact the public power community as a whole and issues that specifically involve Arizona and the Authority's power resources.

Description:

The Arizona Power Authority (APA) manages Arizona's allocation of hydroelectric power from the Hoover Dam for the overall benefit of the State. The APA cooperates with federal, state, and non-governmental agencies to address regulatory, environmental, and other matters that impact electric power and water uses of the Colorado river. In addition, the APA serves as an information resource for its customers on topics that impact their electric resources and the utilization of these resources. The Authority may also pursue generation and/or transmission projects that are within the APA's legislative mandate and are in the best interest of the State of Arizona.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	34,454.2	31,282.1	31,282.1
Program Total	34,454.2	31,282.1	31,282.1
FTE Positions	8.0	8.0	8.0

Strategic Issues:

Issue 1 Maintain or reduce costs of generation and transmission resources.

Continue to pursue ways to control and reduce costs at Hoover Dam and on the transmission system used for delivery of Hoover power.

Issue 2 Meet the additional work load created by deregulation of the electric utility industry.

Deregulation of the electric utility industry at the wholesale level is being considered by the Federal Energy Regulatory Commission (FERC) and the utilities they regulate. Although the Authority is not subjected to FERC jurisdiction, many organizations we deal with are affected by the FERC orders. Consequently, the Authority must prepare for active participation in the deregulated markets.

Issue 3 Train staff to provide additional or more efficient service to customers.

Continue to actively support customers and to enhance their ability to compete in deregulated energy markets. Employ computer models to study pooling and aggregation of customer needs and resources, as the deregulated industry will require greater Authority and customer interaction in this regard.

Issue 4 Fulfilling statutory and contractual obligations in a restructured industry.

APA must ensure that state and federal legislative and regulatory changes allow it to continue to fulfill its obligations. APA must be able to adjust its procedures and processes to ensure continued effective use of its resources.

- ◆ **Goal 1** To analyze cost of service studies and other factors affecting the cost of power from Hoover Dam, in an effort to keep future power costs to a minimum.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Hoover annual revenue requirements (in thousands)	0	70,701.0	0

- ◆ **Goal 2** To analyze and critically review the transmission system additions and other cost factors associated with the delivery of Hoover Dam Power.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Cost of Intertie Transmission (\$/kW-year)	0	15.24	0
Cost of Parker-Davis Transmission (\$/kW-year)	0	12.96	0

- ◆ **Goal 3** To ensure the Power Authority and its customers are not adversely affected by and have the opportunity to compete following electric industry deregulation.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customers purchasing power from Arizona Power Authority	0	31	0

PVA 0.0

Agency Summary

STATE BOARD FOR PRIVATE POST-SECONDARY EDUCATION

Teri Stanfill, Executive Director

Phone: (602) 542-2399

A.R.S. §§ 32-3001 et seq.

Mission:

To protect the health, safety, and welfare of Arizona citizens by regulating private postsecondary educational institutions and providing services to their students.

Description:

The Board licenses and regulates approximately 192 private postsecondary educational institutions, serving approximately 343,800 students annually. The Board acts on license applications, determines compliance, investigates complaints and violations, and takes disciplinary action. The Board also administers the Student Tuition Recovery Fund, which provides financial restitution to students injured by private postsecondary institutional closures and provides students access to their educational records.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ LICENSING AND REGULATION	304.4	334.7	334.7
➤ STUDENT TUITION RECOVERY FUND	232.4	345.4	345.4
Agency Total:	536.8	680.1	680.1

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	304.4	334.7	334.7
Other Non Appropriated Funds	232.4	345.4	345.4
Program Total	536.8	680.1	680.1
FTE Positions	6.0	4.8	4.8

Strategic Issues:

Issue 1 *Maintain effective and efficient regulation for a continued increase in the licensee base*

The number of institutions are expected to continue to increase, but not to the extent of the last two years. However, there has been a significant increase in the number of specialized programs offered, both residential and on-line. These programs require a significant amount of research and review by Staff to ensure compliance with the standards of the various accrediting agencies, Board statutes and rules.

Issue 2 *Regulation of web based programs.*

Online learning programs continue to expand in all sectors of education. Industry trends indicate that the number of institutions offering online programs and the number of students will continue to increase as a result of access of online education.

PVA 1.0

Program Summary

LICENSING AND REGULATION

Teri Stanfill, Executive Director

Phone: (602) 542-5709

A.R.S. §§ 32-3001 to 32-3058

Mission:

To protect the health, safety and welfare of Arizona citizens by regulating private postsecondary educational institutions and providing services to their students.

Description:

The Board licenses and regulates approximately 192 private postsecondary educational institutions, serving approximately 343,800 students annually. The Board acts on license applications, determines compliance, investigates complaints and violations, and takes disciplinary action.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	304.4	334.7	334.7
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	304.4	334.7	334.7
FTE Positions	3.5	3.5	3.5

◆ **Goal 1** To ensure legal operations, ethical practices, and quality education in the private postsecondary sector.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of institutions licensed	192	200	210
Total number of renewal licenses approved	306	314	324
Number of adverse actions taken	51	55	55
Number of annual inspections conducted	44	35	35
Number of students enrolled	343,779	350,000	355,000
Number of licenses denied	1	1	1
Number of institutional closures	25	20	10

◆ **Goal 2** To timely investigate student/consumer complaints and adjudicate the complaints to protect the public.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of annual student complaints investigated	24	20	20
Number of student complaints resolved/dismitted	15	15	15
Number of student complaints resulting in disciplinary action	4	5	5
Number of Student Complaints Pending	5	0	0
Number of non-student complaints investigated	10	20	20
Number of non-student complaints resolved	4	15	15
Number of non-student complaints resulting in disciplinary action	6	5	5
Number of non-student Complaints Pending	0	0	0
Number of written inquiries	90	90	90

◆ **Goal 3** To efficiently and effectively administer the licensing and regulation program of the Board.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer Satisfaction Survey (scale of 1-8)	7.9	7.8	7.9
Administration as a percentage of total cost	3.	3.2	3.2

Program Summary**STUDENT TUITION RECOVERY FUND**

Teri Stanfill, Executive Director

Phone: (602) 542-5709

A.R.S. §§ 32-3071 to 32-3077

Mission:

To protect the health, safety and welfare of Arizona citizens by regulating private postsecondary educational institutions and providing services to their students.

Description:

The Board administers the Student Tuition Recovery Fund, which provides financial restitution to students injured by private postsecondary institutional closures and provides students access to their educational records.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	232.4	345.4	345.4
Program Total	232.4	345.4	345.4
FTE Positions	2.5	1.3	1.3

- ◆ **Goal 1** To provide equitable financial restitution, in a timely manner, to students financially injured as a result of a school closure.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of claims filed	13	30	10
Number of claims rejected	1	0	0
Number of claims paid/settled/closed	12	30	10
Number of claims pending	0	0	0
Average number of calendar days to pay claims	28	60	60

- ◆ **Goal 2** To collect or secure monies sufficient to provide for student financial restitution.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of institutions billed	8	150	150
Amount of assessments collected (in thousands)	1.0	316.	310.
Amount available to students (in thousands)	754.2	837.5	831.6
Amount paid in Student Claims	104.7	250.	50.

- ◆ **Goal 3** To provide students access to their educational records in a timely manner.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of student record requests processed	1712	1700	1700
Average number of days to process requests	11	10	10

SYA 0.0

Agency Summary

BOARD OF PSYCHOLOGIST EXAMINERS

Benjamin Foster, Executive Director

Phone: (602) 542-3018

A.R.S. §§ 32-2061, et. seq.

Mission:

To protect the health, safety, and welfare of Arizona citizens by regulating the psychology profession.

Description:

The State Board of Psychologist Examiners licenses and regulates professionals to practice in the field of psychology. The Board accepts complaints against licensees, investigates allegations, and administratively adjudicates complaints. The Board serves psychologists licensed to practice in the State, as well as all Arizona citizens who receive these professional services.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	501.3
Other Appropriated Funds	367.6	407.9	-16.8
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	367.6	407.9	484.5
FTE Positions	4.0	4.0	5.0

Strategic Issues:

Issue 1 Supervision of trainees

Since the last budget was prepared, the Board has addressed an issue that was brought to its attention by the state psychology association. The issue is the shortage of Arizona licensed psychologists who can provide practicum, internship and residency supervision to those individuals seeking licensure in Arizona. The Board has appointed an Ad Hoc Supervision Study Committee that has worked over the past few months researching this and other supervision issues. The Ad Hoc Committee conducted a public meeting to receive public comments and will make recommendations to the Board in October of 2007. The Board will, over the next few months, consider statute and rule changes related to this issue which may require the Board to contract with a lobbyist and a rule writer to implement the revisions.

- ◆ **Goal 1** To protect the public from incompetent practitioners by efficiently processing the license applications of psychologists to determine if the Board's statutory and rule requirements have been met.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Applications received	108	108	108
New licenses issued	90	90	90
Number of licensees (active/inactive)	1,831	1,805	1,805
Explanation: Assuming a 2% attrition rate each year			
Average days to process an application for licensure (from receipt of application to issuance)	37	37	37

- ◆ **Goal 2** To protect the public from incompetent services and unprofessional and unethical conduct timely by investigating and adjudicating complaints against psychologists.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of complaints received about licensees	50	50	50
Complaints resolved	45	45	45
Average calendar days to resolve a complaint	60	60	60

- ◆ **Goal 3** To protect the public through the auditing of continuing education credits to ensure the licensees are kept apprised of current standards of practice.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Percent of licensees in compliance with continuing education requirements n/a 90 n/a

Explanation: Licensees audited at time of renewal - every odd numbered year

- ◆ **Goal 4** To encourage public input regarding the Board's performance by utilizing customer surveys.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction rating (scale 1-8)	7.64	7.5	7.5

- ◆ **Goal 5** To measure the Board's administrative costs as a percentage of its total budget.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Administration as a % of total cost	0	5.7	0

PSA 0.0
Agency Summary
 DEPARTMENT OF PUBLIC SAFETY
 Roger Vanderpool, Director
 Phone: (602) 223-2359
 A.R.S. §§41-1711 to 41-1794

Mission:

To protect human life and property by enforcing state laws, deterring criminal activity, assuring highway and public safety, and providing vital scientific, technical, and operational support to other criminal justice agencies.

Description:

The Arizona Department of Public Safety enforces state law with primary responsibility in the areas of traffic safety, criminal interdiction, narcotics, organized crime, auto theft, and specific regulatory functions. Services include homeland security, criminal intelligence, scientific analysis, aviation support, emergency first care, 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.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ AGENCY SUPPORT	48,493.1	55,135.8	45,298.9
➤ HIGHWAY PATROL	116,555.7	142,762.9	151,520.7
➤ CRIMINAL INVESTIGATIONS	52,109.3	72,894.7	72,735.2
➤ CRIMINAL JUSTICE SUPPORT	62,456.4	69,609.8	70,953.9
➤ ARIZONA PEACE OFFICER STANDARDS AND TRAINING	9,523.4	8,254.6	8,083.4
Agency Total:	289,137.9	348,657.8	348,592.1

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	118,648.7	63,459.7	75,445.4
Other Appropriated Funds	103,316.8	193,451.9	198,122.1
Other Non Appropriated Funds	67,172.4	91,746.2	75,024.6
Program Total	289,137.9	348,657.8	348,592.1
FTE Positions	2,389.4	2,413.3	2,435.0

Strategic Issues:

Issue 1 **Bring employee compensation to market parity in order to recruit and retain high quality personnel.**

With significant competition from other employers, the ability to attract and retain top quality employees is a major challenge.

The agency's workforce in both law enforcement and support positions necessitates highly skilled employees meeting the most stringent standards. Salaries and benefits have to remain competitive with industry, government, and other law enforcement agencies to attract candidates and ensure the workforce reflects the citizens we serve.

Competition for recruits among law enforcement agencies is particularly fierce. Qualified applicants must be continually sought to meet the Department's increasing public safety responsibilities on more than 6,000 miles of highways as well as mounting effective criminal investigations, domestic security, organized crime, and anti-smuggling operations. In addition, qualified applicants will be critical to address the loss of current officers to retirement and career changes. In recent years, the gap between a DPS officer's pay and that at other state law enforcement agencies has widened impacting the ability to remain competitive. Increasing officer pay

must be addressed to attract and retain candidates of the highest quality.

Changing demographics and employee compensation issues also impact retention of skilled employees in support services ranging from information technology, forensic science, engineering, and communications, to facilities design, craftsmen, mechanics, dispatchers, analysts, and administrative personnel.

Issue 2 **Increase staffing to keep pace with growing service demands and emerging public safety issues.**

With Arizona's rapidly growing population, many DPS functions which serve the state are seriously understaffed.

More patrol officers are needed to meet the Department's increasing traffic safety and enforcement responsibilities on an expanding system of urban freeways and rural highways. Challenges arising from border security, immigration issues, smuggling, organized crime, auto theft, criminal activity, domestic security, and gangs are demanding time and resources from uniformed officers as well as investigators. More detectives are needed to fill gaps in violent crime, narcotics, white collar investigations, and support of local agencies created when the FBI redirected its resources to counterterrorism.

A proportionate increase in support positions is necessary to keep department operations functioning effectively. Critical agency functions serving the public such as fingerprinting, criminal history records, the Sex Offender Compliance Program and crime laboratory already have workloads exceeding staff capacity.

The DPS Crime Laboratory's forensic services alone impact every law enforcement and prosecutorial agency in the state. Calls for expert assistance at crime scenes and dismantling hazardous methamphetamine labs are growing. Over the last seven fiscal years, evidence submissions requiring scientific analysis have increased significantly. Changes to the rules of criminal procedure have shortened the period for laboratory processing with penalties for noncompliance ranging from dismissed charges to release of criminals if scientific reports are not completed on time. In addition, the public and the courts are demanding state-of-the-art analysis as they recognize the vast potential for forensic science to identify criminals and exonerate the wrongfully accused.

These and other legislatively mandated services have a high liability associated with work products intended to protect the public, and adequate staffing is critical to meet public demands for service.

Issue 3 **Replace obsolete information and communication systems by taking advantage of current technology.**

The agency currently relies on increasingly outdated information systems for both internal functions and external links with criminal justice agencies. In addition, changing technology and interoperability requirements are rendering DPS communications systems obsolete.

Many of the DPS information systems consist of mainframe-based technology. These must be upgraded to be consistent with new technology using database management, browsers, and Internet, Intranet, and Extranet solutions for performing processes. The need for improvements, which support a comprehensive records management system, is critical to meeting mandates, legal requirements, and public information expectations. Application of newer technologies will increase efficiency internally as well as allow the agency to better serve the state's criminal justice efforts.

The Department also operates the Arizona Criminal Justice Information System which links crime information centers in Arizona to other states and the national system operated by the FBI. In recent years, the FBI implemented technological upgrades to enhance the exchange of criminal information and improve criminal record processing. DPS has been replacing outdated technology used on the state network to enable Arizona agencies to take advantage of the federal enhancements which extend modern crime fighting tools to officers in the field.

Changing requirements, federal regulations, and issues of coverage and interoperability are also making the DPS communication systems obsolete. The September 11th attacks dramatically reinforced the critical need for a

statewide interoperable public safety radio system which allows multiple law enforcement agencies and other emergency first responders to communicate directly with each other. Also crucial is the need for a statewide digital microwave system to provide coverage to all areas of the state. Moreover, DPS needs to expand its Mobile Data Computer System outside the Phoenix/Tucson corridor. Expansion will allow more officers to link to the state and national crime information systems and access information on wanted persons, stolen vehicles, and MVD license checks from their patrol cars.

Issue 4 Modernize equipment and facilities.

The Department's mission is heavily dependent on vehicles, capital equipment, and facilities.

Vehicles used for patrol and enforcement operations must be regularly replaced and upgraded as an occupant safety issue. In addition, a vehicle replacement program allows the department to take advantage of improvements in fuel economy, service capability, and reliability.

Mandated services to the criminal justice system such as scientific analysis and air rescue operations require highly specialized equipment with improved capability. Computer applications, which affect the department's ability to deliver public services, are particularly susceptible to changing technology.

The department's state-wide operations require facilities ranging from public service locations, to remote housing, area offices, service yards, fuel storage, evidence facilities, and scientific laboratories. New facilities are needed to meet statutory mandates and upgrading existing facilities is necessary to meet changing standards. The department has aggressively pursued improvements to help reduce utility costs, comply with environmental requirements, meet federal workplace standards and address security needs.

PSA 1.0 **Program Summary**
AGENCY SUPPORT
Mikel Longman, Division Chief
Phone: (602) 223-2537
A.R.S. §§ 41-1713, 41-1749

Mission:

To provide critical assistance to the Arizona Department of Public Safety through logistical and administrative services.

Description:

Agency Support focuses on maintaining and supporting current department operations by providing crime victim services, basic and continuing training, management services promoting efficiency of government, proactive media relations, contemporary research and planning, legal services, investigation of employee misconduct, internal and external management audits, coordination of financial and human resource services, cost-effective and innovative facilities management, and logistical support.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	28,943.7	13,150.4	16,043.2
Other Appropriated Funds	728.4	18,256.0	18,024.7
Other Non Appropriated Funds	18,821.0	23,729.4	11,231.0
Program Total	48,493.1	55,135.8	45,298.9
FTE Positions	231.3	231.0	231.0

◆ Goal 1 To promote public safety in Arizona

Performance Measures

Number of DPS training programs open to local law enforcement and criminal justice agencies.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
26	18	18

◆ Goal 2 To deliver exemplary service

Performance Measures

FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Percent customers satisfied with agency services.	100	85	85
Explanation:	Based on quarterly survey as part of the agency performance pay plan.		

Performance Measures

Develop or update one formula per bureau as the basis for determining staffing needs in proportion to departmental growth.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
3	6	6

Performance Measures

Number of business days to process public record requests upon receipt of documents.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
17	18	18

Performance Measures

Percent of all injury, vehicle, glass, property and general liability issues processed within the time frame required by risk management.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
100	100	100

Performance Measures

Meet 100 percent of the elements Risk Management has identified as requirements of an OSHA compliant loss prevention program.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
100	100	100

Performance Measures

Percent of participation in professional, business, or criminal justice associations by program managers.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
88	75	75

Number of contacts with community and outside agencies requesting assistance from fleet services.

19	20	20
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Number of community events used as recruiting opportunities.

17	8	8
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Number of minority recruiting committee meetings held.

4	4	2
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Percent of asset forfeiture dollars awarded to community projects.

4.7	100,000	100,000
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◆ Goal 3 To embody the highest standards of integrity and professionalism

Performance Measures

Percent of DPS newly hired officers successfully completing probation.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
77	75	75

Performance Measures

Percent of DPS employees that are minorities.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
19.01	20	20

Percent of minority employees terminating employment.

5.8	6.8	6.8
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Number of recruitment activities.

47	18	18
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Percent of recruitment activities directed toward protected classes.

60	25	25
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Performance Measures

Percent of employees terminating employment (excludes non-Department of Public Safety task force members and retirements)

FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
5.2	5.0	5.0

Performance Measures

Average DPS civilian salary as percent of market.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
87.18	87.9	84.9

Average DPS sworn officer salary as percent of market.

88.27	84.9	82.9
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Performance Measures

Percent of agency employees attending 8-hrs agency mandated training per year.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
89.3	90	90

Performance Measures

Number of health/wellness events held statewide.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
17	20	20

Percent of sworn employees participating in annual fitness assessment.

100	95	95
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Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Agency indirect cost rate to deliver services (percent).	15.17	TBD	TBD
Costs avoided through efficiency measures implemented by the Division.	628,000	335,000	335,000
Explanation:	All cost savings, avoidance and recovery except inmate labor.		
Costs savings through use of inmate labor.	109,000	65,000	65,000
Number of forms converted to document imaging.	40	50	50
Number of human resource processes audited for efficiency improvement.	7	4	4
Percent of sworn selection files processed by Human Resources within 10 weeks.	71.5	75	70
Percent of civilian selection files processed by Human Resources within 8 weeks.	66.7	70	70
Percent of testing processes updated annually by Human Resources.	22.7	33	33

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Dollar value of federal grant awards received (in millions).	17.4	23	23
Dollar value of asset forfeitures on an annual basis (in millions).	2.7	4	3
Dollar value of Building Renewal funds received (in thousands).	465	125	125

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Install mobile camera units in patrol cars.	68	50	50
Explanation:	Provision of the Racial Profiling Settlement Agreement		
Percent of Highway Patrol and K-9 officers attending NHTSA professional traffic stop training course.	100	100	100
Explanation:	Provision of the Racial Profiling Settlement Agreement		
Percent of data analysis plan completed and implemented.	100	100	100
Explanation:	Provision of Racial Profiling Settlement Agreement-task involves RFP for data analysis services, contractor to formulate plan, and analysis of 12 months data		
Percent of electronic data retained.	100	100	100
Explanation:	Provision of Racial Profiling Settlement Agreement		

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of DPS building renewal formula funded.	67	10	10
Percent of DPS Capital Improvement Plan projects funded.	0	10	10

PSA 2.0 **Program Summary**
HIGHWAY PATROL

Jack Lane, Division Chief
Phone: (602) 223-2348
A.R.S. §§ 41-1711 et. seq.

Mission:

To ensure the safe and expeditious use of the highway transportation system for the public and to provide assistance to local and county law enforcement agencies. The Highway Patrol Division additionally provides services and enforcement in commercial motor vehicle, tow truck, school bus enforcement, and safety programs and is responsible for the air rescue and aviation services for the Arizona Department of Public Safety

Description:

The Highway Patrol program is comprised of Patrol, Commercial Vehicle Enforcement, and the Aviation subprograms. Patrol is aligned into three geographic regions: the Northern, Central, and Southern Bureaus. The Commercial Vehicle Enforcement Bureau and the Aviation Section are statewide programs administered centrally with satellite offices statewide.

This Program Contains the following Subprograms:

- ▶ Patrol
- ▶ Commercial Vehicle Enforcement
- ▶ Aviation

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	19,026.3	2,056.6	3,767.6
Other Appropriated Funds	82,588.0	125,045.4	131,770.7
Other Non Appropriated Funds	14,941.4	15,660.9	15,982.4
Program Total	116,555.7	142,762.9	151,520.7
FTE Positions	1,057.5	1,067.0	1,085.0

PSA 2.1 **Subprogram Summary**
PATROL

Jack Lane, Division Chief
Phone: (602) 223-2348
A.R.S. §§ 41-1711 et. seq.

Mission:

To ensure the safe and expeditious use of the highway transportation system for the public and to provide assistance to local and county law enforcement agencies.

Description:

Officers patrol nearly 6,000 miles of state and federal highways and enforce Arizona traffic, criminal, state, and federal laws, and commercial vehicle regulations. The Patrol additionally investigates traffic collisions, controls motor vehicle traffic, conducts criminal interdiction programs, makes criminal arrests, supports other law enforcement agencies, promotes traffic awareness and safety through public awareness programs, and provides specialized training to other criminal justice agencies.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	18,883.3	1,556.6	3,267.6
Other Appropriated Funds	68,788.3	111,165.7	118,668.0
Other Non Appropriated Funds	7,443.2	8,106.1	8,430.8
Program Total	95,114.8	120,828.4	130,366.4
FTE Positions	881.0	890.0	908.0

◆ **Goal 1** To promote public safety in Arizona

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Identify the top five collision causing driver behaviors as the basis for training relating to enforcement efforts.	5	5	5
Number of collision reduction details targeting collision causing violations.	270	204	204
Explanation:	Collision reduction details are in addition to normal staffing.		
Number of Operation CARE periods where special enforcement projects were conducted targeting collision causing violations and seat belt use.	102	102	102
Explanation:	Combined Accident Reduction Efforts (CARE) are multi-state efforts.		
Fatal highway collisions on Department of Public Safety patrolled roads	289	304	294
Number of fatal highway collisions on DPS patrolled roads relating to alcohol.	42	41	39
Percent of total Department of Public Safety investigated highway collisions related to alcohol	3.96	4.32	4.27

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of multi-agency task force operations directed toward apprehension of impaired and aggressive drivers.	187	12	12
Explanation:	Prior to FY06, performance was measured based on percentage of known task force details participated in by DPS.		
Percent of officers who are HGN certified.	84.8	90	85
Percent of sworn officers with DRE certification.	8.9	10	10

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of mandatory debriefings where half of traffic lanes in a specific direction are closed more than three hours.	100	100	100
Percent of reports prepared on instances where half the traffic lanes in a specified direction were closed for more than three hours.	100	100	100
Number of officers receiving additional training in collision investigation and accident scene management.	46	34	34

◆ **Goal 2** To deliver exemplary service

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of citizens' academy per year.	17	11	11
Number of pro-active events that affect awareness of the driving age public.	191	48	48

◆ **Goal 3** To embody the highest standards of integrity and professionalism

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of officers receiving a minimum of 2 hours roll call training per quarter.	99.5	95	95

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of employees attending 8-hrs agency mandated training per year.	100	90	90

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Civil Emergency Task Force training exercises.	35	15	15
Explanation:	1 per geographical patrol district		
Number of inspections conducted to ensure availability of civil emergency equipment and report deficiencies.	31	15	15

PSA 2.2 **Subprogram Summary**
COMMERCIAL VEHICLE ENFORCEMENT
 Jack Lane, Division Chief
 Phone: (602) 223-2348
 A.R.S. §§ 41-1711 et. seq.

Mission:

To provide technical and essential services to the law enforcement community in the areas of commercial vehicle, tow truck, and pupil transportation safety and enforcement, and provide assistance and guidance on the safe handling of toxic waste in relation to transportation issues.

Description:

The Commercial Vehicle Enforcement Bureau is the primary commercial motor vehicle, tow truck, and school bus safety enforcement arm of the Department of Public Safety. The bureau's responsibility includes the training of personnel and assistance to local agencies that have specific problems with commercial motor vehicle law enforcement. Additionally, the bureau responds to hazardous material incidents throughout the State involving accidental discharges of hazardous materials and trains personnel involved in this effort.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	71.5	250.0	250.0
Other Appropriated Funds	5,546.4	6,278.0	6,278.0
Other Non Appropriated Funds	7,435.8	7,479.5	7,476.3
Program Total	13,053.7	14,007.5	14,004.3
FTE Positions	118.5	119.0	119.0

◆ **Goal 1** To promote public safety in Arizona

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Commercial vehicle enforcement details in high collision areas.	104	40	40
Compliance reviews on targeted motor carriers.	115	80	80

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
School bus driver applications processed.	2,414	1,800	1,800
School bus driver records audited.	15,783	10,000	10,000
Percent of school bus inspection completed.	100	100	100

Explanation:	Number of school bus inspections was the measurement through FY07		
Percent of school busses taken out of service based on inspections.	22.7	22	20

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of tow truck inspections completed.	100	100	100
Number of tow truck applications processed.	654	300	300
Percent of tow truck applications processed within 30 days.	100	100	100
Percent of tow truck renewals completed within a month of renewal date.	100	100	100

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Information and training presentations for judicial officials.	15	10	10

◆ **Goal 2** To embody the highest standards of integrity and professionalism

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of new Highway Patrol officers trained in commercial vehicle enforcement.	100	100	100
Percent of other agency personnel receiving requested commercial vehicle enforcement training.	100	100	100
Number of classes designed to train Commercial Vehicle Enforcement Bureau and other agency personnel in hazardous materials standards.	2	2	2

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of employees attending 8-hrs agency mandated training per year.	100	90	90

PSA 2.3 Subprogram Summary

AVIATION

Jack Lane, Division Chief
Phone: (602) 223-2348
A.R.S. §§ 28-240, 41-1834

Mission:

To provide an immediate, 24-hour per day, statewide air support response capability for critical occurrences and emergency situations, to provide aerial and logistical support for law enforcement, highway safety, and traffic enforcement operations, and to provide transport services in support of governmental operations and critical administrative functions.

Description:

The Aviation subprogram is comprised of four air rescue helicopter units, a fixed-wing air support unit, an aircraft maintenance unit, and administrative staff. The air rescue units are strategically based around the State to provide the most efficient and effective service. The air support and aircraft maintenance units are based in Phoenix at Sky Harbor Airport. Services provided include: first responder emergency medical services, technical rescue operations, medical and disaster evacuation, search operations, aerial and logistical support for law enforcement, highway safety and traffic enforcement operations, and transport services in support of governmental operations and critical administrative functions. To accomplish its mission, the subprogram operates and maintains a fleet of five rotary-wing and four fixed-wing aircraft.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	71.5	250.0	250.0
Other Appropriated Funds	8,253.3	7,601.7	6,824.7
Other Non Appropriated Funds	62.4	75.3	75.3
Program Total	8,387.2	7,927.0	7,150.0
FTE Positions	58.0	58.0	58.0

◆ Goal 1 To promote public safety in Arizona

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of time helicopter fleet meets availability standard under scheduled maintenance program.	100	95	95
Percent of air rescue pilots meeting proficiency standards in the bureau ground and flight training program.	100	100	100
Percent air rescue paramedics trained to state standards	100	100	100
Percent crew members receiving technical rescue training	100	100	100
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of time that at least one twin-engine aircraft is available under a scheduled aircraft maintenance program.	100	95	95
Percent of fixed wing pilot availability, within 2hrs notice, for law enforcement emergency transport missions.	100	100	100
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of helicopter flights to assist officers with highway safety, patrol, and traffic enforcement efforts.	130	144	144
Explanation: Measurement changed from percent of increase starting in FY08			
Number of fixed-wing flights to assist officers with highway safety, patrol, and traffic enforcement efforts.	87	60	60
Explanation: Measurement changed from percent of increase in FY08.			

◆ Goal 2 To deliver exemplary service

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of proactive events that affect public awareness.	89	64	64

◆ Goal 3 To embody the highest standards of integrity and professionalism

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of employees attending 8-hrs agency mandated training per year.	100	90	90

PSA 3.0 Program Summary

CRIMINAL INVESTIGATIONS

David Denlinger, Division Chief
Phone: (602) 223-2812
A.R.S. §§ 41-1761 et. seq.

Mission:

To protect the public by deterring crime using innovative investigative and specialized enforcement strategies and resources.

Description:

The Criminal Investigations Division provides investigative, specialized enforcement, and high risk response support to federal, state, and local criminal justice agencies. The Division conducts investigations regarding narcotic trafficking, organized crime, intelligence, illegal immigration and border security, vehicle theft, gangs, computer and financial crimes, as well as major crime investigations when requested by other criminal justice agencies. The Division provides specialized high risk response to acts of extraordinary violence and domestic preparedness incidents.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	42,533.9	45,918.3	48,470.6
Other Appropriated Funds	609.3	12,112.2	9,559.9
Other Non Appropriated Funds	8,966.1	14,864.2	14,704.7
Program Total	52,109.3	72,894.7	72,735.2
FTE Positions	502.3	522.8	522.8

◆ Goal 1 To promote public safety in Arizona

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of collision and crime scene investigation classes by Vehicular Crime Unit.	0	4	6
Number of accident reconstructions completed utilizing simulation software.	0	8	10
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of counter-terrorism partners co-located at ACTIC.	45	40	40
Explanation: The Arizona Counter Terrorism Information Center is designed to process intelligence and manage responses to acts of terrorism.			
Number of personnel committed to task forces combating identity theft and fraudulent documents.	4	6	6
Number of significant identity theft and fraudulent document investigations.	121	20	20
Number of investigations completed in support of sex-offender registration programs.	94	120	120
Number of human smuggling organizations identified.	0	4	4
Number of human smuggling operations disrupted or dismantled.	0	50	50
Number of investigations involving violent crimes associated with human smuggling.	0	50	50
Number of financial investigations involving human smuggling organizations.	0	5	5
Percent of human smuggling victims processed without escape or injury.	0	90	90

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Counter-drug assessments published per year.	6	3	3
Explanation: These assessments define the drug trafficking environment			
Number of intelligence reports disseminated in support of local initiatives on drugs, organized crime, gangs and auto theft.	886	365	365
Number of geospatial products provided in support of local intelligence initiatives.	261	200	200
Explanation: Geospatial products enhance the consumer's ability to visualize a scene.			
Number of GIITEM street gang intelligence bulletins published.	10	12	12
Number of intelligence reports received.	470	700	700
Number of Rocky Mountain Information Network (RMIN) member agencies served.	1043	1040	1045
Number of agencies with RMIN connectivity.	658	650	675
Number of RMIN database inquiries.	21,636	22,000	25,000
Explanation: Inquiry definition changed in FY08			
RMIN intelligence research requests.	0	6,000	6,500
Number of RMIN analytical requests.	176	165	175
Number of Gang Liaison Officers.	15	20	25
Explanation: One gang officer in each of the 15 counties			
Number of Detention Liaison Officers.	0	15	15
Number of agencies participating in GIITEM gang database.	77	85	90
Number of major gang enforcement operations conducted by GIITEM.	28	9	9
Number of minor gang enforcement operations conducted by GIITEM.	90	36	36
Number of information systems available to analysts and officers at ACTIC.	171	60	60
Number of criminal organizations trafficking in narcotics identified or disrupted.	42	15	15
Number of clandestine labs dismantled and distribution networks disrupted	27	30	30
Number of stolen vehicles recovered by detectives assigned to the auto theft task force.	3,433	2,500	2,500
Number of chop shops dismantled by the auto theft task force.	27	25	25
Number of insurance fraud investigations conducted by detectives in the auto theft task force.	50	40	40
Number of auto salvage/storage/auction yards inspected by detectives in the vehicle theft task force.	41	35	35
Number of felony suspects arrested by detectives in the vehicle theft task force.	296	300	300
Number of computer forensic cases requested for examination.	249	250	275
Amount of gigabytes analyzed by forensic examiners.	13,809	15,000	16,500
Number of computer forensic training sessions conducted or coordinated by DPS forensic detectives.	20	20	20
Number of independent investigations at the request of other jurisdictions.	24	50	50
Explanation: Includes officer involved shootings, public corruption, critical incidents and other specialty inquiries.			
Number of responses to police situations involving the use of special weapons or tactics, explosives, dangerous materials or high risk activity.	584	500	500
Number of felony fugitives arrested.	0	350	350
Number of crime information cards received.	0	900	900
Number of human smuggling intelligence or information bulletins initiated.	0	12	12

◆ **Goal 2** To deliver exemplary service

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Number of gang summits GIITEM will coordinate for criminal justice executives.	2	1	1
Number of regional gang public information programs coordinated by GIITEM.	97	100	100
Number of web sites established and maintained by GIITEM for gang related communication with stakeholders.	1	1	1
Number of community awareness programs conducted by the ACTIC.	235	50	50
Number of Criminal Investigations Division community outreach programs presented.	71	12	12
Number of community awareness programs presented by computer forensic examiners.	36	15	15

◆ **Goal 3** To embody the highest standards of integrity and professionalism

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of CID personnel attending training beyond mandated in-service to increase skills relating to their assignment.	100	75	75
Percent of employees attending 8-hrs agency mandated training per year.	100	90	90
Number of research and development projects conducted by computer forensic examiners.	108	40	40

PSA 4.0

Program Summary

CRIMINAL JUSTICE SUPPORT

Georgene Ramming, Division Chief

Phone: (602) 223-2400

A.R.S. §§ 41-1711 to 1712, 1750

Mission:

To provide professional and effective scientific, technical, regulatory, and operational support to the Department of Public Safety, the criminal justice community, and the public.

Description:

The Criminal Justice Support Division (CJSD) is responsible for developing and coordinating scientific, technical, regulatory, and support services essential to the promotion of public safety in Arizona. Special attention is given to providing scientific analysis and criminal justice support to Arizona's criminal justice agencies. CJSD further develops, operates, and maintains the data processing and data/voice communications systems that operate statewide.

This Program Contains the following Subprograms:

- ▶ Scientific Analysis
- ▶ Communications
- ▶ Information Systems
- ▶ Criminal Information and Licensing

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	28,144.8	2,334.4	7,164.0
Other Appropriated Funds	19,391.1	38,038.3	38,766.8
Other Non Appropriated Funds	14,920.5	29,237.1	25,023.1
Program Total	62,456.4	69,609.8	70,953.9
FTE Positions	575.5	570.0	574.0

PSA 4.1 **Subprogram Summary**
SCIENTIFIC ANALYSIS

Georgene Ramming, Division Chief
Phone: (602) 223-2400
A.R.S. §§ 41-1761 et. seq.

Mission:

To assist the Department, the Arizona criminal justice community, and the public in the timely investigation and adjudication of criminal cases by utilizing state-of-the-art analytical techniques, providing the most accurate scientific analysis of evidence, and presenting expert court testimony.

Description:

The Scientific Analysis subprogram provides scientific analysis of evidence, technical crime scene assistance, secure storage of evidentiary items, training, and expert testimony to all criminal justice agencies in the State. Scientific and technical services are provided in the areas of DNA, Serology, Toxicology (drugs and poisons in biological specimens), Breath and Blood Alcohol, Controlled Substances (drugs), Firearms and Tool Marks, Footwear and Tire Tracks, Trace Evidence (explosives, arson, hairs, fibers, paint, glass, etc.), Latent Fingerprints, Questioned Documents, and Photography.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,146.7	0.0	0.0
Other Appropriated Funds	13,828.0	8,996.7	9,596.7
Other Non Appropriated Funds	3,139.2	11,521.6	11,521.6
Program Total	20,113.9	20,518.3	21,118.3
FTE Positions	183.5	185.0	185.0

◆ **Goal 1** To promote public safety in Arizona

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of scientific analysis cases submitted.	57,441	62,036	66,999
Percent of crime lab cases over 30 days old	4.7	4.0	4.0
Explanation:	7 positions held vacant due to budget shortfalls.		
Number of arrestee DNA samples submitted.	9,659	19,000	19,500
Explanation:	As required under HB2787, 48th Legislature		
Percent of arrestee DNA samples profiled.	100	40	100
Explanation:	As required under HB2787, 48th Legislature		
Number of arrestee DNA profiles resulting in CODIS hits.	3	50	75
Explanation:	New measure for FY08 as required HB2787, 48th Legislature		

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of evidence disposals conducted annually by the Crime Laboratory system.	110	108	108

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Southern Regional Crime Laboratory completed.	50	100	Complete

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of days required to analyze a blood alcohol submission from evidence receipt to result delivery.	32	30	30

◆ **Goal 2** To deliver exemplary service

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Develop and maintain a formula based on workload data to ensure adequate staffing for exemplary customer service.	1	1	1

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of obsolete scientific equipment replaced.	25.5	20	20

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Presentations given by regional crime laboratories.	32	32	32

◆ **Goal 3** To embody the highest standards of integrity and professionalism.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of scientific analysis employees receiving one job-specific training session.	100	100	100
Percent of scientific analysis employees receiving two job-specific training sessions.	75	75	75
Percent of employees attending 8hrs agency mandated training per year.	90	90	90

PSA 4.2 **Subprogram Summary**
COMMUNICATIONS

Georgene Ramming, Division Chief
Phone: (602) 223-2400
A.R.S. §§ 41-1713, 41-1749

Mission:

To ensure officer and public safety comes first by giving assistance and information to the public; providing statewide radio dispatch services for the Department of Public Safety, emergency medical services, and other criminal justice agencies; and providing design, coordination, construction, and maintenance services for statewide radio, voice, and data telecommunications systems.

Description:

Communications operates three dispatch centers located in Phoenix, Tucson, and Flagstaff to facilitate the flow of information and provide assistance to the public, Department of Public Safety officers, criminal justice agencies, and emergency service providers. In addition, this subprogram provides the infrastructure to support public safety services for state, county/local governmental agencies, and the Emergency Medical Communications System (EMSCOMM).

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	15,425.5	2,073.9	6,903.5
Other Appropriated Funds	982.3	13,633.5	13,633.5
Other Non Appropriated Funds	547.0	6,961.5	2,751.7
Program Total	16,954.8	22,668.9	23,288.7
FTE Positions	173.0	173.0	177.0

◆ **Goal 1** To promote public safety in Arizona

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of 9-1-1 calls answered by operational communications.	207,789	208,000	209,000
Number of administrative calls answered by operational communications.	725,060	660,000	660,000
Average percent of 9-1-1 calls answered in 10 seconds or less.	92	93	94

◆ **Goal 2** To deliver exemplary service

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of workload formulas developed to ensure adequate staffing for exemplary customer service.	2	2	2

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of replacement schedule plans developed and implemented for obsolete equipment, computers and technology.	1	1	1

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of portable radios replaced.	181	115	200
Number of mobile radios replaced.	118	75	150
Number of base stations replaced.	10	8	15

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of squad, district, or commander meetings attended by a representative of Operational Communications.	10	16	16

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of automated help desk software project implemented.	0	100	Complete

◆ **Goal 3** To embody the highest standards of integrity and professionalism

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of personnel attending 8-hours agency mandated training per year.	99	90	90
Percent of Wireless Systems Bureau employees attending one job-specific training class.	84.8	60	60

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of obsolete dispatch consoles upgraded.	0	0	20

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Southern Loop Microwave Project completed.	28.5	50	75
Digital microwave paths installed and activated.	9	5	5
Number of microwave sites upgraded.	3	4	3
Number of mobile data computer (MDC) sites added to the system.	5	5	2
Number of mobile data computer (MDC) expansions.	283	100	25

PSA 4.3 **Subprogram Summary**
INFORMATION SYSTEMS
Georgene Ramming, Division Chief
Phone: (602) 223-2400
A.R.S. § 41-1713

Mission:

To provide information services to internal and external DPS customers in support of public safety and to improve department efficiency through automation and the application of new technology.

Description:

The Information Systems subprogram designs, develops, maintains, and operates automated computer systems to support the enforcement, investigative, and administrative functions of the Agency. These programs include the statewide criminal justice information on-line network used by all criminal justice agencies in Arizona.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	5,354.1	50.0	50.0
Other Appropriated Funds	920.8	6,741.7	6,741.7
Other Non Appropriated Funds	1,777.6	612.5	612.5
Program Total	8,052.5	7,404.2	7,404.2
FTE Positions	60.0	62.0	62.0

◆ **Goal 1** To promote public safety in Arizona

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent ACJIS system availability.	99.9	99.7	99.7

◆ **Goal 2** To deliver exemplary service

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of personal computers replaced in accordance with 5-yr program.	450	300	300

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of legacy applications converted through refreshed technology.	2	5	5
Percent of completion, initial phase, automated integrated records management system to facilitate agency wide information sharing.	75	100	Complete

Explanation: Needs assessment, functional requirement document and RFP

Average number of PC support work orders over 30 days old.	58	50	50
Average number of Application Development Data Processing Service Requests more than 60 days old.	32	40	30
Number of employees migrated to the web portal	0	100	300

◆ **Goal 3** To embody the highest standards of integrity and professionalism.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of employees attending 8-hrs agency mandated training per year.	99	90	90
Percent of employees attending a job-specific training session.	52	33	33

PSA 4.4 **Subprogram Summary**
CRIMINAL INFORMATION AND LICENSING
Georgene Ramming, Division Chief
Phone: (602) 223-2400
A.R.S. Titles 24, 26, 32, 41; §§ 41-1750, 41-2401 et. seq.

Mission:

To provide efficient and responsive criminal information and regulatory services to the criminal justice community and the public as mandated by federal and state law.

Description:

The Criminal Information and Licensing subprogram includes management of the Arizona central state repository of criminal history information and the statewide Arizona Automated Fingerprint Identification System (AZAFIS). It coordinates access for the Arizona Criminal Justice Information System (ACJIS) and administers the concealed weapons, sex offender registration and community notification compliance, and private investigation and security guard licensing programs. It provides training/certification and compliance monitoring for AZAFIS, the central state repository, and the ACJIS network; background checks for private investigation licensing, security guard licensing, concealed carry permits, and other authorized private and government entities. Additionally this subprogram compiles and publishes the Arizona Uniform Crime Report.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,218.5	210.5	210.5
Other Appropriated Funds	3,660.0	8,666.4	8,794.9
Other Non Appropriated Funds	9,456.7	10,141.5	10,137.3
Program Total	17,335.2	19,018.4	19,142.7
FTE Positions	159.0	150.0	150.0

◆ **Goal 1** To promote public safety in Arizona

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of all registered sex offender addresses verified annually.	85.3	90	90

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of days required to process an arrest disposition.	13.8	4	2

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Arizona sex offenders in absconder status.	4.61	6.0	6.0

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of identities verified and validated through fingerprint searches using the MetaMorpho system upgrade.	81	80	85

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of security guard agencies audited annually.	22	36	36

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of open security guard and private investigator complaints exceeding 90 days from receipt to final disposition.	14	7	3

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of open security guard and private investigator complaints exceeding 120 days from receipt to final disposition.	8	4	0

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of open security guard and private investigator complaints exceeding 120 days from receipt to final disposition.	8	4	0

◆ **Goal 2** To deliver exemplary service

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Develop and maintain one staffing formula per bureau.	2	2	2

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Automated Fingerprint Id System (AFIS) reliability	99.6	98	98

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of days to process a clearance card when applicant has no criminal record.	11	18	16

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of days to process a clearance card when applicant has a criminal record.	34	41	40

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of days to process a criminal records check and provide the results.	6	9	8

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of days to process a concealed weapons permit when research is required.	6	13	13

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of days to process a concealed weapons permit when no research is required.	3	6	6

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of backlogged deceased fingerprint cards processed.	0	4,734	4,733

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of criminal justice agencies transitioned to the Arizona Disposition Reporting System.	3	3	4

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of completion, initial phase, online ACJIS Terminal Operator Certification Project.	25	100	Complete

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Explanation: Initial phase is PIJ and Concept of Operations Document			

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of tri-annual criminal history record reviews conducted.	112	102	103

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of tri-annual criminal history record reviews conducted.	112	102	103

◆ **Goal 3** To embody the highest standards of integrity and professionalism

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of employees attending 8-hours agency mandated training per year.	99	90	90

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of employees attending 8-hours agency mandated training per year.	99	90	90

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Program Summary

ARIZONA PEACE OFFICER STANDARDS AND TRAINING

Mr. Tom Hammarstrom, Executive Director

Phone: (602) 223-2514

A.R.S. §§ 41-1822 et. seq.

Mission:

To ensure professionalism, integrity, and public trust by providing training and maintaining standards for peace officers in the State of Arizona.

Description:

The Arizona Peace Officer Standards and Training Board (POST) is composed of thirteen members appointed by the Governor according to the provisions of A.R.S. § 41-1828.01. The program provides the following: funding for basic training academies; reimbursement for materials and supplies; continuing training for law enforcement officers (i.e., sponsorship, financial support, and actual delivery); development of standards for law enforcement officers (i.e., physical, educational, and proficiency skills); certification and decertification of law enforcement officers; and the development of standards for correctional officers.

Funding and FTE Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,523.4	8,254.6	8,083.4
Program Total	9,523.4	8,254.6	8,083.4
FTE Positions	22.8	22.5	22.2

◆ **Goal 1** To develop, implement, and update standards for the selection, retention, and training of peace officers and corrections officers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of curricula review completed.	35	33	33

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of model lesson plans developed for distribution.	100	100	100

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of academies utilizing over 80% of model lesson plans	100	100	100

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent increase in field training officer satisfaction with academy training programs.	TBD	TBD	TBD

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Explanation: System needs to be established to measure satisfaction.			
Establish a system to monitor field training officer satisfaction with academy training programs.	0	1	N/A

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of academies using standardized competency examinations.	100	100	100

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of administrative rules reviewed.	100	100	100

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of administrative rules reviewed.	100	100	100

◆ **Goal 2** To promote and uniformly enforce compliance with the standards prescribed for peace officers and corrections officers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
New hires.	1,594	1,650	1,650

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Peace officers requiring basic training.	1,302	1,350	1,400

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Peace officers via waiver testing.	0	139	140

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Agencies to be audited.	170	170	170

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Certified peace officers.	15,757	16,500	16,500

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Corrections officers.	5,578	6,000	6,000

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
New hire minimum qualification compliance audits conducted.	1,650	1,650	1,700

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Days required to conduct new hire audits.	30	30	30

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Days required to conduct new hire audits.	30	30	30

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Days required to conduct new hire audits.	30	30	30

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Days required to conduct new hire audits.	30	30	30

Mandated in-service training compliance audits conducted.	1,357	1,600	1,600				
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate	Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of agencies in non-compliance.	15	10	10	Percent of train-the-trainer, specialty, and regional training programs reviewed.	75	66	66
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate	Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Academy audits completed.	3	4	4	Percent of in-service programs achieving an overall evaluation of 8.0 or better.	90	90	90
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate	Percent of Agency CEOs rating overall POST services as 7.0 or greater.	N/A	90	90
Days to complete decertification investigations.	118	125	125				
◆ Goal 3 To recommend curricula and promote advanced law enforcement courses in universities and colleges in conjunction with their governing bodies.							
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate				
Administration of Justice programs giving credit for POST training.	12	12	12				
POST courses qualifying for college credit.	16	16	17				
College courses qualifying for POST mandated training credit.	730	730	730				
◆ Goal 4 To maximize the funds available for peace officer training by using available training facilities, minimizing operational costs, and augmenting funds by seeking grants.							
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate				
Inter-governmental agreements and partnerships.	23	25	25				
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate				
Revenues received from public sources (\$ thousands).	254	200	200				
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate				
Efficiency review ideas received.	6	10	10				
Efficiency review ideas considered for implementation.	6	10	10				
◆ Goal 5 To enhance the professional development of peace officers through continuous improvement of basic and in-service training, and to provide for a comprehensive system for agency attainment of POST-mandated training.							
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate				
Qualified instructors teaching POST programs.	320	320	325				
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate				
Train-the-trainer programs provided to agencies.	40	40	50				
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate				
Calendar School Programs presented by POST and the Community Policing Institute.	93	100	100				
Attendees of Calendar Schools.	2,704	3,000	3,000				
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate				
DVD training programs produced.	2	6	8				
Participants in DVD training programs.	2,500	8,000	10,000				
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate				
Percent of POST model curricula available via resource bulletin board.	0	20	25				
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate				
Number of students participating in interactive web-based training program.	368	1,000	3,000				
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate				
Percent high-risk, high liability topics reviewed.	100	100	100				

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Agency Summary

DEPARTMENT OF RACING

Luis A. Marquez, Acting Director

Phone: (602) 364-1695

A.R.S. §§ 5-101 et seq

Mission:

To regulate and supervise pari-mutuel racing and wagering conducted in Arizona in order to protect racing participants and the wagering public. To regulate and supervise boxing events conducted in Arizona to protect all participants in these events.

Description:

The Department of Racing regulates the Arizona pari-mutuel horse and greyhound racing industries. The Department oversees and supervises all commercial horse, greyhound and county fair racing meetings, including all live and simulcast racing; issues permits for all approved commercial horse, greyhound and county fair racing meetings; supervises operation of off-track betting sites; conducts background checks and licenses all racing participants; collects state revenues generated by race meetings; promotes and encourages the breeding of horses and greyhounds in the state; promotes and encourages the adoption of retired racehorses and retired greyhounds; and enforces laws and rules related to racing and wagering to protect the industry participants and the public. The Department also regulates and supervises all boxing, kickboxing, tough man, unarmed combat, and mixed martial arts events in Arizona to ensure that all events under Boxing Commission jurisdiction held in the state are sanctioned by the Arizona State Boxing Commission and that all participants are duly licensed.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ COMMERCIAL RACING	3,772.5	3,730.1	3,922.5
➤ COUNTY FAIR RACING	1,666.1	1,460.1	1,460.1
➤ BOXING	97.0	96.7	182.9
Agency Total:	5,535.6	5,286.9	5,565.5

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,673.7	2,623.3	2,901.9
Other Appropriated Funds	502.9	513.6	513.6
Other Non Appropriated Funds	2,359.0	2,150.0	2,150.0
Program Total	5,535.6	5,286.9	5,565.5
FTE Positions	46.5	46.5	50.0

Strategic Issues:

Issue 1 Animal Drug Testing and Enforcement

In May 2007, the Office of the Auditor General recommended that the Department continue to move forward to align its drug testing practices with the Model Rules, seek consensus with the industry in areas where there may be concerns, and put the equine drug testing policy and penalties into administrative rule instead of solely in Department policy. In August 2007, the Commission endorsed the proposed Equine Animal Medication Model Rules with exceptions preferable for Arizona racing. The Commission approved an Interim Policy to become effective October 1, 2007. In September 2007, the Association of Racing Commissioners International (ARCI) endorsed the Model Rules section (ARCI-011-020(J)) pertaining to the regulation of anabolic steroids. The Commission approved the addition of the anabolic steroids prohibition section to the Department Interim Policy. In addition, the American Graded Stakes Committee met in August 2008 and made changes to its eligibility requirements and drug testing protocol. Those changes include regulation of anabolic steroids and require testing for alkalizing agents in graded stakes races beginning

January 1, 2009, so that all horses participating in graded stakes have blood samples drawn pre-race in accordance with the Racing Medication and Testing Consortium's recommended best practices regarding "milkshaking." Each jurisdiction must determine the testing method, either TCO2 or base excess, and set a baseline. A race will lose its grade eligibility if this testing is not performed. These additional tests will further improve the level of safety and integrity on the industry.

Issue 2 Human Drug Testing and Enforcement

The Department has the responsibility to monitor all permittee locations and has aggressively enforced the laws of Arizona and the Department's Administrative Code provisions regarding illegal substances. The protection of racing participants extends to the animal athletes, and individuals who work directly with the animals and are under the influence of any type of illegal substance put other race participants, as well as the animal athletes, at risk. Individuals who can show a lawfully issued prescription for a substance resulting in a positive test are not subject to disciplinary action. The specific rules in R19-2-112(9) for horseracing participants and R19-2-311(7) for greyhound racing participants are part of a rulemaking package currently making its way through the approval process. The rules currently state: "a licensee shall not apply, inject, inhale, ingest, or use any prohibited substance while on permittee grounds." The language is being enhanced to include "be under the influence of, possess or use any narcotic, dangerous drug or controlled or prohibited substance as regulated by A.R.S. § Title 13, Chapter 34." Additionally, the current rules regarding alcoholic beverages are being modified to include "any alcoholic beverage, in any quantity." A Permittee Pre-Employment Screening Pilot Policy was instituted to require Arizona commercial racing permittees to provide pre-employment screening of new, unlicensed job applicants for positions at racetracks and off-track wagering facilities. This included drug-testing for certain job categories, instructions regarding the Department's licensing process, consequences for falsification of a racing license application, and notification of criminal and racing offenses that could result in license denial. Although several permittees had already implemented drug-screening as part of their hiring process, this policy requires all permittees to do so. The intent of the policy is to ensure that individuals working in permittee restricted areas, those coming in contact with the animals or humans participating in live racing events, employees who operate machinery, employees who handle money, and employees who serve or sell alcoholic beverages would be drug-free. Additionally, the permittee grounds have been designated as "Drug Free Zones" with appropriate signage being displayed.

Issue 3 Restructure of Permit and License Application Process

A.R.S. § 5-108 requires the Department to conduct a thorough investigation concerning applications for permits and licenses. The evaluation process for permit applications involves the approval of multi-million dollar commercial racing operations, and as such requires a rigorous, extensive review and analysis. Therefore, the Department must review, analyze, investigate, and identify financial, business management and property/ownership issues of permit applicants. The Department now accepts electronic filing of some required documents and is currently evaluating suggestions for improvement of the permit application process that include possible legislative changes as well as revisions to the Arizona Administrative Code.

The license application form has been updated to make it more user-friendly. In addition to the license application being available for individuals to access from the Department website, the Department provides instructions, a list of documents that prove lawful presence in the United States acceptable to the Department, and a list of criminal charges that may prevent an applicant from getting a license approved. This information is provided to facilitate communication and enhance applicant understanding of the process.

Issue 4 Employee Retention and Development

The Department believes it is important to encourage employees to remain in State service and fosters an atmosphere of support regarding training opportunities and enhancing career development. The Department has lost several valued employees during this past fiscal year due to illness and retirement issues. Efforts are underway to attract the most qualified candidates available to fill those positions vital to our Mission, and approved by ADOA in compliance with current hiring freeze requirements. Among the employment prerequisites are flexibility in an ever-changing environment

and a superior attitude toward customer service, both internally and externally. Additionally, the Department has implemented various policies to encourage employee creativity and participation in enhancing services, regulation and processes. A new employee performance evaluation policy was approved to encourage open and relevant communication between employees and supervisors in a positive manner.

Issue 5 Boxing Program Expansion

The Department of Racing also regulates and supervises all boxing, kickboxing, tough man, and mixed martial arts competitions in Arizona to ensure compliance with statutes and rules, thereby protecting all participants. On April 28, 2008 Governor Napolitano signed HB 2834, amending A.R.S. § 5-221, 5-222 and 5-225. These amendments define "unarmed combat," and allows the sanctioning of these events. The legislation also provides that the Department can determine the amount of fees charged for licensing these events, funds collected are available to the Department for the administration and regulation of the program, and specifies that the funds collected are not subject to the provisions of A.R.S. § 35-190 as that statute relates to lapsing appropriations. The ability of the Department to retain these funds can ensure proper employee training regarding the sanctioning of these events and proper regulation of these events, as well as allowing the Boxing Division to be more self-supporting, requiring fewer General Fund dollars.

RCA 1.0 Program Summary

COMMERCIAL RACING

Luis A. Marquez, Acting Director
Phone: (602) 364-1695
A.R.S. §§ 5-101 to 5-115

Mission:

To regulate and supervise pari-mutuel racing and wagering conducted in Arizona in order to protect both animal and human racing participants, as well as the wagering public.

Description:

The Department of Racing regulates and supervises all commercial horse racing meetings and pari-mutuel wagering conducted on and off track in Arizona in order to enforce laws and regulations and, thereby, protect racing participants and the wagering public. The Department is committed to the Equine Medication Model Rules and the regulation of anabolic steroids. Additionally, the Department focuses on the reduction of positive animal drug tests in both greyhound and horse racing.

This Program Contains the following Subprograms:

- ▶ Horse Racing
- ▶ Greyhound Racing

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,569.5	2,526.6	2,719.0
Other Appropriated Funds	44.0	53.5	53.5
Other Non Appropriated Funds	1,159.0	1,150.0	1,150.0
Program Total	3,772.5	3,730.1	3,922.5
FTE Positions	40.3	40.3	42.3

RCA 1.1 Subprogram Summary

HORSE RACING

Luis A. Marquez, Acting Director
Phone: (602) 364-1695
A.R.S. §§ 5-101 to 5-115

Mission:

To regulate and supervise all commercial horse racing meetings and pari-mutuel wagering conducted on- and off-track in Arizona in order to ensure compliance with laws and regulations and, thereby, protect racing participants and the wagering public.

Description:

The Department of Racing regulates and supervises all commercial horse racing meetings, conducts investigations, issues licenses, conducts equine drug testing, oversees wagering, hears appeals of decisions, collects revenues for the State, distributes awards to program recipients, and provides information upon request to the public and other agencies.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,560.6	1,375.7	1,471.9
Other Appropriated Funds	26.5	34.5	34.5
Other Non Appropriated Funds	847.8	681.8	681.8
Program Total	2,434.9	2,092.0	2,188.2
FTE Positions	23.3	23.3	24.3

- ◆ **Goal 1** To ensure that all participants and permittees involved in commercial horse racing operate and perform in compliance with applicable Arizona racing-related statutes, rules and regulations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Stewards' rulings issued	561	450	495
Explanation:	Stewards are the first-line enforcers of the statutes and rules and protectors of the racing participants and animals. They monitor every aspect of the race meet.		
Percent of original Stewards' actions upheld on appeal	100	99.0	100
Percent of positive equine drug tests	1.4	0.95	0.75
Number of horse racing investigations conducted regarding compliance with rules	2,022	1,005	750
Number of equine drug tests conducted	4,100	4,018	3,938

- ◆ **Goal 2** To process license applications and conduct background investigations in a timely manner to ensure that only those eligible pursuant to Arizona racing-related statutes, rules, and regulations receive licenses.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of licenses issued	3,692	2,500	1,750
Number of licenses denied	7	5	6
Number of background investigations conducted regarding licensing.	2,022	1,800	1,450
Percent of license denials upheld on appeal	86.0	95.0	95.0
Percent of total horse racing licensees with disciplinary action	5.73	3.15	2.00
Average number of calendar days to complete fingerprint reviews from time taken to receipt of criminal history report	25	25	20

- ◆ **Goal 3** To encourage and promote horse breeding in Arizona through administration of and timely distribution to recipients of funds available through Breeders and Stallion Awards Programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of active horse breeders	120	135	140

Percent of active breeders winning awards	93.0	75.0	80.0
Average number of days that awards were processed before the deadline	4.0	5.0	5.0

- ◆ **Goal 4** To encourage employment and retention of professional staff of the highest quality in order to best serve the needs and interest of the State and the horse racing industry.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Employee turnover rate	17.0	20.0	20.0
Number of employees who completed formal work-related training	8	10	10

- ◆ **Goal 5** To educate all licensees and racing participants in Arizona regarding violations involving the use of illegal substances.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of human drug tests conducted	54	60	66
Number of positive human drug test results	8	12	13
Number of refusals to test	5	4	5
Number of investigations regarding positive drug tests and refusals to test	13	16	18

RCA 1.2 Subprogram Summary

GREYHOUND RACING

Luis A. Marquez, Acting Director

Phone: (602) 364-1695

A.R.S. §§ 5-101 to 5-115

Mission:

To regulate and supervise all commercial greyhound racing meetings and pari-mutuel wagering conducted on- and off-track in Arizona in order to ensure compliance with laws and regulations and, thereby, protect racing participants and the wagering public.

Description:

The Department of Racing regulates and supervises all commercial greyhound racing meetings, conducts investigations, inspects facilities and hauling vehicles, issues licenses, conducts greyhound drug testing, oversees wagering, hears appeals of decisions, collects revenues for the State, distributes awards to program recipients and provides information upon request to the public and other agencies.

Funding and FTE Summary:	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
(Thousands)			
General Funds	1,008.9	1,150.9	1,247.1
Other Appropriated Funds	17.5	19.0	19.0
Other Non Appropriated Funds	311.2	468.2	468.2
Program Total	1,337.6	1,638.1	1,734.3
FTE Positions	17.0	17.0	18.0

- ◆ **Goal 1** To ensure that all participants and permittees involved in greyhound racing operate and perform in compliance with applicable Arizona racing-related statutes, rules, and regulations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Stewards' rulings Issued	313	282	254
Percent of positive canine drug tests	0.11	0.05	0.17
Number of greyhound racing investigations conducted regarding compliance with rules	1,210	800	400
Percent of greyhound racing licensees with disciplinary action	0.9	1.0	1.0
Number of canine drug tests conducted	4,639	4,500	4,450

- ◆ **Goal 2** To process and investigate license applications in a timely way while ensuring that only those eligible pursuant to Arizona racing-related statutes, rules, and regulations

receive licenses.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of licenses issued	1,264	550	400
Number of licenses denied	3	3	1
Number of background investigations conducted	1,210	400	380
Percent of background investigations resulting in disciplinary or enforcement action	20.4	21.0	25.0
Percent of license denials upheld on appeal	100.0	100.0	100.0
Number of background investigations resulting in disciplinary action	247	85	75

- ◆ **Goal 3** To inspect greyhound puppies, the facilities where they are maintained and the vehicles used to haul the greyhounds within the state to enforce compliance to insure the health, safety, and welfare of greyhounds with Arizona laws and regulations, and protect the integrity of the greyhound industry.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of facilities licensed	58	48	40
Number of inspections conducted at facilities	35	35	30
Number of inspections resulting in violations and disciplinary action	2	1	1
Number of greyhound hauling vehicle inspections conducted	36	35	30
Number of greyhound hauling vehicle inspections resulting in violations	0	1	1
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of inspections of greyhound puppy litters	81.0	50.0	50.0

- ◆ **Goal 4** To encourage and promote greyhound breeding in Arizona through administration of and timely distribution to recipients of funds available through Breeders Awards Programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of greyhound breeders winning awards	51.0	52.0	52.0
Average number of days that awards were processed before the deadline	4.0	5.0	5.0
Number of active greyhound breeders	90	95	100

- ◆ **Goal 5** To encourage employment and retention of professional staff of the highest quality in order to best serve the needs and interests of the State and the greyhound racing industry.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Employee turnover rate	0.0	0	0
Number of employees who completed formal work-related training	2.0	4.0	5.0

RCA 2.0

Program Summary

COUNTY FAIR RACING

Luis A. Marquez, Acting Director

Phone: (602) 364-1695

A.R.S. §§ 5-101 to 5-115

Mission:

To promote and improve county fair racing in Arizona and regulate and supervise county fair racing to ensure compliance with laws and regulations and, thereby, protect racing participants and the wagering public.

Description:

The Arizona Department of Racing regulates and supervises all county fair horse racing meetings, provides staff to operate race meetings, conducts investigations, issues licenses, conducts equine drug testing, oversees wagering, conducts hearings on investigation referrals, collects revenues for the State and provides information upon request to the public and other agencies.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	7.2	0.0	0.0
Other Appropriated Funds	458.9	460.1	460.1
Other Non Appropriated Funds	1,200.0	1,000.0	1,000.0
Program Total	1,666.1	1,460.1	1,460.1
FTE Positions	4.7	4.7	4.7

◆ **Goal 1** To ensure that all participants and permittees involved in county fair racing operate and perform in compliance with applicable Arizona racing-related statutes, rules, and regulations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of races supervised	568	550	520
Number of Stewards' rulings issued	22	35	30
Percent of original actions upheld on appeal	100.0	100.0	100.0
Number of investigations conducted	607	155	100
Number of county fair racing investigations resulting in disciplinary action	61	65	65
Number of county fair race days regulated	66	62	60
Number of county fair races supervised - including simulcasting	4,094	3500	3500
Number of equine drug tests conducted	1,327	1,300	1,275

◆ **Goal 2** To process and investigate license applications in a timely manner while ensuring that only those eligible pursuant to Arizona racing-related statutes, rules and regulations receive licenses.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of licenses issued	892	575	550
Number of licenses denied	1	2	2
Number of background investigations conducted	607	425	400
Percent of license denials upheld on appeal	100.0	100.0	100.0
Number of license application denials upheld on appeal	1	2	1

◆ **Goal 3** To encourage and promote county fair racing in Arizona through the distribution of subsidies for purses and Betterment Fund monies to Fair facilities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Amount of betterment monies distributed (thousands)	1,200.0	1,200.0	1,200.0

◆ **Goal 4** To encourage employment and retention of professional staff of the highest quality in order to best serve the needs

and interest of the State and the horse racing industry.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Employee turnover rate	64.0	57.5	50.0
Number of employees who completed formal work-related training	0.0	3.0	4.0

RCA 3.0

Program Summary

BOXING

Luis A. Marquez, Acting Director

Phone: (602) 364-1695

A.R.S. § 5-221, 5-222, 5-225

Mission:

To regulate and supervise boxing events conducted in Arizona to protect all participants in these events.

Description:

The Department regulates and supervises all boxing, kickboxing, unarmed combat, tough man, and mixed martial arts events in Arizona to ensure compliance with laws and regulations, thereby protecting all participants.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	97.0	96.7	182.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	97.0	96.7	182.9
FTE Positions	1.5	1.5	3.0

◆ **Goal 1** To ensure that all events under Commission jurisdiction held in the state are sanctioned by the Arizona State Boxing Commission and that all participants are duly licensed.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of boxing licenses issued	458	850	900
Number of bouts	200	300	200
Percent of bouts without serious injury to contestants	100	100	100
Number of boxing investigations versus the number of bouts	1/200	10/300	10/300

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of events sanctioned	25	35	40
Number of license applications received	460	855	900
Percent of licenses issued for all applications received	99.0	99.0	99.0

◆ **Goal 2** To investigate all allegations of rules violations that may harm the athlete or the public.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of boxing investigations resulting in disciplinary action	100.0	99.0	99.0
Number of boxing investigations versus number of bouts	1/200	10/300	10/300
Number of boxing investigations	1	10	10

◆ **Goal 3** To ensure that all participants comply with all health requirements for their safety and the public safety

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Boxing-related medical exams submitted	1,725	2,750	2,800
Percent of Boxing-related medical exams accepted	98.0	96.0	96.0
Percent of boxing-related medical exams received the day of the event	20.0	30.0	30.0

◆ **Goal 4** To encourage employment and retention of professional staff of the highest quality in order to best serve the needs and interests of the State and the boxing industry.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of boxing employees who completed formal work-related training	1.0	1.0	1.0
Employee turn over rate	0.0	0.0	0.0

AEA 0.0

Agency Summary

RADIATION REGULATORY AGENCY

Aubrey Godwin, Director

Phone: (602) 255-4845

A.R.S. §§ 30-652 et seq.

Mission:

To protect the health and safety of Arizonans from unnecessary radiation exposure from all natural and man-made sources.

Description:

The Arizona Radiation Regulatory Agency provides protection from unnecessary radiation exposure through inspection of radiation sources and their uses, effective response to radiological incidents, environmental sampling, and the certification of those using nuclear medicine technology and those operating X-ray equipment.

Agency Summary:

Program	(\$ Thousands)		
	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ RADIOACTIVE MATERIALS/NON-IONIZING RADIATION	506.3	636.5	693.2
➤ X-RAY COMPLIANCE	602.2	678.7	678.7
➤ EMERGENCY RESPONSE	612.6	602.2	602.2
➤ RADIATION MEASUREMENT LABORATORY	839.2	823.9	823.9
➤ MEDICAL RADIOLOGIC TECHNOLOGY BOARD OF EXAMINERS	288.0	288.8	288.8
Agency Total:	2,848.3	3,030.1	3,086.8

Funding and FTE Summary:

(Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,548.6	1,775.3	1,832.0
Other Appropriated Funds	288.0	288.8	288.8
Other Non Appropriated Funds	1,011.7	966.0	966.0
Program Total	2,848.3	3,030.1	3,086.8
FTE Positions	35.0	38.0	39.0

Strategic Issues:

Issue 1 X-ray tube head growth exceeds Agency resources.

The number of x-ray tube heads in Arizona increases at a rate of about 4% per year. Agency staffing and equipment is unable to keep up with this rate of growth. The reduction in staff caused by reduced funding from the state has caused the Agency to fall farther behind in the inspection of x-ray facilities. In FY 2008, the Agency increased the number of staff inspecting x-ray equipment; however, the total number of staff is still insufficient to meet the continued increase in x-ray tubes. Also, the new staff is still being trained. As a result, the Agency is just beginning to lower the percent of x-ray tubes overdue for inspection. The Agency was 40% behind in its inspection of x-ray tubes at the end of FY2008.

Issue 2 High- and low-level radioactive waste will continue to be a public issue and problem.

There continues to be major public concern regarding the disposal of radioactive waste. Over the next 10 years the U.S. Department of Energy has scheduled approximately 10,000 shipments of low-level radioactive waste to travel I-40 en route to the Nevada Test Site for disposal. The I-40 corridor, including the nearby railroad, may also be used for shipment of spent nuclear fuel and high-level radioactive waste to the Nevada Test Site. These shipments are expected to occur after 2017. This will require the state to maintain a trained response team for possible radiation accidents within the state. Currently, each year there are 40 - 50 shipments of high

levels of Cobalt 60 totaling about 6,000,000 curies.

Issue 3 Uranium mining, milling and leaching again becoming an issue in Arizona.

A.R.S. § 30-654B.16 requires the Agency monitor milling and leaching operations involved with uranium mining. The increase in the price of uranium from \$20.00 to >\$100.00 per pound has increased mining interest in Arizona. Staffing to monitor the new operations is critical if the Agency is to monitor as required by State Law.

Issue 4 Drinking water standards have changed and may cause problems with some supplies.

The U.S. Environmental Protection Agency has adopted new radiation standards for drinking water. In addition, EPA has adopted new standards for uranium which will require some Arizona public water suppliers to treat their water. The Agency, in association with the Department of Environmental Quality, will perform assessments of the water supplies and the associated impacts on the public. It is likely these supplies will have to be generally licensed for the possession of radioactive material.

Issue 5 Relationship with federal agencies will remain uncertain.

The U.S. Nuclear Regulatory Commission provides the states with both security training and training support. However, increasing security requirements relating to the safety of radioactive materials takes up staff time even though the U.S. Nuclear Regulatory Commission pays the training expenses. Currently, the Food and Drug Administration continues to support the mammography program, and the U.S. Department of Energy is supporting activities that may be utilized in the event of an accident involving their WIPP shipment through Arizona. Other federal agencies may support some state activities. Each support area is specific and may not always be in accord with Arizona needs.

Issue 6 A major radiation incident or terrorist event may occur within the next two years.

Since 1979 the Agency has responded to a major radiation incident every ten to twelve years. In addition, there is national concern that enemies of this country may use radioactive materials in a weapon or improvise a nuclear weapon to attack this country. A.R.S. § 30-654B.4 requires the Agency to direct technical response to such events.

Issue 7 Radiation monitoring of transportation systems may be required in the future.

The transportation of high levels of radioactive material across northern Arizona may be of such public concern the Agency would be requested to monitor the shipments. The addition of security requirements for large quantity shipments may also require the ability to monitor such shipments at ports of entry. The Agency has provided training to the Department of Public Safety and the Department of Transportation to conduct these inspections. Currently, each year there are 40 - 50 shipments of high levels of Cobalt 60 totaling about 6,000,000 curies.

Issue 8 Budget constraints affect the ability of the Agency to respond to radiation emergencies.

The Agency utilizes personnel from all subprograms to respond to emergencies. Thus when staff is lost from a subprogram, it adversely affects the ability of the Agency to respond to emergencies at Palo Verde Nuclear Generating Station or to any other major radiation accident. Currently, the state is averaging 4 shipments of radioactive material per month along I-40. For each of these shipments, the U.S. Nuclear Regulatory Commission requires notice to the state, including encouragement for the state to consider using armed guards to escort the shipment.

AEA 1.0 **Program Summary**
RADIOACTIVE MATERIALS/NON-IONIZING RADIATION
 Art Nunez, Business Manager
 Phone: (602) 255-4845
 A.R.S. §§ 30-652 et seq

Mission:

To ensure radiation health and safety for the people of Arizona by regulating the users of radioactive materials, particle accelerators and non-ionizing radiation sources. Provides technical expertise to response activities during radiation emergencies or terrorist events.

Description:

The Radioactive Materials (RAM) and Non-Ionizing Radiation (NIR) subprogram licenses medical, industrial, and academic users of radioactive materials, and registers users of particle accelerators, and non-ionizing radiation sources. On-site inspections of radioactive materials licensees in Arizona are conducted to ensure proper techniques for use, storage and shipment of radioactive materials. NIR conducts inspections of lasers, tanning booths, radio frequency emitters, power lines, and microwave ovens.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	506.3	636.5	693.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	506.3	636.5	693.2
FTE Positions	9.0	10.0	11.0

- ◆ **Goal 1** To identify and license or register all users of radioactive materials or particle accelerators in Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of licenses	461	470	470
New licenses and renewals	70	140	140
Accelerator registrations	63	67	70
Accelerator registration actions	26	32	35

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction rating	7.1	7.3	7.3

- ◆ **Goal 2** To identify and register all new users of non-ionizing radiation sources in Arizona and renew registrations as appropriate.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Non-ionizing radiation registrations, active.	946	1,000	1,050
Non-ionizing radiation registration actions.	403	475	500

- ◆ **Goal 3** To inspect all users of radioactive materials or particle accelerators according to Agency regulations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of radioactive materials inspections	155	160	160
Explanation:	Estimates assume that budget request for additional staffing is approved.		
Accelerator inspections	13	25	25

- ◆ **Goal 4** To inspect NIR users to assure conformance with radiation safety regulations

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Non-ionizing radiation licenses inspected	28	80	140
Explanation:	Staff shortage due to staff turnover has reduced the number of inspections.		

- ◆ **Goal 5** To show agency-wide goals and objectives as shown in Budget Act.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Administration as a per cent of total expenditures	11.2	11.2	13.9

AEA 2.0 **Program Summary**
X-RAY COMPLIANCE
 Art Nunez, Business Manager
 Phone: (602) 255-4845
 A.R.S. §§ 30-652 et seq

Mission:

To protect the citizens of Arizona from overexposure or unnecessary exposure to x-ray radiation. Provides technical expertise to response activities during radiation emergencies or terrorist events.

Description:

X-Ray Compliance is responsible for the registration of x-ray machines and the regulation of x-ray radiation. Inspection of all x-ray facilities and equipment utilizing x-rays is performed routinely, including those used for mammographic, chiropractic, dental, veterinary, industrial and medical disciplines. The subprogram supports safe use by operators and the minimization of patient exposure.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	429.8	531.8	531.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	172.4	146.9	146.9
Program Total	602.2	678.7	678.7
FTE Positions	8.0	10.0	10.0

- ◆ **Goal 1** To register all x-ray tubes within the State of Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
X-Ray tubes registered	14,144	14,700	15,200

- ◆ **Goal 2** To inspect all x-ray tubes to ensure continuous compliance with health and safety standards.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of x-ray tubes inspected	18	25	25
Explanation:	As the number of x-ray tubes increases a fixed number of inspectors will inspect a smaller percent of the total.		
X-ray machines inspected	3,502	3,700	3,700
Explanation:	The number of available inspectors limits the number of inspections.		
Percent of x-ray tubes overdue for inspection	39.60	29.0	25.0
Explanation:	Staffing shortages will force the percentage overdue for inspection to increase.		

- ◆ **Goal 3** To certify facilities using mammography equipment in accordance with Federal legislation.

- ◆ **Goal 4** To improve efficiency of subprogram database changes and tracking of applications.

AEA 3.0 **Program Summary**
EMERGENCY RESPONSE

Art Nunez, Business Manager
Phone: (602) 255-4845
A.R.S. §§ 30-652 et seq

Mission:

To respond to and provide the necessary planning and technical assistance to resolve any incidents involving radiation or sources of radiation occurring in Arizona, including fixed nuclear facilities. Responds to and trains others to respond to "dirty bombs" and other terrorist events that may occur in Arizona. Provides technical expertise to response activities during radiation emergencies or terrorist events.

Description:

The Emergency Response subprogram prepares, coordinates and tests the technical portion of Arizona's Fixed Nuclear Facility Emergency Response Plan, including radiation effects assessment and protective action recommendations. The subprogram trains hazardous materials response teams (law enforcement, fire and medical personnel) in initial response to radiation-related incidents, including preparation for high level radioactive waste, transuranic and spent nuclear fuel shipping campaigns. The subprogram also responds to radiation incidents statewide, supports the state's multi-agency task force on terrorism with respect to weapons of mass destruction, maintains a large inventory of emergency equipment, calibrates and provides civil defense instruments to HAZMAT organizations and directs and conducts training of a 50-member monitor pool. The subprogram also arranges for the disposal of abandoned radioactive material sources.

Funding and FTE Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	169.0	164.7	164.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	443.6	437.5	437.5
Program Total	612.6	602.2	602.2
FTE Positions	4.0	4.0	4.0

- ◆ **Goal 1** To respond effectively to any radiological incidents or accidents within Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Radiological incidents (non-Palo Verde related)	17	18	18
Radiological incidents (Palo Verde related)	1	1	1

- ◆ **Goal 2** To promote Agency radiological incident response capabilities within the State's HAZMAT community.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of contact procedure pamphlets distributed to users	5,200	4,000	4,000
Number of assistance requests (state, local or federal agency)	8	12	12
Number of Spent Nuclear Fuel or Large Quantity Radioactive Material Shipments	42	50	50

- ◆ **Goal 3** To continually maintain a pool of trained volunteers from state, county and local government agencies for emergency response to radiological accidents or incidents at the Palo Verde Nuclear Generating Station.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of volunteers trained	180	200	200
Number of monitoring team members	55	75	75

- ◆ **Goal 4** To ensure that HAZMAT teams around the state are capable of effective first response to incidents involving radioactive materials. During radiation emergencies or terrorist events provide technical expertise to the response activities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of instrument kits distributed to qualified teams	120	120	120
Number of response team members trained	175	200	200

AEA 4.0 **Program Summary**
RADIATION MEASUREMENT LABORATORY

Art Nunez, Business Manager
Phone: (602) 255-4845
A.R.S. §§ 30-652 et seq

Mission:

To measure and monitor man-made and naturally occurring radiation sources throughout the state with an emphasis on nuclear reactor facilities, uranium mining operations, and drinking water. Provides technical expertise to response activities during radiation emergencies or terrorist events.

Description:

The subprogram determines ambient radiation levels throughout the state by analyzing samples of air, water, milk, soil and vegetation. The subprogram has established sampling networks to continuously monitor Palo Verde Nuclear Generating Station. As Arizona's primary radiation laboratory, the subprogram is contracted to provide technical and analytical support to the Arizona Department of Environmental Quality drinking water program and waste water programs. The subprogram also provides mobile and fixed analytical laboratory support to the Emergency Response and Radioactive Materials/Non-Ionizing subprograms. The subprogram participates in the U.S. Environmental Protection Agency's Indoor Radon Grant Program by determining radon hazards in Arizona and by providing information, on request, to interested citizens.

Funding and FTE Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	443.5	442.3	442.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	395.7	381.6	381.6
Program Total	839.2	823.9	823.9
FTE Positions	9.0	9.0	9.0

- ◆ **Goal 1** To analyze environmental samples to ensure that no radioactivity beyond background is present.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of environmental sample analyses	6,509	6,500	6,500

- ◆ **Goal 2** To analyze radon test canisters for the presence of radon in public schools above the recommended action level established by the U.S. Environmental Protection Agency (EPA).

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Radon canisters analyzed	0	600	600
Explanation:	Equipment was broken. Replacements have now been completed.		

- ◆ **Goal 3** To monitor statewide population centers and mining concerns for radiation.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
TLD monitoring sites	111	111	110
Air sampling stations throughout Arizona	16	16	16

- ◆ **Goal 4** To maintain designation as a primacy laboratory for valid data.

- ◆ **Goal 5** To provide laboratory support to the Department of Environmental Quality drinking water and mining programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Number of water samples analyzed	54	30	35
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- ◆ **Goal 6** To participate in training and respond to incidents involving radioactive material that may also be an act of terrorism.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of practices/responses	2	1	1

AEA 5.0 Program Summary MEDICAL RADIOLOGIC TECHNOLOGY BOARD OF EXAMINERS Art Nunez, Business Manager Phone: (602) 255-4845 A.R.S. §§ 32-2801 et seq

Mission:

To protect the health and safety of the people in Arizona against the harmful effects of excessive and improper exposure to medically applied ionizing radiation. Provides technical expertise to response activities during radiation emergencies or terrorist events.

Description:

The program assures that minimum standards of education and training are met by ionizing machine operators and nuclear medicine technologists; sets standards for and approves schools of radiologic and practical technology; and enforces A.R.S. § 32-2801, et. seq. and Title 12, Chapter 2, Arizona Administrative Code.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	288.0	288.8	288.8
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	288.0	288.8	288.8
FTE Positions	5.0	5.0	5.0

- ◆ **Goal 1** To assure qualifications and issue certificates to qualified applicants.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Qualified technologists certified, total	7,458	7,750	7,800
Certificates issued within 30 days	980	1,000	1,000
Number of active medical radiologic technologist certificates	8,385	8,550	8,700

- ◆ **Goal 2** To enforce A.R.S. § 32-2801 et seq.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of complaints	105	105	105
Number of complaints resolved	112	100	100

- ◆ **Goal 3** To conduct investigations required by A.R.S. § 32-2821(B).

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of investigations	105	105	105

RPA 0.0

Agency Summary

ARIZONA RANGERS' PENSIONS

Janet Napolitano, Governor

Phone:

A.R.S. § 41-951

Mission:

To provide compensation for time spent as an Arizona Ranger.

Description:

The Arizona Rangers' Pension provides monthly benefits for the last surviving spouse of a retired Arizona Ranger.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	13.4	13.7	14.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	13.4	13.7	14.0
FTE Positions	0.0	0.0	0.0

Strategic Issues:

Issue 1 Statute requires the pension be adjusted for inflation each year.

A.R.S. § 41-954 (B) requires that the Rangers’ Pension receives an annual inflation adjustment based on the Gross Domestic Product price deflator.

◆ Goal 1 To provide a monthly stipend to retired Arizona Ranger's and their spouses

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Stipend (in dollars)	13400	13,700	14000

REA 0.0

Agency Summary

DEPARTMENT OF REAL ESTATE

Sam Wercinski, Commissioner

Phone: (602) 771-7771

A.R.S. §§ 32-2101 et seq

Mission:

To protect the public interest through licensure, regulation, and education of the real estate profession in the State of Arizona.

Description:

The Department regulates real estate licensees (including residential sales, brokers, companies, property managers, business brokers, and commercial brokers), private cemeteries, and membership camping licensees. The Department also regulates real estate educators and schools, monitoring pre-licensing and continuing education courses to ensure the quality content of courses and the competence of instructors, as well as the quality and timeliness of materials being taught. The Department oversees the activities of licensees, investigates complaints against licensees and land developers, and participates in administrative hearings pertaining to their conduct. The Department regulates the sale of subdivided and certain unsubdivided lands, timeshares, condominiums, membership campgrounds, and cemeteries. The Department also administers two recovery fund programs-- one is available to persons who have sustained out-of-pocket losses and have obtained an otherwise uncollectible money judgment against a licensee for conduct violating statutory duty; the other is available to persons who have sustained out-of-pocket losses and have obtained an otherwise uncollectible money judgment against a developer for an unfinished condominium project.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,365.5	4,236.5	4,476.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	272.9	281.3	281.3
Program Total	4,638.4	4,517.8	4,757.5
FTE Positions	72.4	74.4	74.4

Strategic Issues:

Issue 1 Enhance Consumer Protection and Arizona's Reputation

Peering into the future, consumers are facing increased challenges. Real estate and mortgage fraud continue to take on new forms; property management scams are on the rise, targeting both landlords and tenants; and foreclosure "rescuers" are preying on vulnerable homeowners. The Department contributes to the General Fund while increasing consumer protection and enhancing Arizona's reputation of being a state where it is safe to purchase a house and make it one's home. The investigative and enforcement staff help achieve these goals through developing strong cases from which the Department levies penalties and civil fines that are deposited into the General Fund. Analysis shows that while these staff members work to protect the public, they also generate positive cash flow that is not part of the Agency's 95/110 funding equation. Funding these positions will generate more revenue for the General Fund and enhance consumer protection.

Issue 2 Enhance the Department's Efficiencies through Technology

The efficiencies seen from the Online License System have been phenomenal. The Department plans to move forward with Online Public Reports, enhancing the Public Database to include education hours and creating an interactive Education Database that will work with schools to ensure the Industry, the Public, and the Department receive the most up-to-date information on any given licensee. State-of-the-art technology, along with appropriate staff, is necessary to ensure the Online License Renewal System and future projects have a successful roll-out. Annual server and personal computer refreshes are necessary to keep the Department up-to-date with the latest technologies and continually improving efficiencies.

◆ Goal 1 To provide excellent customer service to licensees.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of department customer service surveys indicating good to excellent service	99	99	99

◆ Goal 2 To review and approve new courses quickly and thoroughly.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average days from receipt to approval of course	28	28	28

Explanation: Budget cuts lead to reduced staffing levels resulting in longer approval times.

◆ Goal 3 To improve the quality of class offerings and instructors by monitoring and auditing more classes.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Classes monitored	4	50	50

Explanation: Budget cuts result in reduced staffing levels

◆ Goal 4 To create and maintain procedures to process licenses in an efficient and timely manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average days from receipt of application to issuance of real estate license	1	1	1
Total real estate applications received	87,332	80,000	20,000
Number of real estate licensees	96,508	97,000	98,000

Explanation: Number reflects actual count of licensees. This includes individuals, brokers, and entities.

◆ Goal 5 To maintain the timeliness of the investigative process.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average calendar days from receipt of real estate or subdivision complaint to resolution	224	180	180
Total real estate or subdivision complaints investigated	1,391	1,500	1,500

◆ Goal 6 To maintain excellent customer service through the timely issuance of public reports.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of calendar days to issue deficiency letter on subdivision applications received	31.8	40	40
Number of subdivision filings received	1,172	1,200	1,200

Explanation: Includes amendments

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of days to issue an improved lot public report.	33.1	60	60

◆ Goal 7 To maintain an appropriate ratio of administrative costs in relation to the Department's appropriation.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of administrative costs	12.8	13	13

Explanation: Includes Information Technology, Budget, Policy, Human Resources, and Operations

UOA 0.0

Agency Summary

RESIDENTIAL UTILITY CONSUMER OFFICE

Stephen Ahearn, Director

Phone: (602) 364-4838

A.R.S. §§ 40-461 et. seq.

Mission:

To obtain the lowest reasonable utility rates for residential consumers by advocating on their behalf in regulatory proceedings involving public service corporations, except member-owned nonprofit cooperative corporations, before the Corporation Commission.

Description:

The Residential Utility Consumer Office (RUCO) examines primarily rate cases presented to the Corporation Commission and applies accounting, legal and other criteria for determining in which cases to intervene. The technical and legal staff researches and analyzes these cases and, with the targeted use of specialized consultants, determines an appropriate position for residential ratepayers. RUCO then advocates that position before Commission proceedings.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,141.5	1,302.0	1,319.3
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,141.5	1,302.0	1,319.3
FTE Positions	12.0	12.0	12.0

Strategic Issues:

Issue 1 *Dynamic, highly volatile regulated industry climate*

Growth-related issues continue to challenge the Arizona Corporation Commission's ability to satisfy its competing mandates to regulate monopoly industries in a manner that affords industry participants the opportunity to earn reasonable profits and the utility customers the right to reliable and affordable services. In recent years, this conflict has been most salient with respect to water and wastewater services, as the ACC has found it necessary to grant very large rate increases in these sectors. Transmission line siting decisions are becoming increasingly contentious matters and the problems associated with regional cooperation are becoming national in their significance. The principal natural gas provider has in recent years repeatedly sought a new and inappropriate cost recovery mechanism at odds with routine regulatory practice, and can be relied upon to advance the novel concepts in future proceedings. The electricity industry is facing double- and triple-digit annual price increases in the core fuels used to generate electricity, necessitating more frequent rate cases.

Issue 2 *Public awareness of agency services, resources, operations and funding*

RUCO met no opposition for its requested funding during the most recent legislative session, due in large measure to past direct outreach efforts with elected officials. Nevertheless, the agency needs to continue its awareness-raising efforts generally, as the combination of the narrow scope of its operations, its very small budget and low headcount make it difficult to reach consumers and other affected parties effectively. In addition to the outreach efforts listed in Issue 3 below, RUCO will design an appropriately-scaled formal press relations effort scaled to ensure that the positions, activities and successes of the agency are better and more widely known.

Issue 3 *Education and Outreach*

RUCO staff will continue to monitor and participate in federal and state activities consistent with the mission of the office and efforts will be made to more effectively communicate the information gained through those activities to interested constituencies. RUCO utilizes an outreach program which relies primarily on electronic communications through a bi-monthly email newsletter and the agency website. Expansion of the newsletter mailing list and enrichment of the website will continue to be part of ongoing efforts in this area. Despite somewhat limited travel funds, agency

personnel will continue to attend public hearings of the Corporation Commission that are held outside of Maricopa County and utilize these opportunities to increase public awareness of the office and its mission.

- ◆ **Goal 1** To perform preliminary analyses of all pertinent cases filed at the Arizona Corporation Commission to determine the necessity of our intervention.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of cases analyzed	70	75	75
RUCO interventions in rate making	6	8	8

- ◆ **Goal 2** To secure for residential utility ratepayers the lowest reasonable rates.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of utility rate hearings	9	6	6
Number of utility hearings	9	6	6
Average rate increase requested by utilities (millions)	4.1	100	10
Average rate increase recommended by RUCO (millions)	1.7	20	4
Average rate increase approved by ACC (millions)	2.5	50	6
Percent variance between utilities' request for rate increases and the actual ACC authorized rates	39	40	40

- ◆ **Goal 3** To protect residential consumer interests in matters involving competitive issues before the Arizona Corporation Commission.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
RUCO interventions in cases involving competitive issues	2	2	2
Administration as a percentage of total cost	4.0	4.0	4.0
Customer satisfaction rating for residential utility customers (scale 1-8)	7	7	7

RBA 0.0

Agency Summary**BOARD OF RESPIRATORY CARE EXAMINERS**

Mary Hauf Martin, Executive Director

Phone: (602) 542-5995

A.R.S. §§ 32-3521 to 32-3558

Mission:

To exercise state regulatory authority over respiratory care practitioners by granting licenses; maintaining public records for all practitioners within Arizona; and enforcing rules and statutes to ensure the public health, welfare, and safety.

Description:

Respiratory Care Practitioners work in therapeutic, surgical, and/or clinical settings to monitor respiration and lung health, as well as to diagnose and treat disorders. The Board of Respiratory Care Examiners regulates the practice of respiratory care in Arizona. The Board examines and licenses respiratory care practitioners based on minimum competency standards set by the Legislature. Additionally, the Board enforces state laws, rules, and regulations set forth to ensure public safety and investigates complaints filed against a member of the professional community.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	229.0	261.6	289.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	229.0	261.6	289.0
FTE Positions	3.5	3.5	4.0

Strategic Issues:**Issue 1 Electronic efficiency**

The agency has made enormous strides in electronic efficiency. With new capabilities come new security requirements and reporting requirements. The information the agency needs to provide to the Governor, Legislators, other health regulatory entities, licensees and the public is getting ever more complex. The Board is endeavoring to add efficiencies to our data management plan.

- ◆ **Goal 1** To process license and renewal applications in a timely, accurate manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
New and temporary licenses issued	508	508	520
Average number of days from receipt to granting a temporary license	1	1	1
Total number of applications for permanent licenses	1,843	1,843	1,900

- ◆ **Goal 2** To ensure the placement of each allegation of professional misconduct on the Board's agenda for review in a timely manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Complaints received	97	100	110
Average days from receipt of complaint to resolution	120	150	155
Average monthly backlog of complaints not yet resolved	1	1	1
Number of licenses revoked or suspended	13	15	16
Total number of practitioners investigated	97	100	105
Percent of investigations resulting in disciplinary or enforcement action	101.02	70	80
Percent Licensees with disciplinary action	2	3	3

RTA 0.0

Agency Summary

STATE RETIREMENT SYSTEM

Paul Matson, Director

Phone: (602) 240-2031

A.R.S. § 38-712

Mission:

To benefit our members, the Arizona State Retirement System (ASRS) will be a leading state benefit plan administrator in the areas of core member services, funded status, investment performance, and operational effectiveness, while keeping program benefits and associated costs relatively aligned and maintaining actuarial and fiscal integrity.

Description:

The Arizona State Retirement System provides pension, survivor, disability, health insurance, and educational services for most public sector employers in Arizona, including state universities and colleges, public school districts, local and county governments, and the State of Arizona. As of June 30, 2008, the ASRS had a market value of approximately \$25.6 billion dollars and had a total membership of approximately 540,000 members (actively contributing, inactive, retired, and disabled members).

Agency Summary:

(\$ Thousands)			
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ MEMBER SERVICES	11,826.5	17,057.8	19,459.7
➤ ADMINISTRATION AND SUPPORT	12,341.8	8,775.1	9,087.1
➤ INFORMATION TECHNOLOGY PLAN	2,818.5	2,819.0	0.0
➤ INVESTMENT MANAGEMENT	54,015.3	46,706.1	44,851.0
Agency Total:	81,002.1	75,358.0	73,397.8

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	22,865.7	24,047.0	24,047.0
Other Non Appropriated Funds	58,136.4	51,311.0	49,350.8
Program Total	81,002.1	75,358.0	73,397.8
FTE Positions	235.0	236.0	242.0

Strategic Issues:

Issue 1 **Work to minimize contribution rate increases for the ASRS Defined Benefit Plan (The Plan)**

Plan contribution rates are projected to remain relatively constant in the near term, but are subject to potential increases in the medium term. The ASRS must continue to review, consider, and analyze its funded status, future contribution rate trends, and elements of plan design to ensure that it fulfills its statutory purpose in the most equitable, efficient, and effective manner possible.

Issue 2 **Analyze ways to achieve long-term affordability, accessibility, and sustainability for the retiree health insurance program**

Rising health care costs and complexities associated with delivering health insurance to both Medicare and non-Medicare eligible retirees who live in rural and urban areas will continue to be an issue for the ASRS. The ASRS must continue to look for new ways to maintain an affordable and accessible health insurance program for its retirees.

Issue 3 **Implement a long-term strategy for the ASRS Defined Contribution Plan (The System)**

As of June 30, 2008, there were approximately 1,776 members in the ASRS Defined Contribution Plan, or "System", which has been closed to new members since the Defined Benefit "Plan" was adopted in 1972. All but a

small handful of these members are retired. As the average age of the System population continues to increase, the ASRS must adopt a separate strategy for the System.

Issue 4 **Successfully implement a Private Equity Portfolio for inclusion in the ASRS's overall asset allocation**

In October 2006, the ASRS modified its asset allocation policy to include the addition of a private equity allocation. In 2007, the ASRS approved a multi-year private equity implementation plan. Given the specialized nature of new investment allocations, it is important that the ASRS receive the resources necessary to successfully implement the new allocations so it can increase the returns generated and/or mitigate the risk of the total fund.

Issue 5 **Successfully complete implementation of the ASRS Business Re-Engineering and Information Technology Plan**

Since July of 2002, the ASRS has been implementing a business re-engineering and information technology plan that has improved business processes and prepared the ASRS for future growth. It is imperative that the implementation of this project continue to be successful so the ASRS can meet its goals and achieve its vision while remaining cost effective. As the ASRS nears the project's completion (fall 2008), ongoing maintenance and upgrades to technology must remain an important priority in order to ensure success.

RTA 1.0

Program Summary

MEMBER SERVICES

Anthony Guarino, Deputy Director, Chief Operations Officer

Phone: (602) 240-2077

A.R.S. § 38-755

Mission:

To administer benefits to ASRS members in an accurate, timely, efficient, and cost-effective manner.

Description:

The Member Services Program is comprised of the Member Services, Financial Services, and Information Services Divisions of the ASRS. These three divisions are collectively responsible for delivering services to ASRS members.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	11,826.5	12,906.0	15,158.8
Other Non Appropriated Funds	0.0	4,151.8	4,300.9
Program Total	11,826.5	17,057.8	19,459.7
FTE Positions	170.0	170.0	191.0

◆ Goal 1 To ensure that members receive calculations and disbursements timely, consistently, and accurately.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of new retirees receiving initial payments within 10 business days of retirement (objective 90%)	74.95	90	90
Percentage of final audits completed within 60 calendar days of initial benefit payment (objective 90%)	---	90	90
Explanation:	Information not yet available		
Percent of overall member satisfaction with the retirement application process for new retirees (objective 90%)	95	90	90
Number of new retirements processed	7,500	7,965	8,459

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of monthly pension payments disbursed on the first day of the month (objective 98%)	100	98	98
Percentage of pension adjustments processed within 10 business days of identification (objective 90%)	--	90	90
Explanation: Information not yet available			
Percentage of 1099R documents distributed by January 31 (objective 100%)	100	100	100
Number of monthly pension payments issued (June payroll)	87,974	93,428	99,221
Number of pension adjustments completed	3,207	3,464	3,741
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of refunds disbursed within 10 business days of request (objective 90%)	91	90	90
Percentage of 1099R documents distributed by January 31 (objective 100%)	100	100	100
Percentage of refunds processed accurately (objective 100%)	100	100	100
Percent of overall member satisfaction with the refund process (objective 90%)	94	90	90
Number of refund requests processed	13,101	14,673	16,434
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of service purchase cost invoices distributed within 15 business days of receipt (objective 90%)	89	90	90
Percentage of service purchase lump sum payments processed within 5 business days of receipt (objective 90%)	83.1	90	90
Percentage of service purchase payroll deduction agreements processed within 5 business days of receipt (objective 90%)	97	90	90
Percentage of service purchase cost invoices processed accurately (objective 98%)	99.48	98	98
Percent of overall member satisfaction with the service purchase process (objective 90%)	87	90	90
Number of service purchase cost invoices requested	8,962	9,000	9,250
Number of service purchase lump sum payments completed	6,996	6,500	6,600
Number of service purchase payroll deduction agreements completed	595	600	650
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of deaths reported (retired members)	2,310	2,400	2,500
Total number of deaths reported (non-retired members)	681	700	750
◆ Goal 2	To offer retired and disabled members access to affordable, competitive and efficiently run health insurance and disability programs.		
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of enrollments and declines processed	28,301	30,004	31,811
Number of manual adjustments performed	11,393	12,079	12,806
Number of retirees receiving a basic premium benefit	52,609	55,776	59,134
Explanation: Counted from June 2008 payroll			
Total amount disbursed for basic premium benefit (in thousands)	80,062	84,882	89,992
Number of retirees receiving a rural premium benefit, in addition to the basic premium benefit	1,521	1,500	1,400
Explanation: Counted from June 2008 payroll			
Total amount disbursed for rural premium benefit, in addition to the basic premium benefit (in thousands)	3,634	3,584	3,345

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of months needed to determine eligibility for LTD	6	6	6
Number of open LTD claims	4,973	5,100	5,100
Number of new LTD claims	770	805	842
Number of late LTD claims	24	35	35
Percentage of overall member satisfaction with Long Term Disability program (objective 90%)	89.3	90	90
◆ Goal 3	To ensure that contributions, account information, and financial data are collected, managed, and accounted for efficiently and effectively.		
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of contributions deposited within 1 business day of receipt (objective 100%)	100	100	100
Percentage of delinquent employer monies collected within 90 days of identification (objective 99%)	100	99	99
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of unpaid invoices that are over 30 days (objective 0)	237	0	0
Percentage of invoices paid within 30 days (objective 100%)	94.5	100	100
Number of months in which all bank statements were reconciled by month's end (objective 12)	3	12	12
Number of pay periods in which all employees are paid timely and accurately (objective 26)	26	26	26
◆ Goal 4	To provide members with easy and timely access to current account information and various educational services to help plan and manage their retirement.		
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of calls answered within 20 seconds (objective 80%)	84	80	80
Percent of calls abandoned by caller (objective 10% or fewer)	1.8	10	10
Percent of telephone inquiries answered accurately (objective 95%)	98.4	95	95
Percentage of overall member satisfaction with Telephone Service at the Arizona State Retirement System (objective 90%)	95	90	90
Number of calls received	202,357	204,000	209,200
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of overall member satisfaction with Know Your Benefits meetings (objective 90%)	100	90	90
Percentage of overall member satisfaction with Getting Ready for Retirement meetings (objective 90%)	100	90	90
Total number of Know Your Benefits meetings (statewide)	108	119	131
Total number of Know Your Benefits meeting attendees (statewide)	2,656	2,922	3,214
Total number of Getting Ready for Retirement meetings (statewide)	235	259	284
Total number of Getting Ready for Retirement meeting attendees (statewide)	5,630	6,193	6,812
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of walk-in customers served within 15 minutes of arrival (objective 70%)	80.2	70	70
Percentage of overall member satisfaction with walk-in counseling (objective 90%)	97.3	90	90
Total number of walk-ins (Phoenix and Tucson)	24,749	26,234	27,808

RTA 2.0

Program Summary

ADMINISTRATION AND SUPPORT

Anthony Guarino, Deputy Director, Chief Operations Officer

Phone: (602) 240-2077

A.R.S. §§ 38-711 et. seq.

Mission:

To establish and maintain an administrative framework to carry out the Arizona Revised Statutes and the directives of the ASRS Board in an accurate, timely, efficient, and cost-effective manner.

Description:

The Administration and Support Program contains the various support functions necessary to fulfill the ASRS's statutory responsibility. Support functions include the Office of the Director, Human Resources and Training, Budget, Procurement, Internal Audit, Legal, and External Affairs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,968.8	7,014.4	7,286.2
Other Non Appropriated Funds	5,373.0	1,760.7	1,800.9
Program Total	12,341.8	8,775.1	9,087.1
FTE Positions	35.0	35.0	38.0

- ◆ **Goal 1** To establish and maintain a cooperative and beneficial relationship with members, employers, and other interested parties through effective communications.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of employers enrolled with the ASRS	730	739	749
Explanation: Reduction in FY08 due to audit of employers			
Number of employer conferences/workshops held	34	37	40
Number of individual employer meetings held	20	25	30
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of members who "agree" or "strongly agree" that ASRS employees provide good service to members (objective 80%)	97	80	80
Percentage of members who "agree" or "strongly agree" that the ASRS keeps its members informed of matters that affect them (objective 80%)	95	80	80
Percentage of members who "agree" or "strongly agree" that the ASRS is pleasant and easy to do business with (objective 80%)	97	80	80

- ◆ **Goal 2** To strive to efficiently and effectively secure adequate budgets, develop human resources, procure outside professional services, ensure internal controls and effectiveness, and provide other services as needed to support the agency.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of months in which permanent staffing levels were 90 percent or higher (objective 6)	7	6	6
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of quarters for which Internal Audit provided quality reviews of Investment Compliance (objective 4)	4	4	4
Number of quarters for which Internal Audit provided quality reviews of in-house investment activity (objective 4)	4	4	4

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of trimesters for which Internal Audit provided quality reviews of Refunds (objective 3)	3	3	3
Number of trimesters for which Internal Audit provided quality review of Service Purchase invoices (objective 3)	3	3	3

RTA 3.0

Program Summary

INFORMATION TECHNOLOGY PLAN

Kent Smith, Assistant Director, Information Services

Phone: (602) 240-2078

Laws 2003 Chapter 262, Section 88

Mission:

To help the ASRS achieve its vision by implementing an integrated and multi-faceted technology solution that will allow the agency to keep pace with expected growth in members and improve service delivery while keeping administrative costs relatively stable over the long term.

Description:

The ASRS Business Re-Engineering and Information Technology Plan contains five main components:

1. Re-engineering of current business processes and development of an integrated database, the Public Employee Retiree Information System (PERIS) from which all ASRS services will be delivered.
2. Enhancement of network infrastructure.
3. Enhancement of telecommunications infrastructure and systems.
4. Implementation of member-focused web applications.
5. Automation of workflows and replacement of paper through Electronic Document Imaging.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,818.5	2,819.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	2,818.5	2,819.0	0.0
FTE Positions	20.0	20.0	0.0

- ◆ **Goal 1** To develop information technology applications that will support timely and efficient service to members.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of help desk services met (objective 99)	92	99	99
Percentage of business hours during which Interaction Center was operational (objective 99)	99	99	99
Number of hours telephone system was down during business hours (objective 3 hours or less per year)	0	3	3
Percentage of critical application outages (PERIS, FMS, workflow, interaction center, website, email), occurring during business hours, that were resolved within 1 hour (objective 90%)	92	90	90
Help desk satisfaction rating (objective 4.6 or higher out of 5.0 maximum)	4.8	4.6	4.6
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage completion of IT Plan projects as a whole	99	100	100
Percentage of budget spent for IT Plan as a whole	97	100	100

RTA 4.0

Program Summary

INVESTMENT MANAGEMENT

Gary Dokes, Chief Investment Officer

Phone: (602) 240-2180

A.R.S. §§ 38-719 et. seq.

Mission:

To manage the assets of the ASRS in a manner consistent with the goals of the ASRS Board and for the current and future benefit of ASRS members.

Description:

The Investment Management Program is responsible for overseeing the investment of the ASRS assets, the market value of which was approximately \$25.6 billion as of June 30, 2008.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,251.9	1,307.6	1,602.0
Other Non Appropriated Funds	52,763.4	45,398.5	43,249.0
Program Total	54,015.3	46,706.1	44,851.0
FTE Positions	10.0	11.0	13.0

- ◆ **Goal 1** To achieve a total fund rate of return equal to or greater than the actuarial assumed interest rate.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of investment returns	-7.6	8.0	8.0
10-Year annualized rate of return on fund assets (%)	5.5	8.0	8.0
10-Year rate of return on Strategic Asset Allocation Benchmark	4.8	n/a	n/a

- ◆ **Goal 2** To achieve a total fund rate of return equal to or greater than the Asset Allocation Benchmark.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Rate of return on Strategic Asset Allocation Benchmark	-5.6	n/a	n/a
Excess return	-2.0	n/a	n/a
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
3-Year rate of return on Strategic Asset Allocation Benchmark	6.8	n/a	n/a
3-Year excess return	-0.7	n/a	n/a

- ◆ **Goal 3** To achieve a total fund rate of return equal to or greater than the amount projected in the most recent asset allocation study.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
5-Year rolling expected rate of return	7.7	n/a	n/a
5-Year excess return	1.1	n/a	n/a

- ◆ **Goal 4** To achieve asset class net rates of return equal to or greater than their respective broad asset class benchmarks.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Rate of return for Large Cap	-13.4	n/a	n/a
Rate of return for S&P 500 (Large Cap Benchmark)	-13.1	n/a	n/a
Rate of return for Mid Cap	-7.4	n/a	n/a
Rate of return for S&P 400 (Mid Cap Benchmark)	-7.3	n/a	n/a
Rate of return for Small Cap	-14.6	n/a	n/a
Rate of return for Small Cap Equity Blended Benchmark	-14.7	n/a	n/a
Rate of return for NonUS Equity	-10.9	n/a	n/a
Rate of return for Custom MSCI (NonUS Equity Benchmark)	-6.2	n/a	n/a
Rate of return for Fixed Income	6.6	n/a	n/a
Rate of return for LB Aggregate (Fixed Income Benchmark)	7.1	n/a	n/a

Rate of return for GTAA	-6.0	n/a	n/a
Rate of return for Custom GTAA Benchmark	-7.1	n/a	n/a

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
3-Year Rate of return for Large Cap	4.3	n/a	n/a
3-Year Rate of return for S&P 500 (Large Cap Benchmark)	4.4	n/a	n/a
3-Year Rate of return for Mid Cap	7.4	n/a	n/a
3-Year Rate of return for S&P 400 (Mid Cap Benchmark)	7.5	n/a	n/a
3-Year Rate of return for Small Cap	4.5	n/a	n/a
3-Year Rate of return for Small Cap Equity Blended Benchmark	5.1	n/a	n/a
3-Year Rate of return for NonUS Equity	12.3	n/a	n/a
3-Year Rate of return for Custom MSCI (NonUS Equity Benchmark)	15.7	n/a	n/a
3-Year Rate of return for Fixed Income	4.0	n/a	n/a
3-Year Rate of return for LB Aggregate (Fixed Income Benchmark)	4.1	n/a	n/a
3-Year Rate of return for GTAA	6.0	n/a	n/a
3-Year Rate of return for Custom GTAA Benchmark	5.9	n/a	n/a

- ◆ **Goal 5** To achieve portfolio-level net rates of return equal to or greater than their respective portfolio benchmarks.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of portfolios outperforming benchmarks	18	n/a	n/a
Number of portfolios underperforming benchmarks	17	n/a	n/a

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of portfolios outperforming benchmarks (3 Years)	15	n/a	n/a
Number of portfolios underperforming benchmarks (3 Years)	6	n/a	n/a

- ◆ **Goal 6** To ensure sufficient monies are available to meet cash flow requirements.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total market value of ASRS fund assets (in billions)	25.6	n/a	n/a
Maximum average monthly cash balance as a percent of ASRS market value (%)	0.36	n/a	n/a
Total annual retiree benefit payments (in billions)	2.2	n/a	n/a
Percentage of liability funded	82.8	n/a	n/a
Explanation:	Estimate provided by actuary on 8/19/08.		
Percentage of assets achieving annual investment return expectations within specified basis points of the benchmark	69.6	n/a	n/a

RVA 0.0

Agency Summary

DEPARTMENT OF REVENUE

Gale Garriott, Director
Phone: (602) 716-6090
A.R.S. § 42-1001 et seq.

Mission:

To administer tax laws fairly and efficiently for the people of Arizona.

Description:

Pursuant to Arizona Revised Statutes Title 42, the Department of Revenue (the Department) administers and enforces the collection of individual and corporate income, transaction privilege, withholding and luxury taxes. The Department oversees the fifteen county assessors in the administration of state property tax laws.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ SERVICE	146,635.2	112,069.0	112,069.0
➤ PROCESSING	8,560.0	8,738.9	8,738.9
➤ EDUCATION AND COMPLIANCE	34,227.1	28,509.8	28,509.8
➤ AGENCY SUPPORT	56,961.1	27,903.4	30,525.8
Agency Total:	246,383.4	177,221.1	179,843.5

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	74,391.8	73,918.6	76,541.0
Other Appropriated Funds	8,354.9	4,488.8	4,488.8
Other Non Appropriated Funds	163,636.7	98,813.7	98,813.7
Program Total	246,383.4	177,221.1	179,843.5
FTE Positions	1,164.0	1,164.0	1,185.0

Strategic Issues:

Issue 1 *To reengineer our business processes to make them more efficient and further automate the administration of taxes.*

The Business Reengineering/Integrated Tax System (BRITS) initiative, which started in September of 2002, is a set of projects with the overall objectives of improving Department of Revenue business processes and replacing aging legacy standalone tax processing systems with a single, integrated system. The scope of BRITS also includes future efforts to continue to improve efficiency and taxpayer services.

Issue 2 *To ensure Business Continuity.*

The Department continues to refine its Business Continuity plan in accordance with the Governor's requirements to address issues of disaster recovery. Business Continuity planning is the on-going process of establishing strategies to minimize disruptions of service to taxpayers, their representatives, State and Local Governments, and Department employees. The goal is to minimize financial loss and ensure the continuation of core processes and the timely resumption of operations in case a situation or event impacts the Department.

Issue 3 *To improve communication within the Department.*

Overall annual employee survey responses to the question "My agency has a good system in place for communicating necessary information to staff" slightly increased in FY08 over the FY07 rating. Department management will continue to focus on this issue as one of the strategic issues for FY10. It is important that employees receive clear and timely communication from all levels of management.

Issue 4 *To develop and implement a workforce planning program.*

Statistics show that the 55 years and older workforce will increase to over 45% by the end of 2010. With an increased level of retirements expected

in the workforce, most organizations are not prepared for the loss of knowledge that will come with it. The Department intends to focus on this issue of succession, or workforce, planning by developing a structured program designed to focus on training and mentoring.

RVA 1.0

Program Summary

SERVICE

Nick Buta, Deputy Quality Executive
Phone: (602) 716-6891
A.R.S., Title 42

Mission:

To timely and accurately meet the needs of each Arizona taxpayer in: providing answers to their questions regarding licensing; filing requirements and application of the State's tax laws; providing revenue statistics to the Governor's Office, Legislature and the public to aid in the making of revenue projections; performing economic impact projections and other tax policy determinations; and, ensuring fair, accurate and uniform property valuations and property tax services for client counties as prescribed by Arizona statutes in a manner that is fair, consistent, accurate, professional, timely and with the highest standards of integrity.

Description:

The Service program is responsible for: issuing tax form and licensing information; answering telephone and written inquiries on the application of tax laws, drafting and publishing rulings, procedures, and instructions to aid taxpayers in understanding their tax obligations; analyzing tax filing, audit and collection information; providing statistics relating to revenues and credits in reports to the Governor's Office, Legislature, departmental staff and members of the public to aid in making revenue projections, economic impact projections and other tax policy determinations; responding to inquiries from the Legislature and Governor's Office as to the economic impact of proposed legislation or other economic impact issues; exercising general supervision over county assessors to ensure all property is uniformly valued, prescribing guidelines for appraisal methods and providing property tax processing services for client counties; resolving taxpayer account problems and disputes; answering billing inquiries; reviewing and evaluating penalty abatement requests; processing license applications for transaction privilege and bingo licensees; and, returning unclaimed property to its rightful owners by identifying, locating and notifying the owners/holders of the property.

This Program Contains the following Subprograms:

- ▶ Inquiries and Requests
- ▶ Local Jurisdictions
- ▶ Taxpayer, Executive, and Legislative Issues

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	9,903.6	10,087.6	10,087.6
Other Appropriated Funds	5,555.9	3,404.0	3,404.0
Other Non Appropriated Funds	131,175.7	98,577.4	98,577.4
Program Total	146,635.2	112,069.0	112,069.0
FTE Positions	201.0	205.0	205.0

RVA 1.1 **Subprogram Summary**
INQUIRIES AND REQUESTS

Nick Buta, Deputy Quality Executive
Phone: (602) 716-6891
A.R.S., Title 42

Mission:

To enable Arizona taxpayers and other customers to understand and more easily comply with Arizona's tax laws by providing state tax, licensing and unclaimed property information and assistance in a manner that is fair, consistent, accurate, professional, timely and with the highest standards of integrity.

Description:

The Inquiries & Requests subprogram is responsible for: issuing tax forms and licensing information; answering telephone and written inquiries on the application of tax laws; drafting and publishing rulings, procedures, and instructions to aid taxpayers in understanding their tax obligations; resolving taxpayer account problems and disputes; answering billing inquiries; reviewing and evaluating penalty abatement requests; processing license applications for transaction privilege and bingo licensees; and, returning unclaimed property to its rightful owners by identifying holders of the property and locating and notifying the owners.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	5,783.6	6,000.7	6,000.7
Other Appropriated Funds	5,555.9	3,404.0	3,404.0
Other Non Appropriated Funds	130,891.1	98,360.7	98,360.7
Program Total	142,230.6	107,765.4	107,765.4
FTE Positions	139.0	143.0	143.0

- ◆ **Goal 1** To ensure prompt response to taxpayers' immediate inquiries.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of written inquiries answered within 30 calendar days in Taxpayer Information and Assistance section	54	55	55
Explanation:	Level performance estimates are based on assumptions of similar workforce with future increased volume of inquiries.		
Average wait time for all phone calls (in minutes) in Taxpayer Information and Assistance section call center	6:05	6:00	6:00
Explanation:	FY08 actual result is expected to repeat and level off for future years due to proposed automation enhancements. Staff increases are not expected; improvements in automation will help to offset increased call volumes.		

- ◆ **Goal 2** To improve the processing of business license applications.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average license turnaround time (in business days)	2.7	3.0	3.0
Explanation:	We anticipate moderate growth in new business without an increase in staff to justify level performance estimates.		

- ◆ **Goal 3** To attain favorable customer service levels as evidenced by aggregate customer survey scores.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction rating for Taxpayer Information and Assistance section (scale 1-5)	4.75	4.70	4.65
Explanation:	It is anticipated that taxpayer calls and contacts will increase over the next few years but a growth in the workforce is not anticipated.		

RVA 1.2 **Subprogram Summary**
LOCAL JURISDICTIONS

Nick Buta, Deputy Quality Executive
Phone: (602) 716-6891
A.R.S., Title 42

Mission:

To ensure fair, accurate, and uniform property values as prescribed by Arizona statutes, and to provide timely and accurate property tax data services to client counties.

Description:

The Division is responsible for administration of the State's property tax laws; appraisal of utilities, railroads, mines, and other complex properties; development of appraisal and assessment guidelines; conducting analyses to ensure assessors' values are within statutorily prescribed limits, and providing property data systems to client counties.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,811.9	2,850.0	2,850.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	284.6	216.7	216.7
Program Total	3,096.5	3,066.7	3,066.7
FTE Positions	45.0	45.0	45.0

- ◆ **Goal 1** To improve the equity and uniformity of values for centrally valued properties.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of centrally valued property company compliance reviews and/or site inspections	105	25	50
Explanation:	Centrally valued properties include water/sewer, mines, railroads, telecommunications and electric companies. Future estimates are lower due to expected decrease in staff (increase in retirements).		

RVA 1.3 **Subprogram Summary**
TAXPAYER, EXECUTIVE, AND LEGISLATIVE ISSUES

Nick Buta, Deputy Quality Executive
Phone: (602) 716-6891
A.R.S., Title 42

Mission:

To provide timely and accurate information to the Governor's Office, Legislature and the public relating to revenues and credits to aid in the making of revenue projections, economic impact projections and other tax policy determinations, to provide thorough analysis of the tax implications of pending and approved legislation; and to assist taxpayers fairly in resolving problems or disputes with their accounts.

Description:

The Taxpayer, Executive & Legislative Services subprogram is responsible for analyzing tax filing, audit and collection information to create reports for the Governor's Office, Legislature, departmental staff and members of the public to aid in the making of revenue projections, economic impact projections and other tax policy determinations; responding to inquiries from the Legislature and Governor's Office as to the economic impact of proposed legislation or other economic impact issues; resolving taxpayer account problems and disputes; and providing analysis of the tax implications of pending and approved legislation.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,308.1	1,236.9	1,236.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,308.1	1,236.9	1,236.9
FTE Positions	17.0	17.0	17.0

◆ **Goal 1** To provide timely and accurate information to the Governor's Office, legislature, and the public.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Hearing Decisions issued within 70 calendar days of the Hearing or from the date the last memo is due	100	100	100

RVA 2.0

Program Summary

PROCESSING

Nick Buta, Deputy Quality Executive

Phone: (602) 716-6891

A.R.S., Title 42

Mission:

To process all incoming electronic and paper tax documents and associated revenues, process tax refunds and execute the mailing of tax documents to Arizona taxpayers in a timely and efficient manner; to ensure the accuracy of taxpayer accounts within the BRITS system; and to provide quality service to satisfy debts owed by taxpayers to other government agencies.

Description:

The Processing program is responsible for:

- opening, editing, and distributing taxpayer-generated documents to processing units;
- ensuring department forms, documents and correspondence are prepared for mailing;
- providing in-house photocopying and courier service;
- preparing documents for entry into various automated tax systems;
- performing subsequent document error resolution;
- generating tax refunds and correction notices; and
- operating the debt setoff program, which transfers portions of taxpayer balances to satisfy debts owed to other government agencies within the State.

In addition, the program processes Electronic Fund Transfers and documents associated with the electronic income tax filing program and subsequently processes withholding tax, corporate estimated tax, and transaction privilege tax electronically through the revenue system into the State Treasury. The program collects and distributes taxes imposed on all cigarettes, cigars, smoking tobacco, plug tobacco, snuff, and other forms of tobacco, and also maintains the automated accounts receivable system that interfaces with the automated systems for Licensing, Audit and Collections.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	8,275.6	8,316.9	8,316.9
Other Appropriated Funds	284.4	422.0	422.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	8,560.0	8,738.9	8,738.9
FTE Positions	163.0	163.0	163.0

◆ **Goal 1** To improve the timeliness of payment processing.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of payments deposited within five business days	91	83	84

Average turnaround time for deposits (in business days)	2.35	3.0	3.0
Explanation:	Level performance estimates are based on anticipated increasing volumes of work without increase to the workforce.		

◆ **Goal 2** To process Individual Income and Transaction Privilege Tax (TPT) returns in a timely manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of calendar days to process an Individual Income tax return	9.6	12.0	12.0
Explanation:	Future estimates are higher because we are able to more accurately measure the time between receipt of the return and a newly defined end point in the process. In effect, we have expanded the process time to include measuring more activity in the process.		
Total tax documents processed (in millions)	5.6	5.7	5.8
Explanation:	Documents consist of paper and electronic income tax returns as well as corporate, withholding, and TPT returns.		

◆ **Goal 3** To process all Individual Income tax refunds in a timely manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of all Individual Income tax refunds transmitted electronically	46.0	50.0	51.0
Average calendar days to refund total Individual Income tax checks (paper warrants and electronic deposits)	7.59	8.00	8.00
Explanation:	We plan on maintaining future service levels with no anticipated increase in staff.		

RVA 3.0 **Program Summary**
EDUCATION AND COMPLIANCE
 Nick Buta, Deputy Quality Executive
 Phone: (602) 716-6891
 A.R.S., Title 42

Mission:

To ensure compliance with Arizona tax laws and Department regulations and policies through proactive education, fair, firm, timely and reasonable valuation and enforcement activities while providing an effective and equitable legal recourse for taxpayers. In short, the purpose of this program is to ensure that taxpayers pay their fair share of tax, not more and not less.

Description:

The Education & Compliance program:

- administers a taxpayer outreach and education program for tax practitioners, individual taxpayers and businesses;
- provides information services through publications; and
- coordinates the Department's speaker's bureau, and in conjunction with the Internal Revenue Service and state universities, offers tax seminars statewide.

In addition, it is responsible for:

- the selection of tax returns and refund claims for audit examination and the accurate and timely review of those returns and claims;
- the collection of receivables and delinquent returns, and using collection tools such as phone and field contacts, lien and levy filings, bankruptcy court actions; and
- the research of businesses using on-site computerized license compliance checks ensuring business license/registration compliance programs.

The program also provides various legal services such as resolving disputed assessments and refund denials:

- directs the process of interpreting and applying tax laws;
- provides legal support and analysis to the audit sections; and
- adjudicates taxpayers' administrative appeals through the Agency's Hearing Office.

It inspects, educates and investigates tobacco retailers and distributors for compliance with tobacco tax laws;

- investigates allegations of tax fraud;
- assists the Attorney General's office in the prosecution of criminal tax offenders;
- conducts administrative and internal investigations; and
- develops and supports the valuation of centrally-valued properties.

This Program Contains the following Subprograms:

- ▶ Education and Outreach
- ▶ Audit and Assessing
- ▶ Collections
- ▶ Enforcement

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	26,458.7	27,611.7	27,611.7
Other Appropriated Funds	2,514.6	662.8	662.8
Other Non Appropriated Funds	5,253.8	235.3	235.3
Program Total	34,227.1	28,509.8	28,509.8
FTE Positions	558.0	541.0	541.0

RVA 3.1 **Subprogram Summary**
EDUCATION AND OUTREACH
 Nick Buta, Deputy Quality Executive
 Phone: (602) 716-6891
 A.R.S., Title 42

Mission:

To provide taxpayers and tax practitioners with understandable, accurate and current tax education, information and forms to facilitate voluntary compliance with Arizona's tax laws, and to provide training and appraisal certification courses to county and state appraisal staff.

Description:

The Education & Outreach subprogram provides tax education seminars and related programs for taxpayers and tax practitioners including graphics support and information services through publications, speaker's bureau training opportunities and, in conjunction with the Internal Revenue Service and state universities, offers tax seminars statewide.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	709.3	631.7	631.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	181.0	185.5	185.5
Program Total	890.3	817.2	817.2
FTE Positions	8.0	8.0	8.0

◆ Goal 1 To increase taxpayer transactions conducted electronically.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of all tax dollars received electronically	57.0	58.0	59.0
Percent of Individual Income tax returns received electronically	55.0	56.0	58.0

◆ Goal 2 To improve voluntary compliance in the filing of tax returns.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of money remitted voluntarily as a percentage of total receipts	95.8	96.10	96.20

Explanation: The FY08 actual result is calculated using a preliminary gross revenue number; actual FY08 gross revenue is not available at the time of this report.

◆ Goal 3 To continue to provide educational opportunities to the public and increase attendance.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent increase in overall attendance at educational seminars	29	5	5

Explanation: There were 12,032 educational attendees in FY08, which was a 29% increase over the 9,351 attendees in FY07. We are targeting 5% growth rates over the next few years due to a decrease in the number of trainers.

Number of educational attendees.	12,032	12,600	13,200
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RVA 3.2 **Subprogram Summary**
AUDIT AND ASSESSING

Nick Buta, Deputy Quality Executive
Phone: (602) 716-6891
A.R.S., Title 42

Mission:

To assist taxpayers in complying with tax laws and filing correct tax returns through: a fair, courteous, and helpful tax return examination and correction process, and providing supporting legal services to fairly resolve disputed audit assessments and refund denials; fairly interpreting and applying tax laws and timely disseminating that information to departmental employees and to the public; providing quality legal support and analysis to the audit sections; fairly adjudicating taxpayer appeals to the Department's hearing office; and developing fair and reasonable valuations for centrally-valued properties.

Description:

The Audit & Assessing subprogram is responsible for the Department's audit compliance programs for corporate, individual income, transaction privilege and use taxes and Special Audit services (luxury tax & unclaimed property), including resolution attempts, internal contests on taxpayer protests and oversight at audit litigation. The subprogram also provides various legal services, such as resolution of disputed assessments and refund denials, adjudication of taxpayers' administrative appeals to the DOR hearing office; direction of the process of fair interpretation, application and timely dissemination of tax law information to departmental employees and the public; and provision of legal support and analysis to the audit sections. Lastly, the subprogram develops and supports the valuation of centrally valued properties throughout the State, such as mines, utilities and railroads.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	16,080.2	17,059.2	17,059.2
Other Appropriated Funds	2,255.5	407.5	407.5
Other Non Appropriated Funds	5,072.8	49.8	49.8
Program Total	23,408.5	17,516.5	17,516.5
FTE Positions	319.0	316.0	316.0

◆ **Goal 1** To increase the scope and quality of the audit programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of final Transaction Privilege Tax (TPT) audit assessment amounts compared to the initial assessment amounts	71	73	75
Percent of final Individual Income tax audit assessment amounts compared to the initial assessment amounts	85	86	87

RVA 3.3 **Subprogram Summary**
COLLECTIONS

Nick Buta, Deputy Quality Executive
Phone: (602) 716-6891
A.R.S., Title 42

Mission:

To fairly and efficiently collect receivables and delinquent returns and to ensure businesses are properly licensed/registered with the Department.

Description:

The Collections subprogram secures the payment of receivables, delinquent taxes and filing of delinquent returns through telephone, correspondence and field contacts with taxpayers and performs activities to identify and license previously unlicensed businesses.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	8,872.7	9,038.9	9,038.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	8,872.7	9,038.9	9,038.9
FTE Positions	210.0	196.0	196.0

◆ **Goal 1** To improve the quality of collection activities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of non-audit revenue to total revenue	98.00	97.90	97.80

Explanation: The FY08 actual result is calculated using a preliminary gross revenue number which was not available at the time of this report.

◆ **Goal 2** To increase fiscal efficiencies.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Ratio of net enforcement revenue collected per total Department general fund dollar spent	7.68	7.70	7.80

RVA 3.4 **Subprogram Summary**
ENFORCEMENT

Nick Buta, Deputy Quality Executive
Phone: (602) 716-6891
A.R.S., Title 42

Mission:

To encourage voluntary compliance in all tax obligations and work with the taxpayer in entering into payment arrangements that are fair to the taxpayer yet protect the State's interest. To utilize fair and firm enforcement upon broken payment arrangements or lack of taxpayer compliance. To provide quality education to, and inspections of, tobacco retailers and distributors to ensure their compliance with tobacco tax laws; to fairly investigate allegations of tax fraud, assisting the Attorney General's office in the prosecution of criminal tax offenders; and to timely and fairly conduct administrative and internal investigations.

Description:

The Enforcement subprogram works with delinquent taxpayers in entering into payment arrangements and educating them in compliance (filing obligations) issues. Upon the taxpayer's action to void the agreement, enforcement collections activity is pursued including filing liens, levies, and seizures of assets. The Enforcement Subprogram also inspects and educates tobacco retailers and distributors regarding compliance with tobacco tax laws, and investigates and assists in the prosecution of criminal offenders. The subprogram also investigates allegations of tax fraud and assists the Attorney General's office in the prosecution of criminal tax offenders; conducts administrative and internal investigations; and contracts with the Attorney General's Office for the services of an attorney to prosecute tax cases.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	796.5	881.9	881.9
Other Appropriated Funds	259.1	255.3	255.3
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,055.6	1,137.2	1,137.2
FTE Positions	21.0	21.0	21.0

◆ **Goal 1** To promote and enforce the legal sale and distribution of tobacco products.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of retailer and distributor tobacco inspection visits completed	1,652	1,500	1,500

Explanation:	Level performance estimates are based on assumptions of similar workforce. All inspection visits serve multi-purposes including providing education, fulfilling legislative requirements, and identifying seizure opportunities.		
Number of cigarettes seized (in thousands)	198.0	125.0	125.0
Explanation:	Level performance estimates are based on assumptions of similar workforce. The Tobacco Unit will focus on other tobacco products.		

RVA 4.0 **Program Summary**
AGENCY SUPPORT

Nick Buta, Deputy Quality Executive
Phone: (602) 716-6891
A.R.S., Title 42

Mission:

To provide excellent leadership, quality technical and administrative support and customer-oriented human resources and development for all core business processes of the Department in order to enhance the services provided to Arizona's taxpayers and other stakeholders.

Description:

The Agency Support program is responsible for providing leadership, staff development, human resources, management, technology, strategic and resource planning, legal services to management, financial and inventory accounting and other administrative services to support all core business processes of the Department.

This Program Contains the following Subprograms:

- ▶ Human Resources
- ▶ Information Services
- ▶ Support Services

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	29,753.9	27,902.4	30,524.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	27,207.2	1.0	1.0
Program Total	56,961.1	27,903.4	30,525.8
FTE Positions	242.0	255.0	276.0

RVA 4.1 **Subprogram Summary**
HUMAN RESOURCES

Nick Buta, Deputy Quality Executive
Phone: (602) 716-6891
A.R.S., Title 42

Mission:

To foster excellence among all employees of the Department through quality staff and leadership development, ensuring effective recruitment and promotion of staff as well as fair administration of federal and state human resources laws.

Description:

The Human Resources subprogram is responsible for providing employee relations, benefits, recruitment and retention, performance evaluations, staff training and development, including classroom and self paced curriculum development; working with the Director in developing leadership courses; production of training videos; facilitating the recruitment and promotion of employees; and guidance and resolution of employee issues.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	618.7	819.5	819.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	618.7	819.5	819.5
FTE Positions	15.0	15.0	15.0

◆ **Goal 1** To increase the level of employee satisfaction.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Average annual turnover rate for employees	18.27	18.00	18.00
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Explanation: Level performance estimates are based on current year's rate. Turnover is an indicator.

Overall average satisfaction rating on the annual employee survey (scale 1 to 5)	3.61	3.64	3.68
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◆ **Goal 2** To improve employee satisfaction as measured by the annual employee survey data.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Percent of employees who AGREED with the statement, "Overall, I am satisfied with my job"	76.1	77.0	78.0
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◆ **Goal 3** To increase the level of employee training and development.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Percent of non-probationary (original probation) employees who have completed mandated training within a six month period	85	80	83
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Explanation: Training is typically completed by the end of the first year of employment.

◆ **Goal 4** To increase cost effectiveness of administrative services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Administration as a percentage of total cost	5.4	5.5	5.6
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Explanation: Administration costs increased in FY08 because the Department signed a new contract for building security for all physical locations as well as created a new Management Analyst Office.

RVA 4.2 **Subprogram Summary**
INFORMATION SERVICES

Nick Buta, Deputy Quality Executive
Phone: (602) 716-6891
A.R.S., Title 42

Mission:

To provide efficient, accessible record storage and retrieval services to all Department and taxpayer customers and to maintain and continually improve the information technology systems in order to enable the Department to provide excellent services to its customers and optimize the operations of all core business processes.

Description:

The Information Services subprogram maintains and provides access to the statutorily mandated archival files of department records and tax returns filed with DOR; microfilms individual and corporate documents and records; operates the warehouse; manages and oversees improvements to all computer systems and operations; runs mainframe data queries and reports for various core functions of the Department; maintains and enhances mainframe and larger database and client-server applications, incorporating legislative changes and user requests by means of in-house and contracted programming resources; operates and maintains the Agency's wide area network, including all hardware, software and inter- and intranet systems; facilitates the research and development of all new and modified Information Technology systems and processes, including interfacing with the Government Information Technology Agency (GITA); and administers the Department's information technology planning process.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	11,115.9	11,780.9	14,280.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	11,115.9	11,780.9	14,280.9
FTE Positions	110.0	109.0	130.0

- ◆ **Goal 1** To ensure the local and wide area network (LAN/WAN) is available 99.8% of the time.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of time the local and wide area network (LAN/WAN) is available	100.00	99.80	99.85

- ◆ **Goal 2** To resolve 99% of all problem calls identified as "critical" by the Information Technology division within 4 hours.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of critical problem calls completed within the 4 hour target	100.00	99.00	99.20

RVA 4.3 **Subprogram Summary**
SUPPORT SERVICES

Nick Buta, Deputy Quality Executive
Phone: (602) 716-6891
A.R.S., Title 42

Mission:

To provide visionary leadership and quality support services which promote and facilitate the realization of the missions and goals of the Department and its various programs. This includes assessing the effectiveness of various services to the taxpayer, ensuring all projects assigned to the divisions and sections are completed within prescribed time frames and according to agency policies, fostering an optimal working environment for employees, and providing administrators with the leadership and support they need to best serve our customers.

Description:

The Support Services subprogram provides leadership, management and direction to all employees of the Department; agency planning, resource allocation, and budgeting; accounting and distributions of all revenues received; purchasing and internal financial and inventory accounting; management and maintenance of all department facilities; continuous quality review and assessment of the effectiveness of various services to the taxpayer; ensures all projects assigned to divisions and sections are completed within prescribed time frames and according to agency policies; provides legal counsel to the Director, including appeals of audit cases to the Director; develops programs and policies to foster an optimal working environment for employees; provides administrators with the leadership and support they need to best serve our customers; and tracks and monitors the progress of all special projects, employee personnel actions prior to human resources processing, and all controlled correspondence.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	18,019.3	15,302.0	15,424.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	27,207.2	1.0	1.0
Program Total	45,226.5	15,303.0	15,425.4
FTE Positions	117.0	131.0	131.0

- ◆ **Goal 1** To pay all invoices in a timely manner within 30 calendar days of receipt

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of invoices paid within 30 calendar days	99	92	94

- ◆ **Goal 2** To respond to 90% of all building maintenance calls within 24 hours of receipt

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of building maintenance calls responded to within 24 hours of receipt	100.00	100.00	100.00

- ◆ **Goal 3** To process Payroll accurately by the end of each payroll cycle

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of payroll records processed error free by the close of the payroll cycle	99.00	99.20	99.30

- ◆ **Goal 4** To process purchase orders within two business days of receipt of requisition

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of business days to process requisitions	1.10	1.40	1.30

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Agency Summary**SCHOOL FACILITIES BOARD**

John Arnold, Executive Director

Phone: (602) 542-6147

A.R.S. §§ 15-2001 et seq

Mission:

To provide financial and technical assistance to help ensure that school districts maintain buildings and equipment at minimum adequacy standards so that students can achieve academic success.

Description:

The School Facilities Board was created by Laws 1998, 5th Special Session, Chapter 1 through legislation commonly known as Students First. The School Facilities Board consists of nine governor-appointed voting members and the Superintendent of Public Instruction who serves as a non-voting member. The Board is charged with administration of three capital programs: (a) New School Facilities, (b) Building Renewal, and (c) Emergency Deficiencies Corrections.

In order to effectively evaluate the State's school capital needs, the Board maintains a facilities database consisting of information reported by each school district that aids the Board in determining the funding level for building renewal and the construction of new facilities. Through periodic inspections, the Board is mandated to ensure compliance with building adequacy standards and routine preventative maintenance guidelines with respect to the new construction of buildings and maintenance of existing buildings. The Board also administers an Emergency Deficiencies program in the event that a school district has a serious need for materials, services, construction, or expenses in excess of the district's adopted budget that seriously threatens the functioning of the school district, the preservation or protection of property or public health, safety, and welfare.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	73,789.5	101,217.2	373,931.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	638,456.1	456,335.0	762,816.0
Program Total	712,245.6	557,552.2	1,136,747.5
FTE Positions	20.0	20.0	20.0

Strategic Issues:**Issue 1 New School Construction Moratorium**

The FY 2009 budget implemented a moratorium on all new construction and land acquisition activity that was not under contract as of July 1, 2008. This has caused some projects to be delayed, forcing some districts to accommodate student growth in schools that are at or approaching capacity.

Issue 2 School District Building Assessments

A.R.S. 15-2002 A requires the SFB to develop and maintain a database of all school buildings. This data is used to calculate the building renewal formula, determine if districts qualify for new space, and ensure that all districts meet minimum adequacy guidelines. In FY 1999, the districts self-reported for each school the number, type, and size of each building. Between FY 1999 and FY 2001, the SFB conducted an inspection program that reviewed the quality status of each building. Buildings with deficiencies were noted and corrected between FY 2000 and FY 2006. A.R.S. 15-2002 also requires staff to continue to inspect each building at least once every five years. During these inspections, staff verifies the building data submitted by the district and reviews the facilities for quality deficiencies.

Issue 3 New School Construction Inflation

In July 9, 1998 when the legislature passed and the governor signed Students First into law, a standard for the kind of school that should be constructed was set. A.R.S. 15-2041 D3c requires that the cost per square foot of new school construction be adjusted for construction market considerations based on an index identified or developed by the Joint Legislative Budget Committee as necessary but not less than once per year.

Inflation adjustments at times been too small or are untimely. This has lowered the standard for the type of school that can be built. A district that built a school in FY 2000 or FY 2001 could build a better school than a district can build today with state funds. While the SFB works diligently to get the best pricing while still meeting minimum adequacy standards, the rising cost of construction will continue to challenge the SFB and districts.

Issue 4 Emergency Deficiency Corrections

The Emergency Deficiency Corrections Fund is established by A.R.S. 15-2022. Revenues consist of monies transferred from the Deficiencies Correction Fund established by A.R.S. §15-2021 or the New School Facilities Fund established by A.R.S. §15-2041 as long as the transfer will not affect, interfere with, disrupt or reduce any approved capital projects. The School Facilities Board administers the fund and distributes monies in accordance with the rules of the School Facilities Board to school districts for emergency purposes. Given that the Deficiencies Corrections program was repealed on June 30, 2006 coupled with the expected shortfall in the New School Facilities Fund, the Emergency Deficiencies Corrections fund does not have a dedicated funding source or specific appropriation. As resources are depleted, the School Facilities Board's ability to assist districts will be limited.

◆ **Goal 1** To efficiently analyze school district requests for new school facilities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of school districts that request new school facilities funding	72	75	80
Average number of months from receipt of school district application for new school facility fund monies to School Facilities Board final determination.	5	6	6
Number of new school construction projects completed	29	25	4

◆ **Goal 2** To ensure that building renewal funds are used appropriately.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of school districts that used building renewal funding for non-statutory purposes	0	0	0

Explanation:

On September 1, 2006, the School Facilities Board released a web-enabled application for school districts to submit their three-year building renewal plans pursuant to A.R.S. 15-2031. The September 1, 2007 release required districts to align prior year actual project expenditures to the building renewal plan. This allows the SFB to ensure that the projects in the building renewal plan and the actual expenditures comply with statutory uses.

Number of districts instructed by the School Facilities Board to use building renewal funding for preventative maintenance	0	0	0
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◆ **Goal 3** To inspect school districts to ensure compliance with building adequacy standards with respect to construction of new buildings and maintenance of existing buildings.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of schools	1,456	1,485	1,490
Percent of all school district schools inspected to ensure minimum adequacy guidelines	9	22	21

Explanation:

The staff of the School Facilities Board was unable to meet its performance target due to lack of staff coupled with prioritizing new construction efforts. Thanks to the help of the Governor and the Legislature, the agency received two new liaison positions in the FY 2008 budget, which enabled some resources to be dedicated toward the school inspection process.

Average number of issues per school inspected that do not meet minimum adequacy standards	1	1	1
Percent of inspected schools determined to have an adequate preventative maintenance program	58	58	58

◆ **Goal 4** To provide quality services to school districts.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of all school districts rating the Board's services as satisfactory, good, or excellent in annual survey	98	98	98

Percent of school districts that
responded to customer satisfaction
survey

37

47

56

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Agency Summary**SECRETARY OF STATE - DEPARTMENT OF STATE**

Jan K. Brewer, Secretary of State

Phone: (602) 542-0681

A.R.S. §§ 41-121 et seq; 29-301 et seq; 44-1271 et seq; 44-1441

Mission:

To serve the people of the State of Arizona, to execute with integrity the duties required by the Arizona Constitution, and to provide accurate and timely information while ensuring that public dollars are well spent. The mission of the Secretary of State's office is also to provide stewardship of public resources by facilitating access and efficiently maintaining the filing of government records and information; encouraging participation and demanding honesty in the state's election process; effectively working with counties to implement a uniform, statewide voter registration system; expeditiously and efficiently upgrading State voting devices; offering registration and certification services of business transactions; fulfilling publishing requirements of all official acts of the State of Arizona including its chapter laws, rules and regulations; appointing notaries public and maintaining their filing information; attesting to all official acts of the Governor; and acting as an ambassador for the State of Arizona, its people, and its way of life.

Description:

The Department of State was created by the Arizona Constitution and is headed by a publicly elected Secretary of State, who serves as Acting Governor in the absence of the Governor and succeeds the Governor should a vacancy occur. The Secretary of State is the keeper of the Great Seal of the State of Arizona. The Secretary of State's office receives and records various filings, including Uniform Commercial Code transactions, trademark and trade name registrations, and limited partnership and limited liability partnership filings. The Secretary of State is also the "Chief State Election Officer" who administers election functions, including canvass and certification of statewide elections, and coordinates statewide voter registration as pursuant to the National Voter Registration Act of 1993. The office is also responsible for registration of lobbyists and acceptance of periodic lobbyist filings and campaign finance filings; publishes all official acts of the State of Arizona including laws, the Arizona Administrative Code, and the Arizona Administrative Register; files the notices of the Governor's appointments to the State's boards and commissions; appoints notaries public; and applies apostilles to all international transactions.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ADMINISTRATION	1,205.4	1,157.7	1,157.7
➤ BUSINESS SERVICES	1,243.9	1,262.8	1,342.8
➤ PUBLIC SERVICES	519.6	573.0	573.0
➤ ELECTION SERVICES	7,090.1	8,398.0	5,048.0
Agency Total:	10,059.0	11,391.5	8,121.5

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	7,047.4	6,980.7	3,710.7
Other Appropriated Funds	2,648.4	4,100.2	4,100.2
Other Non Appropriated Funds	363.2	310.6	310.6
Program Total	10,059.0	11,391.5	8,121.5
FTE Positions	48.3	48.3	50.3

Strategic Issues:**Issue 1 Meet current statutory obligations of administering statewide elections.**

Given adequate funding and resources, the Secretary of State's office intends to adequately meet all current statutory obligations of administering

statewide elections. As required by the Arizona Constitution and Arizona Revised Statutes, the Secretary of State will accurately certify all ballot candidates, certify and canvass results of statewide elections in a timely manner, appropriately test and certify voting devices for use by counties, implement testing for logic and accuracy of counties election equipment, responsibly certify initiatives and referenda for the ballot, publish and mail the publicity pamphlet to every household with a registered voter, seek to educate the voting public by conducting Town Halls on ballot measures, and provide pamphlets in Spanish and Native American translation.

Issue 2 Fully implement newly required federal and statewide election reforms.

The recently adopted Help America Vote Act requires the implementation of several new federal and statewide election reforms. The Secretary of State intends to expand on the strategies laid out in the Arizona HAVA State Plan. The Agency is aiming to aggressively implement Arizona's new statewide voter registration list. Efforts will also be made to enhance and upgrade voting devices and do away with antiquated punch card machines as part of the "Adios Chad" program. Along with local election officials, the Secretary of State will implement a new overseas and military voter system and voter fraud hotline. The Agency will also increase voter education and voter outreach while specifically working to better teach the importance of voting to younger citizens; work directly with all 15 counties to improve physical accessibility to polling places; provide more training of poll workers and election officials; and continue to lobby the federal government for monetary assistance to meet these new federal mandates.

Issue 3 Develop new statewide voting system action plan.

The Department plans to formulate a new Arizona Voting System Action plan to ensure integrity in Arizona elections, thus building additional confidence in the accuracy and reliability of the election process; introduce formal state voting system security guidelines; establish semi-annual post-election committee meetings among state and county election officers to identify and recommend voting system process improvements; increase the sharing of information amongst election offices that share similar voting equipment with the establishment of voting system user groups (including vendors and local jurisdictions); provide formal security awareness information, training, education, and procedures within the election workforce; and review and enhance current State certification policies and standards for voting equipment.

Issue 4 Continue to be fiscally responsible and efficient in delivering services.

The Secretary of State's office is constantly striving to ensure that public dollars are well spent. The Secretary of State's office budget has been significantly reduced over the past few years. The key to continued success is making government work smarter, using sound fiscal standards and efficiencies, and implementing strong ethical standards. The Office intends to optimize productivity through enhanced employee skills, improve efficiency and timeliness of customer service, review best practices of other state and local jurisdictions, consolidate work assignments to adequately address mandated responsibilities, and make every effort to provide taxpayers with the best return on their investment in state government as it specifically relates to the Secretary of State.

Issue 5 Build additional improvements in meeting our business services mandates.

The Department plans to increase the availability of accurate and reliable information as measured in terms of the increased number of people starting businesses. Such increases correlate directly to population growth here in Arizona. The Secretary of State's Business Services Division seeks to increase resources to better meet this increased workload and properly address overall state mandates regarding business services. The Department will seek to improve accuracy, efficiency and timeliness of public filings for all general partnerships and trade names; improve customer service by reducing time delays at the counter; update all forms and literature with current, user-friendly information; cross-train staff to better assist customers regardless of the request; and reduce the processing time of all business service applications.

Issue 6 Address current staffing shortfall and lack of resources.

Strategic planning is a cyclical process that requires feedback on customer satisfaction as compared with the results the Department is achieving. This cycle is important to the Office in trying to achieve all of its goals in an

efficient manner. The lack of funds to reach strategic goals will very negatively affect the Department's ability to perform at the levels mandated by law and to provide the quality services customers expect. By addressing the lack of resources and staffing shortfalls, the Office will be able to (1) reduce staff overtime to meet mandated deadlines, (2) increase the response time in delivering service to customers, (3) help accurately process filings and applications within a time frame that meets the public's expectations, and (4) adequately conduct all certifications and testing as required in administering statewide elections.

STA 1.0 **Program Summary**
ADMINISTRATION
Kevin Tyne, Asst. Secretary of State
Phone: (602) 542-4919
Constitution & A.R.S. § 41-121 et seq.

Mission:

To provide guidance, leadership and support to the staff of the Secretary of State's Office.

Description:

The Administration Program anticipates requests of services from public citizens, candidates, elected officials, media and business community members to increase. In order to accommodate these requests, the Department shall provide timely, efficient filing and retrieval of information by offering advanced automation to Agency customers. The Administration Program provides technology support and monitors financial management, accounting (accounts receivable, accounts payable, payroll), budgeting, procurement, human resources and training services for Administration, Business Services, Public Service and Election Divisions. The agency director and the financial officer support the leadership in policy making duties with responsibility for obtaining, enhancing and sustaining all office resources; e.g. procurement, accounting, strategic technology, computer networks, SOS website, human resources and office facilities.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	935.3	987.7	987.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	270.1	170.0	170.0
Program Total	1,205.4	1,157.7	1,157.7
FTE Positions	9.0	9.0	9.0

- ◆ **Goal 1** To lead and support the staff of the Office of the Secretary of State in carrying out its statutory obligations to file and retrieve information for the public.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of completion of customer support knowledge base- Train new employees within 30 days.	90	95	100
Percentage of election reporting electronically for public inspection on-line	100	100	100
Percentage of completion of lobbyist expenditure reporting to enhance public access to records	100	100	100

- ◆ **Goal 2** To develop and implement an effective automation information systems to enhance public interaction with the Secretary of State's office

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of conversion project of on-line Trade Name/Trademarks search capabilities	100	100	100
Percent of conversion project of on-line telemarketer search capability	100	100	100
Percentage of project completion to enhance Secretary of State's website by integrating with other government services for e-government approaches	100	100	100

- ◆ **Goal 3** To improve the efficiency of personnel, benefits, payroll, and procurement process through electronic automation.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
To improve the efficiency of personnel procedures by offering forms on SOS Intranet	95	100	100
To automate purchase orders and tracking expenditures by divisions	100	100	100
To automate payroll timesheets and leave slip forms	100	100	100
To automate deposit reconciliation forms to expedite and process accurately	100	100	100

- ◆ **Goal 4** To support the entire office with information technology, financial management, accounting, budget, procurement, human resources, and training.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of staff indicating that they feel they have the necessary resources to effectively perform their job	75	80	85

STA 2.0 **Program Summary**
BUSINESS SERVICES
Gene Palma, Director
Phone: (602) 542-3060
A.R.S. §§ 29-301 et seq.; 44-1271 et seq.; 44-1441 et seq.

Mission:

To support and provide resources to the business community through efficient and accurate filings. To provide public information in an easily accessible format.

Description:

The Business Services Division exists to centralize statewide registration of trademarks, trade names, limited partnerships, and foreign limited partnerships; to perfect Uniform Commercial Code (UCC) filings for the general public; to register charities, telemarketers and fundraisers for charities; to commission notaries public; and to register advanced directives.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,180.8	1,059.0	1,139.0
Other Appropriated Funds	0.0	98.2	98.2
Other Non Appropriated Funds	63.1	105.6	105.6
Program Total	1,243.9	1,262.8	1,342.8
FTE Positions	23.3	23.3	25.3

- ◆ **Goal 1** To serve the public by providing public records requests information accurately and expeditiously.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer Services Center for increased accessibility for customers	100	100	100
Provide customers alternate electronic procedures for filings and registrations	80	100	100
Number of Intergovernmental Agreement (IGA) amendments	558	575	575

- ◆ **Goal 2** To provide public disclosure through easy, accessible information and public documents, and on-line database search capabilities from our Web site.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of on-line access of charitable organizations filed	100	100	100
Percentage of Limited Partnerships microfiche converted to electronic format	95	95	95
Percentage of UCC - Microfiche converted to electronic data	100	100	100

Percentage of conversion of Trade names/ Trademarks microfiche converted to electronic format	75	75	80
Percentage of implementation of revisions pertaining to Revised Article 9 of the Uniform Commercial Code	100	100	100
Number of Trade names and Trademarks filed per month	2,800	2,900	3,000
Number of partnerships on file per month	100	125	150
Number of UCC records filed per month	6396	6500	6700
Percentage of Advanced Directives forms on-line	100	100	100
Number of Advanced Directives filed per month	230	250	275

- ◆ **Goal 3** To provide service to allow Notaries Public to perform their duties accurately and efficiently in the state.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of notaries commissioned	20,571	21,000	22,000
Number of Notary seminars	66	70	76
Notary applications turn-around time (# of business days)	15	7	5
Number of Notary handbooks printed and distributed	7,069	7,500	7,500
Number of Notary workbooks printed and distributed	2,886	3,000	3,000

- ◆ **Goal 4** To serve the public with Telemarketing filing

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Telemarketing filing (# of filings per fiscal year)	53	55	55

- ◆ **Goal 5** To provide to the public efficient and accurate filings.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of business days to process charitable organizations registrations	12	10	5
Average number of business days to process trade name applications	10	10	3
Average number of business days to process trademark applications	10	10	3
Average number of business days to process Uniform Commercial Code filings	5	5	3
Average number of business days to process athlete agents registrations	5	5	3
Average number of business days to process telephone solicitors registrations	10	7	3
Average number of business days to process notary commissions	15	7	5
Average number of business days to process limited/limited liability partnerships and foreign limited liability partnerships filings	5	5	3

STA 3.0 Program Summary PUBLIC SERVICES

Scott Cancelosi, Director

Phone: (602) 542-0223

A.R.S. §§ 41-311 et seq.; 41-1001 et seq.

Mission:

To provide public information, process applications, file agency rules and publish the Arizona Administrative Code and the Arizona Administrative Register, publish statutorily mandated and other informational publications and documents, and serve the public efficiently and professionally.

Description:

The Public Services Division files and publishes the rules of state agencies quarterly in the Arizona Administrative Code and weekly in the Arizona Administrative Register; publishes documents for the Office of the Secretary of State including the State & United States Constitutions, the Residential and the Mobile Home Park Landlord and Tenant Acts, the Arizona Notary Public Handbook, the Arizona Blue Book and numerous other documents, pamphlets, booklets, etc.; and reproduces for public distribution the Chapter Laws as passed by the legislature and signed by the Governor.

Funding and FTE Summary:	(Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds		489.6	573.0	573.0
Other Appropriated Funds		0.0	0.0	0.0
Other Non Appropriated Funds		30.0	0.0	0.0
Program Total		519.6	573.0	573.0
FTE Positions		6.0	6.0	6.0

- ◆ **Goal 1** To serve the public by providing printed materials accurately and expeditiously.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of publications (Code Price List, Notary Workbooks, Notary Handbooks, General Office Brochures, Elections materials, Trade name/ Trademark Books, Uniform Commercial Code, Bingo Law & Rules and other miscellaneous publications printed and distributed)	87,657	85,000	80,000
Percentage of information printed and ready for distribution within 5 days.	95	95	95
Number of Arizona Administrative Code Subscribers	158	150	150
Number of Arizona Administrative Register subscribers	89	85	85
Number of Executive Orders (EO) filed	38	20	20

- ◆ **Goal 2** To develop new brochures, booklets and other publications as mandated by law or requested by the public; to print them in-house as required with 30-35% using the four-color process.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Chapter Laws publications distributed; misc legislative filings, veto letters	381	450	450

- ◆ **Goal 3** To provide service that allow agencies, boards and commissions to develop rules accurately and efficiently.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of rules and rule-related items filed	999	1,100	1,100

- ◆ **Goal 4** To serve the public by providing materials on-line accurately and expeditiously

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of Administrative Code	100	100	100

available via the Internet within 21 days of release date

Percentage of Administrative Register available via the Internet in conjunction with publication date	100	100	100
Percent of time division publications are published online (posted) within one week of release of paper publication.	100	100	100
Percent of Chaptered Bills/Memorials/Resolutions posted online within 48 hours of receipt.	100	100	100

◆ **Goal 5** To provide public information and publications.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of customers indicating they found the public information they were seeking	100	100	100
Percent of statutory publications provided	100	100	100

STA 4.0

Program Summary

ELECTION SERVICES

Joseph Kanefield, Director

Phone: (602) 542-6167

A.R.S. §§ 16-101 et seq.; 19-101 et seq.; 38-541 et seq.

Mission:

To provide professional, courteous service in the administration of campaign finance and lobbyist laws; process candidate and ballot measure filings; provide training and certification of county recorders and election officials; develop and implement coordination of statewide voter registration; review and certify election equipment used by the counties; conduct logic and accuracy tests prior to each election on counties' vote counting devices; conduct a voter outreach program; provide information to the public on ballot measures through publication of the publicity pamphlet and Town Hall meetings; provide uniform election procedures through publication of the Election Procedures Manual; and retrieve filings for the public upon request. To successfully implement provisions of the "Help America Vote Act of 2002" to improve the administration of Federal elections. To ensure improvement to the state election process through the replacement of existing punch card voting systems, encourage election accessibility for individuals with disabilities, and create a new statewide voter registration database. To provide new and innovative technology to ensure federally-mandated statewide election reform through coordination, cooperation, and collaboration with County Recorders and Election Officials.

Description:

The Election Services Division complies with its statutory mandates by registering lobbyists and accepting their filings, accepting campaign finance filings, coordinating state responsibilities for voter registration under the National Voter Registration Act of 1993, receiving documents from and certifying for the ballot candidates for state office, canvassing and certifying the results of statewide elections, testing and certifying voting devices for use by counties, testing the logic and accuracy of counties' election equipment, training and certifying county election officials, certifying initiatives and referendums for the ballot, publishing and mailing the publicity pamphlet to every household with a registered voter, conducting Town Halls on ballot measures, drafting and publishing the election Procedures Manual, creating and implementing a voter outreach program, establishing and maintaining a uniform statewide voter registration system, certifying new and existing voting systems according to national standards, replacing all punch card voting devices used by counties for elections, improving voting device accessibility, maintaining uniform election procedures and certification of election officials and poll workers, increasing voter education for new voting systems, and establishing a statewide complaint system for a uniform nondiscriminatory response to grievances. All filings and data mentioned above are available to the public. The Help America Vote Act of 2002 (HAVA) increases the responsibility for election administration at the State level in order to establish consistency across the State.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,441.7	4,361.0	1,011.0
Other Appropriated Funds	2,648.4	4,002.0	4,002.0
Other Non Appropriated Funds	0.0	35.0	35.0
Program Total	7,090.1	8,398.0	5,048.0
FTE Positions	10.0	10.0	10.0

◆ **Goal 1** To increase the ability of the Secretary of State's Office to make information filed in the office accessible to the public in electronic format and via Internet access.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Campaign Finance data available on-line	100	100	100
Percent of timely review and action on election law complaints	100	100	100
Number of Campaign Finance reports filed	2,575	5,150	2,650
The number of Political Committees registered	827	800	850
Number of Standing Political Committees registered	43	44	45

◆ **Goal 2** To coordinate statewide voter registration as provided under the National Voter registration Act of 1993.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
To maintain the integrity of the voter registration rolls through the use of electronic format and information provided by county offices and MVD (percent completed)	100	100	100
The number of publicity pamphlets printed and distributed (in thousands)	0	1,700.0	0
The number of registered voters (in thousands)	2,734.0	2,775.0	2,825.0
The number of Town Hall meetings per year for explanation of initiatives	0	20	0

◆ **Goal 3** To provide statewide voter registration election, voter outreach, and HAVA.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of votes cast on provisional ballots compared to total voter registration	1.23	2.5	0
Total voter registration	2,734,000	2,775,000	2,825,000
Percent of delinquent campaign finance filings	12.0	12.0	14.0
Percent of delinquent elected official financial disclosure statement	3.61	5.0	5.0
Percent of delinquent lobbyist reports	4.6	3.5	3.5

◆ **Goal 4** To train and certify election officers in accordance with A.R.S. § 16-407.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of election officers certified	18	0	330
Total combined hours of classroom training	176	0	175

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Agency Summary

STATE BOARD OF TAX APPEALS

Alisha L. Woodring, Executive Director

Phone: (602) 364-1102

A.R.S. § 42-1252

Mission:

To provide an independent appeals process for taxpayers with adverse decisions from the Department of Revenue and Office of Administrative Hearings, and to resolve jurisdictional disputes between municipalities regarding the imposition of transaction privilege and use taxes.

Description:

The State Board of Tax Appeals hears and decides appeals filed by taxpayers and Arizona municipalities concerning income, transaction privilege, use, luxury, and estate taxes.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	269.4	310.6	310.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	269.4	310.6	310.6
FTE Positions	4.0	4.0	4.0

Strategic Issues:**Issue 1** *Continue to expedite tax appeals in a timely manner to prevent any delays in the appeals process.*

The Board is current in handling tax appeals. Maintaining a current appeals process continues to be the Board's first priority. The issuance of timely decisions and the timely publication of such decisions benefit not only the parties involved in the appeals, but also tax attorneys, CPAs and tax practitioners, as well as others involved in the field of state taxation. Legislative changes and court decisions may increase the number of audits and/or protests to the Department of Revenue, possibly increasing the Board's caseload and creating a backlog. Because the Board's caseload is contingent on the number of appeals generated by the Department of Revenue and the Office of Administrative Hearings, increases in the number of decisions issued by these agencies will directly impact the Board's caseload.

◆ **Goal 1** To receive and process tax appeals expeditiously to prevent any delays in the appeals process.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Caseload processing (and number of issues)	17(35)	70(120)	80(135)
Number of tax appeals resolved	10	50	60
Number backlogged requiring written decision	0	10	15
Number of months to process appeal	4.5	5.0	5.5

TEA 0.0

Agency Summary

BOARD OF TECHNICAL REGISTRATION

Ronald W. Dalrymple, Executive Director

Phone: (602) 364-4930

A.R.S. §§ 32-101, 32-106, 32-107

Mission:

To protect the public by setting appropriate registration qualifications and enforcing State Statutes relating to the practice of all Board regulated professions and occupations.

Description:

The Agency's duties are to screen applicants; adopt and administer qualifying examinations as needed to determine whether minimum standards for registration or certification have been satisfied; to enforce professional practice standards for registrants and certificate holders; and to enforce statutes relating to unlicensed practice.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,476.1	1,745.2	2,067.2
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,476.1	1,745.2	2,067.2
FTE Positions	23.0	23.0	23.0

Strategic Issues:

Issue 1 Customer Service

The Agency continues to assess the delivery of services and seeks customer input about the quality of service rendered to assist the Agency in its efforts to provide courteous, effective, responsive, and cost-effective service. The feedback received from customers is evaluated and continuous effort is made to address weaknesses and increase the level of satisfaction. The Executive Director and Deputy Director for the Board of Technical Registration review each customer service survey and compile information regarding issues that require staff correction, or managerial praise for effort, towards our goal of excellent customer service.

Issue 2 Use of Technology

The Agency continues to explore the use of new technology to assist in a better delivery of services. The Board, in conjunction with GITA and NIC are revising the online renewal process through the state's Web Portal for FY 2009. So far, more than 3,800 registrants have utilized the online renewal process. We expect more registrants to use the electronic form of payment of their fees, however a great many continue to send in paper checks as their preferred form of payment.

- ◆ **Goal 1** To rapidly and accurately process applications for registration.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of new registrants grading application processing as good or better	100	100	100
Average number of days to process an application	90	90	90
Total number of professional licensees	32,122	32,122	32,122

- ◆ **Goal 2** To efficiently and effectively administer exams to all applicants qualified for examination. To cooperate with national councils to work toward national examination administration before state registration application.

- ◆ **Goal 3** To rapidly and accurately respond to requests for information relating to registration. To develop a comprehensive program to provide rapid and accurate responses to requests for information relating to registration.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Percent of persons grading response to request for information as good or better	100	100	100
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- ◆ **Goal 4** To actively investigate all instances of possible illegal conduct related to professional practice.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of complainants grading complaint processing as good or higher	0	99	0
Percent of complaints resolved by informal methods	100	99	100
Number of investigations completed	234	234	234
Number of complaints received	191	191	191
Average time in calendar days from receipt of complaint to resolution	438	438	438

TOA 0.0

Agency Summary

OFFICE OF TOURISM

Margie A. Emmermann, Director

Phone: (602) 364-3717

A.R.S. §§ 41.2301 to 41.2306

Mission:

To enhance the state economy and the quality of life for all Arizonans by expanding travel activity and increasing related revenues through tourism promotion and development.

Description:

The Office of Tourism (AOT) employs a marketing and customer-service orientation in performing its statutory duties as follows: planning and developing a comprehensive in-state, national, and international marketing plan that includes advertising campaigns; travel sales and marketing programs; media and public communications; promoting and developing tourism-related business in Arizona; undertaking research to guide tourism development plans for the State and to establish the Office as a central clearinghouse for tourism-related data; and providing information and assistance as needed by citizens, business enterprises, industry organizations, and governmental agencies on matters related to the mission of the Office.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ADMINISTRATION	15,488.0	15,022.9	15,022.9
➤ TOURISM PROMOTION	13,827.6	12,651.9	12,651.9
Agency Total:	29,315.6	27,674.8	27,674.8

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	15,488.0	15,022.9	15,022.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	13,827.6	12,651.9	12,651.9
Program Total	29,315.6	27,674.8	27,674.8
FTE Positions	36.0	36.0	36.0

Strategic Issues:

Issue 1 *Responding to rapidly expanding competition threatening to steal market share in Arizona's traditional market segments (weather and scenery, outdoor adventure, and culture/heritage).*

Many of the state's traditional advantages in market share, high spending visitor segments, high-quality golf, and cultural attractions are being eroded by a high-powered set of competitors. California, Nevada, New Mexico and other regional destinations, as well as more distant competitors such as Florida and Hawaii, are engaging in hard-hitting marketing and development tactics that could ultimately eat away at the state's visitor base, which could cost the state millions of dollars in direct spending and tax revenues. These competitors feature numerous large-scale, man-made attractions that can generate significant pools of funding for destination marketing organizations, while many of Arizona's travel and tourism products are managed by other federal, state, and non-profit agencies with limited marketing resources. Arizona must consistently designate ever more resources to maintain a successful competitive response.

Issue 2 *Ongoing strategic adjustment of destination marketing activities to account for the rapidly changing travel planning behaviors of Arizona's primary visitor segments.*

Competitive conditions are forcing successful destinations to orient both their marketing and product development efforts in ways that lead them to speak directly to the wants and needs of target customer segments. The internet has become a powerful force in travel planning and booking and as

travelers have become more Internet savvy, their expectations regarding information delivery and quality have increased. Embracing the Web 2.0 platform, which revolves around "social marketing", or catering to consumers expectations in regard to blogging, podcasting, chat rooms and user-generated content, is proving a critical tool in positioning Arizona effectively with Internet savvy travelers. The critical baby boomer market is one of Arizona's key visitor segments, and with the first waves retiring, we must look for new opportunities to reach this group which has the time, money and motivation to travel. In addition, Generation X travelers are in their 30's and 40's and are entering increased earning phases in their lives. We must establish Arizona as an attractive vacation destination for these younger travelers. Increased gas prices are causing many travelers to take more frequent, but shorter trips, planning those trips with less lead time, and many are relying less on printed materials and more on the Internet for travel information. To successfully compete for these key segments against destinations that are employing sophisticated marketing methods, Arizona must remain on the cutting edge with enhanced customer relationship marketing techniques.

Issue 3 *Enhancing Arizona's product development efforts, which continue to lag behind other destinations.*

For Arizona to continue to compete in the increasingly aggressive marketplace, new and additional product development is essential. Arizona must develop programs to stimulate growth in new tourism products, particularly those that motivate people to visit the state, stay longer, and spend more. Arizona also must enhance current products that are proven destination drivers, such as meetings and convention space, state parks, and cultural and historic attractions, to differentiate its products from its competitors and to enhance the visitor experience. AOT is working with the private sector through tourism industry associations, such as the Arizona Tourism Alliance, to focus the conversation on product development and what kind of development makes sense for Arizona. AOT has also revamped our community-focused division into Communications and Community Development, which will have an increased emphasis on technical assistance to communities to facilitate the growth of the local tourism economy.

Issue 4 *Ongoing efforts to understand and correctly communicate the effects of federal regulations concerning the U.S. ports of entry and how they impact legitimate travel to and from the United States.*

U. S. federal policy initiatives concerning border security are having an impact on travel, at least partially because of confusion over what the new policies entail. AOT is working closely with the Travel Industry to clearly communicate correct information regarding immigration issues that concern Arizona, such as the Western Hemisphere Travel Initiative (WHTI), which is intended to improve homeland security through enhanced travel documents, and the U.S. Visa policy, because in some areas visa issuance is a long and arduous process due to lack of staffing and/or U.S. Consular Offices. This work seeks to offset the fact that America's image has declined around the world and this decline has implications on several levels. The tourism industry is concerned about the loss of in-bound international travel and related economic impact. The industry is uniquely positioned as a key partner in building the U.S. image abroad as part of a larger public diplomacy effort.

TOA 1.0 **Program Summary**
ADMINISTRATION

Margie A. Emmermann, Director
Phone: (602) 364-3717
A.R.S. §§ 41.2302 to 41.2305

Mission:

To provide effective support of all Arizona Office of Tourism functions through development and maintenance of efficient, comprehensive, and innovative management systems.

Description:

Business administration includes business affairs, finance, and the related administrative/office management personnel and supports the leadership and policy making duties of the Executive Director's Office. The program is responsible for the budget cycle including budget request, financial administration, and information systems management. Responsibility for the function includes obtaining, enhancing and sustaining all office resources including information systems (e.g., accounting and computerized information systems), office facilities, strategic technology (e.g., computer networks, world wide web sites, etc.), human resources and procurement. The program acts as the primary resource for intergovernmental information disclosure as well as ensuring statutory and regulatory compliance for the Agency.

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	15,488.0	15,022.9	15,022.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	15,488.0	15,022.9	15,022.9
FTE Positions	36.0	36.0	36.0

- ◆ **Goal 1** To ensure the efficient, timely, and accurate administration of AOT's financial and business affairs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of invoices paid within 30 days	98	92	92
Average number of days for processing invoices received	8	13	13

- ◆ **Goal 2** To ensure all AOT operating activities comply with State Procurement Code and provide and maintain centralized records accessible for review.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Hours of certified training in procurement	24	16	16

TOA 2.0 **Program Summary**
TOURISM PROMOTION

Margie A. Emmermann, Director
Phone: (602) 364-3717
A.R.S. §§ 41.2302 to 41.2305

Mission:

To coordinate all of Arizona Office of Tourism's primary marketing efforts (i.e., advertising, consumer fulfillment, media communications, travel industry marketing, and market research) to ensure maximum impact in motivating targeted traveler segments to visit Arizona. To create a cooperative, image-consistent campaign of statewide tourism marketing promotions through developmental assistance and financial support of local tourism efforts. To manage the Arizona Office of Tourism (AOT) welcome center operations to encourage visitors to the center to extend their stay in the State and generate additional tourism-related expenditures.

Description:

The program integrates the activities of the subprograms in order to maximize their individual effects by coordinating marketing efforts that stimulate consumer demand (e.g., advertising, media communications, etc.) with development programs that augment the Arizona travel product in consumer marketing channels; thus assisting Arizona communities, regions and non-profit entities in the development and promotion of their travel destinations and tourism attractions. Also, operating the Welcome Center at Lupton enhances the traveling public's perception and experience of Arizona as a travel destination by providing a positive first image of the State to visitors entering through the Interstate 40-West gateway.

This Program Contains the following Subprograms:

- ▶ State Tourism Promotion
- ▶ In-State Tourism Promotion (Prop 202)
- ▶ Maricopa County Tourism Promotion

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	13,827.6	12,651.9	12,651.9
Program Total	13,827.6	12,651.9	12,651.9
FTE Positions	0.0	0.0	0.0

TOA 2.1 **Subprogram Summary**
STATE TOURISM PROMOTION

Margie A. Emmermann, Director
Phone: (602) 364-3717
A.R.S. §§ 41.2302 to 41.2305

Mission:

To create an awareness of and demand for Arizona as a tourism destination for domestic and international visitors, through innovative partnerships and superior marketing, community outreach and visitor services programs.

Description:

This subprogram seeks to enhance the image and awareness of the State through marketing and media relations, and to stimulate interest and motivation levels of travelers in key markets and interest categories through the application of advanced consumer research. The subprogram further supports the development and promotion of new Arizona travel products and packages in urban and rural areas alike, in partnership with public and private entities. The operation of the state Welcome Center promotes positive awareness through excellent customer service.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,445.8	7,000.0	7,000.0
Program Total	8,445.8	7,000.0	7,000.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To offer the tourism industry in Arizona the opportunity to participate with AOT in cost-efficient and effective advertising programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Constituent satisfaction with AOT advertising programs (scale 1-5, 5=extremely satisfied)	3.94	3.9	3.9

- ◆ **Goal 2** To educate, motivate, and assist the travel industry to create and market group and individual tour packages to Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Sales leads and trade inquiries generated by domestic and international tradeshow and sales missions	285	230	230
Explanation:	Includes only leads followed up on. Fewer trade shows in FY09 and FY10 due to budget cuts.		
Trade and consumer requests for information fulfilled by international representatives	9,282	8,000	8,400
Explanation:	We have new representation in Germany, UK, Canada and need time to let everyone know where to order collateral.		
Sales leads and trade inquiries generated by domestic and international trade advertising	30	550	200
Explanation:	The amount of trade advertising varies greatly from year to year. FY09 introduces a new travel agent training program that will boost inquiries much higher. Residual effects in FY10, less in FY11.		

- ◆ **Goal 3** To assist communities and tourism-related businesses in Arizona to develop tour and travel programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Constituent satisfaction with AOT travel industry marketing programs (scale 1-5, 5=extremely satisfied)	4.07	4	4
Number of trade familiarization tours and site inspections assisted or hosted by AOT	20	14	16
Explanation:	We were able to accommodate a very large number of FAM trip requests in FY08. Budget cuts will cause FY09 numbers to decline, but we anticipate a rebound starting in FY10.		
Number of participants on familiarization tours	142	112	128
Explanation:	We were able to accommodate a very large number of FAM trip requests in FY08. Budget cuts will cause FY09 numbers to decline, we anticipate a rebound starting in FY10.		

- ◆ **Goal 4** To generate positive media coverage for Arizona tourism and the Arizona Office of Tourism.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Circulation of domestic print, TV and radio coverage about Arizona generated by AOT efforts (in millions)	240	400	450
Explanation:	Loss of key personnel has impacted our ability to adequately track these programs in FY08. New procedures will help, but budget cuts and fewer staff limit full recovery.		
Advertising value of domestic coverage about Arizona generated by AOT efforts (\$ in millions)	3.1	8	10
Explanation:	Loss of key personnel has impacted our ability to adequately track these programs in FY08. New procedures will help, but budget cuts and fewer staff will slow full recovery.		

Advertising value of domestic and international media coverage generated by AOT's efforts for every \$1 expended on media promotions (in dollars)	41	50	55
Explanation:	Loss of key personnel has impacted our ability to adequately track these programs in FY08. New procedures will help, but budget cuts and fewer staff will slow full recovery.		
Media leads and inquiries generated by attendance at trade shows and media missions	510	200	220
Explanation:	We are tightening our definition of a 'lead' to only those we follow up with.		
Number of individuals hosted/co-hosted by AOT on travel media familiarization tours	132	105	105
Explanation:	We anticipate a drop in FY09 and FY10 due to budget cuts.		
Circulation of international print articles about Arizona generated by AOT efforts (in millions)	325	400	425
Explanation:	The opening of the Grand Canyon Skywalk in FY07 generated huge international interest and media coverage, which subsided in FY08.		
Advertising value of international articles about Arizona generated by AOT efforts (\$ in millions)	17	21	23
Explanation:	The opening of the Grand Canyon Skywalk in FY07 generated huge international interest and media coverage, which subsided in FY08.		
Number of visitors to the online Press Room for immediate media fulfillment	27,135	28,000	29,000

- ◆ **Goal 5** To assist communities with their media communications programs by consulting and providing expertise.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Constituent satisfaction with media relations programs and activities (scale of 1-5, 5=extremely satisfied)	3.64	3.7	3.8

- ◆ **Goal 6** To respond in a timely manner to requests for information from the travel industry, governmental policy makers, and the public with relevant and credible tourism research.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of responses to requests for information from the Arizona Office of Tourism and the Northern Arizona University tourism library	157	150	140
Explanation:	More information is now available online, so fewer people contact us directly.		
Constituent satisfaction with AOT's role as a clearinghouse for tourism data (scale of 1-5, 5=extremely satisfied)	4.1	4	4

- ◆ **Goal 7** To increase the number of participants in rural tourism marketing workshops and increase the overall satisfaction of the rural tourism marketing workshops (TEAM).

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of constituents participating in the workshops	56	30	30
Explanation:	AOT introduced an online certification exam option in FY08 which many previous TEAM applicants took advantage of, reducing the people who attended a workshop. Expansion of this program in FY09 and onward will further reduce the number of people actually attending a workshop.		
Constituent satisfaction with workshops (on a scale of 1-5, 5=extremely satisfied)	4.3	4.4	4.5

- ◆ **Goal 8** To expand the volume of tourism activity through tourism promotion and development.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of domestic tourists (in millions)	33.2	30	30

- ◆ **Goal 9** To increase tourism-related marketing activity in communities throughout Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of communities and organizations participating in the grant program	62	65	65

Explanation: As financial pressures impact communities, they are requesting higher grant amounts, which decreases the number of grants that can be awarded.

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Constituent satisfaction with matching grant program (scale of 1-5, 5=extremely satisfied)	3.95	4.2	4.3

- ◆ **Goal 10** To distribute AOT materials to communities and constituents in a timely manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Constituent and community satisfaction with distribution of AOT materials (scale of 1-5, 5=extremely satisfied)	4.15	4.0	4.0

- ◆ **Goal 11** To standardize operating procedures and to enhance levels of customer service at state-wide designated visitor centers throughout Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of local visitor centers in compliance with standardized operating procedures	49	52	53

Explanation: AOT has been working with Local Visitor Information Centers (LVICs) to become compliant with the Americans with Disabilities Act (ADA) by providing grant dollars and technical assistance specifically for that purpose. As a result, the number of LVICs in compliance with AOT SOPs is increasing.

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Constituent level of satisfaction with workshops (scale of 1-5, 5=extremely satisfied)	3.97	4.0	4.0

- ◆ **Goal 12** To encourage visitors who stop at the Painted Cliffs Welcome Center to visit more attractions and to extend their stay in Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of visitors who gained added knowledge of Arizona as a result of their visit to the PCWC	90	90	90

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of visitors who extended their stay in Arizona as a result of their visit to the PCWC	24	25	25

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of visitors to the Welcome Center	119,689	110,000	115,000

Explanation: Higher gas prices and a faltering economy have impacted the drive market. We anticipate a rebound in FY10.

- ◆ **Goal 13** To efficiently use advertising resources to generate demand for Arizona tourism information.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Cost per inquiry for advertising-generated requests for Arizona travel planning information (in dollars)	30.05	28.68	27.8

Explanation: As traffic to our web site grows, more inquiries are spread across a finite advertising budget, so cost per inquiry decreases.

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of inquiries for Arizona travel packet (in thousands)	257	244	251

Explanation: The combination of the Arizona Official State Visitors' Guide being available online and a faltering economy have driven down the demand for hard copies in the short term, but we anticipate a rebound starting in FY10. Even with online availability, many people see the book online and order a hard copy anyway.

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Increased awareness of Arizona as a tourism destination as a result of AOT's advertising efforts in selected target markets (in percentage points)	0	5	5

Explanation: Awareness is measured in one market each year. The economic downturn hit Detroit hard, diverting people's attention away from leisure travel toward economic survival.

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of respondents who took specific action related to planning a vacation to Arizona after seeing AOT advertising in selected target markets	24	20	20

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of visitors to AOT's consumer web sites for Arizona travel planning information (in thousands)	4,036	4,400	5,000

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction rating for travel kits program (scale 1-5, 5=very satisfied)	4.54	4.5	4.5

TOA 2.2

Subprogram Summary

IN-STATE TOURISM PROMOTION (PROP 202)

Margie A. Emmermann, Director

Phone: (602) 364-3717

A.R.S. § 41.2306

Mission:

To create an awareness of and demand for Arizona as a premiere tourism destination for domestic and international visitors, through expanded marketing efforts and new programs with a targeted, customer-oriented focus.

Description:

Proposition 202 funds are dedicated to enhanced tourism promotion of Arizona, augmenting the Arizona Office of Tourism's (AOT) existing promotional efforts by funding new and expanded marketing programs. This augmentation will increase the reach and frequency of AOT marketing, adding incremental value to previous years' results. Programs supported by Proposition 202 funds include but are not limited to efforts to reach new and emerging markets, including international tourists and domestic multicultural markets.

- ◆ **Goal 1** To enhance the reach and frequency of existing AOT marketing programs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Increase the number of gross impressions (in millions)	459	375	400

Explanation: A FY08 change in strategy led AOT to invest in more targeted, high impact advertising pieces. This led to larger sections and better targeting of key market segments yielding a more qualified lead, but a resulting overall decrease in impressions. The FY09 decline also reflects the budget decrease, with recovery starting in FY10.

- ◆ **Goal 2** To expand the reach and frequency for select markets.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Increase the number of gross impressions in select target markets/cities (in millions)	187	90	100

TOA 2.3

Subprogram Summary

MARICOPA COUNTY TOURISM PROMOTION

Margie A. Emmermann, Director

Phone: (602) 364-3717

A.R.S. § 41.306

Mission:

To strengthen and expand Maricopa County cooperative tourism marketing through developmental assistance and financial support of Maricopa County destination marketing organizations.

Description:

Proposition 302 Maricopa County Grant is available only to destination marketing organizations within Maricopa County. The purpose of this program is to provide funding for tourism marketing activities such as advertising, public relations and travel industry marketing. The Proposition 302 Maricopa County Grant Program assists in the development of innovative and effective tourism promotion projects at the local level. These local tourism promotion activities, in cooperation with the national and regional advertising efforts of the Arizona Office of Tourism, are intended to assist in maintaining a strong tourism industry throughout Arizona.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,381.8	5,651.9	5,651.9
Program Total	5,381.8	5,651.9	5,651.9
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To distribute Proposition 302 money in a timely manner

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of days from Treasurer's Office notification to disbursement of funds	3	3	3

DTA 0.0

Agency Summary

DEPARTMENT OF TRANSPORTATION

Victor Mendez, Director

Phone: (602) 712-7227

A.R.S. Title 28

Mission:

To provide products and services for a safe, efficient, cost-effective transportation system that links Arizona to the global economy, promotes economic prosperity and demonstrates respect for Arizona's environment and quality of life.

Description:

The Arizona Department of Transportation was established in 1974. It is the state agency charged with planning, developing, maintaining and operating facilities for the efficient movement of people and products by surface and air throughout Arizona. The Department is also the statewide agency that registers motor vehicles and aircraft, licenses drivers, collects revenues, and investigates new transportation systems. It serves its customer base through geographically dispersed facilities. Most administrative activities are housed in the headquarters facilities in Phoenix. Field activities include ten district offices that oversee roadway construction and maintenance, twenty-two ports of entry that check commercial vehicles for compliance with size and weight laws, and sixty-seven Motor Vehicle Division Field Offices that provide title and registration and driver license services.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ADMINISTRATION	52,928.8	51,997.8	52,497.8
➤ INTERMODAL TRANSPORTATION	2,548,477.4	2,858,504.5	2,880,371.8
➤ MOTOR VEHICLE	112,305.0	112,954.3	116,954.3
➤ AERONAUTICS	19,313.9	48,387.0	48,387.0
Agency Total:	2,733,025.1	3,071,843.6	3,098,210.9

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	75.7	84.6	84.6
Other Appropriated Funds	452,323.3	468,425.2	494,792.5
Other Non Appropriated Funds	2,280,626.1	2,603,333.8	2,603,333.8
Program Total	2,733,025.1	3,071,843.6	3,098,210.9
FTE Positions	4,788.0	4,774.0	4,861.0

Strategic Issues:

Issue 1 Maintenance

Arizona's taxpayers have made a very significant investment in roads and highways. Protecting that investment is much more than just filling pot holes. What are the best strategies ADOT can develop for protecting that investment? And what are the best strategies that will provide the necessary human and financial resources to protect that investment?

Issue 2 Customer Service

Whether internal or external, ADOT must maintain a strong customer service focus. This will require a mix of strategies involving staff, the application of more sophisticated management techniques and alternative service delivery methods that employ more technology, including the internet.

Issue 3 Program Delivery

Each year the State Transportation Board adopts a Five-Year Construction Program. This Program is a result of a transportation assessment to determine how best to safely and efficiently move goods, services and people throughout Arizona. The operating imperative is to deliver those projects on time, on budget and in quality condition.

Issue 4 Regional Transportation System

As Arizona's urban cores continue to experience phenomenal growth, the movement of goods, services and people will continue to be an important regional success factor. Keeping pace will require the full utilization of innovative financing, retention of engineering and management expertise, as well as partnering with interested parties. This is especially true for completion, on an accelerated timeline, of the 1985 voter approved Maricopa Regional Freeway System.

Issue 5 Technology

The agency is seeking strategies that can be developed to replace aging mainframe, legacy systems and processes. How can ADOT effectively make available the burgeoning amount of information for transportation decisions? How can technology be best utilized as a congestion mitigation and safety element? How can ADOT best utilize technology to provide on-line and other e-government services to its customer service activities?

Issue 6 Congestion Management

The Agency is researching what is the best strategy or mix of strategies to manage congestion on the state highway system.

DTA 1.0

Program Summary

ADMINISTRATION

Victor Mendez, Director

Phone: (602) 712-7227

A.R.S. Title 28

Mission:

To provide leadership and operational and financial support to help achieve the agency mission.

Description:

The Administration Program provides overall coordination, management and support functions for the Department. As described in A.R.S. § 28-104, the exclusive control and jurisdiction over state highways, state routes, state airports and all state-owned transportation systems or modes is vested in the Department of Transportation. The Department is charged with registering motor vehicles and aircraft, licensing drivers, collecting revenue, conducting multi-modal transportation planning, design and constructing transportation facilities, investigating new transportation systems and administering transportation safety programs.

This Program Contains the following Subprograms:

- ▶ Director's Office / Transportation Board
- ▶ Transportation Support Services
- ▶ Arizona Highways Magazine

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	45,461.9	45,470.0	45,970.0
Other Non Appropriated Funds	7,466.9	6,527.8	6,527.8
Program Total	52,928.8	51,997.8	52,497.8
FTE Positions	445.0	438.0	438.0

DTA 1.1

Subprogram Summary

DIRECTOR'S OFFICE / TRANSPORTATION BOARD

John Bogert, Chief of Staff

Phone: (602) 712-7228

A.R.S. Title 28

Mission:

To serve the employees, suppliers and customers of the Arizona Department of Transportation by exemplifying leadership and a commitment to achieve the agency guiding vision. The Transportation Board's mission is to administer the functions outlined in A.R.S. § 28-106 with respect to development or modification of the five-year transportation facilities construction program, the awarding of all construction contracts for transportation facilities and monitoring the status of such projects.

Description:

The Director and staff exist to provide strategic direction and guidance to agency personnel in achieving the organizational mission in an atmosphere of continuous improvement.

The Transportation Board distributes monies from the aviation fund for public airport planning, design and construction; establishes a complete set of state highway routes; determines which routes shall be accepted into the system and which shall be improved; establishes or otherwise alters the status of any portion of a state route or highway or other transportation facility; and determines priority programming with respect to transportation facilities.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	813.3	806.1	806.1
Other Non Appropriated Funds	50.1	50.0	50.0
Program Total	863.4	856.1	856.1
FTE Positions	6.0	6.0	6.0

◆ **Goal 1** To increase the quality, timeliness and cost effectiveness of our products and services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Administrative expenses as percentage of operating budget	2.5	5.0	5.0

◆ **Goal 2** To develop a high performing and successful workforce.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Middle Managers attending mandatory supervisory training	71	85	85

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Agency turnover rate (percentage)	13.0	14.0	14.0

◆ **Goal 3** To optimize the use of all resources.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Injury Incidence Rate per 100 employees	3.66	0.00	0.00

DTA 1.2

Subprogram Summary

TRANSPORTATION SUPPORT SERVICES

John Bogert, Chief of Staff

Phone: (602) 712-7228

A.R.S. Title 28

Mission:

To provide effective and efficient support services to those who serve our customers and stakeholders.

Description:

Transportation Support Services provides many of the essential business services necessary for the Department to carry out its mission. It delivers these services to diverse customers located throughout the state. Service areas include: human resources, financial management, civil rights, audit, community relations, employee development, safety and health, procurement, information technology, facilities maintenance and planning and budgeting.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	44,648.6	44,663.9	44,663.9
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	44,648.6	44,663.9	44,663.9
FTE Positions	406.0	406.0	406.0

◆ **Goal 1** To achieve optimum service delivery.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Highway User Revenue Fund revenue forecast range (percent)	-6.6	+2.0/-1.0	+2.0/-1.0
Regional Area Revolving Fund revenue forecast range (percent)	-7.0	+2.0/-1.0	+2.0/-1.0

DTA 1.3

Subprogram Summary

ARIZONA HIGHWAYS MAGAZINE

Win Holden, Publisher

Phone: (602) 712-2023

A.R.S. §§ 28-1881 to 28-1884

Mission:

To encourage travel within Arizona by publishing magazines and products about the state and its people while achieving the highest level of quality in production and customer service.

Description:

The first issue of Arizona Highways was published in 1925. The current monthly circulation, including newsstand, averages 185,000 and includes subscribers from every state and 113 foreign countries. Sixty-three percent of the magazine's subscribers live outside Arizona, many of them receiving gift subscriptions from Arizonans. A one year subscription is \$24. Arizona Highways is an Enterprise Fund and generates revenue from two major sources:(1) subscription and newsstand sales of the magazine; and (2) related product sales. The magazine employs approximately 23 fulltime staff. The magazine is 48 full-color pages per issue. Most of the writing and photography included is provided by freelance professionals who are paid fees for one-time rights to publish their material. Arizona Highways outsources customer service, warehousing and fulfillment services.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	500.0
Other Non Appropriated Funds	7,416.8	6,477.8	6,477.8
Program Total	7,416.8	6,477.8	6,977.8
FTE Positions	33.0	26.0	26.0

◆ **Goal 1** To remain financially self-sufficient.

DTA 2.0	Program Summary
	INTERMODAL TRANSPORTATION
	Floyd Roehrich, State Engineer
	Phone: (602) 712-7391
	A.R.S. § 28-104

Mission:

To continually improve the safety, efficiency and quality of Arizona's highway system and its intermodal connectors.

Description:

The Intermodal Transportation Division (ITD) serves as the state's public entity to construct and maintain a quality highway system.

This Program Contains the following Subprograms:

- ▶ Development and Administration
- ▶ Maintenance
- ▶ Construction
- ▶ Intermodal Transportation Planning
- ▶ Vehicles and Heavy Equipment

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	75.7	84.6	84.6
Other Appropriated Funds	294,195.4	309,893.0	331,760.3
Other Non Appropriated Funds	2,254,206.3	2,548,526.9	2,548,526.9
Program Total	2,548,477.4	2,858,504.5	2,880,371.8
FTE Positions	2,548.0	2,548.0	2,635.0

DTA 2.1	Subprogram Summary
	DEVELOPMENT AND ADMINISTRATION
	Floyd Roehrich, State Engineer
	Phone: (602) 712-7391
	A.R.S. § 28-104

Mission:

To provide the leadership and support to all entities of ITD to improve the safety, efficiency and quality of the state highway system and its intermodal connectors.

Description:

The ITD – Development and Administration Budget Subprogram includes all full time equivalent positions located statewide, which are appropriated/ budgeted under the Administrative Operating Fund/ Budget. The ITD Core Team provides the key leadership for ITD. This Team consists of the State Engineer, Deputy State Engineers, Chief Administrative Officer. They encourage all employees to exceed customer expectations through emphasis on delivering quality products and services on time and within budget. Their responsibilities include daily liaison with customers, partners and other stakeholders. Open communication exists with the leaders and project teams in the various Engineering Districts and Development Groups to identify and resolve the short term needs and plan for the long-term needs/accomplishments of the Division. This team is responsible for the project development and operations of the state highway infrastructure, including promotion of environmental stewardship and employee and highway user safety.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	73,411.2	74,499.1	75,143.3
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	73,411.2	74,499.1	75,143.3
FTE Positions	707.0	707.0	717.0

◆ **Goal 1** To increase the quality, timeliness and cost effectiveness of our products and services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of dollars awarded vs. planned	100	100	100

◆ **Goal 2** To develop and retain a high performing, successful workforce.

◆ **Goal 3** To optimize the use of all resources.

◆ **Goal 4** To improve public and political support necessary to meet Arizona's transportation needs.

DTA 2.2 Subprogram Summary
MAINTENANCE

Floyd Roehrich, State Engineer
Phone: (602) 712-7391
A.R.S. § 28-104

Mission:

To maximize the life expectancy, operational efficiency, appearance, and safety of the state highway system.

Description:

The ITD – Maintenance Budget Subprogram includes all full time equivalent positions located statewide, which are appropriated/budgeted under the Maintenance Fund/Budget. This Budget Subprogram is a multi-million dollar operation involving over seventy organizational units distributed throughout the State, working in nine maintenance-engineering districts and a central maintenance office. Funding is provided for asset management on and along approximately 27,800 maintenance travel lane miles of highway. This subprogram includes the highway system's operation components.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	126,049.3	132,045.3	150,658.3
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	126,049.3	132,045.3	150,658.3
FTE Positions	932.0	932.0	979.0

- ◆ **Goal 1** To improve the movement of people and products throughout Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total maintenance lane miles (calendar year basis)	28,052	28,577	28,832

- ◆ **Goal 2** To increase the quality, timeliness and cost effectiveness of our products and services.

- ◆ **Goal 3** To optimize the use of all resources.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of state system meeting minimum LOS standards. Note: expected implementation is FY 2010.	0	0	TBD

DTA 2.3 Subprogram Summary
CONSTRUCTION

Floyd Roehrich, State Engineer
Phone: (602) 712-7391
A.R.S. § 28-104

Mission:

To provide leadership and support in construction administration to continually improve the safety, efficiency, and quality of Arizona's highway system.

Description:

The ITD – Construction Budget Subprogram includes all full time equivalent positions located statewide, which are appropriated/budgeted under the Construction Fund/Budget. This subprogram is responsible for the administration of a statewide annual construction program of over \$950 million.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	56,779.8	60,971.1	63,581.2
Other Non Appropriated Funds	2,254,206.3	2,548,526.9	2,548,526.9
Program Total	2,310,986.1	2,609,498.0	2,612,108.1
FTE Positions	616.0	616.0	646.0

- ◆ **Goal 1** To improve the movement of people and products throughout Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total lane (travel) miles (calendar year basis)	18,805	19,210	19,405

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of highway construction projects completed on schedule	96.6	97	97

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Maricopa Regional Freeway center line miles (calendar year basis)	100	100	100

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Phoenix District Travel Lane miles open Note: this measure is on a calendar year basis.	2,673	2,816	2,882

- ◆ **Goal 2** To increase the quality, timeliness and cost effectiveness of our products and services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent difference of final contract cost from original bid	8.4	10	10

- ◆ **Goal 3** To optimize the use of all resources.

DTA 2.4 **Subprogram Summary**
 INTERMODAL TRANSPORTATION PLANNING
 Rakesh Tripathi, Director
 Phone: (602) 712-7431
 A.R.S. § 28-104

Mission:

To provide the highest quality multimodal transportation research, plans, and programs for Arizona.

Description:

The Transportation Planning Division (TPD) works with its customers and stakeholders in a collaborative effort to develop and implement statewide transportation policy and facilitate multi-modal, performance-based transportation planning and programming efforts at the state, regional and local level. TPD also performs research, supports a robust and advanced geo-referenced infrastructure, initiates common processes for the collection, analysis and distribution of fundamental transportation data and manages both the ADOT product evaluation program and the ADOT library. The Division helps to identify the important present and future transportation issues facing Arizona and assists, through research and planning, in the development of the supporting strategies needed to optimize investment to preserve and expand the state's transportation system.

The Division staff is organized into the following organizational units: Administrative Support, the Arizona Transportation Research Center (ATRC), Data Bureau, Priority Programming/Air Quality, and State and Regional Planning. Responsibilities include long-range multi-modal planning, development of asset infrastructure investment strategies, preparation of regional transportation profile studies, administration of state and federal air quality mandates, delivery of research services and the collection, analysis and dissemination of transportation data. Stakeholders include individuals, public and private entities, local and tribal governments, regional planning organizations and other interest groups.

There are three issues that are critical to the future success of the Division which need to be addressed from a strategic perspective. They are:

1. Program projects for the Five-Year Construction Program from MoveAZ. Conduct Regional Transportation Plans to support update of Move AZ.

One of the Division's primary responsibilities has been the implementation of the Arizona Long-Range Multi-Modal Transportation Plan (MoveAZ). The purpose of the plan is to develop a system that allows for the efficient use of transportation resources, facilities and services over the next 20 years. It provides the framework by which state, regional and local plans are coordinated in order to provide strategic direction for sound transportation investment decisions. It serves as the blueprint for investing in the state's transportation system and assists the agency in setting priorities for funding projects and programs. With the adoption of MoveAZ, a programming process utilizing performance factors in the Five-Year Construction Program has begun. Full implementation will require a number of programming cycles. To ensure that MoveAZ is updated in five years, Regional Transportation Profiles have been initiated. These Profiles will provide the data necessary for the plan update. All Profiles are currently under contract. During the Programming and Planning process, TPD will conduct Consultation meetings with Local Elected Officials. These meetings will ensure that Local Elected Officials are kept informed on ADOT's direction and have an opportunity to provide meaningful input. This process is in accordance with Federal Regulations. The division must implement its strategic plan through an internal structure that articulates vision and direction, identifies goals and objectives, and promotes guidelines for sub-grantees in the administration of Federal funding programs.

Another major TPD responsibility is to provide planning assistance to local communities promoting Small Area Transportation Studies and to provide technical assistance to regional planning agencies. These activities are critical to a solid Long Range, Multi-Modal Transportation Plan that is beneficial to the entire state.

2. Maintenance of the Data Bureau

Data represents a critical strategic resource which is the fuel for a wide range of important activities that sustain and support the Department's activities. TPD is responsible for collecting, processing, analyzing and disseminating a variety of transportation related data pertaining to all public roadways with emphasis on the Arizona state highway system. Data items include pavement condition, traffic volume, system capacity, geo-spatial information and asset inventories. Transportation data are used to support Federal funding apportionments, facilitate the design and construction of transportation projects, promote public safety and mitigate air quality issues. It is published and made available to the Federal Highway Administration (FHWA), local and planning organizations and the traveling public.

3. Manage Research and Product Evaluation Programs

The Arizona Transportation Research Center manages ADOT's research and product evaluation (PRIDE) programs. The focus of these programs is to support better planning, design, construction, operation, maintenance and funding of the State's transportation system.

Note: Public Transportation is ADOT's newest Division. The following paragraphs describe its program mission and description followed by its Goal and related objectives.

Sub-Program: Public Transportation Division
 Contact: Jim Dickey, Director

Mission: Identify public transportation needs, and administer programs and resources to provide safe and reliable mobility options for Arizona's communities.

Description: The Public Transportation Division (PTD) works with program managers, customers, and stakeholders collaboratively to identify, develop, implement, and operate Public Transportation Programs that are funded primarily through Federal and local resources. PTD also performs statewide Public Transportation research and planning to facilitate program feasibility and implementation, in support of Federal program funding for both rural and urban categories. PTD provides data analysis for programs that are funded with FTA resources and provides analysis of impacts of public transportation programs on important transportation corridors in cooperation with the Transportation Planning Division (TPD). PTD performs its designated role in State Safety Oversight (SSO) for light rail programs throughout the state. PTD also manages program direction for Arizona Rides, under Governor's Executive order.

The Division is organized into the following units: Rural Transportation Program Management; Elderly and Disabled Program Management; Statewide Transit Planning; Light Rail Safety Oversight; and Special Projects/Administration. Stakeholders include municipalities and counties, council's of governments and metropolitan planning organizations, tribal governments, individuals and private entities, and a variety of interest groups.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	75.7	84.6	84.6
Other Appropriated Funds	3,401.0	3,417.1	3,417.1
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	3,476.7	3,501.7	3,501.7
FTE Positions	46.0	46.0	46.0

- ◆ **Goal 1** To develop and implement the regional transportation profiles.
- ◆ **Goal 2** To provide Transportation related data, in a timely manner, to ADOT users and its stakeholders.

◆ **Goal 3** To manage Research and Product Evaluation Programs.

◆ **Goal 4** To Develop and implement a Public Transportation plan through a combination of Federal and local resources.

◆ **Goal 5** To provide technical assistance to implement AzRides program in rural Arizona.

DTA 2.5 **Subprogram Summary**
VEHICLES AND HEAVY EQUIPMENT
John H. Nichols, Physical and Plant Administrator
Phone: (602) 712-7795
A.R.S. § 28-7006

Mission:

To purchase, maintain, repair and dispose of light and heavy duty vehicle and fleet equipment for ADOT and perform contract services for selected state agencies and county/municipal governments.

Description:

It is the responsibility of Equipment Services to: provide and maintain the equipment fleet for ADOT users; maintain equipment fleets for other agencies and county/municipalities governments under contract; collect revenue to finance capital replacement and operational expenses; provide management and financial information through an equipment management system; provide fuel resources statewide in compliance with federal/ state EPA regulations; and, maintain state port of entry scales.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	34,554.1	38,960.4	38,960.4
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	34,554.1	38,960.4	38,960.4
FTE Positions	247.0	247.0	247.0

◆ **Goal 1** To optimize the use of all Equipment Services resources.

DTA 3.0 **Program Summary**
MOTOR VEHICLE
Stacey K. Stanton, Division Director
Phone: (602) 712-8152
A.R.S. Title 28

Mission:

To support Arizona through licensing, vehicle credentialing, revenue collection, safety programs, and by promoting compliance with transportation laws.

Description:

The Motor Vehicle Division (MVD) is responsible for transportation-related activities including the issuance of licenses and vehicle credentials, revenue collection and management, transportation law compliance, and legislative support.

MVD operates field offices and ports of entry statewide. MVD also oversees the Competitive Government Partnership program for MVD functions and maintains collaborative partnerships with federal, state, and local agencies. MVD is the primary source of motor vehicle information to law enforcement agencies, other governmental entities, motor carrier and vehicle dealer industries, the news media, and the general public.

This Program Contains the following Subprograms:

- ▶ Motor Vehicle Support Services
- ▶ Customer Services
- ▶ Motor Vehicle Enforcement Services

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	110,080.0	110,725.2	114,725.2
Other Non Appropriated Funds	2,225.0	2,229.1	2,229.1
Program Total	112,305.0	112,954.3	116,954.3
FTE Positions	1,762.0	1,755.0	1,755.0

DTA 3.1 **Subprogram Summary**
MOTOR VEHICLE SUPPORT SERVICES
Stacey K. Stanton, Division Director
Phone: (602) 712-8152
A.R.S. Title 28

Mission:

To lead and support the Motor Vehicle Division in its provision of services.

Description:

The Motor Vehicle Support Services (MVSS) Program is comprised of three major components including:

- Director's Office
- Executive Hearing Office
- Executive Services Group

The Director's Office (DO) provides leadership and assistance in legislative, government, public information, and community relations, constituent services, information systems support, human resources, and Special Border Projects.

The Executive Hearing Office (EHO) conducts administrative hearings arising from the licensing and enforcement authority of the Arizona Department of Transportation (Title 28, Arizona Revised Statutes). The cases heard involve diverse controversies, ranging from simple to complex issues. Hearings involve DUI-related offenses, driver license suspension and revocation actions, motor vehicle title and registration, motor vehicle manufacturers and franchises, motor carrier safety, motor carrier tax, aviation assessments, and cases regulating outdoor advertising along Arizona's Interstate, secondary, and primary highways. Administrative Law Judges of the Executive Hearing Office also frequently appear before law enforcement agencies and other professional groups to explain Arizona's civil DUI and driver license enforcement actions.

The Executive Services Group (ESG) provides management support throughout the Division in the areas of strategic planning and budgeting, traffic records, procurement, facility planning and management, purchasing, warehouse supply and distribution, grant accounting and contracts. In addition, the Division, other governmental entities, businesses, and the general public are served through the provision of statistical information and reports.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	22,033.1	22,612.1	22,612.1
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	22,033.1	22,612.1	22,612.1
FTE Positions	159.0	164.0	164.0

◆ **Goal 1** To promote public safety and protection through regulation, licensing, and the administration of transportation laws.

Note: Motor Vehicle Support Services has no objective/s for this goal.

DTA 3.2

Subprogram Summary

CUSTOMER SERVICES

Stacey K. Stanton, Division Director

Phone: (602) 712-8152

A.R.S. Title 28

Mission:

To provide exemplary motor vehicle and driver license customer services and improve motor vehicle related products, services and, revenue collection through effective application of private and public sector resources.

Description:

This Customer Service Program is comprised of four major components including:

- Customer Service
- Competitive Government Partnerships
- Division Operational Support Services
- Motor Carrier and Tax Services

The Customer Service Program (CSP) consists of 62 statewide customer service locations, the Title Production Unit, Driver License Central Production unit, and the Abandoned Vehicle Unit. Through these areas, CSP provides mandatory insurance verification, voter registration services, organ donation program enrollment, selective service information collection and distribution, citizen advisement, and the collection of delinquencies and restitution liens on behalf of and in conjunction with the traffic ticket enforcement assistance program, state and local courts, the Departments of Economic Security and Revenue, County Assessor's/Treasurer's office, and other agencies. Services are provided to all segments of the population, from infants to the elderly in need of State Identification Cards to the issuance of Driver Licenses and ownership documents to private citizens, government entities, commercial companies and financial institutions. Responsibilities and services include extensive documentation review for compliance with state statute and federal guidelines and fraud detection, the collection and reconciliation of fees, conducting vehicle inspections, administering driver knowledge and skill testing, registration/driver license reinstatements, permit issuance, and providing the highest degree of quality customer service.

Competitive Government Partnerships (CGP) is responsible for establishing business relationships with public and private sector partners to enhance delivery of MVD services. The program focuses on developing new and convenient ways for Arizona citizens and businesses to do business with MVD through authorized third party providers and e-government services. In addition to responsibility for the Third Party Program and ServiceArizona, the e-government channel, CGP licenses and provides oversight to motor vehicle dealers, traffic survival schools, professional driving schools, high school driver education programs and motorcycle training schools. CGP also administers electronic delivery of motor vehicle records to authorized commercial and government agencies and coordinates criminal record checks on private sector applicants. In carrying out its responsibilities, CGP develops intergovernmental relationships with state and local agencies, such as the Department of Environmental Quality, Department of Education, Secretary of State's Office, Governor's Information Technology Agency, Arizona Office of the Courts and law enforcement agencies.

Division Operational Support Services (DOSS) assists division-wide initiatives by developing and writing policies and rules, operating five public information call centers and one technical support call center that provides support to field offices. Records management is handled through six distinct units: microfilm and document imaging, data entry of citations and court abstracts; DUI, criminal, and fraudulent records; certification of records, including the photo lab and film research. Mandatory Insurance and Financial Responsibility and Ignition Interlock Device Unit are now two distinct programs under DOSS. Division technical training required for employee competency is identified, coordinated, and provided through DOSS as well as external training for third parties, including courts, private companies, and other government entities. DOSS also investigates and

processes DUI-related license reinstatements and provides expert testimony in court proceedings. Finally, on behalf of the Division, DOSS coordinates federal interaction and handling of commercial driver license record inquiries through the Commercial Driver License Information System (CDLIS) and supports help desk activities related to the Problem Driver Pointer System (PDPS) and the National Motor Vehicle Title Information System (NMVTIS).

Motor Carrier and Tax Services (MCTS) is a diversified program that is responsible for the following: a) fuel tax collection b) accounting for and distributing Highway User Revenue Fund (HURF) and other related revenues c) identification of fuel tax evasion activities d) bad debt collections for the Division e) oversight of the medical review function to process medical eligibility for commercial and noncommercial drivers f) commercial driver licensing to include skill and knowledge testing g) interstate motor carrier registration h) fleet registrations i) International Fuel Tax Agreement (IFTA), International Registration Plan administration, and Vendor and Supplier licensing.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	70,539.7	69,407.4	73,407.4
Other Non Appropriated Funds	60.9	65.0	65.0
Program Total	70,600.6	69,472.4	73,472.4
FTE Positions	1,291.0	1,279.0	1,279.0

◆ **Goal 1** To improve customer service.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of all vehicle registration renewals completed through alternate methods	79.4	79.4	79.4

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of third party transactions	3,845,198	3,850,000	3,900,000

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average customer wait time (ticket to counter) in field offices	12.5	15.0	15.0

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of office customers rating service as good or excellent	86	83	83

◆ **Goal 2** To increase the use of electronic service delivery.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total Internet transactions and activities (in thousands)	8,425	8,500	9,100

◆ **Goal 3** To promote the efficient generation, collection and management of revenues to meet public needs.

DTA 3.3

Subprogram Summary

MOTOR VEHICLE ENFORCEMENT SERVICES

Ric Athey, Assistant Division Director

Phone: (602) 712-8735

A.R.S. Title 28

Mission:

To accomplish mandated enforcement and regulatory responsibilities and provide a system that ensures public safety.

Description:

The Motor Vehicle Enforcement Services (MVES) program utilizes certified peace officers who are charged with the responsibility to ensure commercial vehicles adhere to federal and state laws regarding size, weight, credentials, safety, and other transportation-related issues, promote compliance with Arizona's registration laws, and conduct non-commercial vehicle verification inspections as mandated by law. MVES has five sub-programs: Fixed Port of Entry Operations, Mobile Enforcement Operations, Registration Compliance, Enhanced Vehicle Inspections, Peace Officer Certification and Training.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	17,507.2	18,705.7	18,705.7
Other Non Appropriated Funds	2,164.1	2,164.1	2,164.1
Program Total	19,671.3	20,869.8	20,869.8
FTE Positions	312.0	312.0	312.0

◆ **Goal 1** To promote public safety and protection through regulation, licensing, and the administration of transportation laws.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of commercial vehicles processed through Mobile Enforcement Units (MEUs)	41,870	42,000	42,000

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of commercial vehicles processing activities at Fixed Ports of Entry (in thousands)	7,990	8,000	8,000

◆ **Goal 2** To promote the efficient generation, collection and management of revenues to meet the public needs.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total revenue collected through active enforcement efforts (dollars in thousands)	2,209	2,250	2,300

DTA 4.0

Program Summary

AERONAUTICS

Barclay Dick, Division Director

Phone: (602) 294-9144

A.R.S. § 28-332

Mission:

To encourage and advance the safe and orderly development of aviation within the State.

Description:

The Aeronautics Division is responsible for the development of a balanced, integrated and effective aviation system designed to meet both the present and future needs of the citizens of Arizona. It fulfills this responsibility by registering aircraft, licensing airplane dealers, developing and administering the five year airport development program, promoting aviation services through community outreach and education and making recommendations with respect to legislative and policy issues.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,586.0	2,337.0	2,337.0
Other Non Appropriated Funds	16,727.9	46,050.0	46,050.0
Program Total	19,313.9	48,387.0	48,387.0
FTE Positions	33.0	33.0	33.0

◆ **Goal 1** To increase the quality, timeliness and cost effectiveness of our aviation services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Days to process an aircraft registration application	2	1	1
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent projects completed on schedule	92	90	90

◆ **Goal 2** To maintain airport infrastructure leading to the improved movement of people and products throughout Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of airport infrastructure meeting established service level standards	88	90	90

◆ **Goal 3** To improve public and political support by further development and expansion of the aviation outreach program.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Aviation Outreach Program completed annually	90	95	100

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Agency Summary

STATE TREASURER

Dean Martin, State Treasurer

Phone: (602) 604-7800

A.R.S. § 41-171

Mission:

To protect taxpayer money by serving as the State's Bank and fiduciary agent, providing investment management, financial information and services.

Description:

The primary responsibilities of the elected State Treasurer are to receive and keep custody over all monies belonging to the State that are not required to be kept by some other entity; to pay warrants of the Department of Administration; and to keep an account of all monies received and disbursed. The Office also invests state monies and operates the local government investment pool (LGIP) for public entities throughout the State.

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	21,000.3	5,075.3	5,170.4
Other Appropriated Funds	33.8	1.3	106.3
Other Non Appropriated Funds	4,816.3	0.0	0.0
Program Total	25,850.4	5,076.6	5,276.7
FTE Positions	34.4	34.4	34.4

Strategic Issues:

Issue 1 State Treasurer

The State Treasurer serves as the Chief Financial Officer for the State of Arizona, overseeing approximately \$12.6 billion in assets under management. He is responsible for the prudent custody and management of those dollars. The Treasurer is the trustee and manages over \$2.5 billion of investments for the Arizona State Land Endowment Trust and provides investment services to local governments (counties, cities, towns, etc). The Treasurer is also the bank for state government. Continually changing financial markets require the Office of the State Treasurer to modernize business plans and systems in order to maintain sound investment strategies and efficient operations.

- ◆ **Goal 1** To receipt all funds and securities, as required by law, and process these transactions in an accurate, timely manner that ensures safety, availability, and accountability of all assets entrusted with the office.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction rating for State Agency depositors (scale 1-8).	7.03	7.10	7.10

- ◆ **Goal 2** To disburse funds as required by law in a manner that ensures accuracy and timeliness, while maintaining adequate internal controls and auditable records.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction rating for State Agency banking customers (scale 1-8).	7.09	7.10	7.10
Customer satisfaction rating for distribution recipients (scale 1-8).	7.01	7.10	7.10

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of distributions sent successfully and accurately.	100	98	98
Percent of outgoing wires sent successfully and accurately.	100	99	99

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of distributions sent on time.	100	98	98
Percent of outgoing wires sent on time.	100	99	99

- ◆ **Goal 3** To operate, in real-time, an investment tracking portfolio management system that allows greater flexibility and enhances management as well as trade/position reporting. The desired result is increased rates of return when compared to our benchmarks.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of non-compliant trades.	0	5	5
Average days to correct non-compliant trades.	0	1	1

BRA 0.0

Agency Summary

BOARD OF REGENTS

Joel Sideman, Executive Director

Phone: (602) 229-2524

A.R.S. § 15-1621

Mission:

To increase the educational attainment of Arizona citizens by producing enough high-quality university degrees for the State to be nationally competitive by the year 2020; to increase the prominence of the system's research enterprise so that it can contribute to the knowledge economy and improve the quality of life in Arizona; and to provide the educated workforce needed to fill shortages and to stimulate demand for higher paying jobs in Arizona.

Description:

The Arizona Board of Regents is the governing body for Arizona's three state universities. Consistent with its constitutional authorities, the Board makes planning and policy decisions regarding the state universities. The Board hires the university presidents and the executive director for the Board, to whom the Board assigns the responsibility of management. The Board acts as the legal entity responsible for the universities and accounts to the legislative and executive branches of government for the resources appropriated to the universities and the Board.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ GOVERNANCE	159,553.7	170,197.1	223,463.4
➤ STUDENT ASSISTANCE	35,249.2	39,178.3	44,303.8
Agency Total:	194,802.9	209,375.4	267,767.2

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	38,319.1	40,684.8	45,877.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	156,483.8	168,690.6	221,889.4
Program Total	194,802.9	209,375.4	267,767.2
FTE Positions	60.3	60.1	60.1

Strategic Issues:

Issue 1 Educational Excellence

To be nationally competitive in the percentage of Arizona citizens with a high-quality bachelor's degree by providing affordable access through a well-coordinated and aligned system.

Issue 2 Research Excellence

To increase the research capabilities and performance of the Arizona system to a preeminent competitive position with peer institutions among America's top research universities.

Issue 3 Community Engagement and Workforce Impact

To utilize research, economic development, community engagement, and service contributions of the universities to create and disseminate knowledge to strengthen Arizona's economy and improve Arizona's quality of life.

Issue 4 Productivity

To maximize the use of existing resources so that the system can produce greater numbers of degrees and with greater efficiency of resources per degree without sacrificing quality.

BRA 1.0

Program Summary

GOVERNANCE

Art Ashton, Asst Exec Director

Phone: (602) 229-2524

A.R.S. § 15-1621

Mission:

To assist the Board and the universities in setting policy and establishing planning criteria for the Arizona University System and in overseeing and evaluating programmatic and fiscal areas.

Description:

The governance function of the Board serves the universities and the public in the following major programmatic areas: strategic planning activities; financial policy and oversight, including the review and analysis of tuition and university budgets; capital development process management; administration of financial assistance programs; human resource policy oversight; oversight of Arizona Universities Network (AZUN) activities; coordination and recommendations on academic and student service requirements and standards; internal audits of the universities; oversight of Information Technology projects; review of public outreach strategies for the Board; and, participation in public meetings.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	4,796.0	4,797.0	4,847.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	154,757.7	165,400.1	218,616.2
Program Total	159,553.7	170,197.1	223,463.4
FTE Positions	60.0	59.8	59.8

- ◆ **Goal 1** To raise the educational attainment level of Arizona to national competitiveness by 2020.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Bachelor's degrees produced annually in the system.	18,343	18,526	18,773
Number of Math, Science, Special Education Teacher (MSSE) Loan Forgiveness Program loans made.	63	107	140

- ◆ **Goal 2** To increase the national prominence of the research enterprise of the Arizona University System to national competitiveness.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total Research Expenditures (expenditure information in billions)	1.521	1.532	1.542

- ◆ **Goal 3** To allocate and monitor Proposition 301 TRIF funds

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of projects funded	38	35	30
Performance measures monitored	281	292	271

- ◆ **Goal 4** To communicate with universities and their constituents and stakeholders on Board policies and initiatives.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of media/individual/group briefings conducted	135	150	150
Number of stakeholder briefings conducted	82	100	100

- ◆ **Goal 5** To perform Internal Audits of the universities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Audits scheduled	7	4	4
Audits performed on universities	3	4	4
Specific audit recommendations reported to Board	2	8	8

BRA 2.0

Program Summary**STUDENT ASSISTANCE**

Gale Tebeau, Asst. Exec. Director

Phone: (602) 229-2522

A.R.S. §§ 15-1642, 15-1742, 15-1746

Mission:

To provide financial assistance to students and to strengthen the teaching skills of teachers in elementary and secondary mathematics and science education.

Description:

The Arizona Board of Regents directly administers two financial assistance programs: (1) Western Interstate Commission on Higher Education (WICHE)--for students who choose careers in Osteopathy, Dentistry, Veterinary Medicine, Occupational Therapy, Optometry, and Physicians Assistants; and (2) Improving Teacher Quality Grants - for projects whose aim is to support the development of highly qualified principals and K-12 teachers in the content areas of language arts-English, science, mathematics, social studies, and technology in the content areas. Also, two student assistance programs are appropriated to the ABOR but are administered by the universities: 1) Arizona Financial Aid Trust-- immediate aid to students who are underrepresented in the population of the university or students who demonstrate a clear need for financial aid and creates an endowment for future aid; and (2) Arizona Teacher Incentive Program--loans to students in teaching training programs in deaf and blind education at the University of Arizona.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	33,523.1	35,887.8	41,030.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,726.1	3,290.5	3,273.2
Program Total	35,249.2	39,178.3	44,303.8
FTE Positions	0.3	0.3	0.3

- ◆ **Goal 1** To continue extending access to a university education by providing and administering various financial assistance programs.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total number of Western Interstate Commission for Higher Education awards	193	186	203
Number of first year Western Interstate Commission for Higher Education awards	63	41	60
Number of first year WICHE applications meeting eligibility requirements	210	214	220
Number of first year WICHE applications processed	221	225	230
Percent of recipients returning to practice in Arizona	72	72	73
Number of Improving Teacher Quality (ITQ) grants awarded (depend on funding)	7	8	8
Number of students awarded financial aid through the Arizona Financial Aid Trust	4,526	6,250	6,000

Agency Summary

ASU - TEMPE

Dr. Michael Crow, President

Phone: (480) 965-2318

A.R.S. § 15-1601

Mission:

To provide outstanding programs of undergraduate and graduate education, cutting-edge research, and public service for the citizens of the State of Arizona with special emphasis on the Phoenix metropolitan area.

Description:

Arizona State University at the Tempe Campus, which includes the Downtown Phoenix campus, is a major public research university offering programs from the baccalaureate through the doctorate to over 50,000 full-time and part-time students and applying the strongest features of the traditional major research university to the rapidly evolving needs of the metropolitan Phoenix area and Arizona. The Tempe campus plays an extensive role within Arizona State University by providing high quality graduate training at the doctoral level and serving as the only Carnegie Foundation-designated Doctoral/Research-Extensive campus in the metropolitan Phoenix area.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ACADEMIC AFFAIRS	602,610.4	681,368.6	711,507.0
➤ RESEARCH AND ECONOMIC AFFAIRS	167,454.5	231,276.3	244,414.6
➤ STUDENT AFFAIRS	268,542.4	273,672.0	283,196.9
➤ ADMINISTRATION AND FINANCE	244,695.0	264,752.2	271,705.7
➤ INSTITUTIONAL LEADERSHIP AND ADVANCEMENT	38,618.6	51,599.9	54,105.6
Agency Total:	1,321,920.9	1,502,669.0	1,564,929.8

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	404,668.1	396,428.7	419,034.2
Other Appropriated Funds	211,496.9	260,679.0	261,264.7
Other Non Appropriated Funds	705,755.9	845,561.3	884,630.9
Program Total	1,321,920.9	1,502,669.0	1,564,929.8
FTE Positions	10,867.1	11,315.7	11,564.6

Strategic Issues:**Issue 1** *How to improve the quality of the undergraduate and graduate educational experience*

Undergraduate and graduate education are the cornerstones of the university enterprise. Students seek a high quality education that prepares them to be successful in their careers, to contribute to society, and to become lifelong learners. Today's graduates must have strong communications, team building, and critical thinking skills as well as a global perspective to be successful.

A continued emphasis on providing a quality educational experience requires examining and evolving how the university designs and delivers its instructional programs to maximize the impact of education. Improvements can be accomplished through new pedagogical techniques, such as collaborative learning, service learning, and other learner-centered approaches; through the appropriate use of technology to enhance the classroom experience; through undergraduate education that focuses on the student as an individual; by providing seamless access to the services and resources required for learning and creative and intellectual inquiry;

and by providing an environment that fosters student scholarship. ASU continues to conceptualize and create a wide range of new interdisciplinary schools, institutes, centers, and programs that will foster the development of new knowledge. An area of concern for ASU is that even though the teaching load of tenure-track faculty has risen over the last ten years, undergraduate access to tenure-track faculty has fallen, reflecting the fact that enrollment growth has outstripped our resource base. For example, the ratio of students to tenured/tenure-track faculty has increased from 26:1 in Fall 1991 to 36:1 in Fall 2007. Enrollment funding provides the basic resources needed to accommodate the increased student population and enables ASU to hire the faculty necessary to meet the increased schedule demands from the larger student body. Adequate funding will also allow the University to appropriately invest in programs that meet its goals to establish national standing for colleges and schools in every field and fully achieve national comprehensive university status.

Issue 2 *How to provide access to education for a growing student population given limited financial resources*

To broaden access to a quality education for all segments of the population, ASU must be positioned to accommodate the continuing growth in high school graduates, particularly minority populations and a growing pool of older students requiring new job skills. Never in the history of Arizona has a university education been more important. Our knowledge-based economy and an ever-increasing trend toward globalization are changing the skills needed for success in the labor force. Yet, rising costs, need for financial aid, and years of under-funding for higher education place the idea of broad access at risk. Tuition increases approved by the Board of Regents in recent years and future increases consistent with Board policy will help offset some of the financial need not provided by other sources.

ASU is strongly committed to providing access to college for all qualified students. Furtherance of this goal requires bold and sustained planning to provide for the projected increases in enrollments, primarily of undergraduate students. The West, Polytechnic, and Downtown Phoenix campuses, for example, are expected to serve up to 15,000 students each by the year 2020, reaching this goal through a series of planned expansion phases. While ASU is well on the way to building the infrastructure needed to meet these goals, continued investment will be necessary to provide the infrastructure for the enrollment growth envisioned at each of the campuses. See the Comprehensive Development Plan for a New American University for more detail on the development of the university's campuses (www.asu.edu/cdp).

Issue 3 *How to recruit and retain faculty and staff in highly competitive national and local markets during a period of diminishing resources*

Quality faculty are fundamental to a quality university education. Without the best faculty, it is not possible to provide the type of higher education that Arizona citizens deserve or to support the cultural and economic vitality that Arizona is striving to obtain. At ASU, hiring and retaining key faculty continues to be a concern. Like the other Arizona universities, ASU continues to struggle to consistently compete in the marketplace. With the funding provided by the state for salaries in recent years, ASU has made substantial progress in improving faculty salaries, enabling the University to recruit and retain highly recognized and respected academics in a variety of fields. However, while the median salary of all ranked faculty has increased from the 16th percentile in Fall 2003 to the 34th percentile in Fall 2007, the average salary falls short of the median by \$3,100.

ASU has made minor progress in improving staff salaries; however, salaries continue to fall behind comparable jobs for classified staff and service professionals. Turnover among classified staff continues to be a significant problem, with the Tempe campus having experienced turnover at a rate of 18%, a symptom of salaries that are not competitive with the local market. ASU estimates its total faculty and staff unmet salary needs will exceed \$31 million by the end of FY09.

Issue 4 *How to enhance and improve social embeddedness*

Development of ASU requires the university to be a fully engaged and integral part of the social, cultural, and economic fabric of the metropolitan area and the state of Arizona. ASU will demonstrate its social embeddedness to the extent that the faculty and staff are supporting and sustaining communities and solving problems through applied research,

service, and partnerships in the P-12 education system, business and industry, government, and the community. ASU must assist in building a socially diverse and economically viable community, in developing civic and community leadership, and in addressing challenges such as poverty, growth, economic development and diversification, social infrastructure, and quality of life.

Achieving a higher degree of social embeddedness requires a change in the internal culture of the university as well as a change in the role of the university in the eyes of the community. The university must continue to expect employees to contribute to community life through their expertise, intellect, and engagement. The community must come to see the university as the key resource and place to get advice about community issues and solutions to community problems. Greater economic opportunity, coupled with expertise available from ASU, can enhance the multicultural strengths of Phoenix and Arizona. A good example of this type of close economic cooperation with the community is the ASU/Scottsdale Center for New Technology and Innovation, which will act as a hub for knowledge-driven industries, technology innovations, and commercial activities. With greater economic vitality comes the opportunity to reinvest in the artistic and cultural elements of the community. ASU is committed to improving student achievement and the quality of K-12 schools. The University Public Schools Initiative, a partnership with local school districts and the community, will launch four research-based schools, one on or near each ASU campus, to serve as exemplars and resources for schools.

Issue 5 *How to serve as the only comprehensive provider of undergraduate and graduate education in a large metropolitan area, while maintaining a nationally competitive research capacity and contributing to economic diversity in the Valley*

Providing access to quality higher education for the citizens of Arizona is a primary responsibility of ASU. It is generally recognized that no large cities have obtained economic and cultural greatness without the presence of a great research university. Such universities have been and always will be the magnet for the intellectual capital required to build the economic and cultural base of a great city. ASU, as one of the largest universities in the nation when measured in terms of enrollment, developed late as a research university, obtaining Research I status only in 1994. As such, ASU must plan its research agenda with great care and focus in order to create an innovative research agenda that ensures the citizens of Arizona a substantial return on investment while serving growing enrollments.

University-based research contributes not only to basic knowledge development and transmission and to quality individualized experiences for our students but also to economic development. Arizona's high technology economic base is not highly diversified, relying primarily on the semiconductor industry. Corresponding to the suggestions in the Battelle Institute reports of 2002 and 2003 detailing research opportunities for Arizona's universities, ASU continues to vigorously pursue long-term initiatives in such areas as biodesign, nanotechnology, and sustainable systems. Funding approved by Arizona voters provided by Proposition 301, the Research Infrastructure Bill for research bonding authority, and critical facilities enhancements of the SPEED project (Laws 2008, Chapter 287) provide important resources to accelerate research efforts that address diversification in the Arizona economy and workforce.

Issue 6 *How to ensure the necessary facilities and capacity to accommodate growth*

The university currently operates under a severe shortage of library and research deficiencies, the total of which exceeds 740,000 square feet, as well as classroom laboratory deficiencies over 200,000 square feet. In addition, the lack of state investment to open and operate new buildings and upgrade existing buildings has resulted in deterioration of space, requiring additional funds prior to occupancy. Compounding these existing shortages is the university's continuing growth, both in enrollment demand and in responsibilities for research and service. ASU is aggressively obtaining new research facilities that will alleviate much of the current deficiency for research space. For example, the Tempe campus built the new Biodesign Institute (Buildings A and B), as well as Buildings I, II, and III (the last at the ASU Polytechnic campus) of the Interdisciplinary Science and Technology series of buildings. In addition, ASU currently leases space in the "Brickyard" in downtown Tempe and the ASU Fulton Center building.

Providing and improving learning environments featuring classrooms and laboratories that facilitate learner-centered delivery requires a program of improved utilization policies and room upgrades that incorporate new instructional technologies and flexible room formats. Availability of appropriate instructional technology and flexible room design can permit improved room utilization. The ASU University Technology Officer participates in the strategic planning and budgeting processes to plan, coordinate, manage, and maintain the information technology resources and services across the four university campuses and among the three Arizona universities.

ASA 1.0

Program Summary

ACADEMIC AFFAIRS

Melinda Gebel, Director

Phone: (480) 965-2318

A.R.S. § 15-1601

Mission:

To offer high quality academic degrees, general studies, and honors programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Description:

Instruction is comprised of activities carried out during the academic year, summer sessions, and other periods outside the regular term and associated with degree credit and non-credit academic courses. This program also includes faculty departmental research and public service activities that are not separately budgeted and academic administration where instruction plays an important role, such as at the dean and department chair levels.

This Program Contains the following Subprograms:

- ▶ College of Design
- ▶ W. P. Carey School of Business
- ▶ Mary Lou Fulton College of Education
- ▶ Ira A. Fulton School of Engineering
- ▶ University College
- ▶ Katherine K. Herberger College of Arts
- ▶ Graduate College
- ▶ The Barrett Honors College
- ▶ Sandra Day O'Connor College of Law
- ▶ College of Liberal Arts and Sciences
- ▶ College of Nursing and Healthcare Innovation
- ▶ College of Public Programs
- ▶ Walter Cronkite School of Journalism and Mass Communication
- ▶ Other Instructional Support
- ▶ University Libraries and Museums
- ▶ Academic Computing
- ▶ Admin. Information Technology/ Telecommunications
- ▶ Academic Affairs Administrative Support

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	232,493.3	222,092.6	242,864.6
Other Appropriated Funds	211,496.9	249,771.0	250,356.7
Other Non Appropriated Funds	158,620.2	209,505.0	218,285.7
Program Total	602,610.4	681,368.6	711,507.0
FTE Positions	6,117.4	6,269.5	6,482.1

ASA 1.1	Subprogram Summary
	COLLEGE OF DESIGN
Melinda Gebel, Director	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To offer high quality academic degrees, general studies, and honors programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Description:

Instruction is comprised of activities carried out during the academic year, summer sessions, and other periods outside the regular term and associated with degree credit and non-credit academic courses. This program also includes faculty departmental research and public service activities that are not separately budgeted and academic administration where instruction plays an important role, such as at the dean and department chair levels.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	174,540.4	159,786.5	179,154.5
Other Appropriated Funds	211,496.9	248,340.9	248,926.6
Other Non Appropriated Funds	79,744.9	115,852.1	120,883.2
Program Total	465,782.2	523,979.5	548,964.3
FTE Positions	5,016.9	5,242.6	5,437.0

◆ Goal 1 To improve the quality of undergraduate education.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average years taken by freshman students to complete a baccalaureate degree program	4.7	4.6	4.6
Percentage of undergraduate degree recipients participating in research related or capstone (case study) experience	93	94	94
Percent of graduating seniors who rate their overall university experience as good or excellent	93	95	95
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	70	70	70
Number of Bachelors degrees granted	8,303	8,653	9,018
Average salary of all ranked faculty as a percentile of salaries at peer institutions	41	50	50

◆ Goal 2 To enhance the number and diversity of the most highly qualified students entering Arizona State University and the Barrett Honors College.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Honors undergraduate headcount students	2,766	2,800	2,850
National Merit, Flinn, and other scholars enrolled at ASU (unduplicated count)	2,163	2,463	2,586
Explanation: Previously reported duplicated count.			
BHC degree recipients (i.e., with honors)	365	350	370
Courses offered for honors credit	2,225	2,250	2,250

◆ Goal 3 To provide support services and courses that assist students in achieving academic success and planning programs of study within their chosen degree curricula.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of tutorials conducted by the Writing Center	5,940	6,250	6,350

Number of participants in Summer Bridge for incoming freshmen to enhance transition	187	250	300
Number of students participating in Academic Success Clusters to support academic skill development and improve success in critical courses, and to quickly help entering freshmen develop a sense of community	2,774	2,900	3,100
Number of degree program course audits run by students and staff	718,977	649,861	675,855
Number of eAdvisor tracking audits run by students and staff	336,888	502,320	522,412
Major and Career Exploration (UNI and ASU 101) course sections for exploratory students	300	188	190
Explanation: New measure 2008			

◆ Goal 4 To provide enriched educational opportunities to students by expanding accessibility and delivery of courses.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Summer sessions headcount students	20,910	21,950	23,000
Winter session enrollments	3,747	3,900	4,100
Total online course registrations (duplicated enrollments)	23,824	25,000	26,250
Online course sections offered during the fall semester	713	730	748

◆ Goal 5 To improve graduate education by enhancing programs central to the University's mission, promoting retention and graduation, and increasing the diversity of students.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Students enrolled in interdisciplinary degree programs	692	750	800
Masters degrees granted	2,515	2,554	2,594
Explanation: Reflects Tempe campus and Downtown campus. Previously reported all campuses.			
Doctorate degrees granted	415	446	479
First professional degrees granted	238	249	261
Minority graduate enrollment as percentage of total enrollment	16.4	16.7	17.0
Explanation: Reflects total University			

ASA 1.2	Subprogram Summary
	W. P. CAREY SCHOOL OF BUSINESS
Melinda Gebel, Director	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To provide students with a greater understanding of the core areas of business processes, principles, and global impact within an internationally recognized framework of business leadership training and research.

Description:

Within the W.P. Carey School of Business, select academic support services include: retention, preservation, and display of educational materials through libraries, museums and galleries, audio visual and other activities that aid in the transmission of information; separately budgeted course and curriculum development, and academic computing support.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	57,952.9	62,306.1	63,710.1
Other Appropriated Funds	0.0	1,430.1	1,430.1
Other Non Appropriated Funds	78,875.3	93,652.9	97,402.5
Program Total	136,828.2	157,389.1	162,542.7
FTE Positions	1,100.5	1,026.9	1,045.1

◆ Goal 1 To maintain the number of books and periodical subscriptions owned by the university libraries, and increase access to these items.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Library volumes housed (all libraries; in thousands)	3,768	3,800	3,868
Periodical subscriptions	33,085	28,080	29,082
Virtual/remote reference transactions (new measure)	11,800	12,000	13,000
Online access sessions (in millions)	22	24	25

- ◆ **Goal 2** To increase attendance at university art museums and provide quality art exhibitions to the public and for scholarly and educational purposes.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Annual attendance at university art collections	45,200	46,000	46,500
Lecturers and special events	330	340	350

- ◆ **Goal 3** To employ, provide, and maintain sufficient reliable microcomputer, network, and server resources to support the academic needs of the University.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
E-mail computer accounts	230,000	280,000	320,000
Explanation: Increase includes addition of ASU Gmail accounts.			
Percentage of classrooms with mediation	100	100	100
WWW server activity: total hits per day on asu.edu and public.asu.edu only (in thousands)	5,079	6,000	7,314

ASA 1.3 **Subprogram Summary**
MARY LOU FULTON COLLEGE OF EDUCATION
Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To offer high quality academic degrees, general studies, and honors programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 1.4 **Subprogram Summary**
IRA A. FULTON SCHOOL OF ENGINEERING
Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To offer high quality academic degrees, general studies, and honors programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 1.5 **Subprogram Summary**
UNIVERSITY COLLEGE

Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To offer high quality academic degrees, general studies, and honors programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 1.6 **Subprogram Summary**
KATHERINE K. HERBERGER COLLEGE OF ARTS
Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To offer high quality academic degrees, general studies, and honors programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 1.7 **Subprogram Summary**
GRADUATE COLLEGE

Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To offer high quality academic degrees, general studies, and honors programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 1.8 **Subprogram Summary**
THE BARRETT HONORS COLLEGE

Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To offer high quality academic degrees, general studies, and honors programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 1.9 **Subprogram Summary**
SANDRA DAY O'CONNOR COLLEGE OF LAW

Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To offer high quality academic degrees, general studies, and honors programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 1.10 **Subprogram Summary**
COLLEGE OF LIBERAL ARTS AND SCIENCES

Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To offer high quality academic degrees, general studies, and honors programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 1.11 **Subprogram Summary**
COLLEGE OF NURSING AND HEALTHCARE INNOVATION

Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To offer high quality academic degrees, general studies, and honors programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 1.12
Subprogram Summary
 COLLEGE OF PUBLIC PROGRAMS
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To offer high quality academic degrees, general studies, and honors programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 1.13
Subprogram Summary
 WALTER CRONKITE SCHOOL OF JOURNALISM AND MASS COMMUNICATION
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To offer high quality academic degrees, general studies, and honors programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 1.14
Subprogram Summary
 OTHER INSTRUCTIONAL SUPPORT
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 1.15
Subprogram Summary
 UNIVERSITY LIBRARIES AND MUSEUMS
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 1.16
Subprogram Summary
 ACADEMIC COMPUTING
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 1.17 **Subprogram Summary**
 ADMIN. INFORMATION TECHNOLOGY/ TELECOMMUNICATIONS
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 1.18 **Subprogram Summary**
 ACADEMIC AFFAIRS ADMINISTRATIVE SUPPORT
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 2.0 **Program Summary**
 RESEARCH AND ECONOMIC AFFAIRS
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To serve the citizens of Arizona through the development, application, and transfer of new knowledge especially beneficial to Arizona.

Description:

Organized Research includes research activities taking place within centers, divisions, bureaus, institutes and experiment stations formally approved by the Arizona Board of Regents. These activities are specifically created and organized to produce research, whether separately budgeted within the university or commissioned by and external agency, as with federal grants and contracts.

This Program Contains the following Subprograms:

- ▶ Research Activities
- ▶ Regulatory Compliance
- ▶ Research Area

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	16,152.3	16,126.5	16,126.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	151,302.2	215,149.8	228,288.1
Program Total	167,454.5	231,276.3	244,414.6
FTE Positions	1,659.8	1,748.7	1,772.8

ASA 2.1 **Subprogram Summary**
 RESEARCH ACTIVITIES
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To serve the citizens of Arizona through the development, application, and transfer of new knowledge especially beneficial to Arizona.

Description:

Organized Research includes research activities taking place within centers, divisions, bureaus, institutes and experiment stations formally approved by the Arizona Board of Regents. These activities are specifically created and organized to produce research, whether separately budgeted within the university or commissioned by and external agency, as with federal grants and contracts.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	16,152.3	16,126.5	16,126.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	151,302.2	215,149.8	228,288.1
Program Total	167,454.5	231,276.3	244,414.6
FTE Positions	1,659.8	1,748.7	1,772.8

- ◆ **Goal 1** To maintain and enhance the University's status as a major research institution.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Grant and contract proposals submitted	2,401	2,545	2,697
Grant and contract awards received	1,703	1,788	1,877
External dollars received for research and creative activity (in millions of dollars)	202	226	252
Percentage of faculty and academic professionals receiving extramural support for research and creative activity	46	48	49

- ◆ **Goal 2** To continue and improve University efforts to provide opportunities for undergraduate and graduate students to participate in research and creative activity.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Undergraduate students supported by sponsored funds	1,468	1,506	1,580
Graduate students supported by sponsored funds	1,690	1,718	1,747

ASA 2.2 **Subprogram Summary**
REGULATORY COMPLIANCE

Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 2.3 **Subprogram Summary**
RESEARCH AREA

Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 3.0 **Program Summary**
STUDENT AFFAIRS

Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To foster the academic, social, emotional, and physical growth of learners by creating an inclusive holistic learning environment that offers services and opportunities for students to maximize their learning experience and become well-rounded productive citizens.

Description:

Student Services includes the admissions and registrar functions and other activities with the primary purpose of contributing to students' emotional and physical well-being and intellectual, cultural and social development outside the context of the formal instruction program. These other activities include cultural events, student newspapers, intramural athletics, student organizations, intercollegiate athletics, nonacademic counseling and career guidance, student scholarships, fellowships and financial aid administration, student health services, and the administration at the vice presidential level.

This Program Contains the following Subprograms:

- ▶ Student Life, Health and Wellness
- ▶ Enrollment Services
- ▶ Student Affairs Administrative Support

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	30,436.2	29,905.7	29,905.7
Other Appropriated Funds	0.0	1,502.1	1,502.1
Other Non Appropriated Funds	238,106.2	242,264.2	251,789.1
Program Total	268,542.4	273,672.0	283,196.9
FTE Positions	1,103.4	1,118.0	1,112.2

ASA 3.1 **Subprogram Summary**
STUDENT LIFE, HEALTH AND WELLNESS

Melinda Gebel, Director, Institutional Analysis
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To foster the academic, social, emotional, and physical growth of learners by creating an inclusive holistic learning environment that offers services and opportunities for students to maximize their learning experience and become well-rounded productive citizens.

Description:

Student Services includes the admissions and registrar functions and other activities with the primary purpose of contributing to students' emotional and physical well-being and intellectual, cultural and social development outside the context of the formal instruction program. These other activities include cultural events, student newspapers, intramural athletics, student organizations, intercollegiate athletics, nonacademic counseling and career guidance, student scholarships, fellowships and financial aid administration, student health services, and the administration at the vice presidential level.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	30,436.2	29,905.7	29,905.7
Other Appropriated Funds	0.0	1,502.1	1,502.1
Other Non Appropriated Funds	238,106.2	242,264.2	251,789.1
Program Total	268,542.4	273,672.0	283,196.9
FTE Positions	1,103.4	1,118.0	1,112.2

- ◆ **Goal 1** To promote the emotional and physical well-being of students by providing quality health care services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Students receiving health care at the Campus Health Service	46,676	47,800	48,500
Disabled students served	1,623	1,600	1,600

- ◆ **Goal 2** To enhance the quality of students' educational experience by providing programs and services which promote involvement in university activities and enhance opportunities for future employment.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Registered campus clubs and organizations	550	580	600
Student participation in advising services, workshops, career events, job fairs, on-campus interviews and special events offered by Career Services to assist students seeking employment and/or career guidance	58,208	59,954	61,753
Organizations recruiting on campus	2,066	2,128	2,192

- ◆ **Goal 3** To provide services that enhance the likelihood of students' academic success.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Students participating in orientation	9,234	9,500	9,600
Students participating in the Freshman Year Experience (FYE)	5,645	5,645	5,645
Students assisted by the Learning Resources Center programs and services	7,659	8,100	8,600

- ◆ **Goal 4** To make student financial assistance readily available for eligible students based on need, merit, or other determining factors.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Students receiving financial assistance	46,350	47,900	48,600
Dollar volume for all financial assistance programs (dollars in thousands)	491,400	510,000	530,000

- ◆ **Goal 5** To provide opportunities for men and women by developing and sustaining programs which help student athletes achieve success, both academically and athletically.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average GPA of student athletes (4.0 highest)	2.89	2.95	2.98
Percent of student athletes graduating in six years	69	70	72

ASA 3.2 **Subprogram Summary**
ENROLLMENT SERVICES
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 3.3 **Subprogram Summary**
STUDENT AFFAIRS ADMINISTRATIVE SUPPORT
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 4.0 **Program Summary**
ADMINISTRATION AND FINANCE
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide timely, efficient, and effective support for the university's mission of instruction, research, and public service goals through executive management, administrative information and services, adequate and well-maintained facilities, and strong partnerships with alumni, community leaders, and State decision makers.

Description:

Institutional Support includes central executive level activities concerned with management and long-range planning for the entire university and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, space management, employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fundraising.

This Program Contains the following Subprograms:

- ▶ Business/Financial Services and Human Resources
- ▶ Plant and Safety Services
- ▶ Administrative Services Support

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	124,645.7	127,345.4	129,178.9
Other Appropriated Funds	0.0	9,405.9	9,405.9
Other Non Appropriated Funds	120,049.3	128,000.9	133,120.9
Program Total	244,695.0	264,752.2	271,705.7
FTE Positions	1,646.0	1,804.5	1,822.6

ASA 4.1	Subprogram Summary
BUSINESS/FINANCIAL SERVICES AND HUMAN RESOURCES	
Melinda Gebel, Director	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To provide timely, efficient, and effective support for the university's mission of instruction, research, and public service goals through executive management, administrative information and services, adequate and well-maintained facilities, and strong partnerships with alumni, community leaders, and State decision makers.

Description:

Institutional Support includes central executive level activities concerned with management and long-range planning for the entire university and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, space management, employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fundraising.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	124,645.7	127,345.4	129,178.9
Other Appropriated Funds	0.0	9,405.9	9,405.9
Other Non Appropriated Funds	120,049.3	128,000.9	133,120.9
Program Total	244,695.0	264,752.2	271,705.7
FTE Positions	1,646.0	1,804.5	1,822.6

◆ **Goal 1** To provide efficient and comprehensive human resources programs and services to the university community in areas such as employment, training, employee relations, and other human resource activities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Accounting documents processed (in thousands)	1,316	1,370	1,420
Administration as a percentage of total cost	1.60	1.50	1.45
Participants in human resources training programs	8,712	9,000	9,300
Job applications processed	63,876	65,000	67,000
Positions filled	2,741	2,700	2,700
Percent of agency staff turnover (classified staff only)	18.2	18.5	18.5
Customer satisfaction surveys conducted	12	23	21

◆ **Goal 2** To provide customer-focused, high quality facilities and services to enhance a safe and secure environment in support of the University's mission.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Maintenance work order man-hours on buildings/ tunnels/structures	193,683	195,000	200,000
Number of faculty, staff, and students participating in fire and safety training classes	4,455	5,000	5,000
Annual Parking Permit Sales to students and staff	22,740	22,000	20,500

Community-based police assignments	243	260	280
◆ Goal 3	To maintain support for all telecommunications systems throughout the University.		
Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Centrally supported Ethernet connections	59,824	62,000	64,480
Internet bandwidth (mbps)	658	790	948

ASA 4.2	Subprogram Summary
PLANT AND SAFETY SERVICES	
Melinda Gebel, Director	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 4.3	Subprogram Summary
ADMINISTRATIVE SERVICES SUPPORT	
Melinda Gebel, Director	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 5.0 **Program Summary**
 INSTITUTIONAL LEADERSHIP AND ADVANCEMENT
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To serve the public by offering a public telecommunications system, by providing the finest available artists and productions in music, theater and dance, and serves as a resource and focal point in providing information about various university services to the business community and economic development professionals.

Description:

Public Service includes those activities established primarily to provide non-instructional services beneficial to individuals and groups external to the university. Public Service includes conferences, general advisory services, reference bureaus, public radio and television, consulting and similar non-instructional services to particular sectors of the community.

This Program Contains the following Subprograms:

- ▶ KAET - Television
- ▶ Development
- ▶ Community Outreach
- ▶ Intercollegiate Athletics
- ▶ Executive Management
- ▶ Public Affairs

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	940.6	958.5	958.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	37,678.0	50,641.4	53,147.1
Program Total	38,618.6	51,599.9	54,105.6
FTE Positions	340.5	375.0	374.9

ASA 5.1 **Subprogram Summary**
 KAET - TELEVISION
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To serve the public by offering a public telecommunications system, by providing the finest available artists and productions in music, theater and dance, and serves as a resource and focal point in providing information about various university services to the business community and economic development professionals.

Description:

Public Service includes those activities established primarily to provide non-instructional services beneficial to individuals and groups external to the university. Public Service includes conferences, general advisory services, reference bureaus, public radio and television, consulting and similar non-instructional services to particular sectors of the community.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	940.6	958.5	958.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	37,678.0	50,641.4	53,147.1
Program Total	38,618.6	51,599.9	54,105.6
FTE Positions	340.5	375.0	374.9

- ◆ **Goal 1** To provide quality educational and informative television programs and improve services provided to the community, especially in rural areas.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Persons viewing KAET-TV on a weekly basis (in thousands)	1,841	1,933	2,029
Teachers served through educational support programming	61,740	61,782	64,871
Students served through educational support programming	1,178,786	1,173,858	1,237,786

- ◆ **Goal 2** To continue to stage excellent cultural and other nonathletic special events for various diverse constituents.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Persons attending University sponsored cultural events (in thousands)	489	490	490
Special events coordinated	140	140	140

- ◆ **Goal 3** To obtain private and corporate funds to provide the margin of excellence for the University in the 21st Century.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Endowed chairs and professorships	110	112	115

ASA 5.2 **Subprogram Summary**
 DEVELOPMENT
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 5.3 **Subprogram Summary**
COMMUNITY OUTREACH

Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	0.0	0.0
FTE Positions	0.0	0.0	0.0

ASA 5.4 **Subprogram Summary**
INTERCOLLEGIATE ATHLETICS

Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

ASA 5.5 **Subprogram Summary**
EXECUTIVE MANAGEMENT

Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To provide leadership and vision in support of the instructional, research, and service mission of the university mission to create a highly educated workforce, economic diversification and development, and knowledgeable citizenry in Arizona

ASA 5.6 **Subprogram Summary**
PUBLIC AFFAIRS

Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

AXA 0.0

Agency Summary

ASU - POLYTECHNIC

Dr. Michael Crow, President

Phone: (480) 965-2318

A.R.S. § 15-1601

Mission:

To emphasize professional and technological programs based in the liberal arts and sciences and engage in intellectual inquiry focused on addressing societal needs by offering undergraduate and graduate programs primarily in professional and technological fields and in selected areas of the liberal arts and sciences; engaging in forms of scholarship involved with discovering, integrating, applying, and transmitting knowledge to address the conditions and concerns of society; and working with community partners in accomplishing all aspects of this mission.

Description:

ASU at the Polytechnic campus serves students and the metropolitan area through baccalaureate and graduate degree programs as well as through applied research and service. Currently, programs are offered in aeronautical management technology, agribusiness, applied biological sciences, applied psychology, applied science, business administration, computing studies, education, electronics engineering technology, exercise and wellness, human health studies, industrial management technology, interdisciplinary studies, manufacturing engineering technology, mechanical engineering technology, multimedia writing and technical communication, and nutrition. All programs at ASU at the Polytechnic campus provide students with the knowledge and extensive technological competence to succeed in their chosen professions and further learning. ASU at the Polytechnic campus offers a campus environment that places students at the center, embraces diversity and interdisciplinary inquiry, and strives to integrate the academic and social lives of students. ASU at the Polytechnic campus offers programs with outcomes directly relevant to the needs of society and the community, emphasizing collaboration and partnership to foster the educational, economic, and cultural development of local communities, the metropolitan area, the state, and the nation.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ACADEMIC PROGRAMS AND SERVICES	49,293.7	54,830.5	62,559.2
➤ ADMINISTRATIVE SERVICES	18,669.6	28,986.1	29,645.4
Agency Total:	67,963.3	83,816.6	92,204.6

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	25,471.2	30,489.2	37,150.9
Other Appropriated Funds	23,324.2	29,120.2	29,735.9
Other Non Appropriated Funds	19,167.9	24,207.2	25,317.8
Program Total	67,963.3	83,816.6	92,204.6
FTE Positions	662.3	745.0	818.2

Strategic Issues:

Issue 1 How to improve the quality of the undergraduate and graduate educational experience

Undergraduate and graduate education are the cornerstones of the university enterprise. Students seek a high quality education that prepares them to be successful in their careers, to contribute to society, and to become lifelong learners. Today's graduates must have strong communications, team building, and critical thinking skills as well as a global perspective to be successful.

A continued emphasis on providing a quality educational experience requires examining and evolving how the university designs and delivers its

instructional programs to maximize the impact of education. Improvements can be accomplished through new pedagogical techniques, such as collaborative learning, service learning, and other learner-centered approaches; through the appropriate use of technology to enhance the classroom experience; through undergraduate education that focuses on the student as an individual; by providing seamless access to the services and resources required for learning and creative and intellectual inquiry; and by providing an environment that fosters student scholarship. ASU continues to conceptualize and create a wide range of new interdisciplinary schools, institutes, centers, and programs that will foster the development of new knowledge. An area of concern for ASU is that even though the teaching load of tenure-track faculty has risen over the last ten years, undergraduate access to tenure-track faculty has fallen, reflecting the fact that enrollment growth has outstripped our resource base. For example, the ratio of students to tenured/tenure-track faculty has increased from 26:1 in Fall 1991 to 36:1 in Fall 2007. Enrollment funding provides the basic resources needed to accommodate the increased student population and enables ASU to hire the faculty necessary to meet the increased schedule demands from the larger student body. Adequate funding will also allow the University to appropriately invest in programs that meet its goals to establish national standing for colleges and schools in every field and fully achieve national comprehensive university status.

ASU is requesting \$19 million in FY10 to support student success. The funding will be used to continue the development of a tracking system that will monitor student progress toward graduation and to hire additional faculty to ensure that sufficient critical coursework is offered based on student progress and demand. The requested funding will begin to mitigate the years of unfunded enrollment growth that has eroded the university's ability to provide resources that keep pace with the rate of enrollment growth.

Issue 2 How to provide access to education for a growing student population given limited financial resources

To broaden access to a quality education for all segments of the population, ASU must be positioned to accommodate the continuing growth in high school graduates, particularly minority populations and a growing pool of older students requiring new job skills. Never in the history of Arizona has a university education been more important. Our knowledge-based economy and an ever-increasing trend toward globalization are changing the skills needed for success in the labor force. Yet, rising costs, need for financial aid, and years of under-funding for higher education place the idea of broad access at risk. Tuition increases approved by the Board of Regents in recent years and future increases consistent with Board policy will help offset some of the financial need not provided by other sources.

ASU is strongly committed to providing access to college for all qualified students. Furtherance of this goal requires bold and sustained planning to provide for the projected increases in enrollments, primarily of undergraduate students. The West, Polytechnic, and Downtown Phoenix campuses, for example, are expected to serve up to 15,000 students each by the year 2020, reaching this goal through a series of planned expansion phases. While ASU is well on the way to building the infrastructure needed to meet these goals, continued investment will be necessary to provide the infrastructure for the enrollment growth envisioned at each of the campuses. See the Comprehensive Development Plan for a New American University for more detail on the development of the university's campuses (www.asu.edu/cdp).

Issue 3 How to recruit and retain faculty and staff in highly competitive national and local markets during a period of diminishing resources

Quality faculty are fundamental to a quality university education. Without the best faculty, it is not possible to provide the type of higher education that Arizona citizens deserve or to support the cultural and economic vitality that Arizona is striving to obtain. At ASU, hiring and retaining key faculty continues to be a concern. Like the other Arizona universities, ASU continues to struggle to consistently compete in the marketplace. With the funding provided by the state for salaries in recent years, ASU has made substantial progress in improving faculty salaries, enabling the University to recruit and retain highly recognized and respected academics in a variety of fields. However, while the median salary of all ranked faculty has increased from the 16th percentile in Fall 2003 to the 34th percentile in Fall 2007, the

average salary falls short of the median by \$3,100.

ASU has made minor progress in improving staff salaries; however, salaries continue to fall behind comparable jobs for classified staff and service professionals. Turnover among classified staff continues to be a significant problem, with the Tempe campus having experienced turnover at a rate of 18%, a symptom of salaries that are not competitive with the local market. ASU estimates its total faculty and staff unmet salary needs will exceed \$31 million by the end of FY09.

Issue 4 How to enhance and improve social embeddedness

Development of ASU requires the university to be a fully engaged and integral part of the social, cultural, and economic fabric of the metropolitan area and the state of Arizona. ASU will demonstrate its social embeddedness to the extent that the faculty and staff are supporting and sustaining communities and solving problems through applied research, service, and partnerships in the P-12 education system, business and industry, government, and the community. ASU must assist in building a socially diverse and economically viable community, in developing civic and community leadership, and in addressing challenges such as poverty, growth, economic development and diversification, social infrastructure, and quality of life.

Achieving a higher degree of social embeddedness requires a change in the internal culture of the university as well as a change in the role of the university in the eyes of the community. The university must continue to expect employees to contribute to community life through their expertise, intellect, and engagement. The community must come to see the university as the key resource and place to get advice about community issues and solutions to community problems. Greater economic opportunity, coupled with expertise available from ASU, can enhance the multicultural strengths of Phoenix and Arizona. A good example of this type of close economic cooperation with the community is the ASU/Scottsdale Center for New Technology and Innovation, which will act as a hub for knowledge-driven industries, technology innovations, and commercial activities. With greater economic vitality comes the opportunity to reinvest in the artistic and cultural elements of the community. ASU is committed to improving student achievement and the quality of K-12 schools. The University Public Schools Initiative, a partnership with local school districts and the community, will launch four research-based schools, one on or near each ASU campus, to serve as exemplars and resources for schools.

Issue 5 How to serve as the only comprehensive provider of undergraduate and graduate education in a large metropolitan area, while maintaining a nationally competitive research capacity and contributing to economic diversity in the Valley

Providing access to quality higher education for the citizens of Arizona is a primary responsibility of ASU. It is generally recognized that no large cities have obtained economic and cultural greatness without the presence of a great research university. Such universities have been and always will be the magnet for the intellectual capital required to build the economic and cultural base of a great city. ASU, as one of the largest universities in the nation when measured in terms of enrollment, developed late as a research university, obtaining Research I status only in 1994. As such, ASU must plan its research agenda with great care and focus in order to create an innovative research agenda that ensures the citizens of Arizona a substantial return on investment while serving growing enrollments.

University-based research contributes not only to basic knowledge development and transmission and to quality individualized experiences for our students but also to economic development. Arizona's high technology economic base is not highly diversified, relying primarily on the semiconductor industry. Corresponding to the suggestions in the Battelle Institute reports of 2002 and 2003 detailing research opportunities for Arizona's universities, ASU continues to vigorously pursue long-term initiatives in such areas as biodesign, nanotechnology, and sustainable systems. Funding approved by Arizona voters provided by Proposition 301, the Research Infrastructure Bill for research bonding authority, and critical facilities enhancements of the SPEED project (Laws 2008, Chapter 287) provide important resources to accelerate research efforts that address diversification in the Arizona economy and workforce.

Issue 6 How to ensure the necessary facilities and capacity to

accommodate growth

The university currently operates under a severe shortage of library and research deficiencies, the total of which exceeds 740,000 square feet, as well as classroom laboratory deficiencies over 200,000 square feet. In addition, the lack of state investment to open and operate new buildings and upgrade existing buildings has resulted in deterioration of space, requiring additional funds prior to occupancy. Compounding these existing shortages is the university's continuing growth, both in enrollment demand and in responsibilities for research and service. ASU is aggressively obtaining new research facilities that will alleviate much of the current deficiency for research space. For example, the Tempe campus built the new Biodesign Institute (Buildings A and B), as well as Buildings I, II, and III (the last at the ASU Polytechnic campus) of the Interdisciplinary Science and Technology series of buildings. In addition, ASU currently leases space in the "Brickyard" in downtown Tempe and the ASU Fulton Center building.

Providing and improving learning environments featuring classrooms and laboratories that facilitate learner-centered delivery requires a program of improved utilization policies and room upgrades that incorporate new instructional technologies and flexible room formats. Availability of appropriate instructional technology and flexible room design can permit improved room utilization. The ASU University Technology Officer participates in the strategic planning and budgeting processes to plan, coordinate, manage, and maintain the information technology resources and services across the four university campuses and among the three Arizona universities.

AXA 1.0

Program Summary

ACADEMIC PROGRAMS AND SERVICES

Melinda Gebel, Director

Phone: (480) 965-2318

A.R.S. § 15-1601

Mission:

To offer high quality academic degrees and general studies programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Description:

Instruction is comprised of activities carried out during the academic year, summer sessions, and other periods outside the regular term and associated with degree credit and non-credit academic courses. This program also includes faculty departmental research and public service activities that are not separately budgeted and academic administration where instruction plays an important role, such as at the dean and department chair levels.

This Program Contains the following Subprograms:

- ▶ Morrison School of Management and Agribusiness
- ▶ College of Technology and Innovation
- ▶ School of Applied Arts and Sciences
- ▶ School for Educational Innovation and Teacher Preparation
- ▶ Academic Services
- ▶ Information Technology
- ▶ Library Services
- ▶ Student Affairs
- ▶ Institutional Support Services

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	15,452.9	16,898.4	23,560.1
Other Appropriated Funds	23,324.2	26,952.5	27,568.2
Other Non Appropriated Funds	10,516.6	10,979.6	11,430.9
Program Total	49,293.7	54,830.5	62,559.2
FTE Positions	529.4	582.9	655.7

AXA 1.1 Subprogram Summary
MORRISON SCHOOL OF MANAGEMENT AND AGRIBUSINESS
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To offer high quality academic degrees and general studies programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Description:

Instruction is comprised of activities carried out during the academic year, summer sessions, and other periods outside the regular term and associated with degree credit and non-credit academic courses. This program also includes faculty departmental research and public service activities that are not separately budgeted and academic administration where instruction plays an important role, such as at the dean and department chair levels.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	10,951.8	7,219.6	13,881.3
Other Appropriated Funds	23,324.2	26,889.8	27,505.5
Other Non Appropriated Funds	3,983.8	7,440.2	7,747.0
Program Total	38,259.8	41,549.6	49,133.8
FTE Positions	435.7	502.8	575.7

◆ **Goal 1** To improve undergraduate and graduate education.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of graduating students who rate their overall experience at ASU Polytechnic as good or excellent	94	95	95
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	67	68	68
Number of degrees granted	863	914	987
Number of Bachelors degrees granted	724	758	819
Number of Masters degrees granted	139	156	168
Average number of years taken to graduate for student who began as freshmen	5.1	5.0	5.0
Fall semester enrollment (headcount)	8,752	10,050	12,056

◆ **Goal 2** To provide support services and courses that assist students in achieving academic success.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of graduating students who 'have done' or 'plan to do' a practicum, internship, co-op experience, or clinical assignment	74	75	75
Number of subject area tutorials offered by University Academic Success Programs	1,137	1,183	1,218

AXA 1.2 Subprogram Summary
COLLEGE OF TECHNOLOGY AND INNOVATION
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Description:

Academic Support services include retention, preservation, and display of educational materials through libraries, audio visual and other activities that aid in the transmission of information, and academic computing support.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,455.5	7,180.5	7,180.5
Other Appropriated Funds	0.0	62.7	62.7
Other Non Appropriated Funds	1,403.5	1,883.9	1,959.2
Program Total	4,859.0	9,127.1	9,202.4
FTE Positions	65.2	47.4	47.4

◆ **Goal 1** To provide Library Services as an integral and essential component in the academic success of students and faculty.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Library gate count	204,993	215,000	225,000
Workstations available for public use in library facilities	17	17	19
Number of hours the library is open each week	95	95	95

◆ **Goal 2** To provide students and faculty with the technological resources and services needed to support accomplishment of their academic goals.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Computer workstations available for use by students	720	750	750
Percent of campus desktops connected to the fiber optic backbone	100	100	100

AXA 1.3 Subprogram Summary
SCHOOL OF APPLIED ARTS AND SCIENCES
 Melinda Gebel, Director, Institutional Analysis
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To foster the academic, social, emotional, and physical growth of learners by creating an inclusive holistic learning environment that offers services and opportunities for students to maximize their learning experience and become well-rounded productive citizens.

Description:

Student Services includes activities and services that contribute to students' emotional and physical well-being and intellectual, cultural and social development outside the context of the formal instruction program, such as cultural events, student organizations, student financial aid administration, and student residential life.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,045.6	2,498.3	2,498.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,129.3	1,655.5	1,724.7
Program Total	6,174.9	4,153.8	4,223.0
FTE Positions	28.5	32.7	32.6

- ◆ **Goal 1** To promote the emotional and physical well-being of students by providing quality health care services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Students receiving health care at the Student Health Center (provider/nurse visits)	2,026	2,275	2,650
Disabled students served	47	70	100

- ◆ **Goal 2** To enhance the quality of students' educational experience by providing programs and services which promote involvement in university activities and enhance opportunities for future employment.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Events and activities held for students each year	563	613	670
Registered campus clubs and organizations	42	44	48
Organizations recruiting on campus	107	110	113

- ◆ **Goal 3** To provide services that enhance the likelihood of students' academic success.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Participation in new student orientation	422	470	510
Students participating in student advisement/registration workshops	496	550	590
Students receiving financial aid services	9,025	7,782	9,050
Number of students participating in Freshman Year Experience (FYE) Housing	145	200	340

AXA 1.4 Subprogram Summary
SCHOOL FOR EDUCATIONAL INNOVATION AND TEACHER PREPARATION
Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. 15-1601

Mission:

To offer high quality academic degrees and general studies programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

AXA 1.5 Subprogram Summary
ACADEMIC SERVICES
Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To support and facilitate the pursuit of the campus mission of teaching, research, and public service by providing coordinated, customer-focused, cost-effective, and innovative services.

AXA 1.6 Subprogram Summary
INFORMATION TECHNOLOGY
Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To support and facilitate the pursuit of the campus mission of teaching, research, and public service by providing coordinated, customer-focused, cost-effective, and innovative services.

AXA 1.7 Subprogram Summary
LIBRARY SERVICES
Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To support and facilitate the pursuit of the campus mission of teaching, research, and public service by providing coordinated, customer-focused, cost-effective, and innovative services.

AXA 1.8 Subprogram Summary
STUDENT AFFAIRS
Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To support and facilitate the pursuit of the campus mission of teaching, research, and public service by providing coordinated, customer-focused, cost-effective, and innovative services.

AXA 1.9 Subprogram Summary
INSTITUTIONAL SUPPORT SERVICES
Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To support and facilitate the pursuit of the campus mission of teaching, research, and public service by providing coordinated, customer-focused, cost-effective, and innovative services.

Description:

Institutional Support includes central executive level activities concerned with management and long-range planning for the entire university and the operation and maintenance of the physical plant. Administrative activities include fiscal operations, administrative data processing, space management, employee personnel and records, safety, security, and transportation services.

AXA 2.0

Program Summary

ADMINISTRATIVE SERVICES

Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To support and facilitate the pursuit of the campus mission of teaching, research, and public service by providing coordinated, customer-focused, cost-effective, and innovative services.

Description:

Institutional Support includes central executive level activities concerned with management and long-range planning for the entire university and the operation and maintenance of the physical plant. Administrative activities include fiscal operations, administrative data processing, space management, employee personnel and records, safety, security, and transportation services.

This Program Contains the following Subprograms:

- ▶ Business and Human Resource Services
- ▶ Facilities and Safety Services
- ▶ Administrative Services Support

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	10,018.3	13,590.8	13,590.8
Other Appropriated Funds	0.0	2,167.7	2,167.7
Other Non Appropriated Funds	8,651.3	13,227.6	13,886.9
Program Total	18,669.6	28,986.1	29,645.4
FTE Positions	132.9	162.1	162.5

AXA 2.1

Subprogram Summary

BUSINESS AND HUMAN RESOURCE SERVICES

Melinda Gebel, Director, Institutional Analysis
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To support and facilitate the pursuit of the campus mission of teaching, research, and public service by providing coordinated, customer-focused, cost-effective, and innovative services.

Description:

Institutional Support includes central executive level activities concerned with management and long-range planning for the entire university and the operation and maintenance of the physical plant. Administrative activities include fiscal operations, administrative data processing, space management, employee personnel and records, safety, security, and transportation services.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,926.2	8,175.4	8,599.7
Program Total	3,926.2	8,175.4	8,599.7
FTE Positions	44.2	63.7	64.0

- ◆ **Goal 1** To provide support mechanisms for ASU Polytechnic researchers in an effort to increase research and sponsored project activities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Dollar value of proposals submitted (in millions)	49.5	51.5	53.6
Dollar value of proposals awarded (in millions)	11.3	11.7	12.2

AXA 2.2

Subprogram Summary

FACILITIES AND SAFETY SERVICES

Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To support and facilitate the pursuit of the campus mission of teaching, research, and public service by providing coordinated, customer-focused, cost-effective, and innovative services.

Description:

Institutional Support includes central executive level activities concerned with management and long-range planning for the entire university and the operation and maintenance of the physical plant. Administrative activities include fiscal operations, administrative data processing, space management, employee personnel and records, safety, security, and transportation services.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	10,018.3	13,590.8	13,590.8
Other Appropriated Funds	0.0	2,167.7	2,167.7
Other Non Appropriated Funds	4,725.1	5,052.2	5,287.2
Program Total	14,743.4	20,810.7	21,045.7
FTE Positions	88.7	98.4	98.5

- ◆ **Goal 1** To provide comprehensive administrative and human resource services to the campus community.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Job applications processed	3,242	3,500	3,700
Positions filled	113	100	100
Percent of agency staff turnover (classified staff only)	12	12.3	12.3
Administration as a percentage of total cost	4.26	2.94	2.94

- ◆ **Goal 2** To provide a safe and secure environment that responds to the needs of students, faculty, and staff as the campus grows.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Crime reports	366	400	450
Citizen assists	14,843	15,000	15,100

AXA 2.3

Subprogram Summary

ADMINISTRATIVE SERVICES SUPPORT

Melinda Gebel, Director
Phone: (480) 965-2318
A.R.S. § 15-1601

Mission:

To support and facilitate the pursuit of the campus mission of teaching, research, and public service by providing coordinated, customer-focused, cost-effective, and innovative services.

Agency Summary

ASU - WEST

Dr. Michael Crow, President

Phone: (480) 965-2318

A.R.S. § 15-1601

Mission:

To become a comprehensive campus that balances the traditions of liberal arts education with responsiveness to the dynamics of workforce requirements. The West campus colleges and schools are committed to teaching and research that are innovative, interdisciplinary, collaborative and problem-solving oriented.

Description:

ASU at the West campus is located in Phoenix and serves more than 8,600 residential and commuter students of diverse ages, ethnicity, and experiences through baccalaureate programs, master's programs, doctoral programs and certificate programs. The West campus focuses on developing a learning community that addresses the needs of a diverse metropolitan environment. It does this by offering learner-centered academic programs that enhance learning through teaching, service and enrichment opportunities; promoting discovery and innovation; pursuing new knowledge; introducing insights and creative ideas through instruction; encouraging direct involvement in new fields of inquiry; investigating important community-based issues; and integrating with the community through service based on scholarship.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ACADEMIC AFFAIRS	61,552.8	63,529.5	69,440.3
➤ STUDENT AFFAIRS	12,008.8	9,085.6	9,143.1
➤ ADMINISTRATIVE SERVICES	20,357.5	22,932.3	23,176.1
➤ PUBLIC AFFAIRS	-297.1	664.3	698.3
Agency Total:	93,622.0	96,211.7	102,457.8

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	52,739.0	53,279.7	58,768.8
Other Appropriated Funds	24,925.9	29,173.2	29,179.4
Other Non Appropriated Funds	15,957.1	13,758.8	14,509.6
Program Total	93,622.0	96,211.7	102,457.8
FTE Positions	907.9	944.3	1,000.9

Strategic Issues:**Issue 1 How to improve the quality of the undergraduate and graduate educational experience**

Undergraduate and graduate education are the cornerstones of the university enterprise. Students seek a high quality education that prepares them to be successful in their careers, to contribute to society, and to become lifelong learners. Today's graduates must have strong communications, team building, and critical thinking skills as well as a global perspective to be successful.

A continued emphasis on providing a quality educational experience requires examining and evolving how the university designs and delivers its instructional programs to maximize the impact of education. Improvements can be accomplished through new pedagogical techniques, such as collaborative learning, service learning, and other learner-centered approaches; through the appropriate use of technology to enhance the classroom experience; through undergraduate education that focuses on the student as an individual; by providing seamless access to the services and resources required for learning and creative and intellectual inquiry; and by providing an environment that fosters student scholarship. ASU

continues to conceptualize and create a wide range of new interdisciplinary schools, institutes, centers, and programs that will foster the development of new knowledge. An area of concern for ASU is that even though the teaching load of tenure-track faculty has risen over the last ten years, undergraduate access to tenure-track faculty has fallen, reflecting the fact that enrollment growth has outstripped our resource base. For example, the ratio of students to tenured/tenure-track faculty has increased from 26:1 in Fall 1991 to 36:1 in Fall 2007. Enrollment funding provides the basic resources needed to accommodate the increased student population and enables ASU to hire the faculty necessary to meet the increased schedule demands from the larger student body. Adequate funding will also allow the University to appropriately invest in programs that meet its goals to establish national standing for colleges and schools in every field and fully achieve national comprehensive university status.

Issue 2 How to provide access to education for a growing student population given limited financial resources

To broaden access to a quality education for all segments of the population, ASU must be positioned to accommodate the continuing growth in high school graduates, particularly minority populations and a growing pool of older students requiring new job skills. Never in the history of Arizona has a university education been more important. Our knowledge-based economy and an ever-increasing trend toward globalization are changing the skills needed for success in the labor force. Yet, rising costs, need for financial aid, and years of under-funding for higher education place the idea of broad access at risk. Tuition increases approved by the Board of Regents in recent years and future increases consistent with Board policy will help offset some of the financial need not provided by other sources.

ASU is strongly committed to providing access to college for all qualified students. Furtherance of this goal requires bold and sustained planning to provide for the projected increases in enrollments, primarily of undergraduate students. The West, Polytechnic, and Downtown Phoenix campuses, for example, are expected to serve up to 15,000 students each by the year 2020, reaching this goal through a series of planned expansion phases. While ASU is well on the way to building the infrastructure needed to meet these goals, continued investment will be necessary to provide the infrastructure for the enrollment growth envisioned at each of the campuses. See the Comprehensive Development Plan for a New American University for more detail on the development of the university's campuses (www.asu.edu/cdp).

Issue 3 How to recruit and retain faculty and staff in highly competitive national and local markets during a period of diminishing resources

Quality faculty are fundamental to a quality university education. Without the best faculty, it is not possible to provide the type of higher education that Arizona citizens deserve or to support the cultural and economic vitality that Arizona is striving to obtain. At ASU, hiring and retaining key faculty continues to be a concern. Like the other Arizona universities, ASU continues to struggle to consistently compete in the marketplace. With the funding provided by the state for salaries in recent years, ASU has made substantial progress in improving faculty salaries, enabling the University to recruit and retain highly recognized and respected academics in a variety of fields. However, while the median salary of all ranked faculty has increased from the 16th percentile in Fall 2003 to the 34th percentile in Fall 2007, the average salary falls short of the median by \$3,100.

ASU has made minor progress in improving staff salaries; however, salaries continue to fall behind comparable jobs for classified staff and service professionals. Turnover among classified staff continues to be a significant problem, with the Tempe campus having experienced turnover at a rate of 18%, a symptom of salaries that are not competitive with the local market. ASU estimates its total faculty and staff unmet salary needs will exceed \$31 million by the end of FY09.

Issue 4 How to enhance and improve social embeddedness

Development of ASU requires the university to be a fully engaged and integral part of the social, cultural, and economic fabric of the metropolitan area and the state of Arizona. ASU will demonstrate its social embeddedness to the extent that the faculty and staff are supporting and sustaining communities and solving problems through applied research, service, and partnerships in the P-12 education system, business and

industry, government, and the community. ASU must assist in building a socially diverse and economically viable community, in developing civic and community leadership, and in addressing challenges such as poverty, growth, economic development and diversification, social infrastructure, and quality of life.

Achieving a higher degree of social embeddedness requires a change in the internal culture of the university as well as a change in the role of the university in the eyes of the community. The university must continue to expect employees to contribute to community life through their expertise, intellect, and engagement. The community must come to see the university as the key resource and place to get advice about community issues and solutions to community problems. Greater economic opportunity, coupled with expertise available from ASU, can enhance the multicultural strengths of Phoenix and Arizona. A good example of this type of close economic cooperation with the community is the ASU/Scottsdale Center for New Technology and Innovation, which will act as a hub for knowledge-driven industries, technology innovations, and commercial activities. With greater economic vitality comes the opportunity to reinvest in the artistic and cultural elements of the community. ASU is committed to improving student achievement and the quality of K-12 schools. The University Public Schools Initiative, a partnership with local school districts and the community, will launch four research-based schools, one on or near each ASU campus, to serve as exemplars and resources for schools.

Issue 5 *How to serve as the only comprehensive provider of undergraduate and graduate education in a large metropolitan area, while maintaining a nationally competitive research capacity and contributing to economic diversity in the Valley*

Providing access to quality higher education for the citizens of Arizona is a primary responsibility of ASU. It is generally recognized that no large cities have obtained economic and cultural greatness without the presence of a great research university. Such universities have been and always will be the magnet for the intellectual capital required to build the economic and cultural base of a great city. ASU, as one of the largest universities in the nation when measured in terms of enrollment, developed late as a research university, obtaining Research I status only in 1994. As such, ASU must plan its research agenda with great care and focus in order to create an innovative research agenda that ensures the citizens of Arizona a substantial return on investment while serving growing enrollments.

University-based research contributes not only to basic knowledge development and transmission and to quality individualized experiences for our students but also to economic development. Arizona's high technology economic base is not highly diversified, relying primarily on the semiconductor industry. Corresponding to the suggestions in the Battelle Institute reports of 2002 and 2003 detailing research opportunities for Arizona's universities, ASU continues to vigorously pursue long-term initiatives in such areas as biodesign, nanotechnology, and sustainable systems. Funding approved by Arizona voters provided by Proposition 301, the Research Infrastructure Bill for research bonding authority, and critical facilities enhancements of the SPEED project (Laws 2008, Chapter 287) provide important resources to accelerate research efforts that address diversification in the Arizona economy and workforce.

Issue 6 *How to ensure the necessary facilities and capacity to accommodate growth*

The university currently operates under a severe shortage of library and research deficiencies, the total of which exceeds 740,000 square feet, as well as classroom laboratory deficiencies over 200,000 square feet. In addition, the lack of state investment to open and operate new buildings and upgrade existing buildings has resulted in deterioration of space, requiring additional funds prior to occupancy. Compounding these existing shortages is the university's continuing growth, both in enrollment demand and in responsibilities for research and service. ASU is aggressively obtaining new research facilities that will alleviate much of the current deficiency for research space. For example, the Tempe campus built the new Biodesign Institute (Buildings A and B), as well as Buildings I, II, and III (the last at the ASU Polytechnic campus) of the Interdisciplinary Science and Technology series of buildings. In addition, ASU currently leases space in the "Brickyard" in downtown Tempe and the ASU Fulton Center building.

Providing and improving learning environments featuring classrooms and laboratories that facilitate learner-centered delivery requires a program of improved utilization policies and room upgrades that incorporate new instructional technologies and flexible room formats. Availability of appropriate instructional technology and flexible room design can permit improved room utilization. The ASU University Technology Officer participates in the strategic planning and budgeting processes to plan, coordinate, manage, and maintain the information technology resources and services across the four university campuses and among the three Arizona universities.

AWA 1.0

Program Summary

ACADEMIC AFFAIRS

Melinda Gebel, Director

Phone: (480) 965-2318

A.R.S. § 15-1601

Mission:

To offer high quality academic degrees and general studies programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Description:

Instruction is comprised of activities carried out during the academic year, summer sessions, and other periods outside the regular term and associated with degree credit and non-credit academic courses. This program also includes faculty departmental research and public service activities that are not separately budgeted and academic administration where instruction plays an important role, such as at the dean and department chair levels.

This Program Contains the following Subprograms:

- ▶ New College of Interdisciplinary Arts and Sciences
- ▶ College of Teacher Education and Leadership
- ▶ College of Human Services
- ▶ School of Global Management and Leadership
- ▶ Academic Affairs Administrative Support

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	29,391.5	27,389.9	32,879.0
Other Appropriated Funds	24,925.9	28,720.1	28,726.3
Other Non Appropriated Funds	7,235.4	7,419.5	7,835.0
Program Total	61,552.8	63,529.5	69,440.3
FTE Positions	652.2	683.3	739.6

AWA 1.1 Subprogram Summary
NEW COLLEGE OF INTERDISCIPLINARY ARTS AND SCIENCES
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To offer high quality academic degrees and general studies programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Description:

Instruction is comprised of activities carried out during the academic year, summer sessions, and other periods outside the regular term and associated with degree credit and non-credit academic courses. This program also includes faculty departmental research and public service activities that are not separately budgeted and academic administration where instruction plays an important role, such as at the dean and department chair levels.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	17,442.4	13,513.5	19,002.6
Other Appropriated Funds	24,925.9	28,720.1	28,726.3
Other Non Appropriated Funds	5,988.7	5,937.4	6,293.6
Program Total	48,357.0	48,171.0	54,022.5
FTE Positions	560.0	611.6	667.9

◆ **Goal 1** To improve undergraduate and graduate education.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of undergraduate students with a research related or capstone experience	82	85	90
Percent of graduating seniors who rate their overall university experience as good or excellent	97	97	97
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	60	62	62
Fall semester enrollment (full-time equivalent)	6,964	7,700	8,500
Minority graduate students as a percentage of total enrollment	23.3	27.3	24.0

◆ **Goal 2** To provide support services and courses that assist students in achieving academic success.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Students graduating with research-related courses	1,450	1,460	1,470
Percent of undergraduate students graduating with internships and field experiences	44	45	46
Number of subject area tutorials offered by University Academic Success Programs	7,289	7,500	7,700

◆ **Goal 3** To retain students and help them graduate.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of first-time, full-time freshman persisting after one year	77	80	82
Percent of first-time, full-time, upper-division, degree-seeking undergraduate students graduating in four years	80	82	84
Number of degrees granted	2,015	2,117	2,223
Number of Bachelors degrees granted	1,651	1,732	1,818
Number of Masters degrees granted	364	384	406

AWA 1.2 Subprogram Summary
COLLEGE OF TEACHER EDUCATION AND LEADERSHIP
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To offer high quality academic degrees and general studies programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	11,949.1	13,876.4	13,876.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,246.7	1,482.1	1,541.4
Program Total	13,195.8	15,358.5	15,417.8
FTE Positions	92.2	71.7	71.7

◆ **Goal 1** To develop a cohesive integrated tiered reference/research support service.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Library volumes	348,831	353,800	357,800
Items checked out including renewals	119,614	121,000	122,000
Items borrowed from other ASU libraries	5,418	5,800	6,000
Items borrowed from libraries outside ASU	2,898	3,000	3,200

◆ **Goal 2** To improve technology equipment access, training, and support for students.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Ethernet connections available for students	7,670	7,670	7,670
Number of mediated classrooms	71	71	71

AWA 1.3 Subprogram Summary
COLLEGE OF HUMAN SERVICES
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To offer high quality academic degrees and general studies programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

AWA 1.4 Subprogram Summary

SCHOOL OF GLOBAL MANAGEMENT AND LEADERSHIP

Melinda Gebel, Director

Phone: (480) 965-2318

A.R.S. § 15-1601

Mission:

To offer high quality academic degrees and general studies programs that prepare graduates for personal growth, fulfilling careers, and lifelong contributions to the quality of intellectual life in the community, state, region, and nation.

Description:

This school will merge with the Tempe-based W.P. Carey School of Business Management.

AWA 1.5 Subprogram Summary

ACADEMIC AFFAIRS ADMINISTRATIVE SUPPORT

Melinda Gebel, Director

Phone: (480) 965-2318

A.R.S. § 48-37.9

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Description:

Institutional Support includes central executive level activities concerned with management and long-range planning for the entire university and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, space management, employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fundraising.

AWA 2.0 Program Summary

STUDENT AFFAIRS

Melinda Gebel, Director

Phone: (480) 965-2318

A.R.S. § 15-1601

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Description:

Student Services includes activities and services that contribute to students' emotional and physical well-being and intellectual, cultural and social development outside the context of the formal instruction program, such as cultural events, student organizations, student financial aid administration, and student residential life.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	6,281.2	7,988.1	7,988.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,727.6	1,097.5	1,155.0
Program Total	12,008.8	9,085.6	9,143.1
FTE Positions	76.2	80.4	80.5

- ◆ **Goal 1** To promote the emotional and physical well-being of

students by providing quality health care services.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Students receiving health care on campus	3,888	4,276	4,703
Disabled students served	265	280	320

- ◆ **Goal 2** To enhance the quality of students' educational experience by providing programs and services which promote involvement in university activities and enhance opportunities for future employment.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Registered campus clubs and organizations	42	55	65
Student participation in advising services, workshops, career events, job fairs, on-campus interviews and specials events offered by Career Services to assist students seeking employment and/or career guidance	2,292	2,910	3,179
Organizations recruiting on campus	50	55	60

- ◆ **Goal 3** To make student financial assistance readily available for need-based and other targeted populations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Scholarships (in thousands of dollars)	10,149	12,241	13,713
Grants (in thousands of dollars)	12,703	13,084	13,477
Loans (in thousands of dollars)	35,441	36,504	37,599
Employment (in thousands of dollars)	2,586	2,664	2,744

AWA 3.0 Program Summary

ADMINISTRATIVE SERVICES

Melinda Gebel, Director

Phone: (480) 965-2318

A.R.S. § 15-1601

Mission:

To support and facilitate the pursuit of the campus mission of teaching, research, and public service by providing coordinated, customer-focused, cost-effective, and innovative services.

Description:

Institutional Support includes central executive level activities concerned with management and long-range planning for the entire university and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, space management, employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fundraising.

This Program Contains the following Subprograms:

- ▶ Business/Financial Services and Human Resources
- ▶ Information Technology
- ▶ Administrative Services Support

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	17,066.3	17,901.7	17,901.7
Other Appropriated Funds	0.0	453.1	453.1
Other Non Appropriated Funds	3,291.2	4,577.5	4,821.3
Program Total	20,357.5	22,932.3	23,176.1
FTE Positions	172.5	176.0	176.1

AWA 3.1 Subprogram Summary
BUSINESS/FINANCIAL SERVICES AND HUMAN RESOURCES
 Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To support and facilitate the pursuit of the campus mission of teaching, research, and public service by providing coordinated, customer-focused, cost-effective, and innovative services.

Description:

Institutional Support includes central executive level activities concerned with management and long-range planning for the entire university and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, space management, employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fundraising.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	17,066.3	17,901.7	17,901.7
Other Appropriated Funds	0.0	453.1	453.1
Other Non Appropriated Funds	3,291.2	4,577.5	4,821.3
Program Total	20,357.5	22,932.3	23,176.1
FTE Positions	172.5	176.0	176.1

- ◆ **Goal 1** To provide comprehensive administrative and human resource services to the campus community.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Participants in human resource training	637	675	700
Job applications processed	3,881	4,000	4,200
Positions filled	166	150	150
Percent of agency staff turnover (classified staff only)	11.7	13.0	13.0
Administration as a percent of total cost	2.10	1.76	1.76

- ◆ **Goal 2** To provide a safe and secure environment that responds to the needs of students, faculty, and staff.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Crime reports	105	110	116
Citizen assists	4,124	4,247	4,375

- ◆ **Goal 3** To improve technology equipment access, training, and support for staff.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of employees satisfied with in-office computer setup, consulting, and problem resolution	92	92	92
Percent of employees satisfied with computer training and education services	71	77	77

AWA 3.2 Subprogram Summary
INFORMATION TECHNOLOGY

Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Description:

Institutional Support includes central executive level activities concerned with management and long-range planning for the entire university and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, space management, employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fundraising.

AWA 3.3 Subprogram Summary
ADMINISTRATIVE SERVICES SUPPORT

Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Description:

Institutional Support includes central executive level activities concerned with management and long-range planning for the entire university and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, space management, employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fundraising.

AWA 4.0 Program Summary
PUBLIC AFFAIRS

Melinda Gebel, Director
 Phone: (480) 965-2318
 A.R.S. § 15-1601

Mission:

To provide services and programs to faculty, staff and students in support of the instructional, research, and service mission of the university.

Description:

Institutional Support includes central executive level activities concerned with management and long-range planning for the entire university and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, space management, employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fundraising.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	-297.1	664.3	698.3
Program Total	-297.1	664.3	698.3
FTE Positions	7.0	4.6	4.7

- ◆ **Goal 1** To provide a variety of research related opportunities for faculty so that they can improve their teaching and research activity skills.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Externally funded research and creative activity awards (in thousands of dollars)	8,276	5,000	5,000
Number of externally funded awards	51	30	30
Number of investigators submitting proposals	64	50	50

NAA 0.0

Agency Summary

NORTHERN ARIZONA UNIVERSITY

Dr. John Haeger, President

Phone: (928) 523-3232

A.R.S. §§ 15-1601 et seq.

Mission:

To provide an outstanding undergraduate residential education strengthened by research, graduate, and professional programs and sophisticated methods of distance delivery.

Description:

Founded in 1899, Northern Arizona University has a rich history of delivering top-quality undergraduate education. Today that mission is enhanced by innovative graduate programs, research, distance learning, and service to communities throughout the state of Arizona. NAU is classified as a public higher research university with its main campus in Flagstaff. NAU-Yuma, recently designated as a Hispanic Serving Institution (HSI), by the Department of Education shares a campus with Arizona Western College in Yuma, Arizona. NAU-Distance Learning is located at 38 other campuses or sites throughout Arizona serving more than 7,000 students. Northern Arizona University recorded the largest enrollment in the institution's 109-year history, with a student population of 22,507, with 1,155 students over last fall's enrollment, with 5,720 graduate students and 16,787 undergraduate students. Winter and spring enrollment set records as well.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ UNDERGRADUATE PROGRAMS	179,563.6	189,015.3	201,261.3
➤ GRADUATE PROGRAMS	28,703.0	30,314.3	30,838.7
➤ STUDENT SUPPORT	55,580.0	59,373.9	60,264.7
➤ ACADEMIC SUPPORT SERVICES	34,592.6	36,318.9	38,921.6
➤ RESEARCH AND PUBLIC SERVICE	27,539.2	31,300.7	31,830.8
➤ INSTITUTIONAL ADVANCEMENT	80,478.5	84,193.2	84,827.2
Agency Total:	406,456.9	430,516.3	447,944.3

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	207,288.3	214,181.4	227,356.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	199,168.6	216,334.9	220,588.3
Program Total	406,456.9	430,516.3	447,944.3
FTE Positions	3,653.9	3,853.8	4,039.7

Strategic Issues:

Issue 1 Enrollment Growth Funding

Northern Arizona University is experiencing rapid enrollment growth for the past three consecutive years. The university has grown over 3,400 students or 18 percent from fall 2005 to fall 2008, and now totals over 22,500 students. The university's fall 2008 full-time-equivalent (FTE) grew 7 percent over fall 2007, and has grown 17 percent since fall 2005. The large influx of students requires hiring new instructional, academic support, and student support staff to ensure the new students have classes in which to enroll, accessible advisors, and the whole range of services they require. For fiscal year 2009, Northern Arizona University's enrollment growth funds, although allocated, were offset by an even larger budget reduction, which means the university received no support for the enrollment growth already experienced.

Issue 2 SPEED Buildings on the Flagstaff Campus

In June 2008, the Legislature approved the Stimulus Plan for Economic and Educational Development (SPEED) with the provision the funds would be used for critical new construction and deferred maintenance projects. As part of the Northern Arizona University SPEED plan, the university identified deferred maintenance projects based to be addressed upon the following critical factors:

1. What are the most immediate health, life, and safety issues that impact NAU students, faculty and staff?
2. Which projects can be started immediately so that the intent of the stimulus package is fulfilled?
3. Which buildings can be taken off line for six months to a year in order to complete the necessary renovations? The university cannot, at this stage, simply shut down a classroom building without having identified alternative space. The NAU SPEED plan also identified two critical new construction projects, a new Health Professions facility and new campus classrooms at the Wellness Center, as well as the NAU portion of the Biomedical facility in Phoenix. Implementation of the SPEED initiatives will require lottery revenues, the identified source of 80 percent of the funds, grow and be directed as now targeted.

Issue 3 Achieving the Arizona Board of Regents 2020 Vision

The Arizona Board of Regents is developing a 2020 Vision Strategic Plan focused on four strategic goals, with an emphasis on increasing the number of individuals who obtain bachelor's degrees. Northern Arizona University is actively planning how it can assist the state in educating more students for Arizona's future. Omitted from the University's FY 2010 Budget Request were critical issues that will need to be addressed in future years if the state is to succeed in expanding access, graduating students and filling workforce needs in all areas of the State.

However, for FY 2010, Northern Arizona University is only requesting small start-up investments in strategic areas that respond to the Governor's challenge to double the number of baccalaureate graduates by 2020 and to invest in supporting the higher math and science requirements approved by the State Board of Education for high school graduation. These strategic investments are aimed at increasing student retention and success, STEM programs, and investing in a new model of relationship with two rural community colleges.

Issue 4 Health Care Education for Arizona

In FY 2008, Northern Arizona University received a \$4 million dollar general fund appropriation to expand health professions programming. A new biomedical sciences program is beginning in Fall 2008, and occupational therapy in Flagstaff and physician assistant Phoenix programs will accept their first class for the Fall, 2010 semester. It is time to begin to plan the next health professions programs that could provide Arizona students with well-paying occupations and meet Arizona's growing workforce needs. These programs would be based in Phoenix in response to both student population and health care industry location.

New Phoenix-based programs include a new entry level Physical Therapy program (an expansion of the very successful program currently offered on the Flagstaff campus), Clinical Lab Sciences, and Occupational Therapy. With the assurance of funding, new programs could begin in Fall, 2011 for Physical Therapy and Clinical Lab Sciences, and Fall, 2012 for Occupational Therapy. By FY2016, NAU could be producing nearly 300 degrees, and serving nearly 800 students annually in these program.

Issue 5 Other Critical Issues: Competitive Faculty Salaries, Utilities, New Facilities Operations, Health Premiums, and Predictable Building Renewal

Northern Arizona University significantly lags behind peer universities in faculty salaries. Measured against peer institutions, 14 of the 17 peer universities pay higher average salaries than NAU. It is likely the university's hard-won gains to gain competitiveness with peers will be reversed this year. Faculty, similar to other state employees, received no overall state employee pay plan for FY 2009. Cost of living issues in Flagstaff exacerbate the problem hiring faculty. Recruitment of new faculty is difficult, resulting in lengthy and costly searches.

In normal years, universities request continuation or core needs budgets including utilities, operations for new facilities, and health premium

increases. These real costs are critical needs for the future.

The universities need to be funded regularly for building renewal. The predictability is important to maintain the State's investments in facilities.

NAA 1.0	Program Summary
UNDERGRADUATE PROGRAMS	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

Mission:

To increase the educational attainment of Arizona citizens by producing enough high-quality university degrees for the state to be nationally competitive by the year 2020.

Description:

Master List programs and subprograms have been revised to reflect the following structure.

Headings of Programs and Subprograms cannot be changed by users, so existing headings should be ignored. The actual program/subprogram structure for each program will be shown in the description of the program. Performance Measures and funding correctly correlate with the new structure. Many subprograms will show zeros

Program 1.0 Instruction
1.1 Overall Instruction
1.2 Flagstaff and Statewide Instruction
1.3 Yuma Instruction
1.4 is BLANK

The more education a person attains, the higher that person's lifetime earnings. The financial impact over a person's working life is significant. Someone with a bachelor's degree can expect to earn, on average, over \$1 million more than someone with only a high school education.

Furthermore, this differential between the lifetime earnings of college graduates and high school graduates has increased over time. For example, full-time male workers between the ages of 35 and 44 experienced an increase in this differential from 38% between 1980-84 to 94% between 2000-2003.

Additionally, people without a degree also benefit as others become more educated. A recent study found that a 1 percentage point increase in the proportion of a state's population with a bachelor's degree raises wages in all educational attainment groups, even those without a college degree. This benefit ranged from about 1.2% for workers with some college to almost 2% for those with less than a high school diploma. 2020 Vision calls for Arizona to add between 670,000 and 700,000 new bachelor's degree educated workers over the period between 2006 and 2020 which would increase the proportion of our adult population with a bachelor's degree between 3.7 and 4.1 percentage points.

This Program Contains the following Subprograms:

- ▶ Overall Undergraduate Instruction
- ▶ Undergraduate Instruction - Mountain Campus
- ▶ Undergraduate Instruction - Statewide Academic Programs
- ▶ Undergraduate Academic Advising

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	113,243.5	115,972.6	126,787.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	66,320.1	73,042.7	74,473.7
Program Total	179,563.6	189,015.3	201,261.3
FTE Positions	1,725.0	1,807.5	1,935.9

NAA 1.1	Subprogram Summary
OVERALL UNDERGRADUATE INSTRUCTION	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

Mission:

To provide access, educational excellence, and graduate students to meet 2020 Vision goals for Arizona.

Description:

1.1 Overall Instruction

Northern Arizona University has a long history of providing access to students regardless of where they live or work in the State of Arizona. Within the university and the communities we serve, we partner to provide student-centered program and services, valuing student learning, diversity and responsible citizenship. In order to build upon and continue to strengthen NAU's core mission of providing a top-quality baccalaureate and graduate experiences, the university will continue to focus intensely on student learning, academic success, engagement in curricular and co-curricular experiences, opportunities for participation research opportunities, and a supportive advising and interactive experience.

- ◆ **Goal 1** To provide access and a quality educational experience for undergraduate students.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of full-time, undergraduate students enrolled per semester in three or more primary courses with ranked faculty	81	83	83
Number of Bachelor degrees granted	2,849	2975	3195
Percent of graduating seniors who rate their overall university experience as good or excellent	96	96	96
Average number of years taken to graduate for students who began as freshmen	4.5	4.5	4.5
Percentage first time full-time students graduating in 4 years or less.	28	30	30
Student/faculty ratio.	17:1	17:1	17:1
Percent of sophomores who rate their overall university experience as good or excellent.	97	97	97
Percent of sophomores who rate the quality of faculty instruction as above average.	86	87	87
Explanation: Change in Measure from previous year.			
Percent of seniors who rate the quality of faculty instruction as good or excellent.	93	93	93

- ◆ **Goal 2** To provide access to educational opportunities for undergraduate and graduate students.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of undergraduate degree recipients in research-related or capstone experience	99	99	99
Percent of seniors that report participating in any research or creative projects with faculty.	38	38	38

- ◆ **Goal 3** To improve retention and timely graduation rates.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of students returning to second year (first time, full time freshmen).	69	72	72
Percent of students graduating (6-year for first time, full time freshmen.)	52	52	52
Percent of students graduating (5 year rate for lower-division, full-time transfer students.)	55	60	60

Percent of students graduating (4 year rate for upper division, full-time transfer students.)	71	71	71
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◆ **Goal 4** To increase graduation rates

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Graduate degrees awarded at the master's level	1,747	1825	1830
Graduate degrees awarded at the doctoral level	35	40	40
Graduate degrees awarded-first professional category	52	50	50
Graduate degrees granted (Statewide and Online only)	1,295	1,350	1,350

NAA 1.2 **Subprogram Summary**
 UNDERGRADUATE INSTRUCTION - MOUNTAIN CAMPUS
 Pat Haeuser, Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To increase the educational attainment of Arizona citizens by producing enough high-quality university degrees for the state to be nationally competitive by the year 2020.

Description:

1.2 Flagstaff and Statewide Instruction
 Improving student learning environment and college experience, focusing on student success, involving students in research opportunities, and promoting interdisciplinary pedagogy are key initiatives supporting university's strategic goal of being a learning-centered university. Additionally, enhancing technology-enabled learning environment, accelerating graduation time, and providing new access initiatives are important toward achieving student access, learning, persistence, and affordability.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	111,249.0	113,840.1	124,655.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	65,787.9	72,350.3	73,766.2
Program Total	177,036.9	186,190.4	198,421.3
FTE Positions	1,697.1	1,779.6	1,907.8

◆ **Goal 1** To provide access to educational opportunities for undergraduate and graduate students.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of students enrolling in study abroad programs	3	3	3
Increase the number of historically underrepresented ethnic students	2,946	2,950	2,950
Increase the number of International students	405	410	410
Increase the number of Native American students.	925	950	950
Total degrees and certificates granted.	5,014	5,025	5,025

NAA 1.3 **Subprogram Summary**
 UNDERGRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS
 Pat Haeuser, Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To serve the higher educational learning needs of Yuma and the lower Colorado River Region.

Description:

Subprogram 1.3 Yuma Instruction

NAU-Yuma offers a growing number of baccalaureate and masters degree programs, as well as a doctorate in Educational Leadership. Areas of study include biology, business, criminal justice, education, environmental science, nursing, psychology, sociology, social work and Spanish. In partnership with our Flagstaff campus we offer additional course options via interactive television and the web. Co-Located on the beautiful campus with Arizona Western College, NAU-Yuma is a student-oriented educational community, offering schedules designed for working students, smaller classes and individualized academic advising.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,994.5	2,132.5	2,132.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	532.2	692.4	707.5
Program Total	2,526.7	2,824.9	2,840.0
FTE Positions	27.9	27.9	28.2

◆ **Goal 1** To provide access to higher education learning experiences for Yuma Arizona students.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Bachelor degrees granted to Yuma students	132	140	140
Explanation:	New Measure		

◆ **Goal 2** To provide a rich learning environment with exposure to diverse populations and cultures for all Yuma students.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Bachelor degrees granted to statewide students	700	725	725
Percent of Hispanic statewide undergraduate students at the Yuma campus.	69	69	69

NAA 1.4 **Subprogram Summary**
 UNDERGRADUATE ACADEMIC ADVISING
 Pat Haeuser, Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

NAA 2.0

Program Summary

GRADUATE PROGRAMS

Pat Haeuser, Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:

To foster opportunities for research, scholarship, and creative activity, and to ensure accountable and increase the prominence of the system's research enterprise so that it can contribute to the knowledge economy and improve the quality of life in Arizona.

Program 2.0 Organized Research
This Program Contains the Following Sub-Programs
 2.1 Overall Organized Research
 2.2 Flagstaff and Statewide Organized Research
 2.3 Yuma Research

Description:

Program 2.0 Organized Research

This Program Contains the Following Sub-Programs
 2.1 Overall Organized Research
 2.2 Flagstaff and Statewide Organized Research
 2.3 Yuma Research

Faculty, students, and staff at Northern Arizona University are actively engaged in their disciplines and in scholarly work, and NAU is known and recognized as the major research university producing basic and applied knowledge addressing the challenges of the interior western US. NAU graduates understand the nature of research, investigation, and original work, and are prepared to contribute such work to their communities and employers. NAU is nationally known as a center for first-rate undergraduate research and creative work.

This Program Contains the following Subprograms:

- ▶ Overall Graduate Instruction
- ▶ Graduate Instruction - Mountain Campus
- ▶ Graduate Instruction - Statewide Academic Programs
- ▶ Graduate Academic Advising

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,637.4	3,837.3	3,837.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	25,065.6	26,477.0	27,001.4
Program Total	28,703.0	30,314.3	30,838.7
FTE Positions	290.2	304.7	311.9

NAA 2.1

Subprogram Summary

OVERALL GRADUATE INSTRUCTION

Pat Haeuser, Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:

To strengthen economic development, and research.
 2.1 Overall Organized Research

Description:

Northern Arizona University promotes the practice and integration of high-quality graduate education with scholarly activities related to knowledge acquisition, discovery, and the application of knowledge. The university engages primarily in applied, problem-focused and interdisciplinary research. Northern Arizona University is a recognized leader in the environmental sciences, K-12 education, and health professions research. The university now adds expanded competencies in biosciences and sustainable-systems technologies, and has established strong linkages to Arizona's communities to promote quality of life, sustainability and economic development.

- ◆ **Goal 1** To increase research capabilities and performance.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
TRIF Return on Investment	5.26	4.51	5.69
Explanation:	New Measure		

- ◆ **Goal 2** To increase the amount of external support for research.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
The federal, state and private investments leveraged by Proposition 301 Funds. (in millions)	12.4	8.5	8.5

NAA 2.2

Subprogram Summary

GRADUATE INSTRUCTION - MOUNTAIN CAMPUS

Pat Haeuser, Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:

To advance knowledge and economic development through integrated, intentional research and scholarship on the Flagstaff campus and statewide.
 2.2 Flagstaff and Statewide Organized Research

Description:

Flagstaff and Statewide Organized Research

Northern Arizona University's research and creative activities result in new knowledge and innovation that

- strengths the outstanding education provided by the university;
- fosters the continued learning of faculty, staff and students;
- and benefits the environmental, economic, and cultural vitality of our region and society.

The Flagstaff campus is where you will find linked graduate education and scholarship – strong master's degree programming with a clear professional and applied focus, select doctoral programs and primarily applied research. NAU will undertake initiatives in areas and platforms of recognized and developing excellence such as bioscience, sustainability systems, and Native American programs.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,637.4	3,837.3	3,837.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	25,065.6	26,477.0	27,001.4
Program Total	28,703.0	30,314.3	30,838.7
FTE Positions	290.2	304.7	311.9

- ◆ **Goal 1** To offer graduate programs contributing to research and innovation in Arizona

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Graduate students enrolled in Flagstaff's Master's level programs	1,734	1,800	1,800
Graduate students enrolled in Flagstaff's Doctoral level programs	383	390	390
Graduate degrees granted to Flagstaff students.	490	500	500

- ◆ **Goal 2** To offer graduate programs which meet needs for graduate level instruction, such as teacher education or advanced professional training.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Graduate students enrolled in statewide Master's level programs	6,123	6,130	6,130
Graduate students enrolled in statewide Doctoral level programs.	126	130	130

NAA 2.3	Subprogram Summary
GRADUATE INSTRUCTION - STATEWIDE ACADEMIC PROGRAMS	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

Mission:

To advance knowledge through integrated, intentional research and scholarship at NAU-Yuma.
 2.3 Yuma Organized Research

Description:

NAU-Yuma, an Hispanic-Serving Institution, is committed to developing resources related to its mission to provide baccalaureate and graduate programming for Yuma students, and growing knowledge that contributes to the growth and development of Yuma students and the southwestern Arizona economy and quality of life.

- ◆ **Goal 1** To offer graduate programs which meet needs for graduate level instruction, and expand integrated, intentional research and scholarship.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Yuma Graduate students enrolled in Master's level programs	392	395	395
Explanation:	New Measure		

NAA 2.4	Subprogram Summary
GRADUATE ACADEMIC ADVISING	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

NAA 3.0	Program Summary
STUDENT SUPPORT	
Pat Haeuser, Vice President	
Phone: (928) 523-7777	
A.R.S. § 15-1601	

Mission:

To create a culture of inclusion that contributes to a rich learning experience and helps prepare students for a engaged social responsiveness in a global environment.
 Student Services

Description:

Program 3.0 Student Services

This Program Contains ...
 Program 3.0 Student Services
 3.1 Overall Student Services
 3.2 Flagstaff and Statewide Student Services
 3.3 Yuma Student Services
 Sections 3.4 and 3.5 are now Blank

A variety of innovative programs have been designed to attract students and help them persist at NAU. Student services are primarily provided by the division of Enrollment Management and Student Affairs, which includes the following campus service programs and activities: Student Affairs Administration; Student Life; Residence Life; Unions and Student Activities; Student Health; Counseling and Testing; Disabilities Support Services; Native American Student Services; Orientation Transition and Retention Services; Registrar; Financial Aid; Admissions; Career Services; Multicultural Student Center; and Educational Support Programs.

This Program Contains the following Subprograms:

- ▶ Overall Student Support
- ▶ Learning Support For Students - Mountain Campus
- ▶ Learning Support For Students - Statewide Programs
- ▶ Minority Recruitment, Retention, and Graduation
- ▶ Athletics

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	16,691.4	17,833.4	17,903.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	38,888.6	41,540.5	42,360.8
Program Total	55,580.0	59,373.9	60,264.7
FTE Positions	414.6	445.0	454.1

NAA 3.1 **Subprogram Summary**
OVERALL STUDENT SUPPORT
Pat Haeuser, Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To recruit and retain students through graduation.
3.1 Subprogram 3.1 Overall Student Services

Description:

Northern Arizona University seeks to promote academic and personal success. NAU will continue to develop and implement a variety of programming initiatives to enhance the undergraduate and graduate experience. These programming initiatives are designed to support an environment of learners and increase retention and graduation rates by concentrating in particular on the experience of first-year students.

- ◆ **Goal 1** To meet admissions and registration processing demands.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Undergraduate students admitted	18,618	18,000	19,000
Graduate students admitted	5,125	5,300	5,300

- ◆ **Goal 2** To assist students in the transitions associated with the university experience by providing orientation activities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Orientation participants Transfer students	857	875	875

NAA 3.2 **Subprogram Summary**
LEARNING SUPPORT FOR STUDENTS - MOUNTAIN CAMPUS
Pat Haeuser, Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To recruit and retain students and provide services leading to student success.
3.2 Flagstaff and Statewide Student Services

Description:

A variety of innovative programs have been designed to attract students and help them persist at NAU-Flagstaff . Residence Life and Dining Services collaborated to streamline business processes by combining housing and dining contracts. Enrollment services provided campus visits for 3,908 students and guests; hosted 32 senior information sessions and high school guidance counselor workshops and 31 yield events in expanded primary and secondary markets in- and out-of-state; visited 195 high schools and community colleges; processed 12,395 applications; and hosted 17 on-campus Open Houses with 3,138 students and guests attending. Student Support Services provided 1,130 hours of tutoring, 540 hours of math lab assistance, 65 hours of Supplemental Instruction, and 44 hours of study skills instruction. Unions and Student Activities renovated space within the University Union to add a game room featuring billiards, video games and satellite television. Campus Recreation Services strengthened partnerships with academic departments to add new programs, enhance existing programs, and increase opportunities for student participation.

Students studying in statewide programs also have access to a broad array of student services. Many services are delivered on line, such as reviewing the university catalogs, buying books, planning a career, viewing degree progress, or improving study skills through tutoring and tips. Statewide also offers in-person service, and local NAU campus staff are trained to help students get the support and access needed.

Funding and FTE Summary:	(Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds		16,477.4	17,647.1	17,717.6
Other Appropriated Funds		0.0	0.0	0.0
Other Non Appropriated Funds		38,888.6	41,540.5	42,360.8
Program Total		55,366.0	59,187.6	60,078.4
FTE Positions		410.7	441.0	450.1

- ◆ **Goal 1** To provide an excellent residential living experience for students choosing to live on the Flagstaff campus.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of new first time, full time students living in residence halls.	89	85	85
Percent of new freshmen utilizing one of the Learning Assistance (tutoring) Centers one or more times	43	35	35
Total number of students who were housed by Residence Life	6,810	6,500	6,500
Total number of students utilizing the Learning Assistance (tutoring) Center	3,776	3,500	3,500
Percent of new first time, full time students who live in Freshmen Connections housing.	82	82	82

- ◆ **Goal 2** To assist Flagstaff students in cultural, physical, and social development/wellness by providing services, activities, and events.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total use/participation: Recreation Center visits	205,456	207,000	207,000
Students use/participation: Fronkse Health Center visits	49,000	50,000	50,000
Students use/participation: Wall Aquatic Center	37,500	38,390	37,500
Students use/participation: Counseling Center visits	4,592	4,700	5,000
Students use/participation: Outdoor recreation	4,279	4,300	4,300
Students use/participation: Intramural participants	2,273	2,350	2,300
Explanation:	Beginning FY 2007 Intramurals participants have been screened to unique individual students.		
Students use/participation: Multicultural Student Center participants	6,000	6,000	6,000
Number of Student Life registered organizations.	187	175	175
Total use of computer lab in Multicultural Student Center (MSC)	10,800	14,000	14,000

- ◆ **Goal 3** To support Flagstaff student learning by providing financial support services to qualified students within the specific limitations of the financial aid system.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Students receiving financial aid by categories: Scholarships	4,679	4,700	4,700
Students receiving financial aid by categories: Waivers	827	830	830
Students receiving financial aid by categories: Grants	4,225	4,200	4,200
Students receiving financial aid by categories: Employment	3,247	3,200	3,200
Students receiving financial aid by categories: Loans	6,192	6,200	6,200

- ◆ **Goal 4** To support Statewide student learning by providing financial support services to qualified students within the specific limitations of the financial aid system.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Students receiving financial aid by categories: Scholarships	321	320	320
Students receiving financial aid by categories: Waivers	164	165	165
Students receiving financial aid by categories: Grants	1,474	1,500	1,500

Students receiving financial aid by categories: Employment	24	25	25
Students receiving financial aid by categories: Loans	1,863	1,900	1,900

NAA 3.3 Subprogram Summary
LEARNING SUPPORT FOR STUDENTS - STATEWIDE PROGRAMS
 Pat Haeuser, Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To recruit and retain students and provide services leading to student success.

3.3 YUMA
Yuma Student Services

Description:

NAU-Yuma is highly student centered and works with students to help them achieve educational and career goals. Student services staff are committed to making the learning experience easy to access and successful.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	214.0	186.3	186.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	214.0	186.3	186.3
FTE Positions	3.9	4.0	4.0

- ◆ **Goal 1** To support NAU-Yuma student learning by providing financial support services to qualified students.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Students receiving financial aid by categories: Scholarships	101	100	100
Explanation:	New Measure		

NAA 3.4 Subprogram Summary
MINORITY RECRUITMENT, RETENTION, AND GRADUATION
 Pat Haeuser, Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

NAA 3.5 Subprogram Summary
ATHLETICS
 Pat Haeuser, Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

NAA 4.0 Program Summary
ACADEMIC SUPPORT SERVICES
 Pat Haeuser, Vice President
 Phone: (928) 523-7777
 A.R.S. § 15-1601

Mission:

To support quality student learning and to foster excellence in educational practices.

Description:

This program contains the following subprograms:

Program 4.0 Academic Support
 4.1 Overall Academic Support
 4.2 Flagstaff and Statewide Academic Support
 4.3 Yuma Academic Support
 4.4 is now blank

The primary goals of academic support services are to ensure a commitment to student success and high expectations for student learning by all faculty, staff, and students. Academic support services support instruction through functions such as: (1) effective instructional design and pedagogy; (2) coordinating, assessing, and supporting academic programs to ensure close articulation of the offerings from various colleges and departments to ensure students fulfill general education and program learning expectations; (3) providing access to scholarly materials and other learning tools developed by the library; (4) providing for technology enhanced learning, and (5) internationalizing the campus.

This Program Contains the following Subprograms:

- ▶ Library
- ▶ Academic Computing
- ▶ Statewide Academic Programs
- ▶ Instructional Support

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	20,100.3	20,297.4	22,586.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	14,492.3	16,021.5	16,335.1
Program Total	34,592.6	36,318.9	38,921.6
FTE Positions	333.9	354.5	378.8

NAA 4.1 **Subprogram Summary**
LIBRARY

Pat Haeuser, Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To provide the instructional support necessary to promote the practice and integration of high-quality undergraduate and graduate education with scholarly activities related to knowledge acquisition, discovery, and the application of knowledge.

4.1
ITS (Overall Academic Support)

Description:

4.1 (Overall Academic Support)

Academic support services support the educational and research goals of Northern Arizona University and its constituents. Academic support services include advising, academic assessment, e-learning, the graduate college infrastructure, the Cline Library, the information technology infrastructure environment, and many other services that support the instructional mission.

- ◆ **Goal 1** To develop, improve, and manage access to central computing resources for the NAU academic community.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total student's personal computer registrations	13,620	15,500	17,500
Academic Computing Help Desk total phone calls.	30,829	32,800	35,000
Academic Computing Help desk in-person visits.	2,689	3,000	3,500
Total Mountain Campus central computer lab logins.	212,703	212,703	212,703
Total Course Management disk space, (in gigabytes).	820 Gb	1,350 Gb	1,780 Gb

- ◆ **Goal 2** To ensure faculty expertise and institutional support for technology.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Grants awarded for instruction.	71	70	70
Value of grants awarded for instruction (in millions).	10	6.5	6.5

- ◆ **Goal 3** To provide opportunities for faculty growth and professional development.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of semester sabbaticals	23	24	24
Number of full year sabbaticals (fiscal)	25	23	23
Financial support for semester sabbaticals (in thousands of dollars)	867.4	925	925

NAA 4.2 **Subprogram Summary**
ACADEMIC COMPUTING

Pat Haeuser, Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To offer exemplary academic support services to the Flagstaff campus and statewide communities.
4.2

Description:

Library (Flagstaff and Statewide Academic Support)

In order to respond effectively to the expected growth in the number of both traditional and nontraditional prospective Arizona students, Northern Arizona University is committed to providing support for Flagstaff students and students throughout the state

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	19,455.1	19,622.7	21,911.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	14,492.3	16,021.5	16,335.1
Program Total	33,947.4	35,644.2	38,246.9
FTE Positions	331.1	351.5	375.8

- ◆ **Goal 1** To develop, improve, and manage access to central computing resources for the NAU academic community.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Library hours per week	93.5	93.5	93.5
Explanation: New Measure			
Number of users in the library	780,000	780,000	780,000
Explanation: New Measure			
Number of hours students utilize collaborative work (group study) room	12,401	12,700	12,900
Explanation: New Measure			
Number of campus network logins from the library's public computers	581,135	600,000	620,000
Explanation: New Measure			
Number of accesses to the library's web site	995,9760	980,000	970,000
Explanation: New Measure			
Number of accesses to the library's licensed online resources	293,028	285,000	270,000
Explanation: New Measure			
Number of electronic journal titles available	43,560	46,000	48,000
Explanation: New Measure			
Number of accesses to electronic books	16,971	18,000	20,000
Explanation: New Measure			
Number of Ask-a-Librarian email transactions	1,544	2,553	2,059
Explanation: New Measure			
Average turnaround time for Ask-a-Librarian email transactions	4 hours	3.15 hours	3.5 hours
Explanation: New Measure			
Number of courses supported with electronic reserve services	525	500	475
Explanation: New Measure			
Average turnaround time in making electronic reserves readings available for courses	72 hours	72 hours	72 hours
Explanation: New Measure			
Number of items provided for NAU students, faculty and staff via Document Delivery Services	34,268	35,000	36,500
Explanation: New Measure			

Average turnaround time for items provided for NAU students, faculty and staff via Document Delivery Services

5.5 days

5.5 days

5.5 days

◆ **Goal 2** To select, digitize, and provide 24/7 access to Colorado Plateau resources located in the Library's Special Collections and Archives.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of items available to end users in the Colorado Plateau Digital Archives	*64,253	70,000	75,000
*Number of digital objects unmasked and available to the end user, does not include digitized – but masked items.			
Number of accesses to the Digital Archives (in millions)	2	2	2
Number of courses and research initiatives supported by digital archival materials	115	120	125
Average turnaround time for user orders for material from Digital Archives	72	72 hours	72 hours

◆ **Goal 3** To improve statewide access to network services, general computing resources, and instructional technology for NAU faculty and students.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Remote teaching sites with network access	35	35	35
IITV sites Statewide Connection Affiliates	4	4	4
IITV sites Statewide Classrooms	33	33	33

NAA 4.3 Subprogram Summary

STATEWIDE ACADEMIC PROGRAMS

Pat Haeuser, Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To provide leadership in the development, use, and assessment of technologies in administrative systems and educational programs.
4.3 YUMA

Description:

(Yuma Academic Support)

NAU – Yuma, a branch campus of Northern Arizona University, has been serving the southwestern Arizona and southeastern California communities since 1988. NAUYuma's partnerships with Arizona Western College (Yuma and La Paz Counties) and Imperial Valley College (Imperial County) provide students an innovative, direct path to complete four-year programs. NAU-Yuma was recently designated a Hispanic-Serving Institution by the U.S. Department of Education.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	645.2	674.7	674.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	645.2	674.7	674.7
FTE Positions	2.8	3.0	3.0

◆ **Goal 1** To improve statewide access to network services, general computing resources, and instructional technology for NAU YUMA faculty and students.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Computer lab internet hookups	160	165	165
Explanation:	New Measure		

NAA 4.4 Subprogram Summary

INSTRUCTIONAL SUPPORT

Pat Haeuser, Vice President
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A.R.S. § 15-1601

NAA 5.0 Program Summary

RESEARCH AND PUBLIC SERVICE

Pat Haeuser, Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To elevate the environmental, economic, social, and cultural vitality of our communities through collaborative stewardship of place.

Description:

This program contains the following subprograms:

Program 5.0 Public Service
5.1 Overall Public Service
5.2 Flagstaff and Statewide Public Service
5.3 Yuma Public Service

Northern Arizona University engages in a significant level of applied research and public service focused on the peoples and areas served. Examples of public service programs include the Arizona K-12 Center, KNAU-FM radio, the Institute for Human Development, the Institute for Future Workforce Development, the Institute for Tribal Environmental Professionals, the Institute for Native Americans, the Art Gallery, and other programs benefiting Arizona.

This Program Contains the following Subprograms:

- ▶ Research
- ▶ Public Service
- ▶ Economic Development

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,433.9	4,447.7	4,447.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	25,105.3	26,853.0	27,383.1
Program Total	27,539.2	31,300.7	31,830.8
FTE Positions	236.3	251.9	258.8

NAA 5.1 Subprogram Summary
RESEARCH

Pat Haeuser, Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To engage with partners to address regional economic entrepreneurship, environmental stewardship, urban-rural social well-being, cultural understanding, and Native American priorities.
5.1

Description:

Research (Overall Public Service)

Northern Arizona University's faculty members, organized in departments, schools, research centers and institutes, act as a catalyst for service programs with various federal, state and local governments, school districts, and the private sector. NAU also shares knowledge, technical resources, and cultural and educational opportunities with communities throughout Arizona and the Colorado Plateau. NAU serves as the cultural center for northern Arizona through its 100,000-watt public radio station and by providing public access to theatrical, musical, and artistic events. Alumni relations provide a medium through which alumni can contribute to the welfare of the University in the areas of advocacy, counsel, student recruitment and fund raising. NAU fosters a spirit of commitment and loyalty between alumni and the University; acquaints alumni with the progress and needs of the University; and communicates the needs of the alumni back to the University.

- ◆ Goal 1 To further the environmental, economic, social, and cultural vitality of our communities through collaborative stewardship of place.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total Public Service Expenditures (in Millions.)	2.4	4.4	4.4
Explanation:	New Measure		

- ◆ Goal 2 To strengthen fund raising efforts directed at university alumni through communications and volunteer opportunities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of LouieNews participants.	12,019	13,500	13,500
Number of volunteer hours.	324	325	325

NAA 5.2 Subprogram Summary
PUBLIC SERVICE

Pat Haeuser, Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To support innovation, stewardship, and engagement in our communities and to use the university's abundant cultural and artistic resources to enhance our engagement with the community and the world.
5.2

Description:

Public Service (Flagstaff and Statewide Public Service)

Northern Arizona University promotes scholarship that increases engagement with local communities and addresses key global challenges and partner with individuals, institutions, and communities to advance renewable resources and sustainable practices. Northern Arizona University also serves as the cultural center for northern Arizona through its 100,000-watt public radio station and by providing public access to theatrical, musical, and artistic events.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,433.9	4,447.7	4,447.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	25,105.3	26,853.0	27,383.1
Program Total	27,539.2	31,300.7	31,830.8
FTE Positions	236.3	251.9	258.8

- ◆ Goal 1 To be a partner in the cultural climate of Arizona and the Southwest region.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Department of Theater season performances.	42	42	42
Music concerts scheduled.	34	35	35

- ◆ Goal 2 To enhance the quality of life in Arizona and the Southwest region.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Participants: Institute for Future Workforce Development	33,000	30,000	30,000
Participants: Speech/Language/Audiology Clinic	2,700	2,700	2,700
Presentations given by the NAU police	73	75	80

NAA 5.3 Subprogram Summary
ECONOMIC DEVELOPMENT

Pat Haeuser, Vice President
Phone: (928) 523-7777
A.R.S. § 15-1601

Mission:

To develop structures and practices that promote ties between NAU-Yuma and local business, industry, and cultural connections.
5.3 YUMA

Description:

Economic Development (Yuma Public Service)

NAU-Yuma is highly engaged in the community. They are continually developing undergraduate research projects that address issues relative to the region, as well as internships and service learning opportunities with local companies and agencies. NAU-Yuma works in collaboration with other institutions of higher education and the community to ensure that workforce and civic educational needs of the community are met.

- ◆ Goal 1 To increase the workforce development with local business and NAU-YUMA.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Town Hall Economic series Meetings held in Yuma	1	2	2
Explanation:	New Measure		

NAA 6.0

Program Summary

INSTITUTIONAL ADVANCEMENT

Pat Haeuser, Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:

To continuously improve institutional effectiveness and organizational performance.

Description:

Institutional Advancement (Institutional Support)

Program 6.0 Institutional Support

6.1 Overall Institutional Support

6.2 Flagstaff and Statewide Institutional Support

6.3 Yuma Institutional Support IS BLANK

Substitute Data:

Mission: To maximize faculty and staff commitment through workforce practices and services that contribute to the long-term viability of the university and to advance NAU's mission by anticipating and providing exceptional services to the Yuma community

Description: 6.3 NAU-Yuma Institutional Support

NAU-Yuma is in the early stages of development as a branch campus of Northern Arizona University. In the past, institutional support functions for NAU-Yuma were handled by the central Northern Arizona University offices. These functions will evolve at NAU-Yuma during the next two years.

Goal1 To enhance the safety and the learning/working environment

Measure 1 NAU-Yuma FTE positions FY2008-29.11 FY2009

30.00 FY 2010 30.0

Measure 2 NAU-Yuma Operations Expenditures FY2008 441.5 FY2009

445.5 FY 2010 445.5

NAU works to provide accountability for institutional performance through development of sensible and meaningful measurements, best practices, and goals, to strengthen budgetary and financial performance to achieve financial accountability and transparency, and to reward progress toward university goals and priorities.

This Program Contains the following Subprograms:

- ▶ Developmental Activities
- ▶ Alumni Relations

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	51,181.8	51,793.0	51,793.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	29,296.7	32,400.2	33,034.2
Program Total	80,478.5	84,193.2	84,827.2
FTE Positions	653.8	690.3	700.1

NAA 6.1

Subprogram Summary

DEVELOPMENTAL ACTIVITIES

Pat Haeuser, Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:

To ensure financial stability and growth.

6.1

Description:

Developmental Activities (Overall Institutional Support)

NAU works to provide accountability for institutional performance through development of sensible and meaningful measurements, best practices, and goals, to strengthen budgetary and financial performance to achieve financial accountability and transparency, and to reward progress toward university goals and priorities.

- ◆ **Goal 1** To optimize use of financial resources through sound financial management practices.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Financial ratios: State Appropriations/ Total Educational and General Expenditures (in percent)	45.11	45.56	46.01
Financial ratios: Tuition and Fees/ Total Educational and General Expenditures (in percent)	36.06	36.78	37.51
Financial ratios: Total debt service/ unrestricted current fund expenditures and mandatory transfers (in percent)	7.3	6.09	6.44
Financial ratios: Available Assets/ General Liabilities (in percent)	2.86	2.97	3.09
Institutional Operations as a percent of State Operating Budget for NAU	19.80	19.56	18.94
General oversight as a percent of state Operating Budget for NAU	.80	.99	.95
Administration as a percent of total cost	2.09	2.22	2.10
Percent of agency staff turnover	15	15	15

- ◆ **Goal 2** To cultivate a culture of philanthropy among faculty, staff, students, parents, and alumni To increase NAU's financial resources through private giving.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Alumni donors	5,066	6,000	6,664
Faculty and staff donors	464	500	735
Parent donors	1,487	1,600	2,516
Other organizations donating to NAU	948	925	925
Other individuals.	7,592	7,575	8,832
Contributions by individuals (in thousands)	8,826	8,850	10,413
Contributions organizations (in thousands)	2,274	3,000	4,721
Total giving (in thousands)	11,1100	14,370	15,093

NAA 6.2 Subprogram Summary

ALUMNI RELATIONS

Pat Haeuser, Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

Mission:

To maximize faculty and staff commitment through workforce practices and services that contribute to the long-term viability of the university and to advance NAU's mission by anticipating and providing exceptional services to the Flagstaff campus and statewide communities.

6.2 AND 6.3 (YUMA) substitute subprogram.

Description:

Institutional Support services include the Affirmative Action Office, Capital Assets, the Comptroller's office, Human Resources, and many other offices committed to ensuring the university functions effectively and efficiently.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	51,181.8	51,793.0	51,793.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	29,296.7	32,400.2	33,034.2
Program Total	80,478.5	84,193.2	84,827.2
FTE Positions	653.8	690.3	700.1

- ◆ **Goal 1** To enhance the safety and the learning/working environment.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
NAU numbers of: Affirmative Action formal and informal complaints, consultations and ADA issues contacts.	2,610	2,610	2,630
People served by the Office of Employee Assistance and Wellness	4,557	4,396	4,396
Programs offered by the Office of Employee Assistance and Wellness	68	62	62
Internal audits conducted	7	9	9

- ◆ **Goal 2** To improve the physical living, working, and learning environment.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
State appropriations for building renewal (in millions.)	0	10.4	12.4
Operation and maintenance of plant, (in millions.)	17.4	17.1	17.1

NAA 7.0 Program Summary

INSTITUTIONAL OPERATIONS

Pat Haeuser, Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

NAA 7.1 Subprogram Summary

FACILITIES DEVELOPMENT AND MANAGEMENT

Pat Haeuser, Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

NAA 7.2 Subprogram Summary

RESOURCE MANAGEMENT

Pat Haeuser, Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

NAA 7.3 Subprogram Summary

GENERAL OVERSIGHT

Pat Haeuser, Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

This Program Contains the following Subprograms:

- ▶ Facilities Development and Management
- ▶ Resource Management
- ▶ General Oversight

UAA 0.0

Agency Summary

UNIVERSITY OF ARIZONA - MAIN CAMPUS

Dr. Robert N. Shelton, President

Phone: (520) 621-7766

A.R.S. 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

Description:

The University of Arizona in Tucson, including its branch-campuses in Sierra Vista and downtown Phoenix, is a land-grant, doctoral research university ranking among the nation's best public universities. Its research and development expenditures place it among the nation's top public universities and it is a member of the Association of American Universities. It offers a broad array of programs leading to degrees from baccalaureate through the doctorate for a total student body enrollment of 38,052 full-time and part-time students. As a land-grant university, it maintains programs in production agriculture and mining and serves the State through its cooperative extension services, technology transfer, economic development assistance, and cultural programming. The University provides distinguished undergraduate, graduate, and professional education; excels in basic and applied research and creative achievement; and promotes the integration of the product of these activities and achievements of regional, national, and international significance into everyday life.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ACADEMIC PROGRAMS	1,308,627.3	1,350,975.9	1,377,402.6
Agency Total:	1,308,627.3	1,350,975.9	1,377,402.6

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	497,175.0	494,289.6	508,180.1
Other Non Appropriated Funds	811,452.3	856,686.3	869,222.5
Program Total	1,308,627.3	1,350,975.9	1,377,402.6
FTE Positions	5,216.9	5,318.3	5,424.7

Strategic Issues:

Issue 1 Prepare Arizona's Youth and Ensure Access and Opportunity

We will collaborate with educational partners (P-14) to prepare students for University success and support education in Arizona by preparing more teachers, especially in STEM fields, while targeting underserved areas first. We will improve access by increasing enrollments and financial aid, both need and merit-based. We will serve our growing student population by providing integrated state-of-the-art technological support.

Issue 2 Engage and Graduate Students Who Will Contribute to the State, Nation, and World

We will educate all of our students to become creative, productive, and engaged members of society by providing solid grounding in core skills, broad knowledge across disciplines, expertise in areas of special focus, and the ability to generate, evaluate, and integrate new knowledge. We will respond to the State's shortages of health care providers by expanding educational programs in high priority areas. In doing so, we will expand course and major availability, improve retention and graduation rates, and improve our communications infrastructure.

Issue 3 Provide World-Class Research That Improves the Human Condition in Arizona and Beyond

We will build on our national leadership in interdisciplinary and collaborative research and lead the nation in research and outreach activities that are

critical to our State's future, with particular emphasis on the following areas: climate, environmental, water and energy sustainability; Southwest, native American, borderlands, and Latin American studies; biosciences and biotechnology; optics; space exploration and observation; creative arts, languages and language acquisition; law, public policy and entrepreneurship; biomedical and behavioral health; and youth development programs.

Issue 4 Engage the People of Arizona

We will contribute to the richness and vibrancy of the community, serve as an incubator and magnet for talent, develop partnerships with public, private, and non-profit sector organizations, and share research with and provide direct services to the people of Arizona through technology transfer, Cooperative Extension programs, development of the Phoenix Biomedical Campus, and provision of clinical health care services throughout the state, to name a few.

UAA 1.0

Program Summary

ACADEMIC PROGRAMS

Edward Frisch, Asst. V.P., Resource Planning & Management

Phone: (520) 621-7766

A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

Description:

The University of Arizona in Tucson, including its branch-campuses in Sierra Vista and downtown Phoenix, is a Land Grant, Doctoral/Research-Extensive University ranking among the nation's best public universities. Its research and development expenditures place it among the nation's top public universities and it is a member of the Association of American Universities. It offers a broad array of programs leading to degrees from baccalaureate through the doctorate for a total student body enrollment of 38,052 full-time and part-time students. As a land-grant university, it maintains programs in production agriculture and mining and serves the State through its cooperative extension services, technology transfer, economic development assistance, and cultural programming. The University provides distinguished undergraduate, graduate, and professional education; excels in basic and applied research and creative achievement; and promotes the integration of the product of these activities and achievements of regional, national, and international significance into everyday life.

This Program Contains the following Subprograms:

- Overall Academic Affairs
- College of Agriculture and Life Sciences
- College of Architecture and Landscape Architecture
- Eller College of Management
- College of Education
- College of Engineering
- College of Fine Arts
- College of Humanities
- James E. Rogers College of Law
- College of Science
- College of Social and Behavioral Sciences
- Graduate College -- Academic Interdisciplinary Programs
- Continuing Education and Academic Outreach
- Other Academic Programs
- University of Arizona South
- University Libraries
- Academic Computing
- Academic Support
- Academic Affairs Administration
- College of Optical Sciences

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	497,175.0	494,289.6	508,180.1
Other Non Appropriated Funds	811,452.3	856,686.3	869,222.5
Program Total	1,308,627.3	1,350,975.9	1,377,402.6
FTE Positions	5,216.9	5,318.3	5,424.7

UAA 1.1	Subprogram Summary
	OVERALL ACADEMIC AFFAIRS
	Edward Frisch, Asst. V.P., Resource Planning & Management
	Phone: (520) 621-7766
	A.R.S. § 15-1601

Mission:

To maximize the delivery of academically sound instruction in a coordinated manner with the University's academic colleges, schools, departments, and centers.

Description:

This subprogram coordinates the delivery of instruction throughout the University. Its other responsibilities include oversight of: academic support programs; transfer articulation; advising; major-exploration programs for undecided and transitional students; and the University's interdisciplinary degree programs.*** This section is: UAA 1.1 Instruction***

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	195,245.4	209,591.2	221,522.7
Other Non Appropriated Funds	48,930.3	50,001.5	50,486.4
Program Total	244,175.7	259,592.7	272,009.1
FTE Positions	463.2	472.4	481.9

◆ **Goal 1** To increase productivity, efficiency, and effectiveness

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Graduating seniors who rate their overall experience as good or excellent (percent)	95	95	95
Full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty (percentage)	68	71	75
Total number of degrees granted	7,098	7,253	7,393
Bachelors degrees granted	5,241	5,350	5,450
Masters degrees granted	1,313	1,343	1,373
First Professional degrees granted	146	150	150
Doctorate degrees granted	398	410	420
Average number of years taken to graduate for students who began as freshmen	4.6	4.6	4.5
Administration as a percent of total cost	1.9	1.9	1.9
Agency staff turnover (percent)	13.9	14.5	14.5
Gifts, grants, and contracts (millions)	345	359	373
Grants and contracts expenditures (millions)	269	279	291

◆ **Goal 2** To improve student persistence and graduation rates over time.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Freshmen returning for the second year (percent)	79	80	81
Full-time lower-division transfer five-year graduation rates (percent)	57	58	59
Full-time upper-division transfer four-year graduation rates (percent)	67	68	69
Six-Year graduation rate.	56	58	59

UAA 1.2	Subprogram Summary
	COLLEGE OF AGRICULTURE AND LIFE SCIENCES
	Edward Frisch, Asst. V.P., Resource Planning & Management
	Phone: (520) 621-7766
	A.R.S. § 15-1601

Mission:

To provide effective and transparent promotion and support for the research and graduate-education efforts of University of Arizona faculty and staff and to encourage practices that minimize risks to our investigator-scholars, to human and animal research subjects, and to the University.

Description:

The University of Arizona through its organized research unit provides critical world-class research and discovery, intensive and relevant graduate education, and connects its activities with the community's needs especially as we aspire to become one of the ten best public research universities. The University's organized research unit also fosters technology transfer and connection to the business community, with a particular emphasis on promoting a thriving economy and high quality of life for Arizona. The organized research unit also serves as the administrative home for most of the University's public museums.
*** This section is: UAA 1.2 Organized Research***

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	25,273.6	25,159.2	25,159.2
Other Non Appropriated Funds	244,496.4	253,465.9	257,891.3
Program Total	269,770.0	278,625.1	283,050.5
FTE Positions	1,526.0	1,556.5	1,587.6

◆ **Goal 1** To increase external funding for organized research programs relative to peer institutions.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total Research & Development Expenditures in thousands	397,390	413,000	430,000
National Science Foundation Research ranking (publics)	15	13	13

◆ **Goal 2** To form a bridge connecting the University with the private sector and expand its engagement with regional, national, and international business communities, and build philanthropic support for the University and its partners.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Office Tech Transfers.	3	4	5
Entrepreneurial Startups	5	6	7

UAA 1.3 **Subprogram Summary**
 COLLEGE OF ARCHITECTURE AND LANDSCAPE ARCHITECTURE
 Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. § 15-1601

Mission:

To make knowledge generated at the University of Arizona more accessible and more relevant to Arizona's citizens, to the nation at large and to the global community, and to inspire in each of these connections the parallel desires to learn and to create beneficial change, both in partnership with the University of Arizona.

Description:

The Office for Academic Outreach facilitates the efforts of University of Arizona faculty in integrating their teaching, research, and service missions, and in translating and advancing those efforts to broader audiences. Outreach does not exist as an independent administrative function; rather, it serves the efforts of University faculty across the departments and colleges, and helps create the opportunity for impact in our communities and abroad.*** This section is: UAA 1.3 Public Services***

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,473.6	4,302.4	4,302.4
Other Non Appropriated Funds	25,561.6	25,976.5	26,399.3
Program Total	30,035.2	30,278.9	30,701.7
FTE Positions	223.0	227.4	232.0

- ◆ **Goal 1** To leverage the strengths of international affairs programs and the efforts of our faculty by strategically enhancing efforts abroad in target geographies most relevant to the University.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of students in Study Abroad and Exchange programs	1,943	2,093	2,243
Number of undergraduate international students	805	839	873
Number of graduate international students	1,456	1,471	1,486

- ◆ **Goal 2** To facilitate and assure the University's mandate of service, partnership, and the sharing of knowledge which most clearly expresses the distinguishing nature of land grant universities.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Arizona citizens attending CALS educational services (in thousands)	258	260	305
Number of Arizona peer-reviewed publications focused on Arizona audiences	30	32	35

UAA 1.4 **Subprogram Summary**
 ELLER COLLEGE OF MANAGEMENT
 Edward Frisch, Asst. V.P., Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. § 15-1601

Mission:

To support and enhance a contemporary learning environment with tools that permit innovation in all learning spaces and assist students in bridging the relationship between research and teaching.

Description:

The units that comprise Academic Support represent all of the ways the University supports its academic mission. ***This section is: UAA 1.4 Academic Support***

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	61,678.2	56,856.5	57,835.3
Other Non Appropriated Funds	11,460.2	11,649.4	11,842.2
Program Total	73,138.4	68,505.9	69,677.5
FTE Positions	106.4	108.5	110.7

- ◆ **Goal 1** To enhance the academic quality and effectiveness of the institution through planning and budgeting, program review, personnel review, and data collection and analysis.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Academic programs reviewed for quality and effectiveness	16	16	16
Dollars internally reallocated to priority academic units (in thousands of dollars)	4,400	5,000	5,000

- ◆ **Goal 2** To support electronic teaching, learning, and course administration via centrally provided applications including WebCT, Desire2learn, caucus, POLIS, WebBoard, FrontPage and MOO.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
TBD	0	0	0

UAA 1.5

Subprogram Summary

COLLEGE OF EDUCATION

Edward Frisch, Asst. V.P., Resource Planning & Management

Phone: (520) 621-7766

A.R.S. § 15-1601

Mission:

To recruit and retain a diverse and talented student body; to assist students in their efforts to achieve access, academic success, and efficient degree completion in conformance with prevailing regulation; to promote student development in a safe environment in which diversity is valued and embedded in daily operations; and to provide opportunities for personal and educational enrichment through the development of student, faculty, staff, and community partnerships.

Description:

This program includes enrollment services and other student related programs and services designed to promote student success, by supporting students' personal, intellectual, cultural, and social development outside the context of the formal instructional program. Programming extends to the entire campus community to meet disability needs and to promote a healthy, diverse, engaged, and civil community. The activities include: early outreach, admissions, orientation, financial aid, registration, campus recreation, and health services, cultural events, student programs/organizations, bookstore, newspaper, housing and food service, academic support, career services, programs designed to promote faculty/student interaction outside the classroom, and programs dedicated to special needs, such as disability related services and the cultural resource centers.

This Section is: UAA 1.5 Student Services

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	13,822.8	14,721.1	15,121.3
Other Non Appropriated Funds	384,229.8	393,281.4	398,595.5
Program Total	398,052.6	408,002.5	413,716.8
FTE Positions	1,961.5	2,000.7	2,040.7

◆ **Goal 1** To admit a freshman class well-prepared for University work.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Quality of freshman class based on: high school grade point average	3.4	3.5	3.5
Quality of freshman class based on: SAT scores	1,102	1,110	1,110

◆ **Goal 2** To decrease, through education, media campaigns, and other programs, the use of alcohol and other drugs that put students at risk of accidents, violence, injuries, and unsafe sexual practices.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Students reporting binge drinking in last year (survey done biannually) (percent)	41	40	40
Students reporting tobacco use in the last 30 days (percent)	20	20	20

UAA 1.6

Subprogram Summary

COLLEGE OF ENGINEERING

Edward Frisch, Asst. V.P., Resource Planning & Management

Phone: (520) 621-7766

A.R.S. § 15-1601

Mission:

To provide the University of Arizona with the support services necessary to enable it to effectively pursue the institutional mission of teaching, research, and outreach.

Description:

Institutional support includes central executive-level activities concerned with management and long-range planning for the entire University, and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, telecommunications, space management, human resources including employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fund-raising.*** This section is: UAA 1.6 Institutional Support***

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	135,093.8	124,600.1	124,600.1
Other Non Appropriated Funds	39,282.5	64,207.9	64,988.8
Program Total	174,376.3	188,808.0	189,588.9
FTE Positions	418.7	427.1	435.7

◆ **Goal 1** To enhance community support for the work of the University in the larger community.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Endowment Assets (in thousands)	357,471	390,574	426,172
Annual Giving (in thousands)	102,701	96,730	99,631

◆ **Goal 2** To attract and engage a diverse and high quality workforce

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Minority employees in administrative, faculty, professional and classified positions (percent)	26	28	28
UA Life & Work Connections contacts per year	10,348	10,850	11,350

UAA 1.7

Subprogram Summary

COLLEGE OF FINE ARTS

Edward Frisch, Asst. V.P., Resource Planning & Management

Phone: (520) 621-7766

A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

Description:

The College of Agriculture and Life Sciences coordinates undergraduate and professional education for a wide range of career opportunities within six general subject areas: animal systems; environment and natural resources; family, youth, and community; human nutrition; food safety and health; marketing, trade, and economics; and plant systems. Education in the professional knowledge area is combined with foundation courses in the natural and social sciences, communications, and the humanities to develop a well rounded academic experience offering majors leading to careers associated with the college subject areas. Programs include on-campus instruction and distance education in cooperation with other institutions. The college awards B.S., M.S., and Ph.D. degrees in 18 fields of study. Faculty members generally have joint appointments in a parallel Agricultural Experiment Station.*** This section is: UAA 1.6 Agriculture***

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	56,380.5	53,624.3	53,868.7
Other Non Appropriated Funds	56,359.8	57,246.7	58,150.3
Program Total	112,740.3	110,871.0	112,019.0
FTE Positions	513.7	523.9	534.4

- ◆ **Goal 1** To attain a level of tenure/tenure eligible faculty that is effective in providing students with the high quality faculty they deserve and the college with the research productivity essential to premier research university.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Degrees/FTE faculty (T/TE)	3.9	4.5	4.5
Majors/FTE faculty (T/TE)	16	17	17
External funding obtained/FTE Faculty (T/TE)	245,800	255,455	265,970
SCH/Faculty FTE (T/TE)	355	355	355

- ◆ **Goal 2** To graduate as many well qualified students as possible.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Undergrad Degrees granted (Bachelors)	494	510	520
Number of Graduate degrees granted (Masters, Specialist, Ph.D)	111	116	121

- ◆ **Goal 3** To partner with and serve the people of Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Arizona peer-reviewed publications focused on Arizona audiences	30	32	35
Number of Arizona citizens attending CALS educational services (in thousands)	258	260	305

UAA 1.8

Subprogram Summary

COLLEGE OF HUMANITIES

Edward Frisch, Asst. V.P., Resource Planning & Management

Phone: (520) 621-7766

A.R.S. § 15-1601

Mission:

To provide high quality, accessible educational opportunities to communities throughout Southern Arizona.

Description:

UA South addresses the needs of individual who are place bound or who desire to fulfill their higher education goals in an atmosphere different than the Main Campus. UA South provides quality upper-division and graduate programs designed to fulfill the educational and career goals of its students. UA South offers 14 undergraduate degree programs through "2 + 2" partnerships with Arizona community colleges, primarily Cochise College and Pima Community College. Two Masters Degree programs are available. Programs are offered at five locations in southeast Arizona. Specific community-based classes may be offered at other locations throughout southeastern Arizona. The Faculty at UA South has incorporated distance learning into the curriculum, offering courses via interactive television and through the Internet.*** This section is: UAA 1.8 UA South***

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,207.1	5,434.8	5,770.4
Other Non Appropriated Funds	1,131.7	857.0	868.7
Program Total	6,338.8	6,291.8	6,639.1
FTE Positions	4.5	1.7	1.8

- ◆ **Goal 1** To increase student FTE and retention

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Student FTE	332	369	420

- ◆ **Goal 2** To attain a level of tenure/tenure eligible faculty that is effective in providing students.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Degrees/FTE faculty (T/TE)	4.1	4.3	4.5
Majors/FTE faculty (T/TE)	13	15	17
External funding obtained/FTE Faculty (T/TE)	28,404	29,520	30,735
SCH/Faculty FTE (T/TE)	907	950	1,000

- ◆ **Goal 3** To graduate as many well-qualified students as possible.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Undergrad Degrees granted (Bachelors)	33	35	37
Number of Graduate degrees granted (Masters, Specialist, Ph.D)	8	9	10

UAA 1.9

Subprogram Summary

JAMES E. ROGERS COLLEGE OF LAW

Edward Frisch, Asst. V.P., Resource Planning & Management

Phone: (520) 621-7766

A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 1.10 **Subprogram Summary**
COLLEGE OF SCIENCE
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 1.14 **Subprogram Summary**
OTHER ACADEMIC PROGRAMS
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 1.11 **Subprogram Summary**
COLLEGE OF SOCIAL AND BEHAVIORAL SCIENCES
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 1.15 **Subprogram Summary**
UNIVERSITY OF ARIZONA SOUTH
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 1.12 **Subprogram Summary**
GRADUATE COLLEGE -- ACADEMIC INTERDISCIPLINARY PROGRAMS
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 1.16 **Subprogram Summary**
UNIVERSITY LIBRARIES
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 1.13 **Subprogram Summary**
CONTINUING EDUCATION AND ACADEMIC OUTREACH
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 1.17 **Subprogram Summary**
ACADEMIC COMPUTING
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 1.18
Subprogram Summary
ACADEMIC SUPPORT
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 2.1
Subprogram Summary
UNIVERSITY-WIDE ORGANIZED RESEARCH
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 1.19
Subprogram Summary
ACADEMIC AFFAIRS ADMINISTRATION
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 2.2
Subprogram Summary
AGRICULTURE AND LIFE SCIENCES RESEARCH EXPERIMENT STATION
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 1.20
Subprogram Summary
COLLEGE OF OPTICAL SCIENCES
Edward Frisch, Asst. VP Resource Planning & Management
Phone: (520) 621-7766
to

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 2.3
Subprogram Summary
COLLEGE-BASED SPONSORED RESEARCH AND INTERDISCIPLINARY RESEARCH PROGRAMS
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 2.0
Program Summary
ORGANIZED RESEARCH
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 3.0
Program Summary
COMMUNITY OUTREACH
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

This Program Contains the following Subprograms:

- ▶ University-wide Organized Research
- ▶ Agriculture and Life Sciences Research Experiment Station
- ▶ College-based Sponsored Research and Interdisciplinary Research Programs

This Program Contains the following Subprograms:

- ▶ Agriculture and Life Sciences Cooperative Extension Services
- ▶ UA presents (formerly Cultural Affairs)
- ▶ KUAT Communications
- ▶ Intercollegiate Athletics

UAA 3.1 **Subprogram Summary**
AGRICULTURE AND LIFE SCIENCES COOPERATIVE EXTENSION SERVICES
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 3.2 **Subprogram Summary**
UA PRESENTS (FORMERLY CULTURAL AFFAIRS)
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 3.3 **Subprogram Summary**
KUAT COMMUNICATIONS
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 3.4 **Subprogram Summary**
INTERCOLLEGIATE ATHLETICS
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 4.0 **Program Summary**
STUDENT AFFAIRS AND CAMPUS LIFE
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

This Program Contains the following Subprograms:

- ▶ Student Services and Campus Life
- ▶ Enrollment Management
- ▶ Health and Wellness

UAA 4.1 **Subprogram Summary**
STUDENT SERVICES AND CAMPUS LIFE
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 4.2 **Subprogram Summary**
ENROLLMENT MANAGEMENT
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 4.3 **Subprogram Summary**
HEALTH AND WELLNESS
Edward Frisch, Asst. V.P., Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 5.0	Program Summary
INSTITUTIONAL SERVICES	
Edward Frisch, Asst. V.P., Resource Planning & Management	
Phone: (520) 621-7766	
A.R.S. § 15-1601	

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

This Program Contains the following Subprograms:

- ▶ President's Area
- ▶ Human Resources
- ▶ Business Affairs
- ▶ Administrative Computing and Telecommunications

UAA 5.1	Subprogram Summary
PRESIDENT'S AREA	
Edward Frisch, Asst. V.P., Resource Planning & Management	
Phone: (520) 621-7766	
A.R.S. § 15-1601	

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 5.2	Subprogram Summary
HUMAN RESOURCES	
Edward Frisch, Asst. V.P., Resource Planning & Management	
Phone: (520) 621-7766	
A.R.S. § 15-1601	

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 5.3	Subprogram Summary
BUSINESS AFFAIRS	
Edward Frisch, Asst. V.P., Resource Planning & Management	
Phone: (520) 621-7766	
A.R.S. § 15-1601	

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UAA 5.4	Subprogram Summary
ADMINISTRATIVE COMPUTING AND TELECOMMUNICATIONS	
Edward Frisch, Asst. V.P., Resource Planning & Management	
Phone: (520) 621-7766	
A.R.S. § 15-1601	

Mission:

To improve life for the people of Arizona and beyond through education, research, creative expression, and community engagement.

UHA 0.0 **Agency Summary**
 UNIVERSITY OF ARIZONA - HEALTH SCIENCES CENTER
 Dr. Robert N. Shelton, President
 Phone: (520) 621-7766
 A.R.S. § 15-601

Mission:

To provide distinguished undergraduate, graduate, and professional health sciences education; to engage in basic and applied research of regional, national, and international significance; to create and disseminate knowledge; and to seek to integrate creative achievement into everyday life.

Description:

The Arizona Health Sciences Center (AHSC) in Tucson is the State's only academic health sciences center. It provides the State and its people education, research, patient care, and services through its Colleges of Medicine, Nursing, Pharmacy, Public Health, Phoenix Medical Campus, University Medical Center, and university physicians. AHSC serves as the core of a broad network of State-wide health services, health education, health restoration, health promotion, and illness prevention.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ACADEMIC AFFAIRS	280,243.4	282,478.7	289,211.0
➤ ORGANIZED RESEARCH	13,158.1	16,169.3	28,220.5
Agency Total:	293,401.5	298,648.0	317,431.5

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	94,616.2	94,099.2	109,347.6
Other Non Appropriated Funds	198,785.3	204,548.8	208,083.9
Program Total	293,401.5	298,648.0	317,431.5
FTE Positions	1,794.2	1,830.0	1,866.7

Strategic Issues:

Issue 1 Providing a Health Workforce to Meet the State's Changing Needs and Expectations

Providing distinguished undergraduate, graduate and professional health sciences education is crucial to increasing recruitment to fulfill the growing demand for physicians, nurses, pharmacists and allied health professionals throughout the State. Cooperative relationships with community colleges within Arizona can be enhanced and expanded with multidiscipline-teaching models at AHSC and the other institutions of learning in Arizona; models that would provide the strategic planning basis for statewide education in the allied health professions.

Issue 2 Enhancing the Leadership Role of AHSC in Biomedical Research

Engaging in basic and applied scholarly research in scientific matters critical to state, regional, national and international populations demands major contributions in multidisciplinary research and education as they pertain to the basic understanding, prevention, diagnosis and treatment and control of various diseases and debilitating conditions. Such contributions will require initiating new programs in discovery, design and development of innovative medications that will lead to groundbreaking therapies. Extramural funding and laboratory space to support a leader in biomedical research will have to be found by providing opportunities for collaboration with the burgeoning biotechnical and biosciences industries.

Issue 3 Serving the Health Care Needs of the People of Arizona

Initiating through a multidisciplinary approach new programs for more effective health care delivery and the promotion of health throughout the State will necessitate advanced educational and training programs for health care professionals, health-care industry personnel and the public.

Issue 4 Achieving an Environment and Culture that Supports All Members of the University Community

Increasing professional development opportunities for all employees within AHSC and the University will contribute to the interaction and collaboration with community members and business partners throughout Arizona. Focusing on the excellence of each diverse individual and the contributions brought by such diversity furthers the collaborative, multidisciplinary process and creates an atmosphere where enormous strides can and will be made.

Issue 5 Serving a Diverse Population

The University must ensure a rich mix of cultural, ethnic, social, and racial backgrounds and viewpoints among its students, faculty, staff, and administrators. Improving this mix will enhance the quality of the student experience on campus and better prepare students to be responsible and productive members of the emerging global society.

UHA 1.0 Program Summary

ACADEMIC AFFAIRS

Edward Frisch, Asst. VP Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. § 15-1601

Mission:

To coordinate with the University main campus towards the delivery of academically sound instruction.

Description:

This program ensures academic instruction follows university and Board of Regents guidelines and policies.

This Program Contains the following Subprograms:

- ▶ College of Medicine
- ▶ College of Nursing
- ▶ College of Pharmacy
- ▶ Arizona Health Sciences Library
- ▶ Academic Support
- ▶ College of Public Health
- ▶ College of Medicine, Phoenix Campus

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	84,796.0	81,317.2	84,565.6
Other Non Appropriated Funds	195,447.4	201,161.5	204,645.4
Program Total	280,243.4	282,478.7	289,211.0
FTE Positions	1,780.1	1,815.7	1,852.1

UHA 1.1 Subprogram Summary

COLLEGE OF MEDICINE

Edward Frisch, Asst. VP Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. § 15-1601

Mission:

To provide distinguished undergraduate, graduate, and professional health sciences education in harmony with main campus programs and to engage in basic and applied research providing a more skilled and more productive health services work force in Arizona.

Description:

To provide a health services workforce and research center that meets the healthcare needs of Arizona and engages in groundbreaking medical study.

◆ **Goal 1** To (this is no longer a goal and we could not delete it)

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
need to delete	0	0	0

UHA 1.2 Subprogram Summary
COLLEGE OF NURSING
Edward Frisch, Asst. VP Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To provide top-quality health sciences educational programs at the undergraduate, graduate, and professional levels that will attract and graduate an excellent and diverse student body.

Description:

The Arizona Health Sciences Center (AHSC) offers professional programs leading to the M.D., graduate degrees in many of the medical sciences, B.S.N., M.S., Ph.D., ADN-MS, Pharm.D., Masters in Public Health (MPH), DrPH, and B.S. with a major in health education. The AHSC provides students with the knowledge, skills, and attitudes basic to the provision of health services. It also provides education and training programs for undergraduate students, graduate students, residents, fellows, and other health professionals. ***This section is: UHA 2.1 Instruction***

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	48,166.6	49,082.9	52,291.3
Other Non Appropriated Funds	37,430.7	38,431.6	39,147.1
Program Total	85,597.3	87,514.5	91,438.4
FTE Positions	364.4	371.7	379.1

◆ **Goal 1** To attain a level of tenured/tenure eligible faculty that is effective in providing students with the high quality of instruction they deserve. Were unable to delete measures 1 & 2. They are duplicates of Goal 2 measures 1,5,6)

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Degrees Granted BA/BS and MA/MS	475	488	497
Number of degrees granted-PhD	54	55	56
SCH/Faculty FTE (T/TE)	223	223	223
Majors/FTE faculty (T/TE)	10	10	10
External funding obtained/FTE Faculty (T/TE)	451,000	468,716	488,009

◆ **Goal 2** To increase productivity, efficiency, and effectiveness.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of degrees granted MA/MS	105	108	110
Graduating seniors who rate their overall experience as good or excellent	98	98	98
FT UG students enrolled per semester in 3 or more primary courses with ranked faculty (percentage)	70	70	70
Total number of degrees granted	711	728	743
Bachelor degrees granted	372	380	387
First Professional degrees granted	180	185	190
Doctorate degrees granted	54	55	56
Average number of years taken to graduate for students who began as freshman	4.6	4.6	4.5
Administration as a percent of total cost	1.9	1.9	1.9
Agency Staff Turnover	15.4	16.0	16.0
Gifts, grants, and contracts (millions)	152	158	164
Grants and contracts expenditures (millions)	144	149	155

UHA 1.3

Subprogram Summary

COLLEGE OF PHARMACY

Edward Frisch, Asst. VP Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To provide high quality multidisciplinary biomedical research in areas important to the health care community and public; to promote the application of economics and socio-behavioral sciences to pharmaceutical research, education and service; to make available to trainees leading edge knowledge and the most modern technology; to promote healthier lifestyles through education of the public; and to provide service to state and federal agencies and the private sector.

Description:

The organized research centers are specifically organized to produce interdisciplinary clinical and basic biomedical research and to provide support for the undergraduate, graduate, and outreach educational programs. They are supported almost entirely by external federal and private sector funding. Their major areas of emphasis include: interdisciplinary research; education of the public, training of health professionals and scientists; patient services; provision of regional resources for research, disease diagnosis, patient care, education, and disease prevention and control; and technology development.

This Section is: UHA 2.2 Organized Research

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,895.5	3,306.7	3,306.7
Other Non Appropriated Funds	119,661.2	123,337.5	125,394.0
Program Total	123,556.7	126,644.2	128,700.7
FTE Positions	877.8	895.3	913.3

◆ **Goal 1** To promote excellence in basic and clinical research, patient care, education, and training.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Regional, national, and international awards, honors, and prizes received by students, alumni, faculty, and staff	75	70	80
Patients rating physician skill as excellent in satisfaction survey (percent)	91	90	90

◆ **Goal 2** To establish a stable funding base to support research, education, and service activities

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Total Research & Development Expenditures in thousands	146,482	152,000	158,000

◆ **Goal 3** To provide education and training programs for regional, national, and international health care professionals, health care industry personnel, and the public.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Training programs/workshops/lectures	131	240	135

UHA 1.4

Subprogram Summary

ARIZONA HEALTH SCIENCES LIBRARY

Edward Frisch, Asst. VP Resource Planning & Management

Phone: (520) 621-7766

A.R.S. § 15-1601

Mission:

To provide the citizens of the State of Arizona access to poison and medication-related emergency treatment assistance and to develop a rural telemedicine network that can improve rural health care.

Description:

The Arizona Poison and Drug Information Center serves as a repository of comprehensive information, knowledge and expertise regarding poisons and toxic exposures. A high priority is to provide access for rural and medically underserved Arizona residents and health care professionals who are without ready access to medical facilities. Telemedicine is the use of computers, video imaging, and telecommunications for diagnosis and treatment of persons in rural, geographically isolated communities and State institutions. *** This section is: UHA 2.3 Public Service***

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,239.1	3,076.9	3,091.9
Other Non Appropriated Funds	16,524.3	16,805.9	17,093.1
Program Total	19,763.4	19,882.8	20,185.0
FTE Positions	138.0	140.8	143.6

- ◆ **Goal 1** To provide quality, accessible poison and medication-related emergency treatment assistance 24 hours a day.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Poison Control call volume per year (in thousands)	72	72	73
Accredited by the American Association for Poison Control Center Certification as a Regional Poison Control Center.	yes	yes	yes

- ◆ **Goal 2** To provide specialty patient care in rural communities and secure State institutions.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of Telemedicine Clinical consultations	210,442	213,000	215,000

UHA 1.5

Subprogram Summary

ACADEMIC SUPPORT

Edward Frisch, Asst. VP Resource Planning & Management

Phone: (520) 621-7766

A.R.S. § 15-1601

Mission:

To support and enhance a contemporary learning environment with tools that permit innovation in all learning spaces and assist students in bridging the relationship between research and teaching.

Description:

The units that comprise Academic Support represent all of the ways the University of Arizona Health Sciences Center supports its academic mission. *** This section is: UHA 2.4 Academic Support***

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	26,736.7	23,564.8	23,589.8
Other Non Appropriated Funds	7,049.8	7,207.3	7,368.7
Program Total	33,786.5	30,772.1	30,958.5
FTE Positions	275.9	281.4	287.0

- ◆ **Goal 1** To offer education programs that meet standards of excellence

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of students passing Step 1 of the US Medical Licensing Exam on the first try	98	98	94
Percent of Students passing Step II of the US Medical Licensing Exam on the first try.	94	94	94

- ◆ **Goal 2** To assure access to information resources in the health sciences on-site and off-site.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Resources (print and non-print) circulated from the collection.	23,368	22,000	21,000
Resources (print and non-print) used in the library (in thousands)	22	20	18

UHA 1.6

Subprogram Summary

COLLEGE OF PUBLIC HEALTH

Edward Frisch, Asst. VP Resource Planning

Phone: (520) 621-7766

A.R.S. § 15-601

Mission:

To recruit and retain a diverse and talented student body; to assist students in their efforts to achieve access, academic success, and efficient degree completion in conformance with prevailing regulation; to promote student development in a safe environment in which diversity is valued and embedded in daily operations; and to provide opportunities for personal and educational enrichment through the development of student, faculty, staff, and community partnerships.

Description:

This program includes enrollment services and other student related programs and services designed to promote student success, by supporting students' personal, intellectual, cultural, and social development outside the context of the formal instructional program. Programming extends to the entire campus community to meet disability needs and to promote a healthy, diverse, engaged, and civil community. The activities include: early outreach, admissions, orientation, financial aid, registration, campus recreation, and health services, cultural events, student programs/organizations, bookstore, newspaper, housing and food service, academic support, career services, programs designed to promote faculty/student interaction outside the classroom, and programs dedicated to special needs, such as disability related services and the cultural resource centers.

*** This section is: UHA 2.5 Student Services***

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,952.0	1,643.2	1,643.2
Other Non Appropriated Funds	14,458.9	15,050.8	15,308.2
Program Total	16,410.9	16,694.0	16,951.4
FTE Positions	121.5	123.9	126.4

◆ **Goal 1** To enroll students well prepared for AHSC work.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of students enrolled in pre-pharmacy	482	516	526
Number of students enrolled in pre-nursing	488	502	512

◆ **Goal 2** To enroll diverse students using the diverse in its broadest meaning.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
% Undergraduate Minority Students	37	38	39
Perhaps % Graduate & First Professional Minority Students	28	29	30

UHA 1.7
COLLEGE OF MEDICINE, PHOENIX CAMPUS
Edward Frisch, Asst. VP
Phone: (520) 621-7766
To

Mission:

To provide the University of Arizona with the support services necessary to enable it to effectively pursue the institutional mission of teaching, research, and outreach.

Description:

Institutional support includes central executive-level activities concerned with management and long-range planning for the entire University, and the operation and maintenance of the physical plant. Administrative activities include planning and programming, legal services, fiscal operations, administrative data processing, telecommunications, space management, human resources including employee personnel and records, purchasing, stores, safety, security, printing, transportation services, community and alumni relations, and development and fund-raising. *** This Section is: UHA 2.6 Institutional Support***

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	806.1	642.7	642.7
Other Non Appropriated Funds	322.5	328.4	334.3
Program Total	1,128.6	971.1	977.0
FTE Positions	2.5	2.6	2.6

◆ **Goal 1** To enhance community support for the work of the University in the larger community.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Endowment Assets (in thousands)	161,238	174,897	189,585
Annual Giving (in thousands)	51,259	48,270	49,719

◆ **Goal 2** To attract and engage a diverse and high quality workforce

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Minority employees in administrative, faculty, professional and classified positions (percent)	24	24	24

UHA 2.0
Program Summary
ORGANIZED RESEARCH
Edward Frisch,, Asst. VP Resource Planning& Management
Phone: (520) 621-7766
A.R.S. § 15-1601

This Program Contains the following Subprograms:

- ▶ Health Sciences Organized Research Centers and Administration

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,820.2	12,782.0	24,782.0
Other Non Appropriated Funds	3,337.9	3,387.3	3,438.5
Program Total	13,158.1	16,169.3	28,220.5
FTE Positions	14.0	14.3	14.6

UHA 2.1
Subprogram Summary
HEALTH SCIENCES ORGANIZED RESEARCH CENTERS AND ADMINISTRATION
Edward Frisch, Asst. VP Resource Planning & Management
Phone: (520) 621-7766
A.R.S. § 15-1601

Mission:

To provide medical students with the knowledge, skills, and attitudes basic to the practices of medicine; to provide education and training programs for residents, graduate students, fellows, and other health professionals and practicing physicians; to work with clinical affiliates to teach and model interprofessional health care delivery; to make contributions to biomedical research; to model and promote innovations in patient care and disease prevention and cure, including utilization of the multidiscipline health care team approach; and to use biomedical informatics and work with industry to address quality and cost of health care.

Description:

The College of Medicine-Phoenix in partnership with Arizona State University offers a professional program leading to the M.D. degree and graduate degree programs, the latter presently centered at ASU. The COM-PHX also supports the education of other health professionals and the public. The educational program leading to the M.D. degree is conducted at the Phoenix Biomedical Campus and at clinical sites located in Phoenix, Tucson, and throughout the State. The faculty members conduct research programs in molecular biology, clinical translational science, medical education, therapeutics, prevention, and clinical outcomes. It is a rapidly evolving leader in biomedical informatics and health care education and this will translate into a high quality education program regarding health care issues for all in the State and critically enhancing and improving on delivery of care to our citizens. *** This Section is: UHA 2.7 College of Medicine, Phoenix Campus***

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,820.2	12,782.0	24,782.0
Other Non Appropriated Funds	3,337.9	3,387.3	3,438.5
Program Total	13,158.1	16,169.3	28,220.5
FTE Positions	14.0	14.3	14.6

- ◆ **Goal 1** To develop, maintain, and continuously evaluate the educational program leading to the M.D. degree.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of students passing Step I of the United States Medical Licensing Exam on the first try.	0	0	0
Percent of students passing Step II of the United States Medical Licensing Exam on the first try	0	0	0

- ◆ **Goal 2** To provide educational experiences that promote lifelong learning, critical thinking skills, and career decisions for the breadth of disciplines needed throughout our State, emphasizing cultural competency and diversity.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Regional, national, and international awards, honors, and prizes received by students, alumni, faculty, and staff	0	0	0
Total Research & Development Expenditures in thousands	0	0	0

- ◆ **Goal 3** To attract and maintain a diverse, highly qualified faculty that understands and delivers the complex training necessary for our next generation of physicians in addition to functioning as excellent leaders and collaborators with the diverse and excellent infrastructure of investigative research presently ongoing within the State and region.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Minority employees in administrative, faculty, professional and classified positions (percent)	0	0	0

- ◆ **Goal 4** To be the leader for the State's citizens in designing, mentoring, and monitoring all facets of health care delivery in society and to offer an education milieu to share this information with the populace

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Training programs/workshops/lectures	0	0	0

UHA 3.1 **Subprogram Summary**
 ARIZONA POISON AND DRUG INFORMATION CENTER
 Edward Frisch, Asst. VP Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. § 15-1601

UHA 3.2 **Subprogram Summary**
 TELEMEDICINE
 Edward Frisch, Asst. VP Resource Planning & Management
 Phone: (520) 621-7766
 A.R.S. § 15-1601

UHA 3.0 **Program Summary**
 COMMUNITY OUTREACH
 Edward Frisch, Asst. VP
 Phone: (520) 621-7766
 A.R.S. § 15-1601

This Program Contains the following Subprograms:

- ▶ Arizona Poison and Drug Information Center
- ▶ Telemedicine

VSA 0.0

Agency Summary

ARIZONA DEPARTMENT OF VETERANS' SERVICES

Joey Strickland, Director

Phone: (602) 255-3373

A.R.S. §§ 41-601 et seq.

Mission:

To enrich and honor Arizona's veterans and their families through education, advocacy, and service.

Description:

The Arizona Department of Veterans' Services assists veterans, their dependents, and/or survivors in developing and filing claims through the U.S. Department of Veterans Affairs to obtain federal entitlements in the areas of disability, pension, insurance, burial, etc. The Department also provides fiduciary services to incapacitated veterans, surviving spouses, or minor children. In addition, the Department operates the Arizona State Veteran Home, a 200-bed skilled nursing facility that provides long-term care services to veterans and their spouses. The Department operates a state veteran cemetery in Sierra Vista and will be opening a second in the northern part of the state. The ADVS is designated as the "State Approving Agency," and is responsible for approving and supervising all institutions and establishments in Arizona that offer education and training to veterans.

Agency Summary:

(\$ Thousands)

Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ ADMINISTRATION	5,172.2	12,857.7	7,497.2
➤ VETERANS' CONSERVATORSHIP / GUARDIANSHIP	1,143.0	1,285.5	1,285.5
➤ VETERANS' SERVICES	2,997.6	3,129.2	3,129.2
➤ STATE VETERANS' HOMES	17,708.8	16,676.8	16,676.8
➤ STATE VETERANS' CEMETERIES	329.2	463.6	463.6
Agency Total:	27,350.8	34,412.8	29,052.3

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	8,758.1	8,399.5	8,399.5
Other Appropriated Funds	14,254.6	14,491.3	14,491.3
Other Non Appropriated Funds	4,338.1	11,522.0	6,161.5
Program Total	27,350.8	34,412.8	29,052.3
FTE Positions	352.0	365.0	365.0

Strategic Issues:

Issue 1 *Injuries of returning service personnel are more profound than in previous combat situations. In addition to multiple traumas, returning service personnel often have less obvious injuries and experience more difficulty transitioning to civilian life.*

Recently discharged veterans who have service-connected disabilities require different medical and counseling services than those provided in the past. Traumatic brain injury (TBI) and post-traumatic stress disorders (PTSD) are often more difficult to diagnose and treat. Other states are committing resources to provide care for veterans, especially for National Guard and Reservists with these types of injuries. Compounding the problem, some PTSD symptoms do not manifest themselves for up to 20 years after the event.

While the U.S. Department of Veterans Affairs has formed polytrauma units to speak to the unique needs of severely wounded personnel, the Department must provide long-term care for much younger veterans who may require care for several decades. The traditional long-term care

services provided by state veteran homes will not meet the needs of these types of disabled veterans.

Issue 2 *Burial benefits are available to veterans, but there are only three Arizona locations where veterans may be interred at no cost. Both in-ground burials and columbaria niches (for cremated remains) are available in north Phoenix and in Sierra Vista. Columbaria niches are available in Prescott.*

A national veteran cemetery is located in north Phoenix and a state-operated cemetery was opened in Sierra Vista in 2002. The cemetery in Phoenix is rapidly reaching capacity and there may not be an option to expand. The Department is investigating where additional state-operated cemeteries should be built to serve the needs of an aging veteran population. The cemetery in Sierra Vista will also need to eventually open Phase 2 of the Master Plan in order to accommodate the rate of interments in the southern part of the state. Both in-ground burials and columbaria (for cremated remains) will be required for this phase of construction.

Issue 3 *Arizona needs to build 4 additional long-term care facilities (at an average of 180 beds each) in order to serve the current veteran population.*

Arizona veterans requiring skilled nursing care are underserved in Arizona and the situation is projected to worsen. The agency currently operates a single 200-bed skilled nursing facility in Phoenix. The U.S. Department of Veterans Affairs (VA) has recognized Arizona's need for 1,068 additional nursing home beds based on the number of veterans living in the state. The VA provides grants to states to pay 65% of the cost to build state-operated veteran homes. Once operational, the VA pays a per diem for veterans who are residents of the facility. The next state veteran home to be built will be on land obtained from the VA Medical Center in Tucson. The Department has been provided \$10 million to be used as a state match to build a home in Tucson.

Issue 4 *There is a shortage of nurses and paraprofessional workers in long-term care.*

The Executive Director of the Arizona State Board of Nursing reports, "one third of the RNs are 55 or older [in Arizona.] With more than a 50% increase in census from approximately the last 15 years, the need for health care services has increased across the entire healthcare delivery system." The Arizona Healthcare Workforce Data Center report released in 2008 reveals that "Arizona faces a critical nursing shortage and must add nearly 50,000 registered nurses over nine years to meet the state's health-care needs." On June 4, 2008, The Arizona Republic reported, "The problem is especially acute in Arizona due to the state's rapid growth and a \$3 billion-plus hospital construction boom that will add nearly 3,000 beds over the next few years."

Issue 5 *Veteran population estimates indicate that 49% of all veterans living in the state in the year 2020 will be over 65 years old. The agency participated in the development of Aging 2020 – Arizona's Plan for an Aging Population, which was established by Governor Napolitano's Executive Order 2004-07 and developed the strategies described below in 2005.*

- Add Veterans Benefits Counselors to allow seniors to access benefits that are due to them.
- Inform providers of available Fiduciary Division services and market that service as a community resource.
- Develop a plan to staff the state Veteran Home to be opened in Tucson.
- Ensure the Fiduciary staff-to-client ratio is within levels acceptable to the Arizona Supreme Court.
- Expand agreements with nursing schools to provide practicum experience in a long-term care setting for its students, resulting in effective recruiting of personnel for the nursing department at each State Veteran Home in the state.
- Provide outreach to and recruit newly discharged military personnel as part of their discharge planning. Work with military bases to match the military occupation of those being discharged with the vacancies available at the State of Arizona.
- Identify on-the-job training and apprenticeship programs that may be suitable for veterans seeking employment with the state. Veterans can work for the state while obtaining Montgomery GI Bill educational benefits.
- Investigate ways to encourage employee retention (such as flexible work schedules and job shares), minimize turnover through management training

programs, and assist managers facing increasing work demands with limited human resources.

- Increase collaboration with other entities (such as the Arizona National Guard, Department of Defense, Maricopa Workforce Development, Arizona State University-Educational Opportunity Center, Veterans Upward Bound Program, and Educational Opportunity Center, Arizona Department of Economic Security DVOP/LVER programs, and private universities such as Charter Oak and Excelsior) to provide career counseling to veterans.
- Renew efforts to change existing laws by working with state lawmakers to increase the maximum amount of fees the Fiduciary Division can collect.

Issue 6 *A recently published economic impact study of Arizona's military installations reveals the contribution to our economy is more that \$9 billion a year with 96,328 total jobs resulting from active duty and military retiree presence. Many active duty personnel qualify for certain federal benefits before being discharged from the US Department of Defense.*

The Governor is committed to making Arizona both a military and veteran-friendly state. ADVS has broadened its provision of service as it has added new Veterans Benefits Counselors and is coordinating more closely with active duty personnel, especially as they prepare for discharge. The study prepared by the Maguire Company "Economic Impact of Arizona's Principal Military Operations - 2008" considers direct, indirect and induced impacts. The Study reveals that Arizona's major military operations produce a total impact of \$9.12 billion and 96,328 jobs.

VSA 1.0 Program Summary

ADMINISTRATION

Renee Dudden, Chief Financial Officer

Phone: (602) 351-6888

A.R.S. §§ 41-601 et. seq.

Mission:

To provide internal agency-wide support by managing financial, human and information technology resources. The State Approving Agency's mission is to support veterans reaching their educational goals by using their Montgomery G.I. Bill benefits.

Description:

The Administration program includes the Director's office, Financial Services, Information Technology, and Human Resources. Its responsibilities also include legislation, strategic planning, executive communications, media and community relations, special events/ projects, and fund raising functions. The State Approving Agency is also included in this program; it approves educational programs for veterans.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,780.2	1,598.2	1,598.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,392.0	11,259.5	5,899.0
Program Total	5,172.2	12,857.7	7,497.2
FTE Positions	38.0	38.0	38.0

- ◆ **Goal 1** To assist, supervise, and monitor all Arizona educational institutions by providing quality and timely program approvals and technical assistance so that veterans can obtain their educational goals utilizing their Montgomery G.I. Bill benefits.

Performance Measures

The rating achieved on the State Approving Agency self-evaluation and from the Joint Peer Review Group. (Satisfactory is the highest possible rating.)

Explanation: 2007 & 2008 were also Satisfactory (indicated as Satis.)

- ◆ **Goal 2** To ensure the availability of appropriated funds to benefit veterans.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General fund appropriation per veteran (in dollars)	16.35	14.87	11.75
Explanation: Using the veteran population numbers from the VA Office of the Actuary.			
Expenditures of federal dollars in Arizona by the U.S. Department of Veterans Affairs (in millions of dollars)	1,692	1,726	1,760
Explanation: VA expenditures are reported as of 9/30 of the previous year.			
The number of federal dollars per veteran entering the Arizona economy (expressed as dollars per Veteran per year)	5,045	5,196	5,352
Explanation: Expressed in terms of actual dollars; no "multiplier effect" has been included in the reported figure.			
Total federal dollars (military retiree pay for veterans residing in Arizona, VA expenditures in Arizona, and Veterans Employment Funding in Arizona from the Department of Labor) entering the Arizona economy. (expressed in BILLIONS of dollars.)	2.85	2.96	3.08
Explanation: Total federal funds resulting from the veteran population. Expressed in terms of actual dollars; no "multiplier effect" has been included in the reported figure.			
Administration as a percentage of total agency budget	6.0	4.0	4.1

- ◆ **Goal 3** To recruit, develop, and retain a capable and responsible staff dedicated to excellent customer service

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of agency staff turnover (covered positions) as reported by the Arizona Department of Administration	41.95	40	40

VSA 2.0 Program Summary

VETERANS' CONSERVATORSHIP / GUARDIANSHIP

Greg Sulzer, Fiduciary Division Manager

Phone: (602) 248-1554

A.R.S. §§ 14-3203, 14-3301, 14-5651, and 41-601 et. seq.

Mission:

To protect incapacitated veterans from exploitation and improve their quality of life.

Description:

The Fiduciary Division serves as appointed guardian, conservator, or representative payee for incompetent veterans, surviving spouses, and their dependent children and as personal representative for the estates of deceased veterans. The program is funded by a combination of General Fund appropriations and fees charged to clients for serving as their guardian, conservator, representative payee, or personal representative. Monthly revenues are deposited with the State Treasurer into a conservator fund, which is returned annually to the Department through the budget appropriation process.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	465.7	538.0	538.0
Other Appropriated Funds	677.3	747.5	747.5
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,143.0	1,285.5	1,285.5
FTE Positions	16.0	19.0	19.0

- ◆ **Goal 1** To maximize our clients' quality of life through the delivery of fiduciary services to our clients.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of annual reports of guardian submitted by the due dates	98	100	100
Number of client visits	3,245	3,500	3,500

- ◆ **Goal 2** To maintain unrestricted fiduciary certification from the Arizona Supreme Court.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Certified private fiduciary to client ratio	1:72	1:50	1:50
Human service specialist to client ratio	1:35	1:45	1:45

- ◆ **Goal 3** To acquire and control client assets, invest and expend client funds prudently, and to accurately and timely report client financial transaction to the courts.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of annual accountings submitted by the due dates	99	100	100
Percent of annual accountings approved on first submission	98	100	100

- ◆ **Goal 4** To increase the number of clients served.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Active caseload at end of fiscal year	363	370	380
Decedent caseload at end of fiscal year	53	50	45

- ◆ **Goal 5** To increase the aggregate amount of clients' assets managed.

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Aggregate amount of protected clients' assets at end of fiscal year (in millions)	30	30	30

VSA 3.0

Program Summary

VETERANS' SERVICES

Mike Klier, Deputy Director

Phone: (602) 255-3373

A.R.S. §§ 41-603 et. seq.

Mission:

To serve Arizona veterans and their families with information and assistance in securing their rightful benefits provided by state and federal law.

Description:

The Veterans' Services Division provides a network of Veterans Benefits Counselors (VBCs) who give information, counsel, and assistance to veterans, their dependents, and survivors in matters pertaining to federal and state benefits earned by honorable service in the armed forces of the United States. There are offices located in Flagstaff, Kingman, Lake Havasu City, the metropolitan Phoenix area, Prescott, Sierra Vista, Tucson, and Yuma. VBCs travel to all 15 Arizona counties, developing and filing claims for federal and state benefits in areas of disability, pension, insurance, burial, education, home loan, social security, and other social services.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,997.6	3,129.2	3,129.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	2,997.6	3,129.2	3,129.2
FTE Positions	45.0	55.0	55.0

- ◆ **Goal 1** To increase the VA monetary awards generated by claims and appeals filed by Veterans Benefits Counselors.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Monetary awards reported on claims and appeals filed by the state veterans' benefits counselors on behalf of Arizona veterans (expressed in millions of dollars for award the Department expects to receive)	136.3	140.4	144.6

- ◆ **Goal 2** To achieve the highest level of customer satisfaction in regards to services being offered and how those services are delivered.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percentage of customers rating the overall delivery of services as 1 to 3, using a 1-5 scale where 1 represents "Extremely Satisfied" and 5 represents "Extremely Dissatisfied."	92	93	94

Explanation: The survey has been redesigned with a numeric score.

VSA 4.0

Program Summary

STATE VETERANS' HOMES

Thomas Creager, Acting Administrator

Phone: (602) 248-1591

A.R.S. § 41-608.01

Mission:

To serve America's heroes by providing compassionate, professional care in a comfortable home-like environment.

Description:

The Arizona State Veteran Home (ASVH) provides integrated health services in order to maximize the quality of life for each resident and to allow residents to function at their highest level. There are 150 beds designated as skilled nursing care and 50 beds for a specialized wandering/dementia unit. Programs are aimed at meeting long-term and short-term health care needs and encouraging wellness through preventive and rehabilitative services offered.

Funding and FTE

Summary: (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,237.1	2,855.0	2,855.0
Other Appropriated Funds	13,577.3	13,743.8	13,743.8
Other Non Appropriated Funds	894.4	78.0	78.0
Program Total	17,708.8	16,676.8	16,676.8
FTE Positions	247.0	247.0	247.0

- ◆ **Goal 1** To achieve recognition for innovation and excellence in long term care.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
DHS quality rating achieved.	C	A	A

- ◆ **Goal 2** To maintain financial self-sufficiency, operating the facility without the use of Arizona taxpayer funds.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average annual occupancy rate (in percent)	87.5	90	92.5
Annual cost of temporary (registry) staff (in thousands of dollars)	674	160	60
Average cost per patient day (in dollars)	274	271	232

Explanation: Ancillary and salary costs for ASVH divided by the total census days.

VSA 5.0

Program Summary**STATE VETERANS' CEMETERIES**

Mike Klier, Deputy Director

Phone: (602) 255-3373

A.R.S. § 41-601.D

Mission:

To provide a final resting place that honors the memory of Arizona veterans and their dependents.

Description:

The Southern Arizona Veterans Memorial Cemetery (SAVMC) opened in December 2002 and was designed to meet the needs of southern Arizona veterans for the next 30 years. ADVS applied to the U.S. Department of Veteran Affairs in 2007 for a grant to build additional state cemeteries needed to serve the state's veteran population. ADVS is actively working with the VA to determine the most beneficial placements of these cemeteries.

Funding and FTE**Summary:** (Thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	277.5	279.1	279.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	51.7	184.5	184.5
Program Total	329.2	463.6	463.6
FTE Positions	6.0	6.0	6.0

- ◆ **Goal 1** To plan for cemetery construction required to meet the needs of Arizona veterans and their eligible dependents.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of casketed burials for both veterans and dependents (expressed as vets/dependents)	136/41	215/43	147/48

Explanation: In FY 2009, there will be 70 additional interments expected from the Calvary Soldier Relocation Project.

Number of columbarium inurnments (expressed as veterans/dependents)	179/46	186/47	198/50
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VTA 0.0

Agency Summary

VETERINARY MEDICAL EXAMINING BOARD

Jenna Jones, Executive Director

Phone: (602) 542-8150

A.R.S. § 32-2201

Mission:

To protect the health, safety, and welfare of Arizona citizens as well as the welfare of animals by the regulation of veterinarians, veterinary technicians, veterinary premises, and animal crematories.

Description:

The Board consists of nine members appointed by the Governor for five-year terms. The Board is responsible for licensing veterinarians, certifying veterinary technicians, licensing veterinary medical premises, and licensing animal crematories. The Board administers examinations for veterinarians and veterinary technicians, inspects all fixed locations for veterinary medical premises and animal crematories, investigates complaints and violations, and takes appropriate regulatory disciplinary action to ensure the public's protection.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	449.5	468.3	468.3
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	449.5	468.3	468.3
FTE Positions	5.5	5.5	5.5

Strategic Issues:

Issue 1 Access to public information via web site.

The Agency plans to make information available to the public on its web site. Resources will be requested to accomplish this goal in FY 2008, depending on the availability of funding. Some additons to the website were accomplished in FY2008. Due to budget sweeps in FY09, no further enhancements will be made as no funding is available.

Issue 2 Information Technology

The Agency has recently converted its database from Paradox to a more current and user-friendly database program. With this update we will be able to tie our website to it to allow the public quick access to license verification and disciplinary actions. To date the funding has been unavailable to move forward with this project. It is our goal to continue to cut costs and thus allow us to enhance and improve the database to make it more time and cost efficient for our office and make the website tie in possible. In addition we would like to incorporate online license renewals but again, funding will need to be considered. Due to the budget sweeps in FY09, no further IT enhancements will be completed as funding is not available. The database and website provide licensure information to the public but disciplinary information will not be available and on line renewals are not an option at this time due to funding constraints.

Issue 3 Replace outdated computer equipment in order to be compatible with new software.

The Agency plans to replace computer equipment and add software where needed so that Agency personnel will be able to more efficiently use and access the new database program. Again, to this point the funding has not been available to make this possible. The goal is to accomplish this is FY2008. Part of this was accomplished in FY2008 however it was not completed. Due to funding sweeps in FY2009, no additional updates will be possible.

- ◆ **Goal 1** To license veterinarians, veterinary technicians, and premises in accordance with mandated timeframes.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of calendar days	60	60	60

from receipt to granting of license			
Veterinary applications processed	166	140	130
Veterinary technicians certified	58	90	50
Administration as a % of total cost	7	7	7
Total number of premise renewals	0	560	0
Total number of veterinarians licensed annually, including renewals	1,968	1,800	1,800
Total number of veterinary renewals	11	1,600	5
Total number of technician renewals	23	525	10
Total certified technicians	692	750	760

- ◆ **Goal 2** To rapidly investigate complaints and provide enforcement to protect the public from incompetent service and unprofessional and unethical conduct.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of complaints docketed	74	85	80
Number of complaints resolved	73	80	60
Disciplinary actions	42	50	50
Average number of calendar days from receipt of complaint to resolution	70	80	90
Number of annual investigations conducted	135	150	120
Number of investigations resulting in enforcement action	42	50	40

- ◆ **Goal 3** To ensure that licenses are granted to competent professionals with high standards of professional and ethical conduct.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of Disciplinary actions to number of licensed veterinarians	2	3	3
Percent of customers responding excellent or good on customer satisfaction survey	95	90	90

- ◆ **Goal 4** To ensure that the rules developed to license pet crematory facilities are met when licensing and thereafter.

WCA 0.0

Agency Summary

DEPARTMENT OF WATER RESOURCES

Herb R. Guenther, Director

Phone: (602) 771-8500

A.R.S. §§ 45-101 et seq.

Mission:

To ensure a long-term, safe, sufficient, and secure water supply for the State; to develop public policies which promote the efficient use and equitable distribution of water in an environmentally and economically sound manner; and to promote the management of floodplains and dams to reduce loss of life and damage to property.

Description:

The Department of Water Resources (DWR) was established in 1980 to administer all state water laws except those laws relating to water quality. Primary responsibilities include implementing the Groundwater Code, supporting the adjudication of water rights, ensuring the safety of dams, managing floods, implementing surface water laws, surveying water resources statewide, and assessing water quality in conjunction with the Department of Environmental Quality.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ AGENCY SUPPORT	6,707.1	6,685.7	6,689.7
➤ WATER RESOURCES AND STATEWIDE PLANNING	34,610.9	49,765.3	47,765.3
➤ DAM SAFETY AND FLOOD WARNING	1,313.9	1,485.6	1,485.6
Agency Total:	42,631.9	57,936.6	55,940.6

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	22,330.8	17,858.1	22,762.1
Other Appropriated Funds	4.7	8,019.1	1,119.1
Other Non Appropriated Funds	20,296.4	32,059.4	32,059.4
Program Total	42,631.9	57,936.6	55,940.6
FTE Positions	235.8	275.5	275.5

Strategic Issues:

Issue 1 *Protection of Arizona's interest in the Colorado River.*

The Department of Water Resources represents the State in negotiations with other lower basin states (California and Nevada), as well as all basin states, the federal government and Mexico. These negotiations include resolution of issues such as California overusing its allocation, Nevada soon growing beyond its allocation, surplus definition and allocation criteria, interstate water banking, endangered species, salinity control and how Mexican treaty rights to quality and quantity of water will be met.

Issue 2 *Streamline Agency programs and enhance water resource data through the use of internet-based application processes and access to data.*

Utilize internet-based applications to provide access to Agency data (water rights, well drilling and maps, and other imaged records) to interested parties in both the public and private sectors.

WCA 1.0

Program Summary

AGENCY SUPPORT

Herb R. Guenther, Director

Phone: (602) 771-8500

A.R.S. §§ 45-103, 45-105

Mission:

To provide the Agency with efficient and cost effective centralized services to assist the Agency in meeting its goals.

Description:

General Services provides the management support necessary to manage the Agency efficiently. This program includes the following functional areas: budget, personnel, fiscal services, payroll, purchasing, mail delivery, copying, facilities and sub motor pool. The Agency's centralized data management functions provided through the Management Information Services subprogram are also a component of this program.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	5,919.2	1,732.6	5,036.6
Other Appropriated Funds	0.0	3,300.0	0.0
Other Non Appropriated Funds	787.9	1,653.1	1,653.1
Program Total	6,707.1	6,685.7	6,689.7
FTE Positions	35.3	40.0	40.0

- ◆ **Goal 1** To provide timely, accurate and courteous ancillary management services to all customers.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of employees compliant with OSHA training and State loss control guideline requirements	100	100	100
Percent of agency staff indicating satisfaction with the availability and condition of motor pool equipment	100	100	100
Percent of customers indicating satisfaction with the accuracy, timeliness and courtesy of mail distribution	97	97	97

- ◆ **Goal 2** To assure that vendors and employees receive proper payments in a timely manner.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of vendors indicating satisfaction with the accuracy and timeliness of payments processed	96	96	96

- ◆ **Goal 3** To provide the Agency with timely financial reports that comply with State and federal regulations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of financial reports distributed to users within seven days after month-end cut-off	88	88	88

- ◆ **Goal 4** To provide all Agency managers and supervisors with human resources support in the areas of personnel recruiting, training and employee relations.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of managers and supervisors indicating satisfaction with the services provided	98	98	98

- ◆ **Goal 5** To provide employees with direction in recruitment, training, grievance avoidance, grievance corrective action and employee relations counseling.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of employees indicating satisfaction with the services provided	98	98	98

- ◆ **Goal 6** To develop business database systems and applications

capable of collecting, organizing, maintaining and displaying the data required to meet the needs of the Agency and its constituents.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of users satisfied with Relational Database Management System client-server applications	100	100	100

- ◆ **Goal 7** To provide a stable and secure network and desktop computing environment, reliable telecommunication services and technical support on all Agency hardware and software used by our customers.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of time servers are available during normal business hours	99	99	99
Average number of minutes per month that customers cannot access data because the system is not functioning properly	60	60	60
Computer systems developed/maintained	96	96	96

WCA 2.0

Program Summary

WATER RESOURCES AND STATEWIDE PLANNING

Herb R. Guenther, Director

Phone: (602) 771-8500

A.R.S. Title 45

Mission:

To ensure a long-term, safe, sufficient and secure water supply for the State; to develop public policies which promote the efficient use and equitable distribution of water in an environmentally and economically sound manner.

Description:

This program is responsible for managing all surface water rights and groundwater rights. Included in this program are the development and implementation of water management plans and regulation of water use, collection of data necessary for management of the water supply, and support in the adjudication of water rights. Representation of the State on interstate water issues and provision of technical assistance to water users in the State are important program functions.

This Program Contains the following Subprograms:

- ▶ Groundwater Management
- ▶ Surface Water Administration and Adjudication
- ▶ Colorado River Management
- ▶ Statewide Planning
- ▶ Hydrology

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	15,485.6	15,081.6	16,681.6
Other Appropriated Funds	4.7	4,719.1	1,119.1
Other Non Appropriated Funds	19,120.6	29,964.6	29,964.6
Program Total	34,610.9	49,765.3	47,765.3
FTE Positions	189.0	222.5	222.5

Subprogram Summary

WCA 2.1

GROUNDWATER MANAGEMENT

Sandy Fabritz-Whitney, Assistant Director

Phone: (602) 771-8500

A.R.S. §§ 45-104, 45-401 et. seq.

Mission:

To achieve a long-term balance of water supply and demand on behalf of the citizens of Arizona by comprehensively managing, preserving and enhancing the groundwater supplies of the State.

Description:

This subprogram is responsible for development and implementation of groundwater management plans, regulations and grant programs designed to reduce groundwater use to meet the goals of the Active Management Areas (AMAs). This subprogram includes the management of groundwater rights, well drillers, well construction and registries, and the measurement and monitoring of groundwater use and supplies throughout the State.

Funding and FTE

Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	6,440.7	6,984.3	7,484.3
Other Appropriated Funds	4.7	1,619.1	1,119.1
Other Non Appropriated Funds	2,387.0	2,510.7	2,510.7
Program Total	8,832.4	11,114.1	11,114.1
FTE Positions	100.6	132.9	132.9

- ◆ **Goal 1** To promote water conservation, groundwater recharge and the use of renewable resources in a fair and equitable manner, and to prevent unauthorized uses by developing groundwater rules and management plans in conjunction with stakeholders to make progress toward the goals of the Active Management Areas (AMAs).

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Per capita water use in the Active Management Areas (in acre feet)	2.74	2.74	2.74
Percent of water stored to groundwater pumped within the AMA's	25	25	25
Cumulative annual capacity of recharge projects permitted (in thousands)	1,700.00	1,700.00	1,700.00
Percent of surface water to total water used in CAP service area	75	75	75

- ◆ **Goal 2** To maintain a complete and accurate record of groundwater rights and uses in AMAs, irrigation non-expansion areas (INAs) and a registry of wells statewide.

Performance Measures

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of annual withdrawal reports voluntarily returned	96	96	96
Requests for new production wells (Notices of Intent) granted	7,100	7,100	7,100

WCA 2.2 **Subprogram Summary**

SURFACE WATER ADMINISTRATION AND ADJUDICATION

Herb Guenther, Director

Phone: (602) 771-8500

A.R.S. §§ 45-104, 45-151 et. seq.

Mission:

To ensure a long-term, sufficient and secure water supply for the State by promoting, allocating and comprehensively managing in an environmentally and economically sound manner the rights and interests of the state's surface water resources for the citizens of Arizona.

Description:

This subprogram is responsible for issuing permits for the right to use surface water (excluding the Colorado River). The subprogram also maintains accurate water rights registries, and records of hydrologic conditions to aid in effective management and planning of the state's surface water supplies. This subprogram also provides technical and administrative support to the Arizona courts presiding over the general adjudication of water rights in Arizona. Due to budgetary restraints this subprogram was eliminated for FY 2003 and subsequent years. Statutorily mandated activities were transferred to other subprograms.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,122.6	1,553.5	2,053.5
Other Appropriated Funds	0.0	500.0	0.0
Other Non Appropriated Funds	11.7	9.7	9.7
Program Total	2,134.3	2,063.2	2,063.2
FTE Positions	24.0	21.3	21.3

- ◆ **Goal 1** To maintain a complete and accurate registry of surface water claims and rights and to process new applications to appropriate surface water. To support Agency priorities by providing timely responses to public and intra-agency requests for information regarding surface water rights.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Applications processed to appropriate surface water	0	0	0
Percent of public and intra-agency information requests met within Agency time frames	0	0	0
Reduction of protested surface water permit applications	0	0	0

- ◆ **Goal 2** To provide accurate and timely analysis of water rights claims and to provide high quality statewide water resource data, reports and assessments in support of the adjudication courts, high priority Agency projects and statewide planning.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of adjudication court assigned studies completed by established deadlines	0	0	0

WCA 2.3 **Subprogram Summary**

COLORADO RIVER MANAGEMENT

Perri Benemelis, Manager

Phone: (602) 771-8500

A.R.S. §§ 45-104, 45-105(A)(2), 45-107

Mission:

To promote, allocate, protect and comprehensively manage in an environmentally and economically sound manner the rights and interests of Arizona to Colorado River water resources for the citizens of Arizona.

Description:

The subprogram is responsible for negotiating with other states, Indian tribes and the federal government on issues relating to the allocation, uses and protection of Arizona's entitlement of Colorado River water. The subprogram collects and evaluates data and information to support the preparation of recommendations regarding the protection and allocation of Colorado River water. The subprogram monitors and participates in the resolution of environmental issues arising out of the Endangered Species Act designations within the Lower Colorado River Basin.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	503.6	450.9	650.9
Other Appropriated Funds	0.0	200.0	0.0
Other Non Appropriated Funds	224.9	5.9	5.9
Program Total	728.5	656.8	656.8
FTE Positions	5.0	5.0	5.0

- ◆ **Goal 1** To effectively target and expend resources to earn credits that will enable the program to carry out the goals set forth in the Authority's enabling legislation.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of funds expended	90	90	90

- ◆ **Goal 2** To recharge Arizona's unused Colorado River water entitlement as funding and facilities permit.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of unused entitlement recharged	95	95	95

- ◆ **Goal 3** To analyze and recommend to the Department of the Interior (DOI) the allocation and provisions for contracting of Colorado River water and Central Arizona Project (CAP) water.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of recommendations for water allocations presented to and accepted by the DOI	100	100	100
Percent of recommendations for provisions for contracting presented to and accepted by the DOI	90	90	90

- ◆ **Goal 4** To protect the interest of Arizona Colorado River water users by advocating policies that promote maximum short-term and long-term beneficial use of Colorado River supplies.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of satisfaction of the Agency's internal and external clients with regard to the quality and success of water management policies advocated by the State	95	95	95
Percent of Arizona's annual entitlement to Colorado River water beneficially used	100	100	100

WCA 2.4 **Subprogram Summary**
STATEWIDE PLANNING

Tom Carr, Assistant Director
Phone: (602) 771-8500
A.R.S. §§ 45-104, 45-105

Mission:

To propose water management strategies to preserve and enhance water supplies of the State in an environmentally and economically sound manner on behalf of, and in partnership with, the citizens of Arizona.

Description:

This subprogram includes data collection and analysis to describe water supply and demand conditions throughout Arizona. Planning investigations performed in this subprogram lead to actions to develop, protect and preserve the water supplies for the State.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	2,644.1	3,096.5	3,296.5
Other Appropriated Funds	0.0	2,200.0	0.0
Other Non Appropriated Funds	16,498.3	27,358.3	27,358.3
Program Total	19,142.4	32,654.8	30,654.8
FTE Positions	17.1	25.0	25.0

- ◆ **Goal 1** To support Authority members by providing accurate, timely information on credits earned and available, Water Bank activity, amounts of water recharged, available funds and other matters that affect operation of the Water Bank.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of authority members expressing satisfaction with staff activity	100	100	100

- ◆ **Goal 2** To target and expend Water Protection Funds to protect and preserve the flow and quality of water in the streams of Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
New projects funded and contracts written	25	25	25
Grants that achieve the stated objectives of the Water Protection Fund Commission	100	100	100
Miles of stream benefited by capital improvements	60	60	60
Community-based plans developed	4	4	4
Research projects funded	4	4	4
Ongoing contracts monitored through site visits	25	25	25
Water Protection Fund grants available in a timely manner	90	90	90

- ◆ **Goal 3** To assess and report information on statewide water resource demands and supplies.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Groundwater basin reports produced that profile current and future water supplies and demands, that describe the geologic and hydrologic conditions and that analyze the chemical quality of the water supplies	18	18	18

- ◆ **Goal 4** To develop strategies that address water resource issues statewide.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Technical assistance projects provided to areas outside AMAs that request support in quantifying and improving management of the area's water resources	12	12	12

Number of rural water studies initiated 4 4 4

- ◆ **Goal 5** To manage contaminated water at groundwater contamination sites in Arizona.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Permit applications reviewed	1,000	1,000	1,000
Draft and final well inspection rule packages submitted	0	0	0

WCA 2.5 **Subprogram Summary**
HYDROLOGY

Frank Corkhill, Assistant Director
Phone: (602) 771-8500
A.R.S. §§ 45-104, 45-105

Mission:

To provide the Agency and citizenry with accurate data collection, professional analyses and timely dissemination of water resources information to ensure that public policy is based on sound technical analysis.

Description:

This subprogram is responsible for the collection of surface and groundwater data statewide. Information is analyzed and disseminated in the form of technical documents, report publication and special studies of critical areas. Technical assistance and hydrological reviews are provided to all areas of the Agency, local water users and state and federal governments.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	3,774.6	2,996.4	3,196.4
Other Appropriated Funds	0.0	200.0	0.0
Other Non Appropriated Funds	-1.3	80.0	80.0
Program Total	3,773.3	3,276.4	3,276.4
FTE Positions	42.3	38.3	38.3

- ◆ **Goal 1** To ensure that the Agency and the general public have access to the most accurate and current water resources information available.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Hydrologic Map Series data and modeling reports generated with accurate and timely dissemination	8	8	8
Customer satisfaction rating for Hydrology (scale of 1-8)	8	8	8

- ◆ **Goal 2** To conduct special investigations of critical groundwater areas to ensure that management decisions have a sound technical justification.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Permits reviewed and issued for assured and adequate water supply within statutory deadlines	250	250	250

- ◆ **Goal 3** To develop spatial database systems and applications capable of collecting, organizing, maintaining and displaying the data required to meet the needs of the Agency and its constituents

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of users satisfied with the use of map products	100	100	100
Percent of users satisfied with desktop GIS tools support	100	100	100

WCA 3.0

Program Summary

DAM SAFETY AND FLOOD WARNING

Mike Johnson, Manager

Phone: (602) 771-8500

A.R.S. §§ 45-1401 et. seq., 45-1501 et. seq.

Mission:

To promote the management of floodplains and dams to reduce loss of life and damage to property.

Description:

This program is responsible for inspection and review of non-federal jurisdictional dams for compliance with safety standards, providing assistance to local flood management programs in the administration of the federal National Flood Insurance Program and designing statewide flood warning systems.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	926.0	1,043.9	1,043.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	387.9	441.7	441.7
Program Total	1,313.9	1,485.6	1,485.6
FTE Positions	11.5	13.0	13.0

- ◆ **Goal 1** To promote appropriate management of floodplains by evaluating the compliance of the 105 subscribing communities with NFIP and State statutes at least once every five years and by providing technical assistance as requested.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of community assistance visits completed	15	15	15

- ◆ **Goal 2** To design and construct a statewide high-speed data collection and dissemination network.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent completeness of the construction (and/or operational status) of the communications network	100	100	100

- ◆ **Goal 3** To bring dams into compliance with State laws and dam safety guidelines.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of dams classified in a non-emergency unsafe condition	13	13	13
Number of dams within jurisdiction	265	265	265
Determination of jurisdictional status of unregistered dams	5	5	5

- ◆ **Goal 4** To assure that dam design, construction, operation and maintenance are in compliance with State laws and current dam safety guidelines.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of High Hazard Potential Dam Inspections as a percent of standard	100	100	100
Number of Significant Hazard Potential Dam Inspections as a percent of standard	100	100	100
Number of Low Hazard Potential Dam Inspections as a percent of standard	100	100	100
Cost per O&M inspection (in dollars)	950	950	950
Number of Construction Inspections	100	100	100

WMA 0.0

Agency Summary

DEPARTMENT OF WEIGHTS AND MEASURES

Seth Mones, Director

Phone: (602) 771-4923

A.R.S. § 41-2051

Mission:

To ensure equity and accuracy and the effective communication of weight and measurement standards and to promote clean air through regulation of petroleum products and dispensing systems within the Arizona marketplace.

Description:

The Department of Weights and Measures ensures that commercial devices used for the sale or use of items by weight or measure are correct and accurate for their intended use, houses and maintains the state's primary standards, prevents unfair dealing by weight or measure in commodities sold and purchased in this state, ensures proper labeling of products sold by weight or measure, ensures pricing of all commodities is in conformance with state law and rules, and licenses weighmasters and registered service agencies and their employees who are responsible for weight certification and calibration of devices in the marketplace. The Department also regulates two petroleum-related environmental programs: Oxygenated Fuel and Vapor Recovery. The major stakeholders of the Agency are all people who buy, sell, service, or receive items, commodities, or services by weight, measure, or count within Arizona.

Agency Summary:

	(\$ Thousands)		
Program	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
➤ GENERAL SERVICES	1,736.6	1,917.6	1,940.7
➤ AIR QUALITY OXYGENATED FUEL	892.3	885.4	885.4
➤ VAPOR RECOVERY	595.7	657.5	657.5
Agency Total:	3,224.6	3,460.5	3,483.6

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,603.4	1,593.6	1,616.7
Other Appropriated Funds	1,621.2	1,866.9	1,866.9
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	3,224.6	3,460.5	3,483.6
FTE Positions	41.9	41.9	41.9

Strategic Issues:

Issue 1 *Number of retail sites and products is growing faster than the compliance program.*

As the state continues to expand in both population and retail sites/products, the number of Department inspectors needs to be increased to maintain a regulatory presence. The Department has implemented a change from program orientation to a district system for its inspectors. In addition, the Department has or will be implementing several measures to increase inspection productivity: (1) continued automation of paperwork, (2) implementation of an enhanced RSA program to reduce follow-up inspections, (3) initiating a strong corporate education program, and (4) increasing public awareness, resulting in increased voluntary compliance. Though these innovations will result in increased inspections, they are not enough to keep up with the growth of inspection sites and products. Therefore, additional inspectors may be necessary to maintain a regulatory presence

WMA 1.0

Program Summary

GENERAL SERVICES

Seth Mones, Director

Phone: (602) 771-4923

A.R.S. §§ 41-2051 et. seq.

Mission:

To ensure through systematic licensing, compliance and prompt regulatory actions that both buyer and seller receive and sell a fair weight or measure within Arizona; certify testing standards and equipment; house the State's primary standards; and provide customer service and public information to all stakeholders.

Description:

The program's responsibility is to ensure that weighing and measuring devices are correct and accurate for their intended use; to prevent unfair dealing by weight or measure in commodities sold and purchased in this state; to provide standards and uniformity for weighing and measuring equipment; to ensure that petroleum products sold are properly represented through sampling and testing procedures; to ensure that retailers represent their prices accurately and appropriately; to ensure that all testing standards used by registered service agencies as well as those requested to be calibrated by industry meet national requirements; to ensure that all licenses are processed within required timeframes and that licensees adhere to required laws and rules; and to ensure that all stakeholders receive pertinent information relative to weights and measures programs and receive quality customer service.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	1,603.4	1,593.6	1,616.7
Other Appropriated Funds	133.2	324.0	324.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	1,736.6	1,917.6	1,940.7
FTE Positions	24.9	24.9	24.9

◆ Goal 1 To meet targeted compliance rates for all major inspection programs

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of dispensing device inspections.	22,544	22,600	22,650

◆ Goal 2 To license all retailers who use commercial weighing devices; weighmasters who certify weight; and companies who install, service, or test weighing and measuring devices.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Average number of days to process applications.	5	5	5

◆ Goal 3 To control administration as a percent of total cost.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Administration cost as percent of total cost.	9.1	9.1	9.1

◆ Goal 4 To achieve a customer satisfaction rating of 4.7 (on a scale 1-5).

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Customer satisfaction	4.7	4.7	4.7
Explanation:	The Department has devised a program to conduct an external customer satisfaction survey that does not require an expense by the Department; i.e., survey cards are inserted in licensing invoices so that customers may return the survey card with their payment, and the Department is in the process of adding a customer survey card to our website.		

◆ Goal 5 To improve customer service.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
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Number of days to respond to consumers that place a complaint with the Department.	8	10	9
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WMA 2.0

Program Summary

AIR QUALITY OXYGENATED FUEL

Dennis Ehrhart, Assistant Director

Phone: (602) 771-4932

A.R.S. §§ 41-2065.(A)(14)(15), (D), (E), 41-2082, and 2121

Mission:

To ensure that gasoline and diesel products sold to and used by consumers are in accordance with national and state adopted standards.

Description:

The program's responsibility is to protect the environment and the consumer by sampling and testing gasoline and diesel fuel quality and taking appropriate regulatory action. The program is also responsible for the enforcement of the Arizona Cleaner Burning Gasoline (AzCBG) program which involves the registration and regulation of the registered suppliers, blenders, and transporters of AzCBG.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	892.3	885.4	885.4
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	892.3	885.4	885.4
FTE Positions	8.5	8.5	8.5

- ◆ **Goal 1** To monitor quality of gas and diesel products through the collection and analysis of fuel samples.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Non-CBG samples tested.	745	650	780
AzCBG samples tested.	436	350	450

- ◆ **Goal 2** To register all suppliers of AzCBG and maintain 100% compliance in reporting.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Registered suppliers.	46	50	46

- ◆ **Goal 3** To improve customer service.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of days to respond to consumers that place a complaint with the Department.	8	10	9

- ◆ **Goal 4** To increase the efficiency of the fuel sampling and testing program expand the use of technology.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Number of samples sent to the laboratory for analysis.	928	250	246

WMA 3.0

Program Summary

VAPOR RECOVERY

Dennis Ehrhart, Assistant Director

Phone: (602) 771-4932

A.R.S. §§ 41-2065(A)(4), 41-2131 to 41-2134

Mission:

To proficiently manage Arizona's mandated vapor recovery program as required by statutes and rules enacted to comply with the Environmental Protection Agency (EPA) Clean Air Act.

Description:

The program's responsibility is to ensure that vapor recovery systems are installed in all required motor gasoline dispensing facilities and that installations are in compliance with state and EPA requirements. Vapor Recovery funding, FTE positions, and performance measures are now included as part of the Air Quality Fund and not as a separate program.

Funding and FTE Summary: (Thousands)	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	595.7	657.5	657.5
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	595.7	657.5	657.5
FTE Positions	8.5	8.5	8.5

- ◆ **Goal 1** To ensure that facilities install vapor recovery systems meeting equipment and performance requirements.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Facilities inspected - annual test.	1,144	1,100	1,150
Number of unannounced compliance inspections	389	399	409

- ◆ **Goal 2** To ensure existing vapor recovery facilities comply with operation and maintenance standards.

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate
Percent of facilities inspected annually that are in compliance.	88	87	89



Glossary

Budget terms

90/10 - Professional and occupational regulatory agencies funded through the collection of fees and the issuance of licenses. These agencies retain 90% of the fees collected annually in separate agency fund accounts and deposit 10% of the fees collected into the *General Fund*.¹

Accountability - Monitoring, measuring and evaluating the performance and progress of policies, plans and programs to ensure that results are achieved.

actual expenditures - Expenditures made in the prior *fiscal year* as reported in the State of Arizona Annual Financial Report, including *Personal Services*, *Employee-Related Expenditures*, *All Other Operating Expenditures* and all special line items as authorized by the Legislature.

administrative adjustments - Adjustments made to reflect expenditures made by an agency after the close of the *fiscal year*. Administrative adjustments include the time period from the close of the 13th month to June 30 of the next fiscal year.

administrative costs - Expenses associated with the support, management and oversight of services delivered pursuant to the agency or program *mission*. Typical administrative costs include those associated with accounting, human resources, budgeting, strategic planning, public information, auditing, executive management, etc.

All Other Operating Expenditures (AOOE) - Category of expenditure accounts that include Professional and Outside Services, In-State Travel, Out-of-State Travel, Food, *Other Operating Expenditures*, and *Equipment*.

Annual Budget Unit - Agencies that are required, pursuant to Laws 2002, Chapter 210, to submit annual budget requests. There are 17 such agencies; the remaining State agencies are biennial budget units.

annualization - An adjustment, made to the current year funding base as part of the agency budget request, that will allow a partially funded program to operate for a full year.

appropriated fund - The Legislatively mandated segregation of funds. It is used and monitored by the *General Accounting Office* as a separate self-balancing set of accounts.

Arizona Administrative Code - State agency rules of practice setting forth the nature and requirements of all formal procedures available to the public.

Arizona Financial Information System (AFIS) - The State-wide accounting system maintained by the Department of Administration.

AHCCCS - The Arizona Health Care Cost Containment System – the State’s Medicaid program – designed to deliver quality managed health care to qualifying individuals

Arizona Revised Statutes (A.R.S.) - The laws governing the State of Arizona.

base budget - An adjusted budget base that reflects the current year appropriation, amended to include changes for *standard operating adjustments*.

below-the-line items - See *special-line items*.

biennial budgeting - A process that estimates revenues and expenditures for a two-year period.

block grant - Allocations of federal money to a state or its subdivisions in accordance with a distribution formula prescribed by law or administrative regulation, for activities of a continuing nature within a restricted subject area (e.g., social services, maternal and child health, and child-care).

budget - A financial plan that estimates the revenues and expenditures for a given period of time. (SEE ALSO: *capital outlay* and *operating budget*.)

budget program - Functions and activities of a *budget unit* or within a budget unit that are pre-planned to fulfill a distinct *mission*.

Budget Reform Legislation - Refers to the provisions contained in Laws 1993, Chapter 252; Laws 1994, Chapter 218; Laws 1995, Chapter 283; Laws 1996, Chapter 339; Laws 1997, Chapter 210, and Laws 2002, Chapter 210.

budget unit - A department, commission, board, institution or other State organization receiving, expending, disbursing or incurring obligations against State funds.

capital outlay - Expenditures for upkeep, preservation, development, improvement or acquisition of lands, buildings or certain associated equipment.

Capital Outlay Stabilization Fund (COSF) - A fund into which rent monies collected from agencies occupying State-owned rental space are deposited. The monies partially offset building operating and maintenance costs.

¹ Italicized terms are defined in this Glossary.

categorical eligibility - Automatic eligibility for certain federal-State matched public assistance programs, based on criteria established in federal law. Admission to a program (e.g., Medicaid) is mandatory to certain groups of beneficiaries who meet the legal criteria for eligibility to the specified program.

categorical programs - A broad category of joint federal-State public assistance programs that provide financial assistance to individuals or that may subsidize a particular activity (e.g., Medicaid pays for medical services on behalf of certain groups of low-income persons).

certificate of participation (COP) - A financing tool used by the State for the acquisition and construction of State facilities.

classification salary adjustment (CSA) - The review of positions within a specific class to determine whether a change in class or salary is warranted. A CSA is conducted by the Personnel Division of the Department of Administration.

comptroller object code - A four-digit code used within the State-wide accounting system to identify the detailed revenue or expenditure account affected by a transaction; the lowest level in the object structure or expenditure account.

continuing appropriation - An appropriation that is automatically renewed without further Legislative action, period after period, until altered or revoked or liquidated by expenditure.

cost center - The allocation of resources by functional area within an agency.

current services budget - A financial plan that incorporates the *base budget* needs of an agency and the addition of funding to support demographic growth in client caseloads and workload functions.

decision package - Category of a funding request made by State agencies. Decision package requests address funding needs associated with statutory funding formulas, entitlement caseload growth, and new statutory mandates not previously funded. In the FY 2010 budget requests, agencies were asked to categorize decision packages as either continuation budget or improvement budget.

detail fund - A fund designation used in the State-wide accounting system to segregate agency-specific activity. The balance of an *appropriated fund* is comprised of the sum of all of its detail funds.

Disproportionate Share Hospital (DSH) - A hospital that serves a disproportionate share of low-income and Medicaid patients, thereby qualifying for federal aid pursuant to Section 1923 of the Social Security Act. The federal basis for payments is either a reflection of a hospital's number of Title XIX in-patient days or a "low-income" utilization rate. States may also establish optional payment categories. Arizona

has established optional groups that include county, State and private hospitals.

efficiency - A *performance measure* that reflects productivity or the cost of providing a good or service.

Employee-Related Expenditures (ERE) - The State's contribution to an employee's benefit package. ERE include FICA; retirement; Worker's Compensation; health, dental, and life insurance; unemployment insurance; Personnel Division charges; Government Information Technology Agency charges; and uniforms for certain classes of employees.

entitlement programs - A broad category of categorical public assistance programs that provide services (e.g., cash assistance, medical services, etc.) to certain population groups (e.g., low-income families with minor children). Admission is often mandatory for qualified individuals who meet the legal eligibility criteria (e.g., individuals who are low-income and aged, blind or disabled), hence the reference "entitlement."

Equipment - In the operating budget, a specific item of expenditure divided into capitalized equipment (purchased for \$5,000 or more) and non-capitalized equipment (usually between \$300 and \$4,999).

ERE rate - The quotient of *Employee-Related Expenditures* and *Personal Services* expressed as a percentage.

expansion populations - Persons who have annual incomes of not more than 100% of the *Federal Poverty Level* and that qualify for AHCCCS benefits due to the expansion of eligibility as a result of Proposition 204.

Expenditures - See *Actual expenditures*.

federal budget neutrality - A concept intended to ensure that a waiver cannot be expected to cost the federal government more than it would have cost without the waiver. Arizona is subject to "federal budget neutrality" as part of its 100% of FPL waiver. The waiver is for a five-and-a-half-year period that began on April 1, 2001, and expires September 30, 2006.

federal funds - Amounts collected and made available to the State by the federal government, usually in the form of categorical or block grants and entitlements.

Federal Insurance Contribution Act (FICA) - Requires employees and employers to make matching contributions into the Social Security fund.

Federal Poverty Level - Refers to the poverty guidelines, in relation to income standards, as updated annually in the FEDERAL REGISTER by the U.S. Department of Health and Human Services.

Federal Waiver Program - Experimental, pilot or demonstration projects that, in the judgment of the Secretary of the

U.S. Department of Health and Human Services, are likely to assist in promoting the objectives of the Medicaid Statute. Projects approved under this authority are referred to as “waiver” programs.

fiscal year - The State’s yearly accounting period beginning July 1 and ending June 30. (The federal fiscal year begins October 1 and ends September 30.)

FPL - SEE *Federal Poverty Level*

full-time equivalent (FTE) position - A position budgeted at 2,080 hours per year.

fund - An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities, which are segregated for the purpose of carrying on specific activities in accordance with limitations, restrictions or regulations.

fund balance - The excess of the assets of a fund over its liabilities and reserves.

General Accounting Office (GAO) - A division of the Department of Administration that provides diverse State-wide financial services and ensures compliance with related *statutes* and rules.

General Fund - The primary State account into which monies are collected for the general purposes of government. The primary sources of revenues for the General Fund include sales taxes, income taxes and property taxes. The General Fund is also the major expenditure source from which agencies make payments for specified purposes.

grant anticipation note (GAN) - A federal finance tool involving bonding that can be issued by the State Transportation Board. The issuance of a GAN allows the State to fund and accelerate highway construction projects with anticipated federal monies.

inflation - An allowance made for an increase in price levels of operating expenditures from one *fiscal year* to the next.

input - A *performance measure* that identifies the amount of resources needed to provide particular products or services.

Joint Legislative Budget Committee (JLBC) - A Legislative committee consisting of the following 16 members of the Legislature: Majority Leaders of both the House and Senate; Chairs of both the House and Senate Appropriations Committees; Chair of the Senate Finance Committee; Chair of the House Ways and Means Committee; five members of the House Appropriations Committee; and five members of the Senate Appropriations Committee. The JLBC meets as often as is necessary to transact business related to fiscal management of the State’s resources.

Joint Legislative Budget Committee Staff - The Legislative counterpart to the Governor’s *Office of Strategic Planning and Budgeting (OSPB)*. The Joint Legislative Budget Committee staff is often referred to as the JLBC but should not be confused with the Legislative committee of the same name. The JLBC Staff prepares an analysis of the Executive Budget as soon as it is presented to the Legislature. The analysis includes the JLBC Staff’s recommendations for revisions in expenditures.

Joint Committee on Capital Review (JCCR) - Created by Laws 1986, Chapter 85, to establish the Building Renewal Formula, approve the creation of Building Systems, and review the State Capital Improvement Plan. The JCCR is also responsible for reviewing all construction projects before commencement of the project. The JCCR consists of the following 14 members of the Legislature: Chairs of the House and Senate Appropriations Committees, majority and minority leaders from the House and Senate, four members of the House Appropriations Committee, and four members of the Senate Appropriations Committee.

Joint Substance Abuse Treatment Program (JSAT) - Also known as “Arizona Families First,” JSAT is a substance abuse program jointly administered by the Department of Economic Security and the Department of Health Services. The program pays for services to parents, guardians or custodians whose substance abuse is a significant barrier to preserving the family. Services can also be provided to federal TANF Block Grant recipients whose substance abuse is a significant barrier to obtaining or maintaining employment.

KidsCare - The State Children’s Health Insurance Program (SCHIP), created by the passage of the Federal Balanced Budget Act of 1997 and intended to reduce the number of uninsured low-income children nationwide. Administered by AHCCCS, KidsCare is Arizona’s response to SCHIP. KidsCare, which was implemented November 1, 1998, is for children, up to age 18, where the household incomes exceeds the Title XIX eligibility limits but are below 200% of the *Federal Poverty Level (FPL)*.

lapsing appropriation - An appropriation that terminates automatically. Except for a *continuing appropriation*, an appropriation is made for a certain period of time, generally one year. At the end of this period (including an administrative adjustment period), unexpended or unencumbered balances revert to the fund from which the appropriation was made. This is also known as a “reverting appropriation.”

line item appropriation - A method of appropriation that separates the budget into specific objects of expenditure. The specific items include *Personal Services, ERE, Professional and Outside Services, In-State Travel, Out-of-State Travel, Food, Other Operating Expenditures, and Equipment*.

lump-sum appropriation - An appropriation made for a stated purpose, or for a named department, without specifying further the amounts that may be spent for specific activities or for particular objects of expenditure.

MASTER LIST - The MASTER LIST OF STATE GOVERNMENT PROGRAMS. *Budget reform legislation* requires OSPB to publish a list of programs run by or overseen by State government. Laws 2002, Chapter 210 slightly changed the format of the MASTER LIST and designated this annual submittal as the operational plan for State agencies and conformed to the budget cycles. Required information for each agency, program and subprogram includes the agency description, *mission* statement, strategic issues, and financial and *FTE* position information, as well as the description, mission statements, goals, and performance measures for all programs and subprograms. OSPB still publishes the hard copy report biennially.

means-tested program - Eligibility to a public assistance program restricted by an applicant's income or other resources specified by law. Resources include bank accounts and similar liquid assets as well as real estate, automobiles and other personal property whose value exceeds specified financial limits.

mission - A brief, comprehensive statement of purpose of an agency, program, or subprogram.

modified lump-sum appropriation - A method of appropriation in which *Personal Services*, *Employee-Related Expenditures*, *All Other Operating Expenditures* and *special-line items* are specified in the appropriations bill.

modified standard adjustment - The difference, as calculated by the agency, between the actual *Personal Services* base and the amount allocated for *Personal Services* by the agency in its expenditure plan. Any amount identified as a modified standard adjustment must be explained by the agency requesting the adjustment.

non-appropriated funds - These funds are frequently set up as Enterprise or revolving funds. These funds are considered statutorily appropriated and are not subject to the annual or biennial appropriation process.

non-lapsing appropriation - Expenditure authority that does not expire at the end of the *fiscal year*, as provided by law. (SEE *continuing appropriation*.)

object code - Refers to the accounting code structure of the ARIZONA ACCOUNTING MANUAL.

objectives - Specific and measurable targets for accomplishing goals.

Office of Strategic Planning and Budgeting (OSPB) - A State agency charged with preparing the Governor's budget guidelines and the Executive Budget recommendation for

review by the Governor. The Office also facilitates a strategic planning process for State government and is responsible for implementing many of the provisions of *budget reform legislation*. The OSPB staff is the Executive counterpart to the JLBC Staff.

one-time adjustments - Budget adjustments that must be made because of a one-time circumstance that is not continued through the next *fiscal year*. The end of a project would bring about a one-time decrease the following year.

operating budget - A plan of all proposed expenditures other than capital expenditures (SEE *capital outlay*). An operating budget is composed of various objects of expenditure, such as *Personal Services*, *ERE*, In-State Travel, etc.

operational plan - A practical action-oriented guide that directs goal-setting to achieve meaningful results with the existing resources through the shorter budget cycle period. The operational plan should provide incremental steps towards achieving the strategic long-range plan. SEE ALSO: MASTER LIST OF STATE GOVERNMENT PROGRAMS.

Other Appropriated Funds - All amounts, excluding *General Fund* amounts, appropriated by the Legislature for pre-determined uses. These are also called Special Revenue Funds, revolving funds, etc.

Other Operating Expenditures - According to the ARIZONA ACCOUNTING MANUAL, everything using a comptroller object code of 7000. This refers to operating expenditures necessary to operate a budget unit, e.g., office supplies, utilities, communication, etc.

outcome - A *performance measure* that reflects the actual results achieved, as well as the impact or benefit, of a program.

output - A performance measure that focuses on the level of activity in a particular program or subprogram.

per diem travel - Cost of meals and incidentals reimbursed to employees and board or commission members.

per diem compensation - Compensation paid to board or commission members for their work. Compensation per diem is a daily rate set statutorily.

performance accountability - A means of judging policies and programs by measuring their progress toward achieving agreed-on *performance targets*. Performance accountability systems are composed of three components: defining performance measures (including outcomes), measuring performance and reporting results.

performance measures - Used to measure results and ensure accountability. (SEE ALSO: *input*, *output*, *efficiency*, *outcome*, and *quality*.)

performance targets - Quantifiable estimates of results expected for a given period of time.

Personal Services - Line item of expenditure for salaries and wages paid to employees, elected officials and board or

commission members. Payments for leave categories, overtime and other miscellaneous earnings are also recorded in this line item.

privately owned vehicle (POV) - Those miles to be used in calculating reimbursement of staff for use of private vehicles on State business.

privatization - The opening of government markets allowing for equitable competition between the private and public sectors for the privilege of delivering services to the public.

program budgeting - A budget system that focuses on program *missions*, program achievements, and program cost effectiveness. Pursuant to *statute*, the program structure for program budgeting is governed by THE MASTER LIST OF STATE GOVERNMENT PROGRAMS structure. Program budgeting is linked to planning and accountability through alignment of the structures and merging of the planning and budget information.

program enhancement - An upward revision in the funding level of a specific program in order to enhance the level of services being provided by that program. The recent budget requests would have categorized these *decision packages* as improvement budget items.

program structure - An orderly, logical arrangement of an organization's programs and subprograms. This structure provides the framework for planning, budgeting and strategic program authorization review.

Proposition 204 Medical Program - A voter-approved AHCCCS program that expands eligibility to include individuals whose annual incomes are at or below 100% of the *Federal Poverty Level (FPL)*. The program is funded through monies received by the State from the tobacco litigation settlement.

quality - A *performance measure* that reflects the effectiveness in meeting the expectations of customers and stakeholders.

receipts - Unless otherwise defined, cash received. There are five general categories of receipts: taxes; licenses and permits; charges for services; fines and forfeitures; and other receipts that do not fall into another category.

resource allocation - Determination and allotment of resources or assets necessary to carry out strategies within the priority framework established in the goal-setting process.

revenue - Additions to assets that do not increase any liability, do not represent the recovery of an expenditure, do not represent the cancellation of certain liabilities without a corresponding increase in other liabilities or a decrease in assets, or do not represent contributions of fund capital in Enterprise and Intergovernmental Service Funds.

Risk Management - The charges assessed by the Department of Administration to guard against the risk of loss by an

individual employee or agency acting on behalf of the State of Arizona.

Strategic Program Authorization Review (SPAR) - A formal review of selected State government programs, subprograms or crosscutting functions. The SPARs determine if programs are retained, eliminated or modified.

special-line items - Specific expenditure/budgetary accounts that have been singled out through the appropriation process to provide high visibility of expenditure. Also known as *below-the-line items*.

standard adjustments - Changes that must be made to the current year's appropriation to arrive at the new year's *base budget*. Examples of standard adjustments include *annualization* of programs partially funded during the current year, *annualization* of the pay package, restoration of vacancy savings, and one-time increases and decreases.

statute - A written law, either new or revised, enacted by the Legislature or approved by the electorate on the ballot.

strategic management - Process of positioning an organization so it can prosper in the future. The overall framework within which policy development, strategic, operational, *quality* planning, budgeting, *capital outlay* planning, information technology planning, program implementation, and evaluation and accountability take place.

strategic plan - A visionary guide, based on an examination of internal and external environmental and political factors, that directs goal-setting and future resource requirements to achieve meaningful *results* over time. Strategic projections are long-range and usually cover a five-year period.

subprogram - Two or more integral components of a program that can be separately analyzed to gain a better understanding of the larger program.

standard operating adjustments - adjustments to the *base budget* that include annualization of programs partially funded by the Legislative appropriation during the current year; annualization of Legislatively authorized pay packages; restoration of vacancy savings; and one-time increases or decreases to the operating budget.

State Service - All offices and positions of employment in State government except offices and positions specifically exempted by law from the State personnel system.

tracking systems - Systems that monitor progress, compile management information and keep goals on track.

uniform allowance - An amount budgeted for specific agency employees for the cost of uniforms required by the agency.

vacancy savings - Savings generated by not filling vacant positions, by not filling newly authorized positions, or by filling a vacant position at a lower grade or step. Vacancy savings cannot be expended for any of the following purposes without the approval of the Director of the Depart-

ment of Administration: merit increases for State employees; funding for reclassified positions; and creation of new positions that exceed the total number of authorized *FTE*, as approved by the Legislature.

Acronyms

A.R.S. - Arizona Revised Statutes	AIDA - Arizona International Development Authority	CEDC - Commerce and Economic Development Commission
AAC - Arizona Administrative Code	ALTCS - Arizona Long-Term Care System	CERF - Collection Enforcement Revolving Fund
ABOR - Arizona Board of Regents	AOOE - All Other-Operating Expenditures	CHC - Community Health Center
ACJC - Arizona Criminal Justice Commission	APP - Aquifer Protection Permit	CHILDS - Children's Information Library and Data Source
ACJIS - Arizona Criminal Justice Information System	APS - Adult Protective Services	CIS - Client Information System
ACW - Arizona Center for Women	ARF - Automation Revolving Fund	CJEF - Criminal Justice Enhancement Fund
ADA - Americans with Disabilities Act	ARRT - American Registry of Radiological Technologists	CLIA - Clinical Lab Inspections Act
ADC - Arizona Department of Corrections	ASDB - Arizona School for the Deaf and the Blind	CMDP - Comprehensive Medical and Dental Plan
ADE - Arizona Department of Education	ASH - Arizona State Hospital	CMR - Classification Maintenance Review
ADJC - Arizona Department of Juvenile Corrections	ASPC - Arizona State Prison Complex	COP - Certificate of Participation
ADM - Average Daily Membership	ASRS - Arizona State Retirement System	COSF - Capital Outlay Stabilization Fund
ADMIN - Administration	ASU - Arizona State University	CPS - Child Protective Services
ADOA - Arizona Department of Administration	ASUE - Arizona State University East	CRIPA - Civil Rights of Institutionalized Persons Act
ADOT - Arizona Department of Transportation	ASUMC - Arizona State University Main Campus	CRS - Children's Rehabilitative Services
ADP - Average Daily Population	ATA - Automobile Theft Authority	CSMS - Combined Support Maintenance Shop
AERB - Agriculture Employment Relations Board	ATDA - Arizona Technology Development Authority	CSO - Correctional Service Officer
AFDC - Aid for Families with Dependent Children	AVSC - Arizona Veterans' Service Commission	CWA - Clean Water Act
AFIN - Arizona Fingerprint Identification Network	AZAFIS - Arizona Automated Fingerprint Identification System	CWRF - Clean Water Revolving Fund
AFIS - Arizona Financial Information System	AZGS - Arizona Geological Survey	DACS - Division of Aging and Community Services
AFUND - Appropriated Fund	BIFO - Border Infrastructure Finance Office	DBME - Division of Benefits and Medical Eligibility
AG - Attorney General	CAE - Commission on the Arizona Environment	DCFS - Division of Children and Family Services
AGFD - Arizona Game and Fish Department	CAP - Child Abuse Prevention	DD - Dually Diagnosed or Developmentally Disabled
AHCCCS - Arizona Health Care Cost Containment System	CBHS - Children's Behavioral Health Services	DDD - Division of Developmental Disabilities
AHS - Arizona Historical Society	CCDF - Child Care Development Fund	

DDSA - Disability Determination Services Administration	FMCS - Financial Management Control System	JOBS - Job Opportunity and Basic Skills
DEA - Drug Enforcement Account	FPL - Federal Poverty Level	LAN - Local Area Network
DEMA - Department of Emergency and Military Affairs	FTE - Full-Time Equivalent	LES - Licensing and Enforcement Section
DEQ - Department of Environmental Quality	GAAP - Generally Accepted Accounting Principles	LGIP - Local Government Investment Pool
DERS - Division of Employment and Rehabilitative Services	GADA - Greater Arizona Development Authority	LTC - Long Term Care
DES - Department of Economic Security	GAO - General Accounting Office	MAG - Maricopa Association of Governments
DHS - Department of Health Services	GDP - Gross Domestic Product	MAO - Medical Assistance Only
DJC - Department of Juvenile Corrections	GITA - Government Information Technology Agency	MARS - Management and Reporting System
DOA - Department of Administration	GITEM - Gang Intelligence Team Enforcement Mission	MD - Multiply Disabled
DOI - Department of Insurance	H.B. - House Bill	MDSSI - Multiply Disabled Severely Sensory Impaired
DOR - Department of Revenue	HAP - Hazardous Air Pollutant	MEDICS - Medical Eligibility Determinations and Information Control System
DPS - Department of Public Safety	HCBS - Home and Community Based Services	MIPS - Million Instructions Per Second or Medicaid in the Public Schools
DSH - Disproportionate Share Hospital (payments) <i>See Glossary</i>	HI - Hearing Impaired	MIS - Management Information System
DWI - Driving While Intoxicated	HMO - Health Maintenance Organization	MNMI - Medically Needy Medically Indigent
DWR - Department of Water Resources	HRMS - Human Resource Management System	MVD - Motor Vehicle Division
EAC - Eligible Assistance Children	HURF - Highway User Revenue Fund	NADB - North American Development Bank
EDP - Electronic Data Processing	IGA - Intergovernmental Agreement	NAFTA - North American Free Trade Agreement
EEO - Equal Employment Opportunity	IHS - Indian Health Service	NAIC - National Association of Insurance Commissioners
ELIC - Eligible Low-Income Children	IM 240 - Inspection and Maintenance 240 Second Emission Test	NAU - Northern Arizona University
EMS - Emergency Medical Services	IOCC - Inter-State Oil Compact Commission	NLCIFT - National Law Center for Inter-American Free Trade
EMSCOM - Emergency Medical Services Communications	IRM - Information Resource Management	NRCD - Natural Resource Conservation District
EMSOF - Emergency Medical Services Operating Fund	IRMG - Information Resource Management Group	OAH - Office of Administrative Hearings
EPA - Environmental Protection Agency	ISD - Information Services Division	OGCC - Oil and Gas Conservation Commission
EPSDT - Early Periodic Screening, Diagnostic, and Testing	ISP - Institutional Support Payments	OSHA - Occupation Safety and Health
ERE - Employee-Related Expenditures	IT - Information Technology	OSPB - Office of Strategic Planning and Budgeting
FES - Federal Emergency Services	ITAC - Information Technology Authorization Committee	PAS - Prior Authorization Screening
FFP - Federal Financial Participation	JCCR - Joint Committee on Capital Review	PASARR - Pre-admission Screening and Annual Resident Review
FHAMIS - Family Health Administration Management Information System	JCEF - Judicial Collection Enhancement Fund	
FICA - Federal Insurance Contribution Act	JLBC - Joint Legislative Budget Committee	
FMAP - Federal Matching Assistance Payments		

PDS - Phoenix Day School for the Deaf	SBIR - Small Business Innovative Research	TB - Tuberculosis
PERIS - Public Employee Retirement Information System	SBOE - State Board of Equalization	TCC - Transitional Child Care
PHS - Prescott Historical Society	SCHIP - State Children's Health Insurance Program	TDD - Telecommunication Devices for the Deaf
POV - Privately Owned Vehicle	SCAAP - State Criminal Alien Assistance Program	TIFS - Tourism Investment Fund Sharing
PRWORA - Personal Responsibility and Work Opportunity Reconciliation Act of 1986	SDWA - Safe Drinking Water Act	TPO - Telecommunications Policy Office
PS - Personal Services	SDWRF - Safe Drinking Water Revolving Fund	UA - University of Arizona
PSPRS - Public Safety Personnel Retirement System	SES - State Emergency Services	UAHSC - University of Arizona Health Sciences Center
QMB - Qualified Medicare Beneficiary	SLI - Special-Line Item	USAS - Uniform State-wide Accounting System
RARF - Regional Area Road Fund	SLIAG - State Legalization Impact Assistance Grant	USGS - United States Geological Survey
RCF - Registrar of Contractors Fund	SMI - Serious Mental Illness or Seriously Mentally Ill	UST - Underground Storage Tank
REDI - Rural Economic Development Initiative	SOBRA - Sixth Omnibus Reconciliation Act	VEI - Vehicle Emission Inspections
REM - Retain, Eliminate or Modify	SPAR - Strategic Program Authorization Review	VI - Visually Impaired
RIF - Reduction-in-Force	SPO - State Purchasing Office	VR - Vocational Rehabilitation
RMIS - Risk Management Information System	SPPC - Structural Pest Control Commission	VRIRF - Victims' Rights Implementation Revolving fund
RTC - Residential Treatment Center or Return to Custody	SPU - Special Population Unit	WAN - Wide Area Network
RUCO - Residential Utility Consumer Office	SR&E - Securities Regulation and Enforcement	WATS - Wide Area Telephone System
S.B. - Senate Bill	SSI - Supplemental Security Income	WFRJT - Work Force Recruitment and Job Training
SAMHC - Southern Arizona Mental Health Center	SSIG - State Student Incentive Grant	WICHE - Western Inter-State Commission on Higher Education
SAVE - Systematic Alien Verification for Entitlements	SSRE - State Share of Retained Earnings	WIFA - Water Infrastructure Finance Authority
SBAC - Small Business Assistance Center	SWCAP - State-wide Cost Allocation Plan	WIPP - Work Incentive Pay Plan
SBCS - State Board for Charter Schools	T&R - Title and Registration	WPF - Water Protection Fund
SBE - State Board of Education	TANF - Temporary Assistance for Needy Families	WQAB - Water Quality Appeals Board
		WQARF - Water Quality Assurance Revolving Fund