



FISCAL YEARS 2009 - 2011

# **The Master List of State Government Programs**

Janice K. Brewer  
GOVERNOR





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**Janice K. Brewer**  
**Governor**

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**John Arnold**  
**Director**

April 26, 2010

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

Dear Mr. Stavneak:

I am pleased to transmit the *2009 - 2011 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,

A handwritten signature in blue ink, appearing to read "John Arnold", is written over a horizontal line.

John Arnold  
Director



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## TABLE OF CONTENTS

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### ABOUT THE MASTER LIST

Background to the Process.....	i
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### INDIVIDUAL AGENCY MASTER LIST ENTRIES

Accountancy Board, State Board of.....	1
Acupuncture Board of Examiners .....	2
Administration, Arizona Department of.....	3
Administrative Hearings, Office of.....	16
Agriculture, Arizona Department of .....	17
AHCCCS – AZ Health Care Cost Containment System.....	24
Appraisal, State Board of.....	36
Arts, Commission on the.....	37
Attorney General, Department of Law .....	39
Automobile Theft Authority.....	46
Barbers Examiners, Board of.....	48
Behavioral Health Examiners, Board of .....	49
Biomedical Research Commission, Arizona.....	50
Capital Post Conviction Public Defender.....	52
Charter Schools, State Board for.....	53
Chiropractic Examiners, State Board of.....	54
Citizens' Clean Elections Commission.....	56
Commerce, Department of.....	57
Constable Ethics Standards and Training Board .....	64
Contractors, Registrar of .....	65
Corporation Commission.....	67
Corrections, Department of.....	74
Cosmetology, Board of.....	79
Criminal Justice Commission, Arizona .....	81
Deaf and Blind, State Schools for the .....	85
Deaf and Hard of Hearing, Commission for the.....	90
Dental Examiners, State Board of.....	92
Drug and Gang Prevention Resource Center, Arizona .....	93
Early Childhood Development and Health Board.....	94
Economic Security, Department of .....	96
Education, Department of .....	134
Emergency and Military Affairs, Department of .....	151
Environmental Quality, Department of .....	154
Equal Opportunity, Governor's Office for .....	160
Equalization, State Board of .....	162
Executive Clemency, Department of.....	163
Exposition and State Fair, Arizona.....	165
Financial Institutions, State Department of.....	167
Fingerprint Board .....	170
Fire, Building and Life Safety, Department of.....	171
Forester, Arizona State .....	173
Funeral Directors and Embalmers, State Board of .....	175
Game and Fish, Department of .....	176
Gaming, Department of.....	181
Geological Survey .....	183
Government Information Technology Agency .....	185
Governor's Office .....	188

Governor's Office of Strategic Planning and Budgeting.....	189
Health Services, Department of.....	190
Highway Safety, Governor's Office of.....	209
Historical Society, Arizona.....	210
Prescott Historical Society of Arizona.....	211
Homeland Security, Department of .....	212
Homeopathic Medical Examiners, Board of.....	213
Housing, Arizona Department of.....	214
Indian Affairs, Arizona Commission of .....	216
Industrial Commission of Arizona .....	217
Insurance, Department of.....	221
Judicial System .....	227
Juvenile Corrections, Department of .....	249
Land, State Department .....	254
Law Enforcement Merit Council.....	259

#### Legislature:

Auditor General.....	260
House of Representatives .....	261
Joint Legislative Budget Committee .....	262
Legislative Council.....	263
Senate .....	265

Liquor Licenses and Control, Department of.....	266
Lottery Commission, Arizona State .....	268
Medical Board, Arizona.....	270
Medical Student Loans, Board of .....	272
Mine Inspector, State.....	274
Mines and Mineral Resources, Department of .....	277
Naturopathic Physicians, Medical Examiners Board of .....	279
Navigable Stream Adjudication Commission .....	281
Nursing, State Board of.....	283
Nursing Care Institution Administration Examiners.....	285
Occupational Therapy Examiners, Board of .....	286
Dispensing Opticians, State Board of .....	288
Optometry, State Board of .....	289
OSHA Review Board.....	290
Osteopathic Examiners, Board of .....	291
Parents Commission on Drug Education and Prevention....	292
Parks Board, State .....	293
Personnel Board .....	296
Pest Management, Office of.....	297
Pharmacy, Arizona State Board of.....	298
Physical Therapy Examiners, Board of.....	300
Pioneer's Home, Arizona.....	302
Podiatry Examiners, State Board of .....	303
Postsecondary Education, Commission for.....	304
Power Authority, Arizona.....	305
Private Post Secondary Education, State Board of .....	306
Psychologist Examiners, State Board of.....	308
Public Safety, Department of .....	309
Racing, Arizona Department of.....	320
Radiation Regulatory Agency .....	325

Rangers' Pension, Arizona .....	329
Real Estate, Department of.....	330
Residential Utility Consumer Office.....	331
Respiratory Care Examiners, Board of.....	332
Retirement System, Arizona State .....	333
Revenue, Department of .....	337
School Facilities Board.....	345
Secretary of State, Department of State .....	347
Tax Appeals, State Board of .....	353
Technical Registration, State Board of .....	354
Tourism, Office of.....	355
Transportation, Department of.....	360
Treasurer, State .....	367
<b>Universities:</b>	
Regents, Arizona Board of.....	368
ASU – Tempe.....	370
ASU – Polytechnic .....	375
ASU – West.....	378
Northern Arizona University.....	381
University of Arizona – Main Campus.....	392
University of Arizona – Health Sciences Center.....	396
Veterans' Services, Department of.....	400
Veterinary Medical Examiners, State Board of .....	404
Water Resources, Department of.....	405
Weights and Measures, Department of .....	410
<b>GLOSSARY</b>	
Budget Terms.....	413
Acronyms.....	419





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. The Universities have made significant progress toward alignment.

## 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 2009-2011 Master List, the structure has been consolidated to 655 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 1<sup>st</sup> 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 2009 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 FY2009-2011 Master List will reflect targets only through the requested budgets for FY 2011. Addi-

tionally, 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 1, 2009.

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, and Non-Appropriated Funds (including Federal Funds). For the FY 2009 actual expenditures, the General Fund, Other Appropriated Funds, and Non-Appropriated Funds through the 13<sup>th</sup> month are tied to the General Accounting Office Annual Financial Report (AFR). For FY 2010 and 2011 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 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. Please note that the FY 2010 and FY 2011 estimates reflect agency budget requests and not Executive Recommendations or adopted budgets.

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, may be 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 2009, FY 2010, and FY 2011.

#### **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 per-

formance 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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,433.0	1,902.0	1,902.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,433.0</b>	<b>1,902.0</b>	<b>1,902.0</b>
<b>FTE Positions</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>

**Strategic Issues:****Issue 1 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 re-exam applications, on-line renewal registration, on-line complaint filing, on-line continuing professional education (CPE) tracking and on-line customer satisfaction surveys.

**Issue 2 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 3 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 4 Statutory Fee Cap**

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. 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. Additional revenues may be lost due to the mobility law which became effective September 2008. The Board will continue to monitor revenues and, if warranted, may seek legislative action to increase the statutory fee cap in order to maintain a healthy regulatory program.

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of successful candidates	291	280	280
Number of exam candidates approved by Board to sit for the Uniform CPA exam	518	520	520

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of certificates issued	390	400	400
Biennial renewal of certificates	5,374	5,200	5,200
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	101	100	100
Number of firms renewed (excluding sole practitioners)	673	620	620
Percent of applicants reporting very good or excellent service	86	88	88

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of revocations annually	3	3	3
Number of complaint files established	106	110	110
Number of complaint files that resulted in discipline	14	20	20
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

Total number of licensees	482	500	500
Total number of auricular acupuncture certificate holders	56	65	65

#### Mission:

*To protect the health, safety, and welfare of the public 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	113.0	130.0	130.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>113.0</b>	<b>130.0</b>	<b>130.0</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

#### Strategic Issues:

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

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

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

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of complaints received.	4	10	10
Unlicensed individuals or institutions identified.	1	2	2
Total complaints.	4	10	10
Average time from receipt of complaint until resolution.	63	120	120
Number of complaints resolved from prior year.	0	2	2

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of investigations conducted	4	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	0	20	20

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of applications received	62	85	85
Number of renewals issued	475	520	520
Auricular Acupuncture Certificates Issued	12	25	25

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## Agency Summary

### DEPARTMENT OF ADMINISTRATION

David Raber, Interim 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 Arizona Department of Administration (ADOA) provides leadership, direction, and management information and support; financial and procurement support services; facility planning, design, development, construction, operations and maintenance; timely, customer-driven human resources services; business-enhancing information services for the Department, state agencies, and Arizona citizens; customer service for small licensing agencies in general accounting and centralized office support; distribution of surplus state and federal property through a system that maximizes the dollar return on property sold; clean, safe, and environmentally friendly vehicles; an orderly 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 for state employee customers who have work-related injuries. The Agency has three goals: (1) To maintain the continuity of state government operations to ensure the safe and efficient delivery of government services, (2) To attract and retain a high-performance team of employees, and (3) To aggressively pursue innovative solutions and opportunities.

#### Agency Summary:

(\$ Thousands)

Program	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ ADMINISTRATION	1,888.0	2,871.0	2,871.0
➤ FINANCIAL SERVICES	2,340,838.0	176,420.0	99,202.0
➤ FACILITIES MANAGEMENT	40,628.0	33,385.0	33,694.0
➤ HUMAN RESOURCES	805,800.0	742,984.0	852,805.0
➤ INFORMATION TECHNOLOGY SERVICES	48,023.0	57,382.0	56,956.0
➤ SUPPORT SERVICES	16,376.0	21,145.0	21,145.0
➤ CAPITOL POLICE	4,731.0	4,225.0	4,225.0
➤ RISK MANAGEMENT	77,158.0	94,554.0	94,629.0
<b>Agency Total:</b>	<b>3,335,442.0</b>	<b>1,132,966.0</b>	<b>1,165,527.0</b>

#### Funding and FTE

Summary: (Thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	24,455.0	19,044.0	18,613.0
Other Appropriated Funds	148,352.0	176,209.0	176,516.0
Other Non Appropriated Funds	3,162,635.0	937,713.0	970,398.0
<b>Program Total</b>	<b>3,335,442.0</b>	<b>1,132,966.0</b>	<b>1,165,527.0</b>
<b>FTE Positions</b>	<b>957.0</b>	<b>810.0</b>	<b>810.0</b>

#### Strategic Issues:

##### Issue 1 Attract, Retain, and Educate Employees

Current economic conditions suggest there is no shortage of workers to fill available openings. Arizona's rising unemployment rate reached 9.2% in July, and some economists are projecting rates as high as 11% before conditions improve. Furthermore, it is expected that when economic conditions begin to improve, the public sector will lag the private sector, and erosion of salary competitiveness and increased turnover may become evident. Thus it is critical for Arizona State Government to increase emphasis on talent management. With job opportunities in a wide variety of industries; rewarding careers that make a difference; attractive benefit

packages; and opportunities for training, continuing education, and career advancement; the State must continue to keep the issue of attracting, retaining, and educating employees as a strategic focus.

##### 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 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 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

The ADOA Building System has an inventory of 3,567 structures with an estimated current replacement value of \$3.0 billion. The structures in the Building System are in poor condition due to a chronic lack of funding for routine and capital maintenance. As a direct result of funding shortfalls, the Building System has amassed an astounding \$317.0 million of deferred (backlogged) capital maintenance. Over 20 years' accrued deferred maintenance has caused ADOA to routinely practice "crisis mode" maintenance and repair operations, causing highly disproportionate and expensive utility, repair, maintenance, and replacement costs. Major equipment breakdowns, system failures, and physical plant shutdowns are becoming increasingly common.

The Building System is dependent upon appropriations of limited General Fund and Capital Outlay Stabilization Fund (COSF) monies to annually fund its building renewal needs. In the last 20 years, ADOA building renewal has been fully funded only twice. Over the last 10 years, ADOA was appropriated a total of just \$40.0 million, although the building renewal formula called for \$232.5 million. Since FY 2001, 92% (\$39.3 million) of building renewal appropriations were funded exclusively from COSF.

COSF is in a state of crisis. Incredibly, the COSF revenue-generating structures represent just 6.7% of the Building System's approximate 19.8 million gross square feet and only 1.3% of the Building System's total structures. Of the approximate 2.7 M rentable square feet space ADOA is tasked with supporting, only 44% (36 buildings) generate the funding; 56% of the structures ADOA supports do not contribute to COSF in rents or operating costs. COSF rent from only 36 buildings cannot support building renewal for more than 3,500 buildings.

ADOA recognizes the current budget shortfall, but recommends working toward 100% funding of the building renewal need for the Building System. Full funding of the formula is necessary to slow the rate of deterioration of critical assets. When funding becomes available, ADOA recommends that the building renewal appropriations also include an additional \$30.0 million per year dedicated to a multi-year plan to mitigate

the detrimental effects of the Building System's approximate \$317.0 million of deferred maintenance. The ADOA FY 2011 Capital Improvement Plan also makes recommendations to enhance COSF resources and spread costs more equitably across the Building System.

#### **Issue 4 Maximizing Productivity, Cost Effectiveness and Customer Satisfaction**

ADOA's mission is to provide effective and efficient 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 40,000 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**

Three critical areas must be addressed to ensure the continued safety and security of the State's personnel, workplace and information systems essential to maintaining the day-to-day activities of state government. These critical areas include Capitol Police, Physical Security and Information Technology Infrastructure Security.

**Capitol Police:** The members of the Arizona State Capitol Police are the lowest paid law enforcement employees in the Phoenix Metropolitan area. Their salaries are 35%-50% less than those at other agencies yet they are responsible for protecting and serving the most important government center in the State. Capitol Police officers are required to attend the same Academy, have the same training and maintain the same certification through Arizona Peace Officer's Standards and Training Board (AZPOST) as other police officers. They work side by side on a daily basis with these other officers, doing the same job and taking the same risks, yet their compensation is inexplicably out of balance. Over a two-year period, beginning in calendar year 2006, the Capitol Police experienced a 46% turnover rate in Police Officers, and a 100% turnover rate in Dispatchers, due mainly to the egregiously low salaries. In 2008, the Capitol Police lost an additional three Police Officers and three Dispatchers, and several more employees are waiting to hear from other police agencies about pending appointments. The salary disparity must be addressed in order for the Capitol Police to maintain its current level of service.

**Physical Security:** The General Services Division (GSD) of ADOA is responsible for the physical security of the buildings on the Capitol Mall, at the State Office Complex in Tucson, and at satellite locations. In 2009, GSD completed installation of a new physical security system for these buildings, which included replacing servers, software and card readers, and adding panic buttons and additional card readers. In addition to upgrading the electronic badging system, GSD continues to install new exterior locks for buildings to replace the old, outdated locksets as time permits, or as the old locks fail. GSD, Risk Management, and the Capitol Police coordinate efforts to evaluate and maintain security, health and safety in the ADOA Building System.

**Information Technology Infrastructure Security:** The existence of ongoing network security vulnerabilities can present an increasing risk of legal liability regarding due diligence, privacy, theft, loss or destruction of information. Failure to secure digital records and communications puts citizens and the State's partners and customers at risk. Risk comes in many forms, including disclosure of personal identifiable information, physical harm to individuals, financial loss, reputation harm and lost productivity.

ADA 1.0

#### **Program Summary**

##### **ADMINISTRATION**

David Raber, Interim 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; prepare and monitor the annual appropriated budget and other selected funds; track department and statewide FTEs; and monitor utility expenditures. Additionally, the Director's Office administers the State's Performance-based Incentive Program; coordinates the Department's efforts on 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 administration of 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).

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	978.0	1,762.0	1,762.0
Other Appropriated Funds	254.0	457.0	457.0
Other Non Appropriated Funds	656.0	652.0	652.0
<b>Program Total</b>	<b>1,888.0</b>	<b>2,871.0</b>	<b>2,871.0</b>
<b>FTE Positions</b>	<b>23.0</b>	<b>16.0</b>	<b>16.0</b>

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of ADOA's services with a minimum customer satisfaction rating of 6.0, based on annual survey (scale 1-8)	n/a	84	80
Customer satisfaction with fixed assets accounting (Internal)	n/a	7.69	6.5
Customer satisfaction with payroll (Internal)	n/a	7.78	6.9
Customer satisfaction with financial and management reporting (Internal)	n/a	7.43	6.5
Customer satisfaction with the payment of vendors (Internal)	n/a	6.89	6.5

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of ADOA employees voluntarily separating in first year	13.3	13	13

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of discounts taken (payment of vendors)	96.19	85	85

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	15,763.0	10,908.0	10,903.0
Other Appropriated Funds	1,550.0	2,589.0	2,589.0
Other Non Appropriated Funds	2,323,525.0	162,923.0	85,710.0
<b>Program Total</b>	<b>2,340,838.0</b>	<b>176,420.0</b>	<b>99,202.0</b>
<b>FTE Positions</b>	<b>123.0</b>	<b>118.0</b>	<b>118.0</b>

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; 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 meet new needs and requirements of the State; providing statewide accounting policies and procedures; reconciling and distributing all state warrants; preparing cash basis and accrual basis financial reports designed to provide an accurate recording of the financial condition of the State; performing internal audits, reviews, and investigations; 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).

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	14,783.0	10,134.0	10,129.0
Other Appropriated Funds	1,001.0	1,907.0	1,907.0
Other Non Appropriated Funds	2,322,663.0	160,818.0	83,605.0
<b>Program Total</b>	<b>2,338,447.0</b>	<b>172,859.0</b>	<b>95,641.0</b>
<b>FTE Positions</b>	<b>85.0</b>	<b>85.0</b>	<b>85.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Customer satisfaction with accounting policies and procedures	n/a	5.5	5.5
Percentage of warrants available for distribution by 1:00 PM following the day of processing on Arizona Financial Information System	96	99.9	99.9
Percentage of security requests for financial applications processed within three business days	99	95	95
Percentage of appropriations loaded in AFIS within 30 days of effective legislation date and complete appropriation structure received from agency	100	95	95
Customer satisfaction with Arizona Financial Information System (AFIS) functionality	n/a	6.0	6.0
Customer satisfaction rating with administration of payroll process	n/a	6.0	6.0

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of payroll payments requiring rework (statewide)	.3	.4	.4



Percentage of warrants distributed to correct agency	99.9	99.5	99.5
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## Subprogram Summary

ADA 2.2

### 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:

The State Procurement Office (SPO) coordinates the statewide Value in Procurement (VIP) initiative to achieve the recommendations identified in the Governor's Efficiency Review. SPO also conducts 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; and provides centralized procurement contracting services for non-SCC agencies and ADOA. SPO provides procurement technology solutions for agencies and political subdivisions; conducts compliance reviews and oversight of procurement authority of all state agencies; coordinates with the Office of the Attorney General to provide advice, guidance, and assistance to agencies on procurement laws, rules, and court decisions; provides technical training and assistance for small-, women- and minority-owned businesses; provides procurement training and oversight of professional certification programs for customers and procurement officers; and administers 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	980.0	774.0	774.0
Other Appropriated Funds	549.0	682.0	682.0
Other Non Appropriated Funds	862.0	2,105.0	2,105.0
<b>Program Total</b>	<b>2,391.0</b>	<b>3,561.0</b>	<b>3,561.0</b>
<b>FTE Positions</b>	<b>38.0</b>	<b>33.0</b>	<b>33.0</b>

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of Compliance Reviews	6.0	5.0	3.0
Customer satisfaction with establishment of contracts	5.76	5.5	5.5
Customer satisfaction with administration of contracts for goods and services	5.21	5.0	5.0
Customer satisfaction with review of procurement requests	6.0	6.0	6.0
Customer satisfaction with provided training and technical assistance	5.79	n/a	n/a
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of procurement plan award dates met for the Request for Proposal (RFP) process	95	90	90
Percent of procurement plan award dates met for Invitation for Bid (IFB) process	100	90	90
Request for Quotation (RFQ) processing time (days)	2.34	5.0	5

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 3,567 state-owned structures. GSD provides facility operations and maintenance including custodial, maintenance, heating and air conditioning and landscaping services to 4.1 million square feet in Phoenix, Tucson and the RTC properties. In addition, the division provides facilities programs including prison construction and 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	4,790.0	3,287.0	3,287.0
Other Appropriated Funds	12,999.0	14,736.0	14,736.0
Other Non Appropriated Funds	22,839.0	15,362.0	15,671.0
<b>Program Total</b>	<b>40,628.0</b>	<b>33,385.0</b>	<b>33,694.0</b>
<b>FTE Positions</b>	<b>187.0</b>	<b>97.0</b>	<b>97.0</b>

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. This subprogram also reviews, approves and maintains all agency office leases in the Department of Administration Building System; administers agency relocations for orderly transitions to maximize efficiency; and directs and regulates parking, employee ID card access and closed circuit television monitoring for Department of Administration office buildings. (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).

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	4,790.0	3,287.0	3,287.0
Other Appropriated Funds	12,543.0	14,081.0	14,081.0
Other Non Appropriated Funds	12,195.0	12,561.0	12,870.0
<b>Program Total</b>	<b>29,528.0</b>	<b>29,929.0</b>	<b>30,238.0</b>
<b>FTE Positions</b>	<b>175.0</b>	<b>89.0</b>	<b>89.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Customer satisfaction with agency relocation process	8.0	6.75	6.75
Customer satisfaction with tenant improvement process	7.35	7.00	7.00
Customer satisfaction with review of office leases	7.83	7.0	7.0

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Customer satisfaction with building maintenance	7.95	6.80	6.80
Customer satisfaction with heating and cooling maintenance	7.86	6.8	6.8
Customer satisfaction with custodial services	7.98	6.8	6.8
Customer satisfaction with landscaping/grounds maintenance	7.68	6.8	6.8

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of tenant improvement projects completed on schedule	99	98	98

Percentage of lease reviews completed by the date requested	98	98	98
Percentage of HVAC and maintenance emergency work orders responded to within 24 hours	100	99	99
Number of preventative maintenance work orders to total maintenance requests (in thousands)	4.6:13.8	3.2:11.0	3.2:11.0

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage reduction in ratio of planned to unplanned work orders	27	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 capital 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 Capital Improvement and Building Renewal Projects. This group also assists Building and Planning Services in the preparation of estimates and budgets for Capital 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. The construction of facilities for the Department of Corrections uses 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).

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	456.0	655.0	655.0
Other Non Appropriated Funds	10,644.0	2,801.0	2,801.0
<b>Program Total</b>	<b>11,100.0</b>	<b>3,456.0</b>	<b>3,456.0</b>
<b>FTE Positions</b>	<b>12.0</b>	<b>8.0</b>	<b>8.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Customer satisfaction with general construction projects	7.6	7.0	7.0

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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 human resources services to meet our agency, employee and public customers' needs.*

**Description:**

The Human Resources program establishes and administers state personnel rules and policies; administers the state's health, dental and life insurance; provides a wellness program; and 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	20,511.0	21,023.0	21,023.0
Other Non Appropriated Funds	785,289.0	721,961.0	831,782.0
<b>Program Total</b>	<b>805,800.0</b>	<b>742,984.0</b>	<b>852,805.0</b>
<b>FTE Positions</b>	<b>196.0</b>	<b>162.0</b>	<b>162.0</b>

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).

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,153.0	5,166.0	5,166.0
Other Non Appropriated Funds	784,274.0	721,946.0	831,767.0
<b>Program Total</b>	<b>788,427.0</b>	<b>727,112.0</b>	<b>836,933.0</b>
<b>FTE Positions</b>	<b>38.0</b>	<b>38.0</b>	<b>38.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Customer satisfaction with benefit plans	n/a	6.5	6.5
Percentage of customers satisfied with the open enrollment process	n/a	75	80
Percentage of customers satisfied with providing information and education	93	85	85
Number of state employees attending a Benefit Options Wellness Event	24,850	27,000	30,000
Customer satisfaction with the Benefits program (monthly)	7.4	6.5	6.5
Customer satisfaction with the Wellness program	n/a	6.5	6.5

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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 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 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--an integrated system used to administer payroll, personnel and employee benefits processing for 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).

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	16,358.0	15,857.0	15,857.0
Other Non Appropriated Funds	1,015.0	15.0	15.0
<b>Program Total</b>	<b>17,373.0</b>	<b>15,872.0</b>	<b>15,872.0</b>
<b>FTE Positions</b>	<b>158.0</b>	<b>124.0</b>	<b>124.0</b>

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent difference in average salaries between state employees and the labor market	9.5	9.5	9.5
Customer satisfaction with career counseling services (Point of Service survey)	7.57	7.5	7.5

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

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of rules developed and promulgated	10	0	0
Average turnaround time for processing 4th level grievances (days)	24	20	20
Average turnaround time (days) for processing all classification actions (covered & uncovered positions)	2	15	15
Average time to fill a vacant position using Hiring Gateway (days)	56	60	60

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	810.0	852.0	426.0
Other Appropriated Funds	24,410.0	27,408.0	27,408.0
Other Non Appropriated Funds	22,803.0	29,122.0	29,122.0
<b>Program Total</b>	<b>48,023.0</b>	<b>57,382.0</b>	<b>56,956.0</b>
<b>FTE Positions</b>	<b>184.0</b>	<b>174.0</b>	<b>174.0</b>

ADA 5.1 **Subprogram Summary**  
**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:**

The Telecommunications Program Office oversees AZNet, the statewide telecommunications network providing voice and data communications services, including the installation and maintenance of telecommunication systems. Each office, department and agency of the State contracts with the primary contractor through the telecommunications program office and makes payment directly to the primary contractor for its telecommunications needs. The Telecommunications Program Office 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. (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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	810.0	852.0	426.0
Other Appropriated Funds	4,540.0	6,656.0	6,656.0
Other Non Appropriated Funds	22,411.0	28,936.0	28,936.0
<b>Program Total</b>	<b>27,761.0</b>	<b>36,444.0</b>	<b>36,018.0</b>
<b>FTE Positions</b>	<b>26.0</b>	<b>22.0</b>	<b>22.0</b>

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Customer satisfaction with voice telecommunications services	7.0	6.7	6.7
Customer satisfaction 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of time primary components of Network are available and accessible	99	99	99
Customer satisfaction with support for new or upgraded telecommunications	6.5	5.0	5.0

## 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 the Information Services Division and provides information processing services to more than 152 customers. 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 and support, disaster recovery services, tiered storage, automated job scheduling, network services, operating system installation, maintenance and support, performance measurements, high speed print services, 24/7 hardware and software support, 24/7 IT support service desk, dedicated co-location cabinets and offsite media storage.

The 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; as well as 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 choose not to have their own IT group. These services and support are provided to our customers 24/7/365.

The 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 Data Center provides processing services to many of the State's largest agencies including the Arizona Health Care Cost Containment System (AHCCCS), the Department of Transportation, the Department of Corrections and the Department of Revenue; as well as to outside entities such as the State of Hawaii.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,423.0	9,560.0	9,560.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>9,423.0</b>	<b>9,560.0</b>	<b>9,560.0</b>
<b>FTE Positions</b>	<b>65.0</b>	<b>59.0</b>	<b>59.0</b>

- ◆ **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

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Customer satisfaction with mainframe processing	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

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of time systems are available	99.96	99.7	99.7
Percentage of time mainframe batch systems are available	100	100	99.7

Percentage of mainframe scheduled batch jobs completed on time	100	99.5	99.5
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## 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 to address our customers' business problems. The section's current work units include the Arizona Financial Information Systems (AFIS) Programming Support group, the Data Resource Management (DRM) group, the Distributed Systems Group (DSG) and the 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,347.0	4,887.0	4,887.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,347.0</b>	<b>4,887.0</b>	<b>4,887.0</b>
<b>FTE Positions</b>	<b>44.0</b>	<b>47.0</b>	<b>47.0</b>

- ◆ **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

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of time database systems are on-line and available	100	99	99
Percentage of RFSs completed within negotiated timeframe	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

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of time programs (HRIS, AFIS, Web) are available	99.89	99	99
Percentage of RFSs completed correctly the first time	98.93	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 between 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. 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, drafting reports or analyses regarding the disposition of the business problem or issue and actively pursuing new Agency relationship opportunities.

The Disaster Recovery/Business Continuity section (DR/BC) provides business application security and disaster recovery resources and techniques that protect customers' 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 customers' information, computer applications and equipment. This section performs risk and vulnerability assessments as well as network and computer security incident management, investigations and forensics. This section 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, and provides 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 Clarity. Clarity 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 in directing the ISD Change Advisory Board, which reviews and communicates upcoming system changes to partnering vendors and ADOA customers.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,100.0	6,305.0	6,305.0
Other Non Appropriated Funds	392.0	186.0	186.0
<b>Program Total</b>	<b>6,492.0</b>	<b>6,491.0</b>	<b>6,491.0</b>
<b>FTE Positions</b>	<b>49.0</b>	<b>46.0</b>	<b>46.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Customer satisfaction with information and data security services	n/a	6.0	6.0
Customer satisfaction with billing & collection services	n/a	6.0	n/a
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of automation bills issued by the 3rd Friday of the month	100	83	85

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 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	535.0	479.0	479.0
Other Appropriated Funds	10,959.0	16,625.0	16,625.0
Other Non Appropriated Funds	4,882.0	4,041.0	4,041.0
<b>Program Total</b>	<b>16,376.0</b>	<b>21,145.0</b>	<b>21,145.0</b>
<b>FTE Positions</b>	<b>80.0</b>	<b>80.0</b>	<b>80.0</b>

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).

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Overall customer satisfaction	n/a	6.5	6.5

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

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of days to process invoices	1.1	4.0	4.0
Percentage error rate of claims	1.0	2.0	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 Surplus Property Program is responsible for determining the fair market value of all excess and surplus property and for determining the disposition of disposal by approving trade-in, direct transfer or distribution, cannibalization, condemn by scrap, or disposal through the use of competitive sealed bids, auctions, established markets, and/or posted price sales. Other functions include marketing programs and items available to potential customers; advertising items available in published flyers and 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; and 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,316.0	4,231.0	4,231.0
Other Non Appropriated Funds	2.0	0.0	0.0
<b>Program Total</b>	<b>2,318.0</b>	<b>4,231.0</b>	<b>4,231.0</b>
<b>FTE Positions</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Customer satisfaction with the effectiveness of onsite customer assistance.	7.9	7.8	7.8
Customer satisfaction with the efficiency of in-field operations.	7.9	7.8	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Customer requests picked up on date committed/agreed upon (1-8 scale).	7.9	7.7	7.7
Tons of paper recycled	820	850	850
Receiving backlog expressed as a percentage of items received within two days	85	85	85

ADA 6.3	<b>Subprogram Summary</b>
	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; 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 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; and repair services for light office machines, including laser printers, fax machines, calculators, typewriters, and dictating equipment. (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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	535.0	479.0	479.0
Other Appropriated Funds	848.0	1,010.0	1,010.0
Other Non Appropriated Funds	4,168.0	3,996.0	3,996.0
<b>Program Total</b>	<b>5,551.0</b>	<b>5,485.0</b>	<b>5,485.0</b>
<b>FTE Positions</b>	<b>38.0</b>	<b>38.0</b>	<b>38.0</b>

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

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Customer satisfaction with all Travel Reduction services	n/a	6.5	6.5
Customer satisfaction of capitol rideshare customers (monthly)	7.64	7.0	7.0
Customer satisfaction of travel reduction coordinators (bi-annual)	7.54	7.0	7.0

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

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of commuter club members (carpoolers, transit riders, walkers, bicyclists)	5,219	5,220	5,220
Number of matchlists processed	1,848	1,850	1,850
Percentage increase in transit riders	6.7	1.0	1.0
Agency sites that achieved their travel reduction goals	n/a	38	38

Percentage of all state employee commute trips that are drive-alone	68.2	67	66
Percentage of ADOA employee commute trips that are drive-alone	63.6	62	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Agency satisfaction with staff services (monthly)	7.56	6.9	6.9
Council satisfaction with staff services (monthly)	7.4	7.0	7.0
Overall customer satisfaction with Governor's Regulatory Review Council (GRRC) services (monthly)	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of courtesy reviews completed in two months or less	100	80	80
Percentage of five-year review reports acted on by Council consistent with staff recommendations	100	100	80
Percentage of rules approved on first hearing	100	99	80
Percentage of rules acted on by Council consistent with staff recommendations	100	99	80

- ◆ **Goal 5** 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of print orders delivered on schedule and to specification	84.4	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 maintenance and repair of office machines	n/a	6.5	6.5

- ◆ **Goal 6** To aggressively pursue innovative solutions and/or opportunities in the Business Services subprogram.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of printing & copying pricing below private sector price	24.4	20	20
Average time for interagency mail to be routed through the ADOA system (days)	.8	1.2	1.2
Percentage of repair services pricing below private sector	23	25	25

- ◆ **Goal 7** 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Customer satisfaction with the Local Area Network	7.9	7.0	7.0

- ◆ **Goal 8** To aggressively pursue innovative solutions and/or opportunities in the ADOA LAN subprogram.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage accessibility and availability of the LAN	100	99	99
Percentage availability of GroupWise during prime time support	100	99	99
Percentage of desktop software problems responded to within 15 minutes (LAN)	99	99	99

- ◆ **Goal 9** To provide cost effective and efficient accounting and payroll



services to small licensing agencies to enable them to serve the public.

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of standards met in accordance with Central Services Bureau service agreements	100	96	96
Customer satisfaction with data input services	n/a	6.5	6.5

#### Subprogram Summary

ADA 6.4

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,795.0	11,384.0	11,384.0
Other Non Appropriated Funds	712.0	45.0	45.0
<b>Program Total</b>	<b>8,507.0</b>	<b>11,429.0</b>	<b>11,429.0</b>
<b>FTE Positions</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>

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

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Customer satisfaction with short-term (day use) vehicle rental	7.9	7.8	7.8
Customer satisfaction with long-term vehicle use	7.9	7.5	7.8

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

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average percentage of taxi fleet utilization	75.7	85	85
Percentage of downtime of Fleet Management vehicles in total fleet	1.0	3	3

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 provide the highest quality service and response possible, ensuring the protection of life and property and the preservation of the peace, while utilizing the highest standards of professionalism and integrity to enforce state laws and rules as they pertain to public safety and security.*

#### Description:

The Arizona State Capitol Police Department is a full service police organization, which delivers 24 hr per day/ 7 day per week police and security services to the State Capitol complex and Tucson Regional facility. The Organization consists of three divisions: Patrol Operations, Communications and Administration. The services provided by the Capitol Police include (but are not limited to) the following:

1. Patrol Operations: Make arrests and issue citations for violations of Arizona state laws; respond to calls for service and render aid; investigate crimes, suspicious activities, threats and traffic accidents; provide proactive patrols; work in partnership with other law enforcement and government agencies; provide police services for special events, protests and demonstrations; prepare reports and required documents; gather and process evidence; assist with court proceedings, trials and hearings; assist with executive and VIP protective details; provide security escort services and motorist assistance to state employees and other citizens; issue parking tickets; conduct welfare checks and preventive patrols throughout the Capitol Complexes; attend hearings, disciplinary actions and civil stand-bys; 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; and respond to and investigate all alarms received from the State's electronic security systems.

2. Communications: Dispatch calls for service and monitor all radio traffic; dispatch fire and paramedic personnel for assistance in both Phoenix and Tucson Capitol Mall complexes; monitor and dispatch panic, holdup, and fire alarms in both Phoenix and Tucson Capitol Mall complexes using the MDI and ADEMCO systems; log daily traffic using the Computer Aided Dispatch (CAD) system; lock and unlock doors on state buildings in both Phoenix and Tucson Capitol Mall complexes using the MDI system; retrieve, enter, verify and confirm wanted persons and stolen vehicle, article, and gun information using the Arizona Criminal Justice Information System (ACJIS); enter towed vehicles into ACJIS; retrieve vehicle information using the MVD MVRSS system; retrieve wanted persons and records using the Phoenix Pace system; operate up to 6 radio channels on the dispatch console; answer 3 main dispatch phone lines, 4 emergency phone lines from 75 emergency call boxes, 4 elevator entrapment phone lines from 36 elevator phone lines, and 2 secondary 911 lines; use the TDD phone system; monitor more than 80 cameras throughout the Capitol Mall complex; monitor the Phoenix Police scanner for traffic in the Phoenix Capitol Mall complex; relay information to building managers or after hours building contacts; and use the ADEM Communicator to send out mass alerts in emergency situations.

3. Administration: Manage the overall operations of the Capitol Police; prepare and administer the division budget and other special projects; maintain police records; oversee internal investigations; conduct training for state employees in crime prevention, personal safety and workplace violence prevention; work cooperatively with other law enforcement organizations and government agencies; plan police operations for special events and demonstrations; conduct security and safety inspections and evaluations for state facilities; facilitate community policing programs such as Capitol Block Watch and Citizens' Academy; complete required statistical reports; liaison with Capitol Times to publish weekly crime blotter; conduct vehicle impoundment hearings; distribute subpoenas to both sworn and non-sworn personnel for court hearings as required; coordinate with Special Events to ensure adequate security is provided at specific events; create

Operational Plans for the Department for certain special events; coordinate with the Administrative Law Office to provide adequate security coverage for personnel hearings; and coordinate and maintain all of the Department's training records for both sworn and non-sworn personnel to ensure that all AZ POST and ADOA requirements are met.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,579.0	1,756.0	1,756.0
Other Appropriated Funds	1,058.0	1,430.0	1,430.0
Other Non Appropriated Funds	2,094.0	1,039.0	1,039.0
<b>Program Total</b>	<b>4,731.0</b>	<b>4,225.0</b>	<b>4,225.0</b>
<b>FTE Positions</b>	<b>78.0</b>	<b>76.0</b>	<b>76.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average response time to Capitol Police emergency calls (minutes:seconds)	1:21	1:30	1:35
Number of Uniform Crime Reporting (UCR) part one crimes occurring within the Capitol Mall complex	79	89	99

#### 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 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 the Americans with Disabilities Act, 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).

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	76,611.0	91,941.0	92,248.0
Other Non Appropriated Funds	547.0	2,613.0	2,381.0
<b>Program Total</b>	<b>77,158.0</b>	<b>94,554.0</b>	<b>94,629.0</b>
<b>FTE Positions</b>	<b>86.0</b>	<b>87.0</b>	<b>87.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Customer satisfaction with handling of property and liability claims	n/a	6.5	6.5
Customer satisfaction with self-insurance	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Statewide incident rate per 100 Full Time Equivalent (FTE) positions (accepted Risk Management claims)	4.2	5.4	5.4
Total dollar losses of property and liability claims (in millions)	31.0	39.9	40.7
Total dollar losses of workers' compensation claims (in millions)	23.5	30.2	29.6
Number of liability settlements and judgments paid greater than \$250,000	6	15	15
Number of general and liability claims opened	3,388	4,000	4,000
Cost of risk per capita (dollars)	16.37	16.37	16.37

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**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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,118.0	1,010.0	1,010.0
Other Appropriated Funds	14.0	14.0	14.0
Other Non Appropriated Funds	1,490.0	1,400.0	1,400.0
Program Total	2,622.0	2,424.0	2,424.0
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average number of days from hearing request to hearing scheduling	1.21	1.21	1.21
Average number of days from hearing scheduling to first scheduled hearing	63.97	63.97	63.97
Average number of days from the first scheduled hearing to the conclusion of the hearing	11.28	11.28	11.28
Average number of days from the conclusion of the hearing to transmission of the decision to the agency	17.25	17.25	17.25
Average length of delay (in days) from first hearing date to conclusion of the case due to continuances	68.97	68.97	68.97
Average length of a single continuance [measured by first continuances only] (in days)	60.2	60.2	60.2
Cases docketed	6848	6848	6848
Number of hearings held	3508	3508	3508
New cases docketed to cases concluded	101.82:1	101.82:1	101.82:1
Hearings conducted by contract administrative law judges	0	0	0
Average days from request for hearing to first date of hearing	65.15	65.15	65.15

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

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of agency acceptance of findings of fact and conclusions of law (excluding recommended order) without modification	93.13	93.13	93.13

Percent of agency acceptance of findings of fact and conclusions of law (including recommended order) without modification	85.42	85.42	85.42
Percent of OAH decisions contrary to original agency position	11.21	11.21	11.21
Percent of agency acceptance of contrary Office of Administrative Hearings decision	87.22	87.22	87.22
Percent of agency rejection of OAH decisions	2.01	2.01	2.01
Percent of cases reheard	1.44	1.44	1.44
Percent of cases appealed to Superior Court	1.84	1.84	1.84
Percent of evaluations rating the administrative law judge excellent or good in attentiveness	97.00	97.00	97.00
Percent of evaluations rating the administrative law judge excellent or good in explaining the hearing process	96.56	96.56	96.56
Percent of evaluations rating the administrative law judge excellent or good in the use of clear and neutral language	96.54	96.54	96.54
Percent of evaluations rating the administrative law judge excellent or good in impartiality	96.24	96.24	96.24
Percent of evaluations rating the administrative law judge excellent or good in dealing with the issues of the case	95.75	95.75	95.75
Percent of evaluations rating the office excellent or good in sufficient space	95.08	95.08	95.08
Percent of evaluations rating the office excellent or good in providing freedom from distractions	96.33	96.33	96.33
Percent of evaluations rating the staff excellent or good in responding promptly and completely to questions	95.00	95.00	95.00
Percent of evaluations rating the staff excellent or good in courteous treatment	95.05	95.05	95.05

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

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average number of weekly requests to website	14373	14373	14373
Average number of individual domains accessing the website per week	836.5	836.5	836.5
Advertisements of website capability per month	1141.3	1141.3	1141.3
Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Publication of new informational articles on internet site	0	0	0
Average number of hits on articles on website per week	651	651	651
Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average number of weekly hits on information page to enter agency portal	320	320	320
Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average number of text searches of administrative law judge decisions per week	46.8	46.8	46.8



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**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. These include inspections of food, and non-food products, stray and diseased livestock, and areas subject to invasive plant species. These inspections may occur solely at the field or may continue at the State Agricultural Laboratory. The Department also provides educational, and conservative assistance by promoting best practices, issuing grants, and management of Arizona's native plant species.

#### Agency Summary:

Program	(\$ Thousands)		
	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ FOOD SAFETY AND QUALITY ASSURANCE	6,647.0	7,115.0	7,129.0
➤ NON-FOOD PRODUCT QUALITY ASSURANCE	884.0	861.0	870.0
➤ ANIMAL DISEASE, OWNERSHIP AND WELFARE PROTECTION	3,320.0	3,209.0	3,209.0
➤ PEST EXCLUSION AND MANAGEMENT	4,333.0	3,949.0	3,972.0
➤ NATIVE PLANT AND CULTURAL RESOURCES PROTECTION	73.0	329.0	329.0
➤ PESTICIDE COMPLIANCE AND WORKER SAFETY	705.0	782.0	782.0
➤ ADMINISTRATIVE SERVICES	2,001.0	1,607.0	1,607.0
➤ STATE AGRICULTURAL LABORATORY	1,975.0	1,518.0	1,518.0
➤ AGRICULTURAL CONSULTATION AND TRAINING	2,477.0	3,527.0	3,527.0
➤ COMMODITY DEVELOPMENT AND PROMOTION	3,559.0	3,341.0	3,341.0
<b>Agency Total:</b>	<b>25,974.0</b>	<b>26,238.0</b>	<b>26,284.0</b>

Funding and FTE Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	10,161.0	9,280.0	9,307.0
Other Appropriated Funds	2,967.0	3,385.0	3,404.0
Other Non Appropriated Funds	12,846.0	13,573.0	13,573.0
<b>Program Total</b>	<b>25,974.0</b>	<b>26,238.0</b>	<b>26,284.0</b>
FTE Positions	383.0	356.0	356.0

#### 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 reductions and operating budget reductions have forced the State Agricultural Laboratory (SAL) to eliminate and/or reduce critical testing activities. In addition, elimination of its equipment replacement budget has led to continued equipment obsolescence issues. The Department's laboratory infrastructure is vital for performing rapid, definitive analyses essential for protecting Arizona's citizens, food supply, environment and agricultural resources.*

We rely on the State Agricultural Laboratory for the information we need to make decisions in response to emergency and enforcement situations as well as for providing testing services necessary to enable agricultural commerce. The SAL does not have adequate staffing to provide us with timely testing and scientific expertise. The addition of two scientists funded by the Feed and Fertilizer Funds is necessary to provide critical testing which had to be reduced due to budget reductions. This will enable the SAL to produce the timely, accurate and defensible laboratory results with the integrity required to support our regulatory actions. Furthermore, the laboratory's equipment replacement budget must be reinstated as soon as possible to reestablish the 11-year cycle replacement cycle which is imperative to enable the Department to replace obsolete instrumentation.

**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.*

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. 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 continues to work 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. The technology in place must be able to support, at a minimum, 234 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.

**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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,284.0	1,289.0	1,293.0
Other Appropriated Funds	1,637.0	2,005.0	2,015.0
Other Non Appropriated Funds	3,726.0	3,821.0	3,821.0
<b>Program Total</b>	<b>6,647.0</b>	<b>7,115.0</b>	<b>7,129.0</b>
<b>FTE Positions</b>	<b>123.0</b>	<b>122.0</b>	<b>122.0</b>

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,284.0	1,289.0	1,293.0
Other Appropriated Funds	704.0	904.0	914.0
Other Non Appropriated Funds	564.0	542.0	542.0
<b>Program Total</b>	<b>2,552.0</b>	<b>2,735.0</b>	<b>2,749.0</b>
<b>FTE Positions</b>	<b>37.0</b>	<b>37.0</b>	<b>37.0</b>

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of pounds of fluid milk removed from sale by inspectors due to non-compliance with regulations	210,000	300,000	300,000
Number of documented food-borne bacteria outbreaks linked to Arizona state-inspected dairy facilities	0	0	0
Total number of dairy-related inspections	578	600	600
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total number of wholesale and retail egg inspections	971	1,600	1,600
Total number of individual shell eggs inspected under State inspection	303,940	500,000	500,000
Number of egg dozens retained by inspectors for non-compliance with State standards	96,012	400,000	400,000
Number of documented food-borne bacteria outbreaks linked to eggs or egg products sold within Arizona	0	0	0
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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	81	81	82
Percent of meat and poultry product tests in compliance with bacteria, drug and chemical residue requirements	99	99	99

**Subprogram Summary**

**AHA 1.2**

**FRESH PRODUCE STANDARDIZATION AND INSPECTION**

Ed Foster, Assistant Director

Phone: (602) 542-0947

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	933.0	1,101.0	1,101.0
Other Non Appropriated Funds	3,162.0	3,279.0	3,279.0
<b>Program Total</b>	<b>4,095.0</b>	<b>4,380.0</b>	<b>4,380.0</b>
<b>FTE Positions</b>	<b>86.0</b>	<b>85.0</b>	<b>85.0</b>

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of federal-state inspections	29,525	31,000	31,000
Number of cartons shipped by industry (in millions)	91	87	87
Number of citrus, fruit & vegetable inspections	19,795	20,000	20,000
Number of federal-state and citrus, fruit, and vegetable produce inspections	49,320	51,000	51,000
Number of written violations	17	20	20
Number of verbal violations	71	40	40

**Program Summary**

**AHA 2.0**

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	881.0	854.0	863.0
Other Non Appropriated Funds	3.0	7.0	7.0
<b>Program Total</b>	<b>884.0</b>	<b>861.0</b>	<b>870.0</b>
<b>FTE Positions</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total number of all ESD applications received	25,000	25,000	25,000
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total number of regulatory actions taken	981	425	425
Total number of inspections conducted	385	200	200
Number of feed, fertilizer, pesticide and seed labels inspected in the market place	9,470	5,000	5,000
Number of feed, fertilizer, pesticide and seed samples collected	898	600	600
Number of samples found deficient through laboratory analysis	107	50	50

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,360.0	2,152.0	2,152.0
Other Appropriated Funds	111.0	139.0	139.0
Other Non Appropriated Funds	849.0	918.0	918.0
<b>Program Total</b>	<b>3,320.0</b>	<b>3,209.0</b>	<b>3,209.0</b>
<b>FTE Positions</b>	<b>45.0</b>	<b>44.0</b>	<b>44.0</b>

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of custom exempt and home processing inspections	1,528	1,500	1,500
Number of strays - animal at large investigations	1,691	1,700	1,700
Number of animal care investigations	2,072	2,100	2,100
Number of theft investigations	42	50	50
Number of livestock movement inspections (range cattle form 1)	3,809	4,000	4,000
Number of self inspection certificates issued	28,165	28,000	28,000

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of quarantine sites in Arizona for all diseased livestock and fish	1	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	3,028.0	3,029.0	3,052.0
Other Appropriated Funds	40.0	40.0	40.0
Other Non Appropriated Funds	1,265.0	880.0	880.0
<b>Program Total</b>	<b>4,333.0</b>	<b>3,949.0</b>	<b>3,972.0</b>
<b>FTE Positions</b>	<b>101.0</b>	<b>91.0</b>	<b>91.0</b>

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of pest interceptions within the state interior	15,092	15,000	15,000
Number of interceptions resulting in enforcement actions within the state interior	323	500	500
Percent of inspections within the state interior resulting in pest interceptions	14	12	12

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of weed management areas established in cooperation with governmental and private entities	14	14	14
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of federal phytosanitary certificates written	2,840	2,300	2,300

**AHA 5.0** **Program Summary**  
**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	73.0	198.0	198.0
Other Non Appropriated Funds	0.0	131.0	131.0
<b>Program Total</b>	<b>73.0</b>	<b>329.0</b>	<b>329.0</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>2.0</b>	<b>2.0</b>

◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of criminal referrals received	15	10	10
Number of civil referrals received	7	5	5
Number of investigations opened	67	55	55
Percent of investigations completed	84	75	75
Number of native plant cases with successful compliance	56	55	55

**AHA 6.0** **Program Summary**  
**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	237.0	148.0	148.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	468.0	634.0	634.0
<b>Program Total</b>	<b>705.0</b>	<b>782.0</b>	<b>782.0</b>
<b>FTE Positions</b>	<b>11.0</b>	<b>10.0</b>	<b>10.0</b>

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

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of worker safety issues addressed during inspections	2,750	750	750
Number of worker safety issues identified as being out of compliance	211	50	50

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

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of pesticide use inspections	124	65	65
Number of inspection issues identified as pesticide misuse	9	10	10

**AHA 7.0** **Program Summary**  
**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,473.0	1,295.0	1,295.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	528.0	312.0	312.0
<b>Program Total</b>	<b>2,001.0</b>	<b>1,607.0</b>	<b>1,607.0</b>
<b>FTE Positions</b>	<b>20.0</b>	<b>17.0</b>	<b>17.0</b>

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

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of employee travel claims correctly processed within ten days	99.8	100	100

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of vendor invoices paid within 30 days	99.7	100	100

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of agency staff turnover	32.1	15	15

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Administration as a percent of total cost	6.5	6	6

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of industry stakeholders rating the Department's quality of communications excellent or good	96.5	95	95



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

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
System uptime as a percentage of total monthly hours as measured by industry standard monitoring software	99.8	100	100
Percent of IT staff certified in their areas of emphasis, i.e. Microsoft MCSE, MCDBA,	66.7	66.7	66.7
Percent of total license renewals completed through the Department's website	0	10	20
Percent of issues reported by the Customer Service Tracking System closed within 8 working hours of submission	98.3	99	99

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,635.0	1,115.0	1,115.0
Other Appropriated Funds	118.0	149.0	149.0
Other Non Appropriated Funds	222.0	254.0	254.0
<b>Program Total</b>	<b>1,975.0</b>	<b>1,518.0</b>	<b>1,518.0</b>
<b>FTE Positions</b>	<b>26.0</b>	<b>20.0</b>	<b>20.0</b>

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

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of "high priority" samples	1,719	1,800	1,850
Number of "high priority" sample analyses completed by the due date	1,041	1,400	1,400
Percent of customer satisfaction rating regarding the lab's "timely delivery of service"	86	80	75
Percent of overall customer satisfaction rating for laboratory services	95	80	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	144.0	252.0	252.0
Other Appropriated Funds	107.0	0.0	0.0
Other Non Appropriated Funds	2,226.0	3,275.0	3,275.0
<b>Program Total</b>	<b>2,477.0</b>	<b>3,527.0</b>	<b>3,527.0</b>
<b>FTE Positions</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>

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

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of agricultural consultation and training compliance issues addressed	1,100	1,210	1,210
Number of compliance issues needing correction or clarification	98	95	100
Number of on-site visits or individual consultations	459	540	560
Number of pesticide resources, materials, or contracts provided upon request	184	200	225

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of agricultural operations that receive training	109	100	110
Number of individuals who received pesticide safety training in English	217	225	250
Number of individuals who received pesticide safety training in Spanish	272	275	250
Number of outreach and education seminars and workshops (including Train-the-Trainer Workshops)	64	61	72
Number of outreach and education seminar and workshop participants (including Train-the-Trainer Workshops)	7,599	6,725	7,675
Number of outreach and educational materials developed (including training and outreach materials, curricula, articles, interviews, Power Point presentations, and training resources)	49	52	57
Number of people reached through outreach and education materials (new and existing)	24,930	27,800	31,050

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of operations receiving assistance	104	115	120
Number of follow-up on-site visits	39	65	70
Number of Farm Bill contract management acres	28,440	25,000	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of grant applications	128	96	118
Number of grants awarded	71	48	55
Amount of grant funds disbursed (in millions of dollars)	1.7	2.5	2.8

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,559.0	3,341.0	3,341.0
<b>Program Total</b>	<b>3,559.0</b>	<b>3,341.0</b>	<b>3,341.0</b>
<b>FTE Positions</b>	<b>34.0</b>	<b>32.0</b>	<b>32.0</b>

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

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of free sale certificates issued	63	70	74
Number of products under free sale	1,330	2,000	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ ADMINISTRATION	138,927.8	146,223.1	148,554.8
➤ AZ LONG TERM CARE SYSTEM (ALTCS)	2,102,187.7	2,225,857.2	2,470,129.0
➤ ACUTE CARE	3,959,061.9	4,316,828.2	5,137,511.1
➤ PROPOSITION 204 - SENATOR ANDREW NICHOLS COMPREHENSIVE HEALTH INSURANCE COVERAGE ACT	2,309,076.3	2,748,508.9	3,497,381.7
➤ HEALTHCARE GROUP	66,458.9	59,979.5	67,062.1
➤ CHILDREN'S HEALTH INSURANCE (CHIP)	156,172.6	147,854.0	122,047.8
➤ DIRECT SERVICE CLAIMING (DSC)	27,505.2	27,099.3	26,013.2
<b>Agency Total:</b>	<b>8,759,390.4</b>	<b>9,672,350.2</b>	<b>11,468,699.7</b>

**Funding and FTE Summary:**

(Thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,186,487.6	1,185,709.7	1,807,808.1
Other Appropriated Funds	203,864.2	201,221.3	171,170.0
Other Non Appropriated Funds	7,369,038.6	8,285,419.2	9,489,721.6
<b>Program Total</b>	<b>8,759,390.4</b>	<b>9,672,350.2</b>	<b>11,468,699.7</b>
FTE Positions	3,201.4	3,044.4	3,050.4

**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.
- Continue to explore cost-effective purchasing options for key Medicaid services (e.g., transportation).
- Maximize use of non-state funding sources (e.g., grants).
- Establish and monitor health plan quality and cost benchmarks to ensure efficient cost-effective health plan operations.
- Continue to work with CMS to implement Congressional Budget Reconciliation bills and support Medicaid legislative changes to reduce program costs.
- Use executive utilization management reports for ongoing health plan comparison and benchmarking.

**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.
- 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.
- Continue to develop measures to monitor quality outcomes for long term care recipients.
- Analyze and report on long term care satisfaction survey and use findings to guide quality improvement activities.
- Work toward the development of a web-based information exchange (IE) system that allows provider access to diagnoses, treatment, and other information that supports coordination of care.
- Improve members' understanding of how to access medically necessary care.
- Improve children's oral health by promoting the establishment of a dental home by age one.
- Actively promote physician and affiliated practice dental hygienists' involvement in children's oral health and disease prevention.
- Respond to the needs of a growing ethnically diverse population by promoting cultural competence throughout the health care delivery system.
- 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:



- Educate the public about available programs for the uninsured, and offer enrollment assistance to potentially eligible families, collaborating with community-based organizations and external stakeholders as appropriate.
- 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 Maximize agency capacity and resources and address workforce issues through the use of technology and planning.**

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.

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 these goals, AHCCCS plans to:

- Strengthen the AHCCCS Department of Member Services (DMS) workforce through innovative recruitment methods, focused leadership development, and increased workplace flexibility.
- Expand self-service opportunities for members and applicants through enhancements to Health-e-Arizona, MyAHCCCS.com, and IVR.
- Modernize DMS through the elimination of non-essential tasks, streamlining of processes, maximization of current resources, and implementation of a continuous improvement cycle.
- Evaluate, acquire, and install the next generation of AHCCCS software products and system architecture.
- Continue partnership with Hawaii to share costs of developing and maintaining the Medical Management Information System and Data Warehouse.
- Implement National Provider Identification (NPI).
- 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 data center costs incurred by AHCCCS.
- Continue to expand the Virtual Office environment to improve productivity and facilitate recruitment and retention of staff while decreasing infrastructure costs.
- Continue to address potential barriers/issues related to Virtual Office such as distance training/learning, recruitment from targeted populations, promotion issues, and facility transition as offices are closed.
- Implement and employee development plan.
- Implement recommendations from the AHCCCS Diversity Council
- Continue to improve the hiring process to attract and retain a highly-competent workforce.

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 health plans and program contractors that agree to accept a capitated monthly payment for the cost of providing medical care to enrolled members. Responsibilities of Administration that relate to health plans and program contractors 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 responsibilities of Administration 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	55,134.3	54,856.9	56,833.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	83,793.5	91,366.2	91,721.7
<b>Program Total</b>	<b>138,927.8</b>	<b>146,223.1</b>	<b>148,554.8</b>
<b>FTE Positions</b>	<b>2,072.4</b>	<b>2,029.1</b>	<b>2,034.1</b>

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

**Mission:**

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

**Description:**

Central Administration consists of six operating offices or divisions that 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, government relations, and strategic plan coordination;
- (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 addresses 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 offers 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	9,821.6	10,678.8	11,623.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	30,417.2	31,055.2	28,868.9
<b>Program Total</b>	<b>40,238.8</b>	<b>41,734.0</b>	<b>40,491.9</b>
<b>FTE Positions</b>	<b>277.2</b>	<b>267.2</b>	<b>271.2</b>

- ◆ **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 and teamwork, and improving customer relations.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Training hours per employee	6	3	3
Percent of employee turnover	3.77	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Cost/benefit ratio (in dollars) of audits and investigations related to reports of fraud and abuse.	1/482	1/420	1/420

- ◆ **Goal 3** To monitor and maintain the AHCCCS program waiver and state plan to ensure compliance with changes in federal law, regulations, and policy, and to coordinate the submission of required amendments and deliverables to the Centers for Medicare and Medicaid Services (CMS).

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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 to ensure compliance with federal and state legal requirements and changes in policy.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of inquiries responded to within three days regarding client service issues	97	90	90

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of time the PMMIS is available to our users	99.9	99.0	99.0

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of invoices paid within 30 days	100	95	95
Percent of total programmatic payments completed electronically	98	95	95

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of enrollees filing a grievance	.4	.6	.6

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.)

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	29,008.6	28,340.0	29,297.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	31,815.0	35,268.9	37,748.0
<b>Program Total</b>	<b>60,823.6</b>	<b>63,608.9</b>	<b>67,045.1</b>
<b>FTE Positions</b>	<b>1,009.9</b>	<b>1,004.4</b>	<b>1,004.4</b>

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 quality 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,255.8	2,349.5	2,349.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,619.8	3,332.7	3,332.7
<b>Program Total</b>	<b>4,875.6</b>	<b>5,682.2</b>	<b>5,682.2</b>
<b>FTE Positions</b>	<b>76.1</b>	<b>73.4</b>	<b>73.4</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of acute and ALTCS health plan 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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of Rural counties with at least two competitive risk health plans available	100	100	100
Explanation: Revised measure as percent			
Member satisfaction: percent of choice exercised in moving from current health plan	1.82	3.5	3.5

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
The number of encounters per member month	4.8	4.3	4.3
Omission error percent	7.4	6.9	6.9
Explanation: Weighted total omission and correctness rate source: FFY in which Data Validation Study completed.			

Correctness error percent	11.3	10.8	10.0
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,163.2	1,121.7	1,121.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,521.7	2,854.0	2,854.0
<b>Program Total</b>	<b>3,684.9</b>	<b>3,975.7</b>	<b>3,975.7</b>
<b>FTE Positions</b>	<b>80.6</b>	<b>77.8</b>	<b>77.8</b>

#### ◆ Goal 1 To streamline claims processing

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of Fee-For-Service claims adjudicated within 30 days	94.38	95	95

**HCA 1.5 Subprogram Summary**  
**ADVISORY COUNCIL ON INDIAN HEALTH CARE (PASS-THROUGH)**  
 Fred Hubbard, Executive Director  
 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	108.6	104.9	179.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	107.0	117.1	179.8
<b>Program Total</b>	<b>215.6</b>	<b>222.0</b>	<b>359.6</b>
<b>FTE Positions</b>	<b>3.6</b>	<b>3.6</b>	<b>4.6</b>

- ◆ **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; the state's Children's Health Insurance Title XXI Program (KidsCare) as well as Families with Children Medicaid programs for households that have both KidsCare and Medicaid-eligible members, 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	12,776.5	12,262.0	12,262.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	16,312.8	18,738.3	18,738.3
<b>Program Total</b>	<b>29,089.3</b>	<b>31,000.3</b>	<b>31,000.3</b>
<b>FTE Positions</b>	<b>625.0</b>	<b>602.7</b>	<b>602.7</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of applications processed on time	92	97	97
Percent of financial redeterminations processed on time	84	97	97

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
ALTCS eligibility case error percent	1	3	3
Cost avoidance from Predetermination Quality Control Program (in millions)	15.98	16.03	16.08

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	133,151.8	130,291.1	180,342.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,969,035.9	2,095,566.1	2,289,786.4
<b>Program Total</b>	<b>2,102,187.7</b>	<b>2,225,857.2</b>	<b>2,470,129.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
ALTCS monthly enrollment	48,578	51,228	53,953
Percent of members utilizing home and community based services	68.75	67.80	68.75

## 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' 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	661,060.6	607,736.0	901,033.1
Other Appropriated Funds	50,978.3	53,738.1	46,064.7
Other Non Appropriated Funds	3,247,023.0	3,655,354.1	4,190,413.3
<b>Program Total</b>	<b>3,959,061.9</b>	<b>4,316,828.2</b>	<b>5,137,511.1</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

## 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.)

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	233,474.4	207,019.8	311,017.8
Other Appropriated Funds	19,824.4	20,897.6	17,913.6
Other Non Appropriated Funds	1,165,409.1	1,284,097.4	1,484,533.0
<b>Program Total</b>	<b>1,418,707.9</b>	<b>1,512,014.8</b>	<b>1,813,464.4</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
1931 (b) Eligibility Family Assistance monthly enrollment	378,190	419,240	438,859
Percent of well child visits in the first 15 months of life - Early Periodic Screening, Diagnosis and Treatment	60.8	60	60

Explanation: The current HEDIS national mean for Medicaid managed care plans is 53%, 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.)

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	154,976.0	137,415.9	206,447.7
Other Appropriated Funds	13,159.1	13,871.5	11,890.7
Other Non Appropriated Funds	773,576.7	852,359.7	985,405.0
<b>Program Total</b>	<b>941,711.8</b>	<b>1,003,647.1</b>	<b>1,203,743.4</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Supplemental Security Income monthly enrollment	107,167	110,301	112,522

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. AHCCCS commonly refers to this population as "SOBRA Women and Infants," after the Sixth Omnibus Budget Reconciliation Act, which took effect in 1987. DES determines eligibility for this program.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	48,651.4	43,138.8	64,809.8
Other Appropriated Funds	4,131.0	4,354.6	3,732.8
Other Non Appropriated Funds	242,847.7	267,579.9	309,346.7
<b>Program Total</b>	<b>295,630.1</b>	<b>315,073.3</b>	<b>377,889.3</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of women receiving cervical screening within a three year period	63.2	64	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	163,276.1	144,775.6	217,504.6
Other Appropriated Funds	13,863.8	14,614.4	12,527.6
Other Non Appropriated Funds	815,007.7	898,010.1	1,038,181.0
<b>Program Total</b>	<b>992,147.6</b>	<b>1,057,400.1</b>	<b>1,268,213.2</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
SOBRA children monthly enrollment	296,049	331,970	347,770
Percent of well child visits in the first 15 months of life - Early Periodic Screening, Diagnosis and Treatment	60.8	60	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 two 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. FES eligibility may be determined by either DES or AHCCCS.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	37,727.0	34,049.2	46,209.2
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	104,266.1	107,409.9	118,141.0
<b>Program Total</b>	<b>141,993.1</b>	<b>141,459.1</b>	<b>164,350.2</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Federal Emergency Services monthly enrollment	81,880	81,880	81,880

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. Prescriptions are no longer covered due to implementation of Part D. 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	22,874.5	22,130.6	31,451.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	73,295.6	82,419.4	93,127.9
<b>Program Total</b>	<b>96,170.1</b>	<b>104,550.0</b>	<b>124,579.8</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Members enrolled monthly in the Medicare Premiums programs	31,686	33,577	35,378



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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	8,954.3	8,929.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	71,889.8	95,010.2	96,952.4
Program Total	71,889.8	103,964.5	105,881.8
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 2009 Actual	FY 2010 Estimate	FY 2011 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 up to 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 up to 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	81.2	64.4	64.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	730.3	579.6	576.4
Program Total	811.5	644.0	640.5
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Family Planning Services monthly enrollment	3,626	3,647	3,651

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 2009 Actual	FY 2010 Estimate	FY 2011 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	10,187.4	14,598.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	67,887.9	64,149.9
Program Total	0.0	78,075.3	78,748.5
FTE Positions	0.0	0.0	0.0

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

direct cost reimbursements.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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, no more than \$5,000 of which can be liquid assets.
- (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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	300,208.0	359,989.9	637,837.9
Other Appropriated Funds	27,225.6	26,325.3	24,699.8
Other Non Appropriated Funds	1,981,642.7	2,362,193.7	2,834,844.0
Program Total	2,309,076.3	2,748,508.9	3,497,381.7
FTE Positions	921.5	807.8	808.6

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

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Senator Andrew Nichols Comprehensive Health Insurance Coverage Act monthly enrollment	296,011	381,626	400,195

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	2,800.0	0.0	5,000.0
Other Appropriated Funds	3,724.4	6,179.7	5,159.1
Other Non Appropriated Funds	59,934.5	53,799.8	56,903.0
Program Total	66,458.9	59,979.5	67,062.1
FTE Positions	30.0	30.0	30.0

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

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Healthcare Group monthly enrollment	14,561	12,229	11,153

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 received a Health Insurance Flexibility and Accountability (HIFA) waiver from the U.S. Department of Health and Human Services. This waiver authorized the provision of coverage for parents of AHCCCS-enrolled children, as well as provided an 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. The HIFA Parents program sunsets as of October 01, 2009.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	34,132.9	32,835.8	26,761.4
Other Appropriated Funds	121,935.9	114,978.2	95,246.4
Other Non Appropriated Funds	103.8	40.0	40.0
<b>Program Total</b>	<b>156,172.6</b>	<b>147,854.0</b>	<b>122,047.8</b>
<b>FTE Positions</b>	<b>177.5</b>	<b>177.5</b>	<b>177.7</b>

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of participating Local Education Authorities (LEAs)	151	155	160

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
KidsCare monthly enrollment	63,729	52,471	55,095
Percent of children with access to primary care provider	87.2	85	87
HIFA monthly enrollment	9,964	0	0
Explanation:	HIFA Parents program sunsets September 2009		

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), Medicaid-covered services are provided in the school setting 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.

Public Consulting Group (PCG), our current TPA, is responsible for training, compliance monitoring, and claims processing. A handbook, website, and training materials are 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 151 LEAs participating.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	27,505.2	27,099.3	26,013.2
<b>Program Total</b>	<b>27,505.2</b>	<b>27,099.3</b>	<b>26,013.2</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **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.

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 agency. 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	607.0	624.0	624.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>607.0</b>	<b>624.0</b>	<b>624.0</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

#### 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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of complaint resolutions	133	185	185
Appraisers with more than one complaint filed	17	30	30

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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	3	3	3

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Disciplinary actions	25	25	25
Recidivism rate for those receiving disciplinary action	7	10	10
Average days from receipt of complaint to resolution	125	130	130
Average annual backlog of noncurrent cases	14	10	10

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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	2832	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 is a 43-year-old agency of the State of Arizona which supports the development and retention of statewide jobs in the arts, culture and education sectors; access to vital, quality arts and arts education opportunities for all Arizona citizens; and increased economic impact in local communities through partnerships that develop tax and business revenue. Annually, Arts Commission grants and programs serve 8 million people and Commission-sponsored arts education programs in private, charter and public schools serve 1.7 million Arizona youth. The Arts Commission maximizes resources in four key areas: Partnerships, Leadership Activities, Services and Strategic Funding.

**Funding and FTE**

<b>Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,507.0	968.0	968.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,031.0	2,806.0	2,806.0
<b>Program Total</b>	<b>5,538.0</b>	<b>3,774.0</b>	<b>3,774.0</b>
<b>FTE Positions</b>	<b>18.0</b>	<b>17.0</b>	<b>17.0</b>

**Strategic Issues:****Issue 1 Maximize support of the arts industry while sustaining reductions in state grant funding**

As a result of the recession, the State of Arizona's fiscal crisis and ongoing reductions to the Arizona Commission on the Arts' overall budget, available state grant funding for the arts industry has diminished greatly. For fiscal year 2010, most agency grants will be reduced by more than 40%, and several grant programs will be placed on indefinite hiatus. Arts organizations currently receiving support – 300+ organizations across the State – will receive 40% to 80% less than in previous years, when even at its peak level of funding Arizona's state arts agency support was well below the national average. These grant reductions come at a time when the arts industry is struggling mightily against decreased support from local businesses, foundations and charitable donations.

The Arts Commission is focused on meeting the new and tremendous needs of the arts field in non-monetary ways, as reductions in grant funding have given birth to other acute needs: needs for technical support, counsel, accountability training and crisis management guidance, all of which the Agency provides to constituents as a part of its mission. In fiscal year 2010 the Arts Commission intends to increase its support of the statewide arts industry in the areas of focused technical assistance and convenings. Arts Commission leadership will refocus a percentage of labor previously applied to grant administration to increase staff availability, such that staff can provide expert counsel and resources to statewide arts businesses as those businesses attempt to stabilize and rebuild.

**Issue 2 Increase potential for strategic partnerships between arts and non-arts sectors**

Because of decreased financial investment from the public sector, local businesses, foundations and individuals, Arizona arts organizations are seeking new partners, programmatic opportunities and sources of revenue to allow them to continue their work in Arizona communities. In fiscal year 2010, the Arts Commission intends increase its efforts to provide networking opportunities and research to the arts industry, such that arts leaders, arts businesses, and representatives from non-arts sectors can take

advantage of innovative partnerships and funding opportunities. In addition the Arts Commission will expand its many existing long-term partnerships with non-arts entities by working 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, to increase the potential for direct benefit to the statewide arts industry.

**Issue 3 Maintain strong arts participation programs with diminished staff capacity**

The Arizona Commission on the Arts has long been at the forefront of developing arts participation programs for citizens of all ages and abilities. Because of reductions to the Arts Commission's overall budget, the agency has reduced its staff by 33%, decreasing staff capacity to provide statewide arts participation opportunities. In fiscal year 2010, the Arts Commission intends to plan strategic outreach programs in Arizona communities such that more Arizonans can participate directly in arts activities. In addition, the Agency plans to develop and implement cost-effective outreach offerings through the use of technology and the Agency's renovated website (to launch in January 2010).

**◆ Goal 1 To ensure that all Arizonans live and work in vibrant cultural communities**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Individuals benefiting from programs sponsored by Agency (in thousands)	8,512.0	8,400.0	7,000.0
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 Arts Commission grants; figures provided by grantees as a part of their annual final reports.		
Number of applications for community-driven projects received/number funded	531/505	360/320	360/320
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).		
Number of grant applications submitted by ethnic-run organizations	72	55	60
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).		
Percentage of applications submitted by ethnic-run organizations funded	97	90	90
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).		
Number of applications submitted by rural applicants	143	95	100
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).		
Percentage of applications submitted by rural applicants funded	96	90	90
Explanation:	Figures for this measure are compiled in our online grants program (EGOR).		

**◆ Goal 2 To ensure Arizonans implement public policy that recognizes the pivotal role of the arts in societies**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total amount of state investment in arts participation opportunities (in thousands)	2,749.1	1,908.4	1,908.4
Explanation:	Figures for this measure are constructed by adding the following State monies provided to the Arts Commission: Community Service Projects, Arts Trust Fund, ArtShare Endowment Interest.		
Total amount of other public and private funds leveraged for arts participation opportunities/state investment (in millions)	318/3.8	250/1.9	250/1.9
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 Arts Commission. (FY09 actual figure reflects a carryforward amount of ArtShare Endowment interest and Arts Trust Fund dollars from FY08.)		
Number of public policy forums in which the Commission participates in order to integrate the arts	36	35	35
Explanation:	Figures for this measure reflect a subset of total leadership forums Arts Commission staff participate in annually as leaders in the field of arts and culture. This particular measure reflects participation and partnerships in non-arts sectors. During FY09 Arts 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.		

Cumulative contributions to Arizona ArtShare increase in both non-designated funds and contributions to arts organization endowments (in thousands)	22,161.0	20,000.0	20,000.0
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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 Arts Commission. Because of current economic challenges, organizations have had to use endowment principal for operations, contributions are significantly diminished, and investments have lost considerable value.

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

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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Constituent satisfaction ratings (scale of 1-8)	7.25	7.00	7.00
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Explanation: Figures for this measure are compiled by Arts Commission staff and reflect ratings from the Agency's annual satisfaction survey as well as evaluations from all presentations, convenings, workshops and review panels.

Number of outreach activities including site visits, public presentations, convenings and technical assistance	847	800	800
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Explanation: Figures for this measure are compiled by Arts Commission staff and reflect the total number of workshops, convenings, panels, training sessions and planning meetings led by the Arts Commission; the number of speaking engagements and panels involving Arts Commission staff; and the number of publications presented to the field as technical assistance.

Number of Arizonans impacted by outreach activities (in thousands)	106.3	100.0	100.0
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Explanation: Figures for this measure are compiled by Arts Commission staff and reflect the total number of people participating in workshops, convenings, panels, training sessions and planning meetings led by the Arts Commission; the number people attending speaking engagements and panels involving Arts Commission staff; and the number of people receiving publications presented to the field as technical assistance.

Number of applications submitted by organizations that did not apply in previous year	82	60	60
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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	95	90	90
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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)	162/5,226	120/3,330	120/3,330
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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)	1.7	1.4	1.4
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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 Employee Services Office and Executive Administration. Each division is further organized into sections which specialize in a particular area of practice.

#### Agency Summary:

(\$ Thousands)

Program	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ LEGAL SERVICES	82,273.0	91,628.0	87,986.0
➤ CENTRAL ADMINISTRATION	6,058.0	6,102.0	6,102.0
<b>Agency Total:</b>	<b>88,331.0</b>	<b>97,730.0</b>	<b>94,088.0</b>

#### Funding and FTE

Summary: (Thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	21,483.0	19,437.0	19,437.0
Other Appropriated Funds	35,622.0	39,459.0	39,459.0
Other Non Appropriated Funds	31,226.0	38,834.0	35,192.0
<b>Program Total</b>	<b>88,331.0</b>	<b>97,730.0</b>	<b>94,088.0</b>
<b>FTE Positions</b>	<b>759.0</b>	<b>719.0</b>	<b>684.0</b>

#### 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. The Office vigorously enforces the Arizona Consumer Fraud Act. In the wake of the state's home foreclosure crisis, the Office has stepped up its housing fraud prevention efforts and its investigation of mortgage schemes and loan modification scams.

##### Issue 2 Border Security

The Attorney General's Office is working on many fronts to fight crimes connected to the well-funded and violent drug cartels operating in Mexico. These crimes include drug-smuggling, arms-trafficking, human-smuggling, money-laundering and identity theft. The Attorney General has helped build a much closer partnership with Mexican law enforcement to combat crimes on both sides of the border. The Office is also helping coordinate the efforts of federal, state and local law enforcement in Arizona.

##### Issue 3 Prosecution of Complex Financial Crimes

The criminal prosecution team at the Attorney General's Office -- lawyers, investigators and staff -- has earned a national reputation for its work in the area of complex financial crimes. These "white collar" crime experts have prevailed in a number of complicated and time-consuming cases. One notable example is the Baptist Foundation of Arizona trial two years ago, which resulted with guilty verdicts and prison sentences for two top executives. Lasting 10 months, it was the longest criminal trial in Arizona history.

##### Issue 4 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.

##### Issue 5 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 6 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 7 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.

AGA 1.0 **Program Summary**  
LEGAL SERVICES

Tim Nelson, Chief Deputy  
Phone: (602) 542-8080  
A.R.S. § 41-191

**Mission:**

*To protect the safety, health, economic and environmental well being, and civil rights of Arizonans by fairly and aggressively prosecuting criminal activity, safeguarding the rights of crime victims and providing high quality, innovative legal representation to the State and our client agencies.*

**Description:**

Legal services are provided through the following divisions of the Attorney General's Office: (1) Child and Family Protection Division; (2) Civil Division; (3) Civil Rights Division; (4) Criminal Division; (5) Finance Division; and (6) Public Advocacy Division. The Child and Family Protection Division provides legal services to the Department of Economic Services 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. 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, (including border-related crimes and crimes committed by organized criminal syndicates) using experienced criminal prosecutors and highly trained investigators. The Criminal Division also works with Arizona's crime victims and effectively represents the State in capital and non-capital criminal appeals and federal habeas actions. The Finance Division provides legal advice and litigation services to the Executive and Judicial Branches of State Government, collects debt owed to the State as well as providing budgetary, contract, accounting and financial control services, and information technology support to the Attorney General's Office. The Public Advocacy Division enforces the State's consumer protection, environmental, antitrust and tobacco laws while representing a number of client agencies including 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.

**This Program Contains the following Subprograms:**

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	16,963.0	14,795.0	14,795.0
Other Appropriated Funds	34,084.0	37,999.0	37,999.0
Other Non Appropriated Funds	31,226.0	38,834.0	35,192.0
<b>Program Total</b>	<b>82,273.0</b>	<b>91,628.0</b>	<b>87,986.0</b>
<b>FTE Positions</b>	<b>710.0</b>	<b>673.0</b>	<b>638.0</b>

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).

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,388.0	2,444.0	2,444.0
Other Appropriated Funds	6,182.0	7,468.0	7,468.0
Other Non Appropriated Funds	1,088.0	1,174.0	1,134.0
<b>Program Total</b>	<b>9,658.0</b>	<b>11,086.0</b>	<b>11,046.0</b>
<b>FTE Positions</b>	<b>114.0</b>	<b>109.0</b>	<b>109.0</b>

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Complaints opened	26,783	23,000	23,000
Explanation:	Due to current economy and the housing/mortgage crisis, our Office received an increased level of complaints.		
Complaints closed	21,757	23,000	23,000
Explanation:	Complaint files are staying opened longer due to the investigative process and difficulty with locating responsible parties for closed businesses.		
Telephone calls received from the public	51,638	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Civil cases/investigations opened	81	70	65
Explanation:	The Division initiated more cases than expected in order to respond to increased reports of consumer fraud, especially related to economic downturn.		
Judgments	28	20	15
Explanation:	The Division obtained more judgments than expected due to several lengthy multi-state investigations settling in FY2009. The increase in judgments was also attributed to the increase in Consumer Fraud Enforcement actions.		

◆ **Goal 3** To provide the highest quality legal advice and representation to the Department of Environmental Quality.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Civil advice and litigation files open	941	725	725
Explanation:	The client agencies referred more cases to our Office than anticipated.		
Cases resolved within the year	288	275	275
Explanation:	Because of recent changes in the Underground Storage Tank (UST) statutes, fewer hearings were filed in FY09 than anticipated. Also, a reduction in staff and two Client agencies transferred to another Section. Fewer hearings are expected in FY10 and beyond.		
Hours spent on matters reviewed but not opened	6,604	6,800	6,800
Explanation:	Reduction in staff and the transfer of two client agencies to another Section. Fewer hours and hearings are expected in FY10 and beyond.		



Administrative hearings set	141	125	115
Explanation:	Reduction in staff and the transfer of two client agencies to another Section resulted in the decrease. Fewer hours and hearings are expected in FY10 and beyond.		
Summary and trial judgments	11	12	12

- ◆ **Goal 4** To provide the highest quality legal representation and advice to: Departments of Agriculture, Financial Institutions, Game and Fish, Insurance and Real Estate.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Cases opened	364	300	300
Explanation:	Two client agencies, Game & Fish and Agriculture, moved to the CPA Section during FY2009.		
Enforcement and regulatory matters handled for agency clients	251	275	275
Explanation:	Closed fewer cases than anticipated due to an increase in the complexity and size (number of alleged violations) of the cases referred by both the Department of Financial Institutions and the Department of Real Estate.		

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Youth compliance checks conducted	1,758	2,500	2,500
Explanation:	Decrease due to a reduction in funding for FY2009, a 3 month delay in conducting inspections due to contracting issues with Tucson and Phoenix Police Departments and the loss of full time Youth Tobacco Operations coordinator.		

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

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Complaints received	166	50	50
Explanation:	The number of complaints was higher than projected because of increased gas complaints during the spike in gas prices in the summer of 2008.		
Restitution ordered for Arizona consumers and costs recovered in antitrust cases (\$ dollars)	289,103	200,000	200,000
Explanation:	Money judgments were higher than projected because of the higher settlement of the Tucson Unified School District case than anticipated.		

## 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds		1,649.0	1,553.0	1,553.0
Other Appropriated Funds		71.0	94.0	94.0
Other Non Appropriated Funds		722.0	1,738.0	913.0
Program Total		2,442.0	3,385.0	2,560.0
FTE Positions		41.0	39.0	23.0

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

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of cases investigated	1,418	1,500	1,525
Number of cases resolved	939	1,000	1,025
Percentage of cases resolved using voluntary settlement agreements	20	15	15
Explanation:	The Division has a successful Conflict Resolution Program that utilizes a network of volunteer mediators in Phoenix and Tucson. The Program has been instrumental in increasing the number of cases resolved using 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of lawsuits	29	25	25
Explanation:	This number includes all cases that were pending or newly opened in FY2009.		
Number of lawsuits resolved	13	20	20
Explanation:	The Division lost two of its six attorneys in January and May 2009. These attorneys could not be replaced due to reducing funding levels for the Office. This loss significantly affected the Division's ability to move cases toward resolution in less than 12 months.		
Average number of months to resolve	11.50	12	12
Percentage of litigation cases resolved using voluntary settlement agreements	85	95	95
Explanation:	Of the 13 resolutions, one was voluntarily dismissed by the Division and the other was a default judgment that was obtained against the defendant.		

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

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of cases referred to mediation	381	425	425
Explanation:	The Division stopped referring employment discrimination cases to early mediation in April 2009 because the contract amount provided by our worksharing agreement with the EEOC was reduced by 10%. The Division did not want to settle cases early that would not be paid for under the contract.		
Number of Civil Rights discrimination cases mediated	128	130	130
Percentage of total mediations in which agreement reached (including non-discrimination cases)	74	85	85
Maintain satisfaction rate of participants above 90 percent	94	95	95

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 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	4,500	4,600	4,700
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 FY2009.		

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	8,689.0	8,117.0	8,117.0
Other Appropriated Funds	3,576.0	3,644.0	3,644.0
Other Non Appropriated Funds	28,702.0	33,293.0	31,845.0
<b>Program Total</b>	<b>40,967.0</b>	<b>45,054.0</b>	<b>43,606.0</b>
<b>FTE Positions</b>	<b>180.0</b>	<b>180.0</b>	<b>161.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Death penalty cases open	121	130	130
Percentage of death penalty sentences affirmed by the Arizona Supreme Court	67	90	90
Explanation:	The decrease in FY09 was due to two cases being reversed and remanded for re-sentencing and one case being reduced to natural life.		
Number of briefs, habeas answers, petitions for review and responses to petitions for review filed	759	797	837
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Cases open	680	693	707
Explanation:	The increase in FY09 reflects multi-defendant wiretap cases and multi-defendant cases submitted by law enforcement agencies.		
Number of defendants charged	616	628	640
Forfeiture cases opened	867	500	550
Explanation:	The increase in FY2009 is due to two large cases opened this year.		
Amount forfeited to State (\$ millions)	7.6	5.5	5.5
Explanation:	The increase in FY09 resulted from the BMN (Love) cases forfeiting approximately \$3 million in liquid assets.		

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Cases open	1,649	1,682	1,716

Total number of victims	34,392	6,500	6,500
Explanation:	The increase in FY 2009 reflects many large scale fraud cases with multitude of victims.		
Restitution ordered by the courts (\$ millions)	64.0	8.5	8.5
Explanation:	The increase in FY 2009 is due to the restitution ordered in the Aspire Case of \$46,131,000.		
County Attorney conflict of interest referrals	64	50	50
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 and Victims' Rights programs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of victims served	10,742	10,956	11,175
Number of trainings and presentations given	41	50	50
Explanation:	The decrease in trainings given was due to reduced demand resulting from budget cuts of various agencies.		
% of Victims' Rights award recipients satisfied with the Victim's Rights Program	100	98	98
Explanation:	This is a new performance measurement for FY2009 to assess the percentage of Victims' Rights grant award recipients satisfied with the Victims' Rights Program.		

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Open cases	319	325	331
Explanation:	The decrease in FY 2009 is due to sustained staffing vacancies as a result of retirements and reductions in force.		
Law enforcement assists	580	591	603
Explanation:	The decrease in FY2009 is due to standardization in reporting criteria with other law enforcement agencies and sustained staffing vacancies as a result of retirements and reductions in force.		

AGA 1.4 **Subprogram Summary**  
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	106.0	0.0	0.0
Other Non Appropriated Funds	0.0	76.0	76.0
<b>Program Total</b>	<b>106.0</b>	<b>76.0</b>	<b>76.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of dependencies filed by DES (including supplemental and in-home petitions)	4,094	4,100	4,200
Explanation:	The number of actual dependency petitions filed in FY 2009 increased 12.8% over FY 2008. Although the causes for the increase may vary, historically there is a correlation between increasing dependencies and recessionary conditions.		
Number of preliminary protective hearings within five to seven days of filing initial dependency petition	3,092	3,100	3,200

◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of hearings held to establish a permanent plan within 12 months	4,673	4,500	4,500
Explanation:	The number of dependency filings and therefore hearings has steadily increased in FY2009 because of the economy. In addition, the Division continued to closely monitor and track timely permanency hearings.		
Number of reunifications achieved (child back with parents)	1,784	1,700	1,700
Explanation:	Although there has been a steady rise in dependency filings, FY 2009 has seen a higher percentage of successful family reunifications.		
Number of guardianships achieved (child placed with guardian)	464	500	600
Explanation:	There is likely a correlation (although not one for one), between the increase in reunifications and terminations and a decrease in guardianships.		
Number of terminations achieved (child removed from parents)	1,754	1,800	1,800

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of court ordered cases ratio required	79.0	79.5	80.0

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of children with paternity established	2,645	2,600	2,550
Explanation:	Reduced number of court orders reflects fewer paternity cases referred by DCSE and the increased use of administrative process to establish paternity.		

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Administrative, Civil and Appellate litigation resolved	779	750	750
Explanation:	The increase between FY2008 and FY 2009 is due to an increase in cases referred to our office by DES.		
Civil Collection litigation resolved	249	250	250
Explanation:	The drop in the resolution of Civil collection litigation is related to a decrease in staffing in the Division as well as the inability to quickly move cases to closure because of the recession's impact on a defendant's ability or desire to pay monies owed.		
Criminal prosecutions completed successfully	258	250	250

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Civil judgments (\$)	622,798	600,000	600,000
Explanation:	The 18.8% decrease in judgments from FY 2008 reflects a reduction in resources within the Division and FY 2009 fiscal constraints on hiring.		
Garnishment funds received (\$)	404,222	250,000	250,000
Explanation:	The projected decrease in FY 2010 and FY 2011 reflects the effect of significant reduction in funding levels for FY 2010.		
Criminal restitution ordered (\$)	665,718	586,000	600,000
Explanation:	The continued decrease projected for FY2010 and FY2011 from FY2009 numbers reflect the reduced staffing resources in the Division and the reduction in cases being referred from the client while it makes changes to its administrative process.		
Criminal restitution received prior to sentencing (\$)	420,249	350,000	350,000
Explanation:	The increase in criminal restitution received prior to sentencing is difficult to accurately estimate since it is dependent of the financial capability of the criminal defendant and other factors outside the Division's control.		

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Hours of counsel and advice	23,399	22,000	22,000

Explanation: The 8% decrease in FY2009 compared with FY2008 is a direct result of the reduction in force in the Division and the redirection of counsel and advice resources to necessary trial work. The trial work has been identified as the Division's priority.

## 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	421.0	330.0	330.0
Other Appropriated Funds	18,753.0	20,549.0	20,549.0
Other Non Appropriated Funds	0.0	97.0	97.0
<b>Program Total</b>	<b>19,174.0</b>	<b>20,976.0</b>	<b>20,976.0</b>
<b>FTE Positions</b>	<b>237.0</b>	<b>227.0</b>	<b>227.0</b>

- ◆ **Goal 1** To provide legal strategy, advice, and advocacy that secures and augments the value of the State Land Trust and contributes to the General Fund.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Amounts recovered, generated, and/or saved (in millions of dollars)	141.5	112	140
Explanation:	FY2009 results reflect the continued drop in the real estate market and the deferral of payments on some transactions. Estimates for FY2010 and FY2011 are based on projections from the State Land Department and the extent of Assistant Attorney General involvement.		

- ◆ **Goal 2** 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).

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average months in suit: per tort lawsuit - AGO	20	22	24
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. Additionally, criminal cases have priority over civil cases for judge assignments.		
Average months in suit: per tort lawsuit - OSC	21	27	29
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.		
Average billable hours: per tort lawsuit - AGO	225	220	220
Average billable hours: per tort lawsuit - OSC	179	190	195
Explanation:	The decrease in FY2009 Actual for average billable hours per closed case is due to a decrease in the number and complexity of cases sent to outside counsel.		
Average billable hourly rate: per tort lawsuit - AGO	98	105	108
Explanation:	T		
Average billable hourly rate: per tort lawsuit - OSC	149	160	170
Explanation:	The increase in the average billable rate from FY2008 to FY2009 is due to increases in the hourly rates in the contract bids.		
Average months in suit: per employment lawsuit - AGO	19	25	25

Average months in suit: per employment lawsuit - OSC 5 34 35

Explanation: The FY2009 decrease was the result of only one closed outside counsel case.

Average billable hours: per employment lawsuit - AGO 688 400 500

Explanation: The increase in FY2009 resulted from two major matters requiring over 2,000 hours of work and 2 matters that required over 1,000 hours of work.

Average billable hourly rate: per employment lawsuit - AGO 104 110 115

Average billable hourly rate: per workers compensation matter: AGO 92 96 96

Average billable hourly rate: per workers compensation matter - OSC 125 135 135

## 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, to collect debts owed to the State, and to provide budgetary, contract, accounting, financial control services and information technology support to the Attorney General's Office.*

#### Description:

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	3,816.0	2,351.0	2,351.0
Other Appropriated Funds	5,396.0	6,244.0	6,244.0
Other Non Appropriated Funds	714.0	2,456.0	1,127.0
<b>Program Total</b>	<b>9,926.0</b>	<b>11,051.0</b>	<b>9,722.0</b>
<b>FTE Positions</b>	<b>138.0</b>	<b>118.0</b>	<b>118.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
New cases opened	2,919	2,200	2,300
Explanation:	The increase of 53.6% of new cases opened in FY2009 compared with our FY2009 estimate is due to a high volume of bankruptcy cases filed and Department of Revenue income tax and responsible party case referrals.		

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Meetings with high-demand clients	17	12	12

- ◆ **Goal 3** 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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Trainings with high-demand clients	13	12	12

Explanation: The decrease in FY2009 results from reduced requests from client agencies to provide training in open meetings and public records law.

- ◆ **Goal 4** To effectively leverage technologies through staff training

and full utilization/implementation of software programs including Legal Files, RevQ, Access Databases, and Internal Asset Tracking System.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Staff training (number of hours)	290	150	150
Explanation:	The increase in FY2009 results from additional Legal Files training for the Children and Family Protection Division.		

- ◆ **Goal 5** To increase efficiencies by reducing the number of adjusting journal entries processed.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Adjusting journal entries processed	472	400	400
Explanation:	The increase in FY2009 reflects a higher number of case resolutions and one-time transactions to improve transparency and tracking of case activity.		

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### Program Summary

#### CENTRAL ADMINISTRATION

Tim Nelson, 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) Employee Services Office. 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 Employee Services Office provides administrative support to the Office in the areas of human resources and facilities management.

Funding and FTE Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	4,520.0	4,642.0	4,642.0
Other Appropriated Funds	1,538.0	1,460.0	1,460.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>6,058.0</b>	<b>6,102.0</b>	<b>6,102.0</b>
<b>FTE Positions</b>	<b>49.0</b>	<b>46.0</b>	<b>46.0</b>

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

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Administrative costs as a % of total costs	6.3	6.1	6.1

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

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Customer satisfaction rating for client agencies (scale of 1 to 8, with 8 the highest)	7.25	7.20	7.20

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

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Days to respond to a request for a legal opinion	72	42	42
Explanation:	FY2009 Actual was higher than estimate due to 2 opinions taking much longer than average and fewer 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of agency staff turnover	18.30	18.50	18.50



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**Agency Summary**

AUTO THEFT AUTHORITY

Brian R. Salata, Executive Director

Phone: (602) 364-2888

A.R.S. § 41-3451

#### Mission:

*To deter vehicle theft in Arizona through a cooperative effort by supporting law enforcement activities, vertical prosecution, and public education programs.*

#### Description:

The Arizona Automobile Theft Authority (AATA) exists to facilitate and fund programs to deter and prevent vehicle theft in Arizona. The AATA is supported by semi-annual assessments from more than 425 auto insurance companies doing business in Arizona. These dedicated funds facilitate a cooperative effort between the insurance industry, law enforcement, criminal justice agencies, and the citizens of Arizona. Resources are focused on auto theft enforcement/investigative units, effective prosecution efforts, and public education & prevention programs.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,775.0	5,481.0	5,481.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,775.0</b>	<b>5,481.0</b>	<b>5,481.0</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

#### Strategic Issues:

#### Issue 1 *The Arizona Automobile Theft Authority will maintain statewide vehicle theft enforcement, prosecution and prevention programs in FY 2010 and 2011.*

Arizona's vehicle theft problem requires a dedicated and coordinated statewide strategy in order to respond in an efficient and effective manner. The AATA works on a local, state, national and international level to develop, implement and support law enforcement activities, border interdiction, effective prosecution, and public education programs to deter and prevent vehicle theft. The AATA's 12 member Board of Directors has committed the maximum available resources to support the Agency's aggressive anti-vehicle theft programs during the next two fiscal years.

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of studies conducted	4	4	4

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of vehicles stolen statewide (2008 calendar year).	36,923	45,000	50,000

Explanation: FY10 and FY11 funding and program reductions may lead to an increase in the number of stolen vehicles.

Arizona vehicle theft rate (# per 100,000 population)	568	692	769
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Explanation: 2008 data from AZ. DPS Crime in AZ. Report. FBI Uniform Crime Report to release final 2008 data October '09.

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of Task Force positions funded by AATA	38	30	30

Explanation: ATA's FY09 & FY10 funding reductions directly impact Task Force staffing levels.

Number of stolen vehicles recovered by Task Force	3,098	2,500	2,500
Explanation:	Reduced Task Force staffing may reduce or limit stolen vehicle recoveries.		
Value of stolen vehicles recovered by Task Force (in millions of dollars)	43.9	34.4	34.4
Number of felony arrests by Task Force	200	175	175
Number of "chop shops" investigated by Task Force	36	19	19
Number of insurance fraud investigations by Task Force	35	9	9
Number of training and investigative assistance provided by Task Force	1,141	817	817
Return on investment (for every dollar funded by the Arizona Auto Theft Authority amount recovered by Task Force)	12.79	9.95	9.95
Explanation:	Lower return on investment is expected due to reduced funding and staffing.		
Number of law enforcement grants awarded	13	16	15

#### ◆ Goal 4 To assure deterrence of vehicle theft and associated criminal activity through effective auto theft (vertical) prosecution.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of prosecutors funded by AATA	8.5	5	5
Explanation:	ATA's FY09 & FY10 funding reductions directly impact Vertical Prosecution staffing levels.		
Number of participating counties	6	3	3
Explanation:	Due to reduced funding, 3 participating county attorney's offices not funded for FY 10.		
Number of vehicle theft cases filed	1,561	900	900
Explanation:	ATA funding decreases have reduced program effectiveness.		
Number of vehicle theft convictions	846	600	600
Percent of convictions to cases closed	94	91.5	91.5
Amount of restitution ordered (in millions)	1.85	1.3	1.3
Number of training sessions provided	7	5	5

#### ◆ Goal 5 To provide public education & prevention strategies to reduce victimization of vehicle theft and related criminal activity.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of Public Awareness grants to criminal justice agencies	27	29	25
Number of PACE (Public Awareness and Community Education) events statewide	702	730	780
Number of PACE events sponsored by AATA	74	80	80
Number of PACE events sponsored by AATA grant agencies	628	650	650
Number of AATA published Watch Your Car & theft prevention brochures distributed	150,000	25,000	25,000
Explanation:	MVD/Watch Your Car partnership mailing project not in effect as of FY08.		
Estimated media exposures (in millions)	45	50	50
Number of ACTIVE Watch Your Car enrollments	81,000	80,000	79,000
Explanation:	The ACTIVE WYC enrollments provides a more accurate assessment of current program participation.		

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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of professional training grants awarded to agencies	15	0	0
Number of criminal justice personnel receiving auto theft training	44	0	0

Explanation: FY09 and FY10 funding reductions resulted in \$0 funding for Professional Training Grant program.

#### ◆ Goal 7 To maximize Agency effectiveness, efficiency and customer satisfaction.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Ratio of administrative costs as a	7.01	7.30	7.30

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percent of total expenditures

Explanation: Ratio increase result of FY09 and FY10 fund sweeps.

Number of grant agency contractual compliance reviews	12	48	43
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Explanation: All grant agencies should be reviewed annually for compliance.

Customer satisfaction rating (scale of 1-3, 1 highest rating)	1	1	1
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Number of site visits to grant agencies	30	20	20
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<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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Initiate e-newsletter and email communications with agency customers	0	6	10
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Explanation: ATA to develop more creative, cost effective strategies for agency and customer communications.

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**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	276.0	330.0	330.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>276.0</b>	<b>330.0</b>	<b>330.0</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

#### 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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of applications accepted for new barber/instructor examinations	323	350	380
Number of examinations for new barber/instructor failed	225	175	190
Percent of examinations for new barber/instructor failed	70	50	50
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of applications for new barber/instructor licensees	285	420	450
Number of applications for new barber/instructor licenses rejected	2	5	5
Number of applications for new shop/school licenses	377	350	380
Number of applications for new shop/school licenses rejected	2	10	10

##### ◆ Goal 2 To ensure the proper use of sanitary procedures to prevent

the transmission of disease, parasites, or injury to the public.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of inspections conducted	1890	3,200	3,200
Percent of total inspections passed	76	75	75
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of complaints received	340	340	350
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of inspections conducted	1890	3200	3200
Percent of inspections passed	76	75	75
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of licenses revoked or suspended	0	4	4
Disciplinary hearings	19	15	15
Disciplinary hearings resulting in penalties	16	10	10

##### ◆ Goal 4 To serve licensees in an efficient manner.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average number of calendar days from receipt of application to issuance or denial	3	3	3
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Administrative cost as a percent of total cost	6.4	10	10
Number of barber/instructor and shop/school licenses	6972	7,200	7,400



BHA 0.0	<b>Agency Summary</b>
BOARD OF BEHAVIORAL HEALTH EXAMINERS	
Debra Rinaudo, Executive Director	
Phone: (602) 542-1864	
A.R.S. §§ 32-3251 to 32-3322	

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,244.0	1,379.0	1,484.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,244.0</b>	<b>1,379.0</b>	<b>1,484.0</b>
<b>FTE Positions</b>	<b>17.0</b>	<b>17.0</b>	<b>17.0</b>

**Strategic Issues:**

**Issue 1   Address 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 with regard to issues affecting their ability to practice safely and competently and conducts investigations regarding allegations that individuals are practicing psychotherapy without a license. The Board has developed a large backlog of pending complaints because it lacks the resources to process these cases in a timely manner. When the Board's appropriation was increased in FY 2008, significant progress was made towards eliminating the complaints backlog. The number of processed complaints rose from 129 in FY 2008 to 219 in FY 2009. This progress is jeopardized by the inability to fill the vacant Enforcement Manager position. This position is responsible for conducting all background investigations involving applicants and licensees and processing cases where licensees fail to comply with Board Orders and Consent Agreements. Inability to fill this position due to the state hiring freeze will have a significant negative effect on the Board's ability to process complaints in a timely manner in FY 2010.

**Issue 2   Address the Board's backlog of cases awaiting formal hearing.**

The Board's ability to process complaints and conduct formal hearings in a timely manner is directly related to the amount of legal services it receives. Although the Board was able to make significant progress towards eliminating the complaints backlog in FY 2009, it was not able to remain current in conducting formal hearings. As a result, the Board now has a backlog of cases awaiting formal hearing. This backlog delays the Board's ability to take appropriate disciplinary action against licensees who pose the most risk of harm to the public.

- ◆ **Goal 1**   To improve agency operations to insure equitable, consistent and timely enforcement of statutes and rules regulating behavioral health professionals.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of application reviews completed within 180 days	98	90	90

Number of new and existing licenses issued	8,332	8,225	8,114
Administration as a percentage of total cost	4.6	4.6	4.3
Applications received	754	716	700
Individuals licensed	582	609	595
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Renewals received	3,286	4,061	3,404
Average number of days to renew a license from receipt of application to issuance	24	30	30
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average number of days to process verifications.	7	10	10
Verifications received	623	200	200
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Numbers of inspections/investigations	358	350	350
Average days to resolve a complaint	695	400	400
Number of complaints received about licensees	137	150	150
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Customers satisfaction rating (scale 1- 8)	6.4	5.5	5.5

DIA 0.0	<b>Agency Summary</b>
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 research projects to ensure contract compliance, and serves as the technology transfer agent for discoveries made using State funding. The Commission also awards and manages contracts designed to advance biotechnology in the academic, non-profit, and for-profit sectors in Arizona.

<b>Agency Summary:</b>	(\$ Thousands)		
<b>Program</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
➤ DISEASE CONTROL RESEARCH PROGRAM	2,712.0	3,162.0	3,162.0
➤ HEALTH RESEARCH PROGRAM	14,474.0	9,458.0	9,458.0
<b>Agency Total:</b>	<b>17,186.0</b>	<b>12,620.0</b>	<b>12,620.0</b>

<b>Funding and FTE Summary:</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,500.0	500.0	500.0
Other Non Appropriated Funds	15,686.0	12,120.0	12,120.0
<b>Program Total</b>	<b>17,186.0</b>	<b>12,620.0</b>	<b>12,620.0</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>4.0</b>	<b>4.0</b>

**Strategic Issues:**

**Issue 1** 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 medical research to higher levels by encouraging institutional collaboration. Providing Arizona researchers with state funding improves their competitive position for grants at the federal level.

DIA 1.0	<b>Program Summary</b>
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:**

The Biomedical Research 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.

<b>Funding and FTE Summary:</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,712.0	3,162.0	3,162.0
<b>Program Total</b>	<b>2,712.0</b>	<b>3,162.0</b>	<b>3,162.0</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>2.0</b>	<b>2.0</b>

◆ **Goal 1** To monitor the contribution of investigators to medical research by reviewing the scientific literature for special projects.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of scientific articles published	0	10	10
Number of abstracts published	0	6	6
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Default Performance Measure	23	15	15

◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of jointly funded projects with the non-profit and for-profit sectors	7	6	6

DIA 2.0	<b>Program Summary</b>
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:**

The Biomedical Research 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 proceeds from the sale of tobacco products.

<b>Funding and FTE Summary:</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,500.0	500.0	500.0
Other Non Appropriated Funds	12,974.0	8,958.0	8,958.0
<b>Program Total</b>	<b>14,474.0</b>	<b>9,458.0</b>	<b>9,458.0</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>2.0</b>	<b>2.0</b>

◆ **Goal 1** To monitor the contribution of investigators to medical research by reviewing the scientific literature.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of scientific articles published	42	40	40
Number of abstracts published	10	10	10

◆ **Goal 2** To provide assistance to new and established researchers by offering a biannual workshop addressing timely information on research issues.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of biannual workshop participants	0	N/A	200
Number of inter-institutional collaborative projects submitted as a function of the total number of proposals received.	87/156	60/140	60/140

- ◆ **Goal 3** To inform medical researchers and others involved in health care in Arizona of research funding available through the Biomedical Research Commission (BRC).

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of Requests for Proposal (RFP) mailed	1,009	1,000	1,000

DIA 3.0 **Program Summary**

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 research use.*

**Description:**

\$1 million dollars was appropriated from the General Fund annually 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. These funds are deposited in the State General Fund.

The Office 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 Office.

#### Funding and FTE

Summary: (Thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	753.0	700.0	1,756.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	137.0	0.0
Program Total	753.0	837.0	1,756.0
FTE Positions	6.0	6.0	14.0

#### 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 28, 2009, there were eighteen inmates on death row without counsel; last year at this time, it was seventeen. It is anticipated that the numbers will increase as Maricopa County has an aggressive capital punishment policy. There are approximately one hundred and thirteen (113) capital cases pending as of July 2009 in the Maricopa County Superior Court. The Arizona Supreme Court estimates that it can decide approximately ten (10) death penalty appeals per year. In practice, however, it has averaged seven each year for the past four years. Because the Court affirms the death sentence in 80% of the cases, we can expect five or six new cases each year to be added to the list. As currently funded, the Office cannot absorb the caseload. The Office was awarded a one time grant for FY10 which allowed it to maintain pre-FY09 reduction staffing levels. That grant is not anticipated for FY11. Without additional appropriations, the Office will continue to be unable to meet its objectives.

##### ◆ Goal 1 To provide high quality legal representation to clients assigned to the Agency

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Complete factual and legal investigation of case.	0	3	1

Explanation:	FY11 estimate assumes no caseload enhancement fund. FY09 Actuals are a result of the suspension of expert review of cases and staff furloughs due to FY09 budget reduction.		
Filing of Petition for Post Conviction Relief.	0	2	2
Explanation:	FY09 Actuals are a result of the FY09 budget reduction causing staff furloughs and suspension of expert review of cases.		
Number of professional staff providing high quality representation to clients	4.5	4.5	3.5
Explanation:	FY11 estimate assumes no caseload enhancement fund and inability to renew FY10 grant.		

CSA 0.0	<b>Agency Summary</b>
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	999.0	824.0	975.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>999.0</b>	<b>824.0</b>	<b>975.0</b>
<b>FTE Positions</b>	<b>8.0</b>	<b>8.0</b>	<b>10.0</b>

#### Strategic Issues:

##### Issue 1 Caseload Requirements and New Unfunded Mandates

The various educational funding opportunities afforded the State through the American Recovery and Reinvestment Act ("ARRA") to advance key educational improvement will require additional monitoring efforts by the Arizona State Board for Charter Schools ("Board") as will the requirement for expansion of quality charter schools, both of which directly impact the Board's already limited resources. In order to continue to promote quality charter schools, the Board must refine and maintain quality authorizing practices as a mechanism for sustained results. As such, the Board must sustain an organizational structure that commits the necessary human and financial resources for conducting its authorizing duties efficaciously.

- ◆ **Goal 1** To approve quality applications and grant charters to qualified applicants.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of applications reviewed by staff for administrative completeness	51	54	54
Explanation:	Applicants may submit an application more than once for review and technical assistance.		
Number of sponsorship applications received	50	51	51
Explanation:	This number reflects the total number of unique applications received.		
Number of applications reviewed by technical review panel	21	20	20
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	33	31	31
Number of sponsored charters with one or more sites in operation	361	384	404
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	475	504	533
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	101,080	106,538	112,291
Explanation:	Total Average Daily Membership		
Number of new charter sites opening	36	44	35

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of replication applications received.	5	5	5
Explanation:	Alternative application process for an existing charter to replicate.		
Number of replication applications approved.	5	5	5

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of charter contracts to be reviewed for consideration of renewal.	0	54	61
Explanation:	Review of academic, fiscal and contractual compliance history.		
Number of charter school renewal applications processed.	0	54	61
Explanation:	Laws 1996, Ch. 356, Sec. 5 Duration of existing charters		

- ◆ **Goal 2** To provide clear information and services to stakeholders.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of public meetings held	18	23	23
Number of workshops conducted	13	20	20
Number of information broadcast communications sent to charter representative via e-mail	52	57	57
Number of publications sent to stakeholders	8	10	10
Percent of charter school attendees satisfied with information workshop content	95	95	95
Customer satisfaction survey (Scale 1-8)	6.96	7	7

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of annual on-site monitoring visits	76	145	168
Number of contract amendments processed annually	563	633	703
Number of first and second year site visits	46	81	81
Explanation:	Operations and academic performance is monitored in first years of operation		
Number of five and 10 year reviews required	56	27	72
Number of charter school annual audits reviewed	337	356	384
Number of annual complaints regarding sponsored schools	84	95	95
Number of disciplinary actions that resulted in withholding of funds	20	23	23
Explanation:	Pursuant to A.R.S. 15-185.H		
Number of corrective action plans mandated	116	96	96
Number of Notices of Intent to Revoke issued	1	5	5
Number of charter schools voluntarily surrendering their contract	8	7	7
Number of Consent/Settlement Agreements entered into	1	5	5
Number of charter school contracts revoked	2	4	4
Number of charter sites closing.	11	12	12
Administration as a % of total cost	4.8	4.2	3.6

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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	459.0	477.0	453.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>459.0</b>	<b>477.0</b>	<b>453.0</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

**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's 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 has eliminated the dedicated attorney general service contract, out-of-state travel for participation national regulatory planning and coordination, cut costs for supplies and postage, left and investigator position unfilled and now holds all hearings before the Board rather than the resource of the Office of Administrative Hearings. The agency is also unable to implement best practice strategies, such as encryption of Board material, has restricted services and is unable to implement new services as desired by the profession and the public. The agency will need to restrict expenses to within inadequate revenues to perform the mission of protecting the health, welfare and safety of the public. If the agency is unable to obtain a fee increase, loss of human resources will have further negative impact on the profession and the public.

**Issue 2 The enforcement workload for investigations and probationary monitoring has begun to exceed the human resources of the Agency.**

Complaint investigations average 130 per year. The investigations have found 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 30 to 50 probationary files at any point in time. The Agency has one full time and trained enforcement officer. Any cuts to staffing will prevent the agency from performing its most basic function. As it is, the agency has left an investigator position unfilled.

**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 and the agency has been able to obtain consistency in legal advice. However, the demand exceeds the part time Assistant Attorney General services that the agency is able to afford. In addition, mandatory increases in expenses have now deleted the ability to maintain a contract with the Office of the Attorney General. It is anticipated that, based on past experience, the agency will experience delays in the conclusion of formal hearings, turn over in legal counsel and inconsistencies in advice that pose risk management concerns.

**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 increased. The salary appropriation for Board members does not reflect the level of time commitment that will be required to review each proceeding, 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**

<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
---------------------------	-----------------------------	-----------------------------



Number of applications for licensure received	83	100	100
Explanation:	This measure is used to assess future revenues.		
Average number of days between receipt of complete application and Board action	25	20	20
Explanation:	This performance measure determines if the Board is meeting the licensing time frames required in law.		
Number of new licenses issued	79	105	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
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	2565	2,620	2,620
Percent of license renewal applications processed within 15 business days	100	95	95

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of new complaints filed	115	130	130
Percent of complaints resolved within 180 days of receipt with no hearing required	37	95	95
Average number of months to resolve a complaint by administrative hearing	7.7	8.0	8.0
Total number of investigations conducted	177	150	150
Percent of concluded investigations resulting in disciplinary action	12	15	15

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Web site access count	145679	150,000	150,000
Self-assessment surveys returned	32	50	50
Percent of complaints filed with the Board which the Board found did not fall under its jurisdiction	0	5	5

- ◆ **Goal 4** To ensure Board and staff competence and knowledge.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of survey responses which indicate that staff was knowledgeable and courteous in public communications	97	97	97
Administration as a percent of total cost	15	17	17

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**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. Non-participating 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	19,642.0	27,206.0	27,206.0
<b>Program Total</b>	<b>19,642.0</b>	<b>27,206.0</b>	<b>27,206.0</b>
FTE Positions	6.0	6.0	6.0

#### 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 2010 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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of certified participating candidates (calendar years)	127	155	123

◆ **Goal 2** To administer debates and develop a procedure for communicating candidate statements to the citizens of Arizona

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of candidates submitting	200	155	123

candidate statements (calendar years)			
Number of candidate statement pamphlets mailed to AZ households (calendar years in thousands)	3,500.0	N/A	3,550.0

◆ **Goal 3** To comply with the Caps for spending specified in the Clean Elections Act

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of cap spent on administration and enforcement (calendar years)	0	3.5	7.0



EPA 0.0

**Agency Summary**

## DEPARTMENT OF COMMERCE

Don Cardon, 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ ADMINISTRATION AND FINANCE	18,791.0	3,939.0	3,939.0
➤ BUSINESS DEVELOPMENT	2,827.0	3,667.0	3,667.0
➤ WORKFORCE DEVELOPMENT	10,587.0	12,926.0	12,926.0
➤ COMMUNITY DEVELOPMENT	14,015.0	53,093.0	53,093.0
<b>Agency Total:</b>	<b>46,220.0</b>	<b>73,625.0</b>	<b>73,625.0</b>

**Funding and FTE**

Summary: (Thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	4,013.0	6,512.0	6,512.0
Other Appropriated Funds	2,607.0	4,673.0	4,673.0
Other Non Appropriated Funds	39,600.0	62,440.0	62,440.0
<b>Program Total</b>	<b>46,220.0</b>	<b>73,625.0</b>	<b>73,625.0</b>
<b>FTE Positions</b>	<b>142.0</b>	<b>148.0</b>	<b>148.0</b>

**Strategic Issues:**

**Issue 1 Commerce and Economic Development Commerce (CEDC) - Commerce believes there is a high probability additional sweeps of the CEDC Fund will result in claims of "detrimental reliance" and possibly legal action.**

Background: The monies in the CEDC Fund have long been appropriated for purposes other than those for which it was created, primarily to fund portions of the agency. As a result, Arizona is at a competitive disadvantage when recruiting new companies because there are extremely limited "deal closing" funds available. This contrasts with Arizona's competitor states, which have significantly greater resources for business attraction, and we often lose great companies to New Mexico, Texas and Oregon. In FY 10, revenues of approximately \$3.8 mil are projected to be received by the CEDC, but over \$4 mil will be appropriated out. In addition, approximately \$7 mil has been swept from the CEDC over the last two fiscal years. As a result, the fund has currently shut down operations.

However, \$3.3 mil has been encumbered and set aside for five deal closing awards made prior to FY 09 that will result in roughly 800 jobs throughout the State over five years (see table below). These awards are scheduled to be paid out after five years and only after the company proves they created the jobs at the promised salaries. As a result, by design, these funds have been, and will continue to be, pending in the CEDC Fund:

Abraxis BioScience, Inc.-- Grant on hold due to Turken opinion, but loan is proceeding

Confidential Company -- Grant on hold due to Turken opinion, but loan is proceeding

Frito Lay and Pinal County -- Loan and grant on hold due to Turken

Chrysler and Mohave County -- Loan and grant are executed but cannot be paid out due to Turken

General Motors and Yuma County -- Loan is executed but cannot be paid out due to Turken; grant is pending

(See additional details under Funding Issues tab)

As shown in the table, the grant/loan contracts for a few of these awards have been fully executed (Chrysler, Mohave County and Yuma County). The rest were being drafted and/or negotiated when the Court of Appeals decision in Turken v. Gordon was issued in late December, 2008. The defendants in the case (City North et al) quickly indicated they planned to appeal the decision to the Arizona Supreme Court.

Because this opinion dramatically changes the interpretation of the "gift clause" in the Arizona Constitution, in February, 2009, the members of the CEDC voted to put ALL awards on hold pending the Supreme Court's resolution/action on Turken v. Gordon. Currently, oral arguments are scheduled before the Court on September 30, 2009.

Because of the CEDC's own action to put all awards on hold due to Turken, several contracts are still pending and have not been executed. However, the companies have all relocated and are creating jobs as promised. As such, we anticipate that sweeping these funds will expose the state to claims and potential legal action. In addition, it appears loans are not impacted by Turken, so we will be proceeding to close the loan portion of the awards.

To protect the State from legal claims, poor public relations in the corporate environment and political issues with the local governments partnering with the CEDC on these awards, Commerce requests that no further funds be swept from the CEDC.

**Issue 2 Job Training Program - Not Currently Operational**

Arizona's ability to attract new economic investment to our state is strengthened through the creation of more high-skill jobs that are locally and globally competitive and diverse. Arizona's Job Training Program helps address the lack of job-specific skills and low per capita income levels by partnering with the private sector to provide funding for customized job training. Effective January 1, 2001, a 0.10% Job Training Tax was imposed on employers on the first \$7,000 in taxable wages paid to each employee in a calendar year.

In FY 2009, legislation was passed that authorized the transfer of \$22,217,200 from the Job Training Fund to the general fund to help offset the State's FY2009 budget shortfall. Pursuant to Arizona Administrative Code R20-1-205, the Department cannot award a grant to an employer that meets the eligibility criteria unless sufficient funds are available. Therefore, this Program is on hold until further notice.

**Issue 3 Greater Arizona Development Authority (GADA) - Near the end of its bonding capability.**

Since FY 2008, GADA has experienced \$6,267,100 in legislative fund sweeps, with \$1,654,400 in legislative sweeps currently pending for FY 2010. This situation has been exacerbated by the Lehman Brothers bankruptcy which impacted GADA through a \$22,409 loss. Program impacts have been a 72% reduction in its ability to provide Technical Assistance Grants and Loans, a 100% reduction in its ability to provide cost of issuance Financial Assistance, and the program is coming close to an inability to pursue bonding entirely due to the requirement to maintain the Pledged Collateral Reserve Fund (PCRF). Per ARS §41-1554.07 and ARS §41-1554.09 GADA is mandated to maintain a minimum amount of funding in this account, pledged to bondholders as security. The combination of legislative funding sweeps over the past several years and the economic downturn has essentially put GADA near the end of its bonding capability in an effort to simply maintain the PCRF.

**Issue 4 Military Installation Fund (MIF) - Contract commitments are at risk.**

In December 2003, the Governor's Military Facilities Task Force put forth twenty-seven recommendations to ensure long-term retention of the State's military facilities so that they may continue to perform their vital national defense functions and maintain their critical role in the State economy. The Military Installation Fund (MIF) was the mechanism created to compensate willing landowners within the territory of Arizona's military airports, military facilities, and operating areas to ensure compatible land use around Arizona's military installations. Beginning in Fiscal Year 2004-2005, \$4.825 million dollars was identified to be appropriated from the State General Fund for this 20-year MIF program. Military operations within Arizona represent a substantial and valuable industry and comprise one of the State's most important economic engines and sources of recession proof annual revenue. According to the July 2008 Maguire Company study, \$9.12 billion in annual revenue is generated and 96,328 direct and indirect jobs. Unfortunately, the MIF has experienced a combination of both no annual appropriation to support land acquisition and jurisdictional preservation projects and legislative fund sweeps totaling \$5,651,200 since FY08. The result has brought this critical program to a standstill at a time when Arizona is on the short list to be a beddown location (Luke AFB) for the F-35 Joint Strike Fighter. Not having an active military industry preservation mechanism could be perceived by the Department of Defense as a lack of support.

#### **Issue 5 Bond Fund (Private Activity Bonds) - State liability due to fund sweeps.**

Since passage of the Deficit Reduction Act of 1984, the Arizona Department of Commerce has been statutorily responsible for allocating the state ceiling for Private Activity Bonds (PAB) in accordance with ARS §35-901 through §35-913. The statutes define five pools for bonding as follows: Commerce Director's Discretion, Mortgage Revenue Bonds and Mortgage Credit Certificates Programs, Student Loan Program, Manufacturing - Qualified Residential Rental (Multi-Family), and All Other.

The Private Activity Bond Program has relied heavily on application fees and the non-refundable confirmation fees collected to be able to administer the program. The Industrial Development Authorities (IDAs) located throughout the state that issue the bonds cannot issue them without receiving an allocation of the bond volume cap from Commerce. The \$1,142,700 FY2009 legislative fund sweep (SB1001) resulted in virtually no funds to operate the Private Activity Bond program. Historically, the amount collected in application fees and confirmation fees has been larger than the amount used to operate the program. The current economic downturn has translated to decreased activity such that it is not anticipated that the PAB program will have the ability to generate revenue as it has in the past.

Currently, the majority of the PAB fund represents refundable security deposits that are being held in "escrow" pending bond closing transactions. Future legislative fund sweeps would put the State at liability, as the balance remaining comprises obligated funds. These are refundable security deposits that are legally required to be paid back to the bond applicant once they have closed bond transactions. Any additional fund sweeps would result in the State's inability to pay back these funds.

EPA 1.0

#### **Program Summary**

##### **ADMINISTRATION AND FINANCE**

Jerry Ewing, 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,948.0	394.0	394.0
Other Appropriated Funds	377.0	721.0	721.0
Other Non Appropriated Funds	16,466.0	2,824.0	2,824.0
<b>Program Total</b>	<b>18,791.0</b>	<b>3,939.0</b>	<b>3,939.0</b>
<b>FTE Positions</b>	<b>57.0</b>	<b>55.0</b>	<b>55.0</b>

EPA 1.1

#### **Subprogram Summary**

##### **ADMINISTRATION**

Jerry Ewing, 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,146.0	93.0	93.0
Other Appropriated Funds	57.0	368.0	368.0
Other Non Appropriated Funds	673.0	1,408.0	1,408.0
<b>Program Total</b>	<b>1,876.0</b>	<b>1,869.0</b>	<b>1,869.0</b>
<b>FTE Positions</b>	<b>16.0</b>	<b>18.0</b>	<b>18.0</b>

- ◆ **Goal 1** To provide high level, cost effective customer service to Department of Commerce internal customers.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of surveys marked "very good" or "excellent" from annual survey of Administration Division's internal customers	78	78	80

- ◆ **Goal 2** To provide the Department with reliable information systems.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of network up-time	99	99	99

EPA 1.2                      **Subprogram Summary**

PLANNING, RESEARCH AND POLICY

Lisa Danka, Assistant Deputy Director  
Phone: (602) 771-1165  
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	554.0	301.0	301.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,783.0	1,412.0	1,412.0
<b>Program Total</b>	<b>2,337.0</b>	<b>1,713.0</b>	<b>1,713.0</b>
<b>FTE Positions</b>	<b>29.0</b>	<b>27.0</b>	<b>27.0</b>

◆ **Goal 1**      To ensure information and resources that are strategic, timely, useful and relevant to stakeholders.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of stakeholders who rated Planning, Research and Policy information they received as very or extremely useful, timely, and relevant	NA	86	86
Number of reports in on-line economic clearinghouse database	676	630	640
Number of Populations Statistics Unit Page website hits	23,532	24,000	24,500
Number of Labor Market Information training and presentations statewide.	17	15	15
Number of Labor Market Information website visits.	248,467	250,000	250,000

EPA 1.3                      **Subprogram Summary**

FINANCE

Sandra Watson, Assistant Deputy Director  
Phone: (602) 771-1215  
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	248.0	0.0	0.0
Other Appropriated Funds	320.0	353.0	353.0
Other Non Appropriated Funds	14,010.0	4.0	4.0
<b>Program Total</b>	<b>14,578.0</b>	<b>357.0</b>	<b>357.0</b>
<b>FTE Positions</b>	<b>12.0</b>	<b>10.0</b>	<b>10.0</b>

◆ **Goal 1**      To administer the Private Activity Bond program fairly and consistently.

◆ **Goal 2**      To administer the Enterprise Zone program fairly and effectively.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total number of jobs created by companies participating in the Enterprise Zone program	5,639	4,900	5,000
Capital investment made by companies participating in Enterprise Zone program (property tax and income tax programs) (in millions)	232	275	300

EPA 2.0

**Program Summary**

BUSINESS DEVELOPMENT

Sandra Watson, Assistant Deputy Director

Phone: (602) 771-1215

A.R.S. §§ 41-1504 et. seq.

#### Mission:

*To enhance Arizona's global competitiveness, creating 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	889.0	781.0	781.0
Other Appropriated Funds	1,670.0	2,781.0	2,781.0
Other Non Appropriated Funds	268.0	105.0	105.0
<b>Program Total</b>	<b>2,827.0</b>	<b>3,667.0</b>	<b>3,667.0</b>
<b>FTE Positions</b>	<b>24.0</b>	<b>26.0</b>	<b>26.0</b>

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	500.0	727.0	727.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>500.0</b>	<b>727.0</b>	<b>727.0</b>
<b>FTE Positions</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>

- ◆ **Goal 1** To serve as the primary source of information to assist and enable small business growth statewide.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of responses to inquiries	36,185	40,000	40,000

(includes phone, walk-in, mail, fax and online program, and emails)

EPA 2.2

**Subprogram Summary**

GLOBAL BUSINESS DEVELOPMENT

Sandra Watson, Assistant Deputy Director

Phone: (602) 771-1215

A.R.S. §§ 41-1502 to 41-1505

#### Mission:

*To provide state leadership to attract and expand businesses and investments that create quality jobs, expand the tax base, and diversify 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	889.0	781.0	781.0
Other Appropriated Funds	1,170.0	2,054.0	2,054.0
Other Non Appropriated Funds	268.0	105.0	105.0
<b>Program Total</b>	<b>2,327.0</b>	<b>2,940.0</b>	<b>2,940.0</b>
<b>FTE Positions</b>	<b>16.0</b>	<b>18.0</b>	<b>18.0</b>

- ◆ **Goal 1** To create opportunities that increase market penetration of Arizona products and services internationally

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of substantive export and trade related technical assistance sessions provided to export-ready, growth-potential companies and individuals	130	110	100
Number of trade events (trade shows, trade missions, conferences and workshops)	97	80	80
Number of companies participating in trade events	291	250	250
Percentage of companies rating service as "important" or "very important" to the ability of their business to access foreign markets	NA	85	85
Customer satisfaction rating for business development program (Percentage rating services as good or excellent).	90	85	85

- ◆ **Goal 2** To promote foreign investment in Arizona.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Potential foreign investors attracted to Arizona for site visits	7	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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of companies recruited to rural locations	2	5	5
Locate/expansion capital investment (in millions)	2,552	412	412
Average hourly wage rate per job	22.62	19.00	19.00
Explanation: Based on companies receiving business development assistance.			
Jobs created by companies utilizing Commerce Business Development programs	2,649	3,000	3,000
Number of new company relocations, expansions	40	NA	NA

EPA 3.0

**Program Summary**

WORKFORCE DEVELOPMENT

Sandra Watson, Assistant Deputy 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 increased 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	240.0	2,822.0	2,822.0
Other Appropriated Funds	0.0	100.0	100.0
Other Non Appropriated Funds	10,347.0	10,004.0	10,004.0
<b>Program Total</b>	<b>10,587.0</b>	<b>12,926.0</b>	<b>12,926.0</b>
<b>FTE Positions</b>	<b>18.0</b>	<b>17.0</b>	<b>17.0</b>

EPA 3.1

**Subprogram Summary**

JOB TRAINING

Sandra Watson, Assistant Deputy 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	84.0	2,632.0	2,632.0
Other Appropriated Funds	0.0	100.0	100.0
Other Non Appropriated Funds	10,243.0	9,872.0	9,872.0
<b>Program Total</b>	<b>10,327.0</b>	<b>12,604.0</b>	<b>12,604.0</b>
<b>FTE Positions</b>	<b>14.0</b>	<b>12.0</b>	<b>12.0</b>

◆ **Goal 1** To help create and retain higher paying jobs that support emerging and base industries in every region of the State.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of companies assisted	41	10	60

Number of workers under contract to be trained	6,930	1,000	7,500
Explanation:	Forecasted to go through training to increase their job skills.		
Number of new jobs created as a result of the grant program	1,799	400	1,000
Percent of Job Training Funds distributed to Small Business	9	25	25

EPA 3.2

**Subprogram Summary**

APPRENTICESHIP SERVICE

Sandra Watson, Assistant Deputy 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	156.0	190.0	190.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	104.0	132.0	132.0
<b>Program Total</b>	<b>260.0</b>	<b>322.0</b>	<b>322.0</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>5.0</b>	<b>5.0</b>

◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of active registered programs	115	125	130
Percentage of registered programs with rural employers	30	35	35
Number of workers in registered apprenticeship programs	3,945	5,000	5,000

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, 41-1519

**Mission:**

*To build a foundation for a healthy and sustainable economy by providing coordinated technical and financial assistance to Arizona cities, towns, counties, tribal communities and local partners.*

**Description:**

The Community Development and Finance 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	936.0	2,515.0	2,515.0
Other Appropriated Funds	560.0	1,071.0	1,071.0
Other Non Appropriated Funds	12,519.0	49,507.0	49,507.0
<b>Program Total</b>	<b>14,015.0</b>	<b>53,093.0</b>	<b>53,093.0</b>
<b>FTE Positions</b>	<b>43.0</b>	<b>50.0</b>	<b>50.0</b>

EPA 4.1 **Subprogram Summary**  
 SMALL COMMUNITY DEVELOPMENT  
 Deb Sydenham, Asst Deputy Director  
 Phone: (602) 771-1127  
 A.R.S. § 41-1502, 41-1505, 41-1516, 41-1519

### Mission:

*To build the foundation for a healthy and sustainable economy by providing coordinated technical and financial assistance to rural Arizona cities, towns, counties, tribal 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	632.0	2,515.0	2,515.0
Other Appropriated Funds	560.0	885.0	885.0
Other Non Appropriated Funds	5,874.0	3,400.0	3,400.0
<b>Program Total</b>	<b>7,066.0</b>	<b>6,800.0</b>	<b>6,800.0</b>
<b>FTE Positions</b>	<b>17.0</b>	<b>14.0</b>	<b>14.0</b>

- ◆ **Goal 1** To enhance technical and financial resources of stakeholders in rural Arizona to strengthen statewide economic and community vitality.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of REDI-certified (rural) communities currently implementing local/regional economic development efforts	44	46	47
Number of active Main Street communities implementing strategic plans	15	15	15

- ◆ **Goal 2** To strengthen local land use planning and development capacity through customized training, outreach, and technical assistance.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of public officials and community leaders educated and trained on planning, zoning, and development issues	220	150	150
Percentage of stakeholders indicating outreach materials and activities were valuable in strengthening their decision-making capacity	92	90	90

EPA 4.2 **Subprogram Summary**  
 GREATER ARIZONA DEVELOPMENT AUTHORITY  
 Deb Sydenham, Assistant Deputy Director  
 Phone: (602) 771-1127  
 A.R.S. § 41-1554

### Mission:

*To provide technical assistance and low-cost financing solutions to assist Arizona communities and tribal governments with development of public infrastructure projects that enhance communities and economic development.*

### Description:

The Greater Arizona Development Authority assists local communities and tribal governments in developing and financing public infrastructure projects.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	320.0	355.0	355.0
<b>Program Total</b>	<b>320.0</b>	<b>355.0</b>	<b>355.0</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Amount of financial assistance (in millions) loaned to cities, towns, counties, and special districts	43.3	40.0	40.0
Amount of savings (in millions) for cities, towns, counties, tribes, and special districts from participation in the GADA program over private financing	5,826	3,500	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	304.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>304.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of projects attracted or facilitated	40	NA	NA

EPA 4.4	<b>Subprogram Summary</b>
ENERGY DEVELOPMENT AND UTILIZATION	
Jim Arwood, Assistant Deputy 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. This office also manages new federal-state energy programs created through ARRA.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	186.0	186.0
Other Non Appropriated Funds	6,325.0	45,752.0	45,752.0
<b>Program Total</b>	<b>6,325.0</b>	<b>45,938.0</b>	<b>45,938.0</b>
<b>FTE Positions</b>	<b>21.0</b>	<b>34.0</b>	<b>34.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Estimated present value of energy/dollars saved (in millions) by encouraging the incorporation of building science principles	173	180	180
Number of rural communities participating in the Municipal Energy Management Program/Community Energy Program.	na	na	na



CNA 0.0

**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:**

The 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 multi-housing 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	125.0	308.0	308.0
<b>Program Total</b>	<b>125.0</b>	<b>308.0</b>	<b>308.0</b>
FTE Positions	0.0	0.0	0.0

**Strategic Issues:**

**Issue 1** *The CNA will spend FY10 refining the Constable Code of Conduct and will continue to improve upon ways to resolve citizen complaints against constables.*

◆ **Goal 1** To revise the Arizona Constable Code of Conduct

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
The number of revisions made to the Constable Code of Conduct.	0	15	0

◆ **Goal 2** To adopt rules governing the operation of the Board

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
The number of rules adopted in fiscal year	0	4	0

◆ **Goal 3** To investigate and resolve complaints against constables

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
The number of citizen complaints against constables received by the Board.	3	5	7
The number of citizen complaints against constables resolved by the Board.	3	5	7

◆ **Goal 4** To distribute grants for constable training & equipment

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
The number of grants awarded.	24	40	35

◆ **Goal 5** To ensure compliance with constable training reporting requirements

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of constables reporting approved training.	60	93	93

RGA 0.0  
**Agency Summary**  
 REGISTRAR OF CONTRACTORS  
 William Mundell, 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. The agency also administers the Residential Contractors' Recovery Fund, which reimburses residential property owners for poor workmanship or non-performance by a licensed residential contractor.

#### Agency Summary:

(\$ Thousands)			
Program	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ REGULATORY AFFAIRS	10,363.0	12,233.0	12,317.0
➤ RECOVERY FUND	7,306.0	6,249.0	6,250.0
<b>Agency Total:</b>	<b>17,669.0</b>	<b>18,482.0</b>	<b>18,567.0</b>

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	10,363.0	12,233.0	12,317.0
Other Non Appropriated Funds	7,306.0	6,249.0	6,250.0
<b>Program Total</b>	<b>17,669.0</b>	<b>18,482.0</b>	<b>18,567.0</b>
<b>FTE Positions</b>	<b>155.0</b>	<b>155.0</b>	<b>155.0</b>

#### 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 services 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.

RGA 1.0  
**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, while maintaining a high level of service to all stakeholders.*

#### Description:

The program licenses and regulates residential and commercial contractors.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	10,363.0	12,233.0	12,317.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>10,363.0</b>	<b>12,233.0</b>	<b>12,317.0</b>
<b>FTE Positions</b>	<b>145.0</b>	<b>145.0</b>	<b>145.0</b>

- ◆ **Goal 1** To process applications for new and renewal licenses in an efficient, thorough and timely manner.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total number of contractors licensed in state	60,094	63,527	65,629
Percent of licensing customers indicating they received excellent service	81	84	83

- ◆ **Goal 2** To protect the health, safety, and welfare of the public the Inspections Department seeks to enforce the laws, regulations, and standards governing construction contracting through investigating complaints in a timely, fair and uniform manner.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Complaints received - licensed contractors	11,204	12,453	12,969
Total complaints closed through compliance	7,527	8,185	8,445
Average number of days from receipt of licensed complaint to conduct jobsite inspections	31	38	41
Percent of inspections customers indicating they received excellent service	84	81	80

- ◆ **Goal 3** To process complaints that are not resolved during the inspection process in a fair and expeditious manner through a process that may include an administrative hearing.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of cases resulting in a citation for hearing	5,257	5,039	5,411
Total number of disciplinary license revocations and suspensions	2,418	2,164	2,297

- ◆ **Goal 4** To protect the health, safety, and welfare of the public the Investigations Department investigates allegations of unlicensed contracting in a timely, fair and uniform manner.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of complaints received - unlicensed contractors	2,313	2,160	2,138
Average number of days per complaint from receipt to investigation completion	26	32	32
Percent of investigations customers indicating they received excellent service	95	98	100

- ◆ **Goal 5** To improve internal operational efficiency; enable timely generation of reports, electronic sharing of data, and exchange of information with other state agencies and the public.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of unique visitors to agency website	595,443	656,741	693,402
Incoming telephone calls to the agency	253,119	316,887	325,908

RGA 2.0 **Program Summary**

RECOVERY FUND

Tyler Palmer, Audit & Planning Mgr

Phone: (602) 771-6710

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,306.0	6,249.0	6,250.0
<b>Program Total</b>	<b>7,306.0</b>	<b>6,249.0</b>	<b>6,250.0</b>
<b>FTE Positions</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>

- ◆ **Goal 1** To provide equitable financial restitution, in a timely manner, to persons financially injured as a result of workmanship of a licensed residential contractor.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Claims closed with payout	517	545	557

CCA 0.0

**Agency Summary**

CORPORATION COMMISSION

Ernest G. Johnson, 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 2010 or 2012. 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, pipeline and railroad safety, 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ ADMINISTRATION	2,894.0	3,018.0	3,018.0
➤ HEARINGS	1,500.0	1,561.0	1,566.0
➤ CORPORATIONS	5,264.0	5,091.0	5,133.0
➤ SECURITIES	6,609.0	5,240.0	5,240.0
➤ RAILROAD SAFETY	628.0	680.0	690.0
➤ PIPELINE SAFETY	1,657.0	1,685.0	1,695.0
➤ UTILITIES	6,534.0	6,386.0	6,829.0
➤ LEGAL	1,858.0	1,914.0	1,914.0
➤ INFORMATION TECHNOLOGY	2,875.0	2,809.0	2,603.0
<b>Agency Total:</b>	<b>29,819.0</b>	<b>28,384.0</b>	<b>28,688.0</b>

Funding and FTE Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	4,213.0	638.0	648.0
Other Appropriated Funds	24,948.0	26,910.0	27,194.0
Other Non Appropriated Funds	658.0	836.0	846.0
<b>Program Total</b>	<b>29,819.0</b>	<b>28,384.0</b>	<b>28,688.0</b>
<b>FTE Positions</b>	<b>331.0</b>	<b>311.0</b>	<b>311.0</b>

#### Strategic Issues:

##### Issue 1 *Continue modernization of Agency 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 *Develop and strengthen human resources within the Agency.*

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.

CCA 1.0

**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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	116.0	0.0	0.0
Other Appropriated Funds	2,778.0	3,018.0	3,018.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,894.0</b>	<b>3,018.0</b>	<b>3,018.0</b>
<b>FTE Positions</b>	<b>24.0</b>	<b>29.0</b>	<b>29.0</b>

##### ◆ Goal 1 To ensure all matters coming before the Commission are resolved in a timely manner, in accordance with administrative procedures.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of open meetings held	111	120	130
Agenda items considered	666	750	800
Claims processed	2,344	3,000	3,000
Revenue deposited with the Treasurer (in millions)	72	60	60

##### ◆ Goal 2 To provide business services to all Divisions.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Purchase orders issued	483	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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,500.0	1,561.0	1,566.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,500.0</b>	<b>1,561.0</b>	<b>1,566.0</b>
<b>FTE Positions</b>	<b>18.0</b>	<b>16.0</b>	<b>16.0</b>

- ◆ **Goal 1** To conduct fair and impartial hearings, and to propose timely, factually and legally sound Orders for the Commissioners' consideration.

**Performance Measures**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Rehearings granted - Hearing Officer's error	0	0	0
Procedural Orders issued	648	650	650
Proposed Orders issued	195	180	180

- ◆ **Goal 2** To provide timely and efficient docket services to regulated utilities and consumers.

**Performance Measures**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Open Meeting items processed	790	900	900
Filings docketed (in thousands)	9.9	11	11
Number of Decisions	796	900	900

CCA 3.0

**Program Summary****CORPORATIONS**

Jeff Grant, Interim 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 Tucson Office, however, may be closed due to ongoing budget difficulties. 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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,743.0	0.0	0.0
Other Appropriated Funds	2,521.0	5,091.0	5,133.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>5,264.0</b>	<b>5,091.0</b>	<b>5,133.0</b>
<b>FTE Positions</b>	<b>88.0</b>	<b>80.0</b>	<b>80.0</b>

- ◆ **Goal 1** To provide customers with timely processing of their

business documents.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent expedited achieved within 5 business days	100	100	100
Percent regular achieved within 30 business days	98	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	585,789	625,000	665,000
Total filings	207,378	210,000	220,000
Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average turnaround time (days) for normal Annual Reports	21	27	26
Average turnaround time (days) for expedited Annual Reports	3	3	3
Annual reports filed	156,479	160,000	170,000
Number of e-filed Annual Reports	70,012	85,000	100,000

◆ **Goal 2** To provide customers the most expedient public information services possible.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total Number Offered - Corporate Filings	6,897	9,000	9,000
Total Answered-Corporate Filings Section	4,257	4,500	4,500
Total Number Offered - Records Section/ call center	125,176	130,000	130,000
Total Answered- Records Section/ call center	102,464	110,000	110,000
Total Number Offered - Annual Reports	26,312	29,000	29,000
Total Answered-Annual Reports Section	24,856	27,000	27,000
Tucson Office Calls Answered	18,900	20,000	20,000
Division-wide incoming calls for corporate filings and records, annual reports, and Tucson office	150,477	152,000	155,000
Division-wide calls answered	0	200,000	217,500
Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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	35,965	37,000	38,000
Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of web site hits (in thousands)	65,128	75,000	76,000
Corps. Homepage hits (in thousands)	2,770	3,250	3,450
Explanation:	Changed count from "hundreds" to "thousands" in FY08.		
Corp. Filings Forms (in thousands)	3,624	2,900	3,000
Annual Report Hits (in thousands)	100.7	40	43
Corp Records images (in thousands)	14.7	70	72
Total number of image downloads (in thousands)	14,892	9,700	9,750

◆ **Goal 3** To streamline and improve internal customer related administrative/ operational functions

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total mail received - division-wide, including faxes	172,141	180,000	180,000
Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Initial Processing Section documents scanned	325,704	315,000	290,000
Division checks processed	138,424	140,000	145,000

◆ **Goal 4** To expand training opportunities for division staff members.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General in-house class hours	325	1,725	1,725
Class hours per full-time equivalent (FTE)	5.65	22.1	22.1

◆ **Goal 5** To continually improve customer service and customer satisfaction.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Overall satisfaction score from customer surveys	7.6	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds		768.0	0.0	0.0
Other Appropriated Funds		5,754.0	5,090.0	5,090.0
Other Non Appropriated Funds		87.0	150.0	150.0
Program Total		6,609.0	5,240.0	5,240.0
FTE Positions		63.0	55.0	55.0

◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Applications/filings	23,322	20,000	20,000
Registrations/exemptions	24,811	21,000	21,000
Exemptions (Rule 126)	1,408	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	82	125	125
Name Changes	2,155	2,000	2,000
Dealer Examination	27	30	30
Dealer Registration	2,175	2,000	2,000
Salesman Registration	155,317	150,000	150,000
IA Registrations	378	350	350
IAR Registrations	4,988	3,000	3,000
IA Examinations	26	35	35
Public Educational Programs	50	55	55
Legislative Initiatives	1	0	0
No Action Letters	2	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of complaints	362	250	250
Enforcement action: investigations initiated	55	45	45
Enforcement action: subpoenas issued	524	300	300
Commission Order: Cease and Desist	48	35	35
Commission Order: Fines- Respondents	70	50	50
Commission Order: Restitution - Respondents	62	40	40
Civil Cases - initiated	1	5	5
Number of indictments - True Bills	20	7	7
Civil Proceedings: Closed	1	3	3
Civil Proceedings: Open at Year End	1	5	5
Total Examinations Under Oath	120	50	50
To Hearing	3	5	5
Administrative Proceedings: Number Respondents	111	45	45
Administrative Proceedings: Initiated	45	20	20
Civil Proceeding Initiated : Number Defendants	1	10	10
Number Criminal Defendants - Indicted	20	10	10
Criminal Restitution Orders	19	8	8
Defendants Pleas and Convictions	25	8	8
Investigations Closed	43	25	25
Investigations Open at Year End	82	70	70
Number Respondents: Commission Orders	97	65	65

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	586.0	638.0	648.0
Other Appropriated Funds	42.0	42.0	42.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>628.0</b>	<b>680.0</b>	<b>690.0</b>
<b>FTE Positions</b>	<b>7.0</b>	<b>6.0</b>	<b>6.0</b>

- ◆ **Goal 1** To promote and ensure the safe operation of Arizona railroads.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Miles of railroad track inspected	1,125	1,200	1,200
Freight cars inspected	2,891	3,000	3,000
Locomotive units inspected	213	160	160
Operating practices inspections	154	140	140
Hazardous materials inspections	4,035	4,000	4,000
Grade crossing inspections	207	300	300
Industrial spur track inspections	12	18	18
Federal violations filed	28	30	30
Derailments	13	20	20
Number of grade crossing accidents	35	35	35
Other accidents	1	2	2
Grade crossing complaints	24	30	30
Other complaints	12	15	15
Operation Lifesaver presentations	2	3	3
HazMat Accidents/Incidents	11	12	12

- ◆ **Goal 2** To ensure the Commission role in rail/highway grade crossings safety is effectively performed.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Grade crossings improved	13	12	12
New Grade Crossings Installed	1	1	1
Signal & Train control inspections	3	10	10
Signal system components inspected	143	500	500

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.



<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,184.0	999.0	999.0
Other Non Appropriated Funds	473.0	686.0	696.0
<b>Program Total</b>	<b>1,657.0</b>	<b>1,685.0</b>	<b>1,695.0</b>
<b>FTE Positions</b>	<b>18.0</b>	<b>17.0</b>	<b>17.0</b>

- ◆ **Goal 1** To protect the public and the environment by providing the highest level of pipeline safety awareness.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Fines collected (in thousands)	131.5	50	50
Total intrastate inspections	73	100	100
Violations: Intrastate (major operators only)	143	75	75
Explanation: Prior years include master meter operators			
Violations: Master Meter	1,234	1,200	1,200
Total master meter inspections	1,448	1,400	1,400
Total number code compliance inspections	1,521	1,500	1,500
Total Bluestake violations written	199	200	200
Random Bluestake inspections	52	60	60
Seminars/Public awareness meetings held	25	30	30
Investigated incidents	289	400	400
Total number of Interstate pipeline safety violations	1	0	0
Total interstate inspections	17	25	25

- ◆ **Goal 2** To ensure the pipeline operators in Arizona operate their gas pipeline systems as safe as possible.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total intrastate violations corrected (major operators only)	143	100	100
Major pipeline operators training classes held	0	2	0
Master Meter training classes held/persons attending	17/265	17/325	17/325
Bluestake training classes held/persons attending	19/2,115	20/2,000	20/2,000
Total master meter violations corrected	1,314	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Development/updates of training courses for staff	6	6	6

CCA 7.0	<b>Program Summary</b>
	<b>UTILITIES</b>
Steve Olea, 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 670 traditional utilities (this covers over 700 systems). 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,436.0	6,386.0	6,829.0
Other Non Appropriated Funds	98.0	0.0	0.0
<b>Program Total</b>	<b>6,534.0</b>	<b>6,386.0</b>	<b>6,829.0</b>
<b>FTE Positions</b>	<b>72.0</b>	<b>68.0</b>	<b>68.0</b>

- ◆ **Goal 1** To ensure that utility service within the Commission's jurisdiction is available to all consumers at authorized rates.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Utilities regulated	669	675	675
Rate cases completed	28	35	35
Tariff applications processed	271	420	460

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
CLEC applications filed	9	10	10
Reseller applications filed	20	20	20
ESP applications filed	0	5	5
Certifications processed: CLECs	12	15	15
Certifications processed: Resellers	16	20	20
Certifications processed: ESPs	0	0	5
CLEC interconnection agreements processed	52	70	80

- ◆ **Goal 3** To maximize the Division's operating efficiency through modernization of electronic processing and enhancing the Division's Information Technology.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Consumer complaints/requests submitted electronically	11,690	12,800	14,000

- ◆ **Goal 4** To maintain public involvement, accessibility and regulatory oversight by conducting workshops, forums and community outreach programs.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of public awareness functions	26	29	32
Number of water workshops	0	2	2
Number of electric workshops	13	15	15

## 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,858.0	1,914.0	1,914.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,858.0</b>	<b>1,914.0</b>	<b>1,914.0</b>
<b>FTE Positions</b>	<b>20.0</b>	<b>20.0</b>	<b>20.0</b>

#### ◆ Goal 1 To provide efficient, high-quality legal representation.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Education and training expenditures	1,793	5,000	5,000
Attorney legal education classes completed	24	24	24
Job-related education classes for attorneys	51	51	51
Classes completed: job-related education for support staff	13	13	13
Classes completed: other education	6	18	18
Expenditures on advanced research tools	30,580	32,000	34,000

#### ◆ Goal 2 To provide high-quality representation in administrative matters before the Corporation Commission.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Docketed matters handled	559	559	559
Administrative hearing days handled by the Legal Division	153	153	153
Orders to Show Cause prepared by the Legal Division	1	1	1
Formal complaints prepared by the Legal Division	1	1	1
Discovery/Data Requests/ Responses/ Oppositions prepared	578	578	578
Motions, Briefs, & others Pleadings prepared	322	322	322

#### ◆ Goal 3 To provide high-quality representation in Judicial matters before various courts.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Commission actions appealed to courts	9	6	6
Motions, briefs and other pleadings filed in courts	46	46	46

#### ◆ Goal 4 To provide high-quality legal advice to the Commission.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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Open/Special Open Meetings attended by Legal counsel	83	47	47
Explanation:	On numerous occasions, more than 1 staff member attend.		
Line Siting hearing days attended by counsel	17	17	17
Explanation:	On numerous occasions, more than 1 staff member attend.		
Commission Staff Meetings attended by counsel	27	12	12
Explanation:	On numerous occasions, more than 1 staff member attend.		
Commission hearing days attended by counsel	177	177	177

## 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,875.0	2,809.0	2,603.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,875.0</b>	<b>2,809.0</b>	<b>2,603.0</b>
<b>FTE Positions</b>	<b>21.0</b>	<b>20.0</b>	<b>20.0</b>

#### ◆ 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of website hits to databases (in millions)	42	50	60
Number of entities available via the internet (in thousands)	586	620	650
Number of dockets available via the internet	16	16	17

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of filings submitted electronically to the ACC (in thousands)	295	400	500
Streaming Audio listening time hours (in thousands)	19	22	23

#### ◆ Goal 2 To use information technologies effectively to enhance intra-agency communications

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of hits to agency intranet pages (in thousands)	393	400	420
Percentage of staff using electronic document management integrated with business processes.	48	60	70

#### ◆ Goal 3 To improve employees' preparation to use technology and react to their job-specific needs.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of staff in attendance at IT-related training classes	71	100	150

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of staff in attendance at formal IT-related security classes	17	100	100

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**Agency Summary**

DEPARTMENT OF CORRECTIONS

Charles L. Ryan, Director

Phone: (602) 542-5225

A.R.S. § 41-1602

#### Mission:

*To serve and protect the people of Arizona by imprisoning those offenders legally committed to the Arizona Department of Corrections and by providing community based supervision for those conditionally released.*

#### Description:

The Arizona Department of Corrections serves and protects the people of the state of Arizona by incarcerating inmates in correctional facilities and supervising conditionally released offenders in the community. During incarceration, medical care and other health and welfare services are provided to inmates. In addition, programs such as work, education, training, and substance abuse treatment are provided to inmates to promote employability, literacy, sobriety, and accountability to crime victims and provide the opportunity to become law-abiding citizens upon their release.

#### Agency Summary:

(\$ Thousands)

Program	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ PRISON OPERATIONS AND SERVICES	964,031.0	982,905.0	1,106,649.0
➤ COMMUNITY CORRECTIONS	15,678.0	15,237.0	15,287.0
➤ ADMINISTRATION	37,834.0	39,669.0	49,201.0
<b>Agency Total:</b>	<b>1,017,543.0</b>	<b>1,037,811.0</b>	<b>1,171,137.0</b>

#### Funding and FTE

Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	916,413.0	879,926.0	1,065,661.0
Other Appropriated Funds	43,131.0	44,716.0	42,307.0
Other Non Appropriated Funds	57,999.0	113,169.0	63,169.0
<b>Program Total</b>	<b>1,017,543.0</b>	<b>1,037,811.0</b>	<b>1,171,137.0</b>
<b>FTE Positions</b>	<b>9,920.0</b>	<b>9,920.0</b>	<b>10,772.0</b>

#### Strategic Issues:

##### Issue 1 Managing Inmate Population Growth.

Inmate population has increased from an average daily population of 29,936 in FY 2001 to 39,628 in FY 2009 (32 percent increase). In FY 2009, the Department had an average daily bed deficit of 4,420. As the inmate population continues to grow, the Department must continue to use planning and process improvement strategies throughout the organization to maximize resources and ensure the safety of the public, staff and inmates.

##### Issue 2 Validating the Inmate Classification System.

As the foundation of the Arizona correctional system, the Department must ensure that the inmate classification system is an objective and viable tool that provides reliable structure and accountability and appropriately directs resources to inmate management. The system must reliably determine inmate custody and internal risk levels based on the risk the inmate presents to the public and staff and the time remaining until the inmate is released. The classification system is critical to designating proper inmate confinement, movement and housing; identifying inmate medical and mental health service requirements; and scheduling inmate work, education, treatment, spiritual services, and recreational assignments.

##### Issue 3 Providing Health Care for Arizona's Growing and Aging Prison Population.

Just like the rest of the nation, Arizona's prison population is growing older. On June 30, 2009, 34% of the inmate population was age 40 years or older

and 5.7% was age 55 years or older. Many of these inmates suffer from the nine chronic high-cost illnesses that contribute to nine out of ten deaths in the United States; including congestive heart failure, chronic lung disease, cancer, diabetes, chronic liver disease, and dementia. As these chronic diseases progress, the amount of care needed and cost of care delivered increase markedly, with much of the cost spent on physician and hospital fees associated with repeated hospitalizations.

#### Issue 4 Integration of Technology and Service Delivery in the Department.

The need for viable technology, process automation, and system integration is essential to the ability of the Department to continue to effectively carry out its mission and its obligations to the public. In the area of health care services, for example, technological needs include electronic medical records systems, billing, medical coding, appointments and computer equipment for health services staff. Without automated processes in place, it will become increasingly difficult for the Department to provide appropriate service and care in an efficient and safe manner.

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#### Program Summary

PRISON OPERATIONS AND SERVICES

Charles L. Ryan, Director

Phone: (602) 542-3894

A.R.S. § 41-1602

#### Mission:

*To ensure public and staff safety by imprisoning inmates, providing inmate programming opportunities, providing constitutionally mandated health care, and administering prison operations in an environment that is secure and humane.*

#### Description:

This program establishes prison operations and administers prison budgets. This encompasses security; the physical plant; personnel and business office functions; inmate records; occupational safety; fleet/motor pool; warehouse; food services; classification; mail and property; telecommunications and security systems; laundry; information technology; inmate programs including work, treatment, education, religious services, and recreation; and Arizona Correctional Industries, which develops and manages revenue-generating inmate work activities in correctional institutions. This program also provides health care to inmates including medical, dental, mental health, nursing and pharmaceutical services through licensed corrections staff and contracts with community hospitals and specialists.

#### 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	866,707.0	828,380.0	1,004,533.0
Other Appropriated Funds	41,899.0	43,273.0	40,864.0
Other Non Appropriated Funds	55,425.0	111,252.0	61,252.0
<b>Program Total</b>	<b>964,031.0</b>	<b>982,905.0</b>	<b>1,106,649.0</b>
<b>FTE Positions</b>	<b>9,296.0</b>	<b>9,296.0</b>	<b>10,137.0</b>

DCA 1.1      **Subprogram Summary**  
SECURITY

Charles L. Ryan, Director  
Phone: (602) 545-5225  
A.R.S. § 41-1604

**Mission:**

*To maintain effective custody and control over inmates in an environment that is safe, secure and humane.*

**Description:**

This subprogram 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); and enhancing security and safety measures through utilization of service dog resources and security technology transfer and product review.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	453,497.0	405,728.0	503,635.0
Other Appropriated Funds	551.0	108.0	108.0
Other Non Appropriated Funds	95.0	51,287.0	1,287.0
<b>Program Total</b>	<b>454,143.0</b>	<b>457,123.0</b>	<b>505,030.0</b>
<b>FTE Positions</b>	<b>7,195.0</b>	<b>7,195.0</b>	<b>7,864.0</b>

◆ **Goal 1** To safeguard the public, staff and inmates through the efficient, safe and secure operations of prisons

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of escapes of inmates from any location	0	0	0
Number of major rule violations per 1,000 inmates per annual average daily population	418	410	410
Number of inmate on staff assaults per 1,000 offenders per annual average daily population	8.15	9.34	11.28
Number of inmate on inmate assaults per 1,000 inmates per annual average daily population	12.47	15.01	17.44
Number of major inmate disturbances	3	0	0
Explanation: New FY 2009 Performance Measure			
Number of inmate homicides	3	0	0
Explanation: New FY 2009 Performance Measure			

◆ **Goal 2** To reduce drug use by incarcerated inmates

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of inmate random positive urinalysis results per 1,000 inmates per annual average daily population	42	40	40
Explanation: Performance Measure revised in FY 2009			

◆ **Goal 3** To reduce inmate grievances and inmate litigation

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of formal inmate grievances (excluding health grievances) per 1,000 inmates per average daily population	99	95	95
Explanation: New FY 2009 Performance Measure			
Number of inmates lawsuits (non-habeas) per 1000 inmates per annual average daily population	3.63	3.5	3.5
Explanation: Performance Measure revised in FY 2009			

DCA 1.2      **Subprogram Summary**  
INSPECTIONS AND INVESTIGATIONS

Charles Flanagan, Deputy Director  
Phone: (602) 542-5225  
A.R.S. § 41-1604

**Mission:**

*To promote Department safety and security by conducting administrative, civil, criminal, and gang related investigations; performing annual peer reviews and targeted performance audits; and ensuring agency compliance with fire and life safety codes.*

**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; provides consultation and assistance in fire and life safety code compliance to support staff, inmate, and environmental safety in all agency matters.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	7,204.0	7,276.0	8,269.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>7,204.0</b>	<b>7,276.0</b>	<b>8,269.0</b>
<b>FTE Positions</b>	<b>129.0</b>	<b>129.0</b>	<b>138.0</b>

◆ **Goal 1** To conduct investigations, audits and core competency testing to ensure State prisons and Department staff are compliant with Department policies and procedures

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average annual peer audit percent score of all state prisons	99.94	95	95
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average annual core competency test score for correctional series staff	82.22	85	85
Explanation: New FY 2009 Performance Measure			
Average annual core competency test score for non-correctional series staff	81.28	85	85
Explanation: New FY 2009 Performance Measure			

DCA 1.3      **Subprogram Summary**  
INMATE EDUCATION, TREATMENT, AND WORK PROGRAMS

Laura Krause, Division Director  
Phone: (602) 364-3234  
A.R.S. § 41-1604, 1604.02, 41-1623

**Mission:**

*To require inmate participation in self improvement programming opportunities and services including work, education, substance abuse treatment, sex offender treatment, and spiritual access designed to prepare inmates to be responsible citizens upon release.*

**Description:**

This subprogram establishes structured access to work, education, substance abuse treatment, sex offender treatment, and spiritual services to improve the offender's successful reintegration into the community in accordance with Department goals, mandates, and statutes.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	22,120.0	22,185.0	26,065.0
Other Appropriated Funds	566.0	1,060.0	1,060.0
Other Non Appropriated Funds	34,507.0	38,021.0	38,021.0
<b>Program Total</b>	<b>57,193.0</b>	<b>61,266.0</b>	<b>65,146.0</b>
<b>FTE Positions</b>	<b>447.0</b>	<b>447.0</b>	<b>479.0</b>

◆ **Goal 1** To maximize inmate participation in Department programming opportunities

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of all inmates (excluding those in reception, in segregation units, in maximum custody units, in contract beds, out to court, or not present for full month) participating in appropriate work, education and treatment assignments for the fiscal year	77.43	77.5	77.5
Explanation: New FY 2009 Performance Measure			
Number of inmate hours worked through the Work Incentive Pay Plan	26.3M	26.4M	26.4M
Explanation: New FY 2009 Performance Measure			
Number of hours provided to communities by inmates per established IGAs or work contracts	1.8M	1.81M	1.81M
Explanation: New FY 2009 Performance Measure			

◆ **Goal 2** To expand work opportunities for inmates through Arizona Correctional Industries (ACI)

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of ACI inmate hours worked	3.3M	3.4M	3.4M
Explanation: New FY 2009 Performance Measure			
Dollar amount deducted from ACI inmates wages being deposited directly in the State General Fund	2.2M	2.3M	2.3M
Explanation: New FY 2009 Performance Measure			

◆ **Goal 3** To provide education programs and services, including functional literacy, special education, GED, and jobs training to all eligible and assessed inmates

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of inmates achieving grade eight proficiency	5,481	5,400	5,400
Explanation: New FY 2009 Performance Measure			
Number of inmates achieving the General Equivalency Diploma (GED)	2,993	2,900	2,900
Number of Work Based Education certificates earned	3,212	3,200	3,200
Explanation: New FY 2009 Performance Measure			
Number of inmates receiving special education services	359	360	370
Explanation: New FY 2009 Performance Measure			
Percent of special education inmates receiving special education services	100	100	100
Explanation: New FY 2009 Performance Measure			

◆ **Goal 4** To provide assessment and treatment services to eligible inmates

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of eligible inmates completing substance abuse treatment	2,067	2,000	2,000
Explanation: New FY 2009 Performance Measure			
Number of eligible inmates completing sex offender treatment	141	140	140
Explanation: New FY 2009 Performance Measure			

◆ **Goal 5** To ensure spiritual services are available to inmates

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of inmates involved in spiritual services	14,989	15,000	15,000
Explanation: New FY 2009 Performance Measure			

Number of volunteer spiritual service hours provided	46,276	46,500	46,500
Explanation:	New FY 2009 Performance Measure		

**DCA 1.4 Subprogram Summary**

**HEALTH CARE**

Dr. Michael AduTutu, Division Director

Phone: (602) 364-2900

A.R.S. § 31-201.01, 41-1604

**Mission:**

*To provide cost-effective constitutionally mandated correctional health care.*

**Description:**

This subprogram provides medical, dental, mental health, nursing, and pharmaceutical services through licensed corrections staff and contracts with community hospitals and specialists.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	128,680.0	104,212.0	117,074.0
Other Appropriated Funds	10,432.0	10,432.0	10,432.0
Other Non Appropriated Funds	711.0	339.0	339.0
<b>Program Total</b>	<b>139,823.0</b>	<b>114,983.0</b>	<b>127,845.0</b>
<b>FTE Positions</b>	<b>752.0</b>	<b>752.0</b>	<b>815.0</b>

◆ **Goal 1** To provide medically necessary medical care, dental care and mental health care to inmates

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of inmates requiring ongoing mental health services admitted for psychiatric hospital care	2.4	2.4	2.4
Explanation: New FY 2009 Performance Measure			
Number of formal inmate health grievances per 1000 inmates per annual average daily population	18.14	18	18
Explanation: New FY 2009 Performance Measure			
Percentage of prison facilities maintaining National Commission on Correctional Health Care (NCCHC) accreditation	100	100	100
Explanation: New FY 2009 Performance Measure			

◆ **Goal 2** To contain health care costs

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average length of stay for in-patient hospital care in days	5	5	5
Average annual health services cost per inmate	4,486	4,486	4,486
Explanation: New FY 2009 Performance Measure			



DCA 1.5 **Subprogram Summary**  
PRIVATE PRISONS

Charles L. Ryan, Director  
Phone: (602) 542-5225  
A.R.S. § 41-1604, 1604-02

**Mission:**

*To develop private prison contracts and provide oversight to monitor their safe, secure and cost-effective operation, while imprisoning inmates according to the Department's mission.*

**Description:**

This subprogram manages all aspects of private prison contracts including initial research and development, proposal evaluation, contract negotiations, and contract maintenance functions. This subprogram works with private prison firms, Arizona county jails, and out-of-state providers as necessary to ensure comparable confinement 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 Department staff who monitor facility operations, inmate management, inmate services, clearance of contractor personnel, and payment of fees consistent with the terms outlined in individual facility and service contracts.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	134,921.0	159,197.0	201,588.0
Other Appropriated Funds	29,428.0	30,835.0	28,426.0
Other Non Appropriated Funds	5,566.0	5,867.0	5,867.0
<b>Program Total</b>	<b>169,915.0</b>	<b>195,899.0</b>	<b>235,881.0</b>
<b>FTE Positions</b>	<b>25.0</b>	<b>25.0</b>	<b>25.0</b>

- ◆ **Goal 1** To systematically and effectively monitor private prison operations

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average annual audit percent score of audited private prisons	99.6	95	95

DCA 1.6 **Subprogram Summary**  
PRISON MANAGEMENT AND SUPPORT

Charles L. Ryan, Director  
Phone: (602) 542-5225  
A.R.S. § 41-1604

**Mission:**

*To provide leadership and direction in the administration and operations of all prisons to ensure inmate accountability and staff safety.*

**Description:**

This subprogram oversees prison operations, Regional Operations Directors, and Wardens and their immediate staff; administers prison budgets and staffing/safety programs; manages prison activation; and directs centralized operational systems and services. This subprogram includes fiscal management, fleet management, fire and safety, food service, warehouse, and maintenance. This subprogram is also responsible for inmate classification, protective segregation, time computation and records, legal access, and family assistance services.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	120,285.0	129,782.0	147,902.0
Other Appropriated Funds	922.0	838.0	838.0
Other Non Appropriated Funds	14,546.0	15,738.0	15,738.0
<b>Program Total</b>	<b>135,753.0</b>	<b>146,358.0</b>	<b>164,478.0</b>
<b>FTE Positions</b>	<b>748.0</b>	<b>748.0</b>	<b>816.0</b>

- ◆ **Goal 1** To manage inmate population growth and the allocation of physical and fiscal resources

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average daily inmate population	39,628	41,440	43,252
Average daily bed deficit	4,420	5,055	2,550

DCA 2.0 **Program Summary**  
COMMUNITY CORRECTIONS

Charles L. Ryan, Director  
Phone: (602) 542-5225  
A.R.S. § 41-1604

**Mission:**

*To maintain effective community supervision of offenders, facilitate their successful transition from prison to the community and return offenders to prison when necessary to protect the public.*

**Description:**

This program is charged with supervising offenders on community supervision and identifying and returning to prison offenders who violate conditions of supervision and represent a serious threat to public safety. The program refers to law enforcement and prosecutorial agencies sex offenders subject to registration, community notification and sexually violent person laws; coordinates sex offender registration prior to release; assists in the apprehension, extradition and 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); collaborates with state and community agencies; and interacts with individual victims and victim associations.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	12,104.0	12,178.0	12,228.0
Other Appropriated Funds	1,232.0	1,443.0	1,443.0
Other Non Appropriated Funds	2,342.0	1,616.0	1,616.0
<b>Program Total</b>	<b>15,678.0</b>	<b>15,237.0</b>	<b>15,287.0</b>
<b>FTE Positions</b>	<b>179.0</b>	<b>179.0</b>	<b>179.0</b>

- ◆ **Goal 1** To effectively manage offenders' conditions of supervision

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of offenders returned to prison for technical violations of their community supervision per 1000 offenders on community	29	29	29

- ◆ **Goal 2** To apply meaningful incentives and sanctions to encourage civil behavior

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of offenders arrested for new crimes while on community supervision per 1000 offenders on community supervision	37	37	37
Explanation:	New FY 2009 Performance Measure		

- ◆ **Goal 3** To effectively monitor and track all offenders on community



supervision

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of offenders who absconded while on community supervision per 1000 offenders on community supervision	118	118	118
Explanation:	New FY 2009 Performance Measure		

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**Program Summary**

ADMINISTRATION

Charles L. Ryan, Director  
Phone: (602) 545-5225  
A.R.S. § 41-1602, 41-1604

**Mission:**

*To provide leadership, direction, resource management, and support for Department employees to enable the Department to serve and protect the people of the State of Arizona and to provide comprehensive victim services and victim-focused restorative justice programs that hold offenders accountable.*

**Description:**

This program determines current policy and future direction of the Department through the following functional areas, legal services, legislative affairs, public and internal communications, constituent services, victims services, policy promulgation, human services, employee relations, equal opportunity, employee grievances and disciplinary actions, training and employee development, budgeting, planning, research, engineering and physical plant services, financial and procurement services, and information technology services.

Funding and FTE Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	37,602.0	39,368.0	48,900.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	232.0	301.0	301.0
<b>Program Total</b>	<b>37,834.0</b>	<b>39,669.0</b>	<b>49,201.0</b>
<b>FTE Positions</b>	<b>445.0</b>	<b>445.0</b>	<b>456.0</b>

◆ **Goal 1** To recruit, retain, recognize, and develop staff

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of employee formal grievances	117	115	115
Number of employee grievances upheld and/or modified in favor of the employee	37	35	35
Explanation:	New FY 2009 Performance Measure		
Annual Correctional Officer II vacancy rate percentage	4.05	4	4
Explanation:	New FY 2009 Performance Measure		
Annual Correctional Officer II turnover rate percentage	11.5	11	11
Annual employee turnover rate percentage (excluding Correctional Officer II's)	11.2	11	11
Explanation:	New FY 2009 Performance Measure		
Percentage of staff completing mandatory training	88	90	90
Explanation:	New FY 2009 Performance Measure		
Number of executives and managers participating in professional development courses	75	80	80
Explanation:	New FY 2009 Performance Measure		

◆ **Goal 2** To maintain and/or enhance the information technology's applications, communications and network's current and future needs by providing the optimal support to computer users

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of network uptime	99	97	97

Explanation:	New FY 2009 Performance Measure		
Customer satisfaction survey rating of 3.5 or above for IT Applications/Data Management Unit on a scale of 1 to 5	4.45	3.5	3.5
Explanation:	New FY 2009 Performance Measure		

◆ **Goal 3** To provide a standard process for receiving, reviewing and responding to public concerns regarding inmate related issues

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of public complaints and requests for assistance regarding inmates resolved	23,008	24,000	24,000
Explanation:	New FY 2009 Performance Measure		

◆ **Goal 4** To effectively provide crime victims with information on inmate incarceration and release, effect change within the inmate population through various restorative justice methods of education and provide service to the community

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of crime victim Notifications of Release sent	4,546	4,600	4,600
Explanation:	New FY 2009 Performance Measure		
Number of crime victims receiving services (all crimes)	752	755	755
Explanation:	New FY 2009 Performance Measure		
Dollar amount of court-ordered restitution collected from inmates	1.2M	1.25M	1.25M
Average dollar amount of court-ordered restitution paid per inmate required to pay court-ordered restitution	154.28	155	155

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**Agency Summary****BOARD OF COSMETOLOGY**

Donna Aune, 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 the cosmetology laws and rules by the efficient regulation of salons, schools, and individuals who practice cosmetology.*

**Description:**

In order to achieve its mandate of protecting the public in Arizona, the Board of Cosmetology 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 hearing and imposes enforcement action when appropriate. The Board also establishes health and safety standards, educational and curriculum standards and oversight, and 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. Furthermore, The Board offers electronic services to customers to increase efficiency and reduce the demands on full-time staff. The Board is recognized by national industry entities as being progressive, insightful, and a leader in cosmetology regulation.

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

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	293.0	0.0	0.0
Other Appropriated Funds	1,377.0	1,760.0	1,760.0
Other Non Appropriated Funds	120.0	86.0	86.0
<b>Program Total</b>	<b>1,790.0</b>	<b>1,846.0</b>	<b>1,846.0</b>
<b>FTE Positions</b>	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>

**Strategic Issues:****Issue 1 Improved enforcement efficiency**

The agency is at a 36% reduction in staff positions leading to a longer processing time for investigations, preventing the agency from meeting its health and safety performance objectives. Furthermore, the regulatory requirements in Arizona are comprehensive and complex for businesses such as salons; salons must often hold six or more professional licenses in addition to city and county permits to operate legally.

**Issue 2 Increased efficiency through system maintenance and upgrades**

To alleviate some burden for staff, the continuing education of licensees regarding online benefits renewal must be ongoing. The Board must continue to inform the licensees of the increased efficiency and speed that can be achieved through electronic filing. This can be accomplished through continued notification sent with license renewal applications, licenses, and providing information to anyone walking into or phoning the office. Along with this notification to the licensees and public, maintenance and enhancement of the current system allowing for ease of use and increased applications must be continued.

**Issue 3 Other operating expenses**

To improve efficiency, the board must be able to effectively keep up with the ongoing growth of the industry. The agency provides service for over 120,000 applicants, a number which grows yearly. Cost increases- i.e. contractual issues for rent, attorney services, and computer system maintenance; postage; supplies; facility maintenance; utilities; printing; travel; and other operating expenses eat into the money earmarked for employee training and system upgrades. To retain the efficiency required of our system and its users and keep software up to date with the rapid changes of technology, a specific schedule must be maintained. Computer servers, software, postage systems, mailing systems, screens, e-licensing

system, and support inventory are required to receive ongoing updates and replacements.

**Issue 4 Continuity Plan**

To provide continued public protection even in times of disaster, a workable continuity plan for a small agency must be in place. This will require finding a place to set up an office away from the current Board office in case of a local tragedy, perhaps by coordinating with another state office for use of their offices. There must be a provision in law and rule to allow for licenses to be provided services outside of a salon setting in a disaster such as earthquake, tornado, or flood.

**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**

To maintain its relationship with current partners, the leadership involvement that has proven to assist the board to benchmark and remain current both as a regulatory agency and as the profession requires must be continued. These partners include The Internal Revenue Service (for small business participation and investigative tax fraud), Cut it Out (in partnership with the Attorney General), 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. All require travel to meeting locations or electronic participation at the very least which must continue to be funded.

**Issue 7 Public Communication**

Ongoing communication with the Arizona Legislature and State Administration about the importance of the 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 to answer regulatory questions and issues. Reorganization and the continuing restructuring of the Agency website is also needed to improve communication with a highly colorful, artistic and ever- changing profession.

**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.

- ◆ **Goal 1** To establish standards for the professional practice of cosmetology.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average calendar days from receipt of completed application to issuance of license	20	20	17
Total individuals and establishments licensed	110,000	103,000	106,000

- ◆ **Goal 2** To ensure swift, fair, and effective enforcement of statutes and rules governing the profession.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total inspections conducted	5890	5890	5890
Total complaints and application denials	2477	2477	2400
Average calendar days to resolve a complaint	120	120	120

- ◆ **Goal 3** To educate the consumers and cosmetology professionals

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about their rights, resolutions, and responsibilities among the cosmetology community, the public and the Board by delivering courteous, efficient, and cost effective service to the citizens, owners, and employees of state government.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Educational class opportunities offered to the public in class or over the internet	24	24	24
Percent of citizen satisfaction surveys reporting Board service as satisfied or higher	90	95	95

◆ **Goal 4** To provide services through efficient government.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Constituents aided in transferring to another governmental jurisdiction or educational institution.	2,500	2,500	3,000
Licensees accepted through reciprocity from another state or country.	2,500	2,500	3,000
Percentage of applicants or license holders reporting very good or excellent.	95	95	95

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**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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ AGENCY MANAGEMENT	1,676.0	1,443.0	1,443.0
➤ CRIME VICTIMS	5,445.0	6,050.0	5,757.0
➤ STATISTICAL ANALYSIS CENTER	532.0	736.0	736.0
➤ CRIMINAL JUSTICE SYSTEM IMPROVEMENT	20,498.0	24,476.0	23,742.0
➤ CRIME CONTROL	6,271.0	7,150.0	6,061.0
<b>Agency Total:</b>	<b>34,422.0</b>	<b>39,855.0</b>	<b>37,739.0</b>

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,055.0	0.0	0.0
Other Appropriated Funds	6,518.0	6,891.0	6,891.0
Other Non Appropriated Funds	26,849.0	32,964.0	30,848.0
<b>Program Total</b>	<b>34,422.0</b>	<b>39,855.0</b>	<b>37,739.0</b>
<b>FTE Positions</b>	<b>30.0</b>	<b>30.0</b>	<b>30.0</b>

#### 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 \$8 million per year for two years and would continue to seek funds for the third year. This strategic issue ties with the critical funding issue submitted in the FY011 budget request.

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**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.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	255.0	351.0	351.0
Other Non Appropriated Funds	1,421.0	1,092.0	1,092.0
<b>Program Total</b>	<b>1,676.0</b>	<b>1,443.0</b>	<b>1,443.0</b>
<b>FTE Positions</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>

◆ **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.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of agency legislative events	207	200	200
Number of criminal justice legislative liaison meetings coordinated	35	30	30

◆ **Goal 2** To develop, establish, and maintain reliable accurate fiscal systems for all Commission activities including grant programs and fund distribution functions.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Generate and execute contracts, working agreements and other routine fund distribution and expenditure functions	286	215	215

◆ **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.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Organize, support and conduct	51	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	127	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Develop, continuously refine and sustain the implementation of a criminal justice records improvement program for the criminal justice system in AZ	90	100	100
Develop, implement and operate data and information producing programs and processes on crime activity and the criminal justice system in AZ	90	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 2009 Actual	FY 2010 Estimate	FY 2011 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 2009 Actual	FY 2010 Estimate	FY 2011 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	95	100	100

- ◆ **Goal 7** To provide a continuum of effective organization and administration for Commission responsibilities, activities and programs.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of required reports published	34	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,491.0	4,431.0	4,431.0
Other Non Appropriated Funds	954.0	1,619.0	1,326.0
<b>Program Total</b>	<b>5,445.0</b>	<b>6,050.0</b>	<b>5,757.0</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

- ◆ **Goal 1** To increase the number of compensation claims filed and awarded to eligible crime victims.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Continuity of administration in the 15 counties	15	15	15
Percent of counties in which case reviews completed	64	60	60
Percent of cases reviewed showing no deficiencies	94	95	95
Percent of programs reviewed reflecting compliance with certified assurances and fiscal management practices	62	60	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Applicants requesting funds	50	50	50
Grants awarded in a timely manner to victim services providers	48	50	50
Number of site visits completed	25	25	25
Program audits reflecting no deficiencies	25	25	25
Program single audits reflecting compliance with Administrative Rules	25	25	25



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**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	-2.0	0.0	0.0
Other Non Appropriated Funds	534.0	736.0	736.0
<b>Program Total</b>	<b>532.0</b>	<b>736.0</b>	<b>736.0</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

- ◆ **Goal 1** To implement and maintain an effective and relevant criminal justice research program.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of studies/research projects proposed by internal and external customers	16	20	20
Number of studies/reports completed and published	34	10	30
Number of completed research products requested and mailed to external customers	75	50	25
Number of public and media data requests processed	44	30	30
Number of legislative and policy-maker data requests processed	32	30	30

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**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,055.0	0.0	0.0
Other Appropriated Funds	1,759.0	2,080.0	2,080.0
Other Non Appropriated Funds	17,684.0	22,396.0	21,662.0
<b>Program Total</b>	<b>20,498.0</b>	<b>24,476.0</b>	<b>23,742.0</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

- ◆ **Goal 1** To apply for available federal funds in such program areas as DNA and Laboratory Improvements.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of grant applications submitted to proper agencies.	7	4	5

- ◆ **Goal 2** To establish and publish technology and data standards for criminal justice agencies of the state annually.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Meetings conducted annually	10	8	8

- ◆ **Goal 3** To improve disposition reporting of each county to the central repository each year.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Meetings coordinated to discuss record improvement challenges by records coordinator annually.	18	15	12
Percentage of increase in disposition reporting utilizing the Records Quality Index (ROI) tool for record improvement projects funded through the program annually.	0	15	15

- ◆ **Goal 4** To introduce legislation to change/improve criminal history reporting as needed.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Bills submitted to Legislature	1	1	0
Bills passed by the Legislature for the improvement of criminal history record reporting	1	0	0

- ◆ **Goal 5** To administer, monitor, and evaluate grant projects on a continual basis.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Site visits to grantee agencies	8	11	11
Assistance provided to grantee agencies	8	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	336	280	280

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Grants awarded to agencies for improvement of criminal justice/history records	10	10	12

- ◆ **Goal 7** To apply for available funds from federal Justice Department agencies.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of grant applications submitted to proper agencies	8	4	4
Number of grant awards provided to the Commission by the various granting agencies	5	3	4
Number of applicants requesting funding	16	10	12

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**Program Summary**

CRIME CONTROL

Tony Vidale, Crime Control Program Manager

Phone: (602) 364-1146

A.R.S. § 41-2402

**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 also administers a number of non-grant projects such as Fill the Gap funds for distribution to counties.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	15.0	29.0	29.0
Other Non Appropriated Funds	6,256.0	7,121.0	6,032.0
<b>Program Total</b>	<b>6,271.0</b>	<b>7,150.0</b>	<b>6,061.0</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

- ◆ **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.

**Performance Measures**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Completion of annual report by due date.	1	1	1

- ◆ **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.

**Performance Measures**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Completion of annual report by due date.	1	1	1

- ◆ **Goal 3** 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**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.	44	50	50
Number of grant applications evaluated and awarded to criminal justice agencies for criminal justice system activities authorized by the Commission.	42	45	45
Number of arrests made by grant-funded task forces	8,680	6,000	6,000
Convictions reported by grant-funded prosecution projects	25,186	25,000	25,000
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	18	40	40
Federal grantor agency conferences, workshops and planning sessions attended by Commission staff	2	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ PHOENIX DAY SCHOOL	9,352.0	12,660.0	12,703.0
➤ TUCSON CAMPUS	17,183.0	18,059.0	18,618.0
➤ REGIONAL COOPERATIVES	21,052.0	18,545.0	18,545.0
➤ PRESCHOOL	5,546.0	5,060.0	5,087.0
➤ ADMINISTRATION	4,171.0	5,201.0	5,201.0
<b>Agency Total:</b>	<b>57,304.0</b>	<b>59,525.0</b>	<b>60,154.0</b>

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	23,412.0	21,268.0	21,897.0
Other Appropriated Funds	14,695.0	14,807.0	14,807.0
Other Non Appropriated Funds	19,197.0	23,450.0	23,450.0
<b>Program Total</b>	<b>57,304.0</b>	<b>59,525.0</b>	<b>60,154.0</b>
FTE Positions	976.0	982.0	982.0

#### 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 system-wide 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, Superintendent

Phone: (520) 770-3601

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 for whom daily transportation is feasible.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	3,231.0	4,157.0	4,200.0
Other Appropriated Funds	5,027.0	5,299.0	5,299.0
Other Non Appropriated Funds	1,094.0	3,204.0	3,204.0
<b>Program Total</b>	<b>9,352.0</b>	<b>12,660.0</b>	<b>12,703.0</b>
<b>FTE Positions</b>	<b>195.0</b>	<b>192.0</b>	<b>192.0</b>

- ◆ **Goal 1** To increase efficiency and effectiveness in the instructional program for students served by ASDB Programs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of Individual Educational Plans (IEP) with participation of representatives from school districts	100	95	95
Percent of IEPs developed with participation of parent	100	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of parents satisfied with the quality of the program in Phoenix	96	95	95
Percent of parents satisfied with their involvement in the program	97	95	95

- ◆ **Goal 3** To effectively manage transportation, food service and medical services to ensure that these programs are supportive of the educational programs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of parents satisfied with the quality of transportation services provided at PDSD	94	95	95
Percent of parents satisfied with the quality of food services provided at PDSD	92	85	85
Percent of parents satisfied with the quality of medical services provided at PDSD	97	95	95

SDA 2.0

#### Program Summary

##### TUCSON CAMPUS

Robert Hill, Superintendent

Phone: (520) 770-3601

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 259 students aged 5 through 22 attend the Tucson Campus, and of these about 79 live in the campus residence halls.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	9,727.0	10,467.0	11,026.0
Other Appropriated Funds	6,614.0	6,675.0	6,675.0
Other Non Appropriated Funds	842.0	917.0	917.0
<b>Program Total</b>	<b>17,183.0</b>	<b>18,059.0</b>	<b>18,618.0</b>
<b>FTE Positions</b>	<b>304.0</b>	<b>305.0</b>	<b>305.0</b>

- ◆ **Goal 1** To increase efficiency and effectiveness in the instructional program for students served by ASDB Programs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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	100	95	95
Percent of parents satisfied with their involvement in the program in Tucson	97	95	95
Percent of parents satisfied with the quality of educational programs provided to their child.	99	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of parents satisfied with the quality of the program in Tucson	99	95	95

- ◆ **Goal 3** To effectively manage transportation, food service and medical services to ensure that these programs are supportive of the educational programs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of parents satisfied with the quality of transportation services provided at ASD/ASB in Tucson.	89	95	95
Percent of parents satisfied with the quality of food services provided at ASD/ASB in Tucson.	95	90	90
Percent of parents satisfied with the quality of medical services provided at ASD/ASB in Tucson.	99	95	95

SDA 3.0

#### Program Summary

##### REGIONAL COOPERATIVES

Robert Hill, Superintendent

Phone: (520) 770-3601

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	5,110.0	1,073.0	1,073.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	15,942.0	17,472.0	17,472.0
<b>Program Total</b>	<b>21,052.0</b>	<b>18,545.0</b>	<b>18,545.0</b>
<b>FTE Positions</b>	<b>339.0</b>	<b>349.0</b>	<b>349.0</b>

◆ **Goal 1** To operate the Cooperatives in a cost effective manner

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Per student costs for Cooperatives	14,188	14,188	14,188

◆ **Goal 2** To provide quality programming for students

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of parents rating the program as good or excellent	94	95	95

◆ **Goal 3** To provide programming meeting the individual needs of students

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of parents rating the student IEP progress as good or excellent	94	95	95

◆ **Goal 4** To increase the number of students served through the regional cooperatives.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of students served by the regional cooperatives and the Outreach program	1577	1600	1600

◆ **Goal 5** To increase the number of school districts served by the Cooperatives

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of districts served by the Cooperatives	215	215	215

SDA 4.0

**Program Summary**

PRESCHOOL

Robert Hill, Superintendent

Phone: (520) 770-3601

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 are 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,748.0	1,431.0	1,458.0
Other Appropriated Funds	3,054.0	2,833.0	2,833.0
Other Non Appropriated Funds	744.0	796.0	796.0
<b>Program Total</b>	<b>5,546.0</b>	<b>5,060.0</b>	<b>5,087.0</b>
<b>FTE Positions</b>	<b>64.0</b>	<b>64.0</b>	<b>64.0</b>

◆ **Goal 1** To increase the number of students participating in the Parent Outreach Program

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of students served annually through the Parent Outreach Program and the Preschool program.	640	500	500

◆ **Goal 2** To provide quality programming for preschool students

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of parents rating overall quality as good or excellent	100	95	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.	100	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, Superintendent

Phone: (520) 770-3601

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	3,596.0	4,140.0	4,140.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	575.0	1,061.0	1,061.0
<b>Program Total</b>	<b>4,171.0</b>	<b>5,201.0</b>	<b>5,201.0</b>
<b>FTE Positions</b>	<b>74.0</b>	<b>72.0</b>	<b>72.0</b>

#### ◆ Goal 1 To prudently and fairly manage personnel resources of the Agency.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of permanent certified positions filled PDS	90	85	85
Percent of permanent classified positions filled PDS	85	85	85
Percent of permanent certified staff turnover PDS	10	10	10
Percent of permanent classified staff turnover PDS	25	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 2009 Actual	FY 2010 Estimate	FY 2011 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.	93	95	95
Percent of parents satisfied with the quality of food services provided at ASDB.	92	90	90

#### ◆ Goal 3 To maintain a positive relationship with parents

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of parents satisfied with leadership at ASDB	95	90	90
Percent of parents rating overall quality of services as good or excellent based on annual survey PDS	96	95	95

#### ◆ Goal 4 To exceed all expected performance standards as identified

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of parents satisfied with instructional programs and services as measured by a survey PDS	96	95	95
Percent of students graduating from PDS with a high school diploma	100	100	100
Percent of students graduating from ASB and ASD with a high school diploma	100	100	100

#### ◆ Goal 5 To prudently and fairly manage personnel resources of the Agency

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of permanently certified positions filled (TC)	90	90	90
Percent of permanent classified positions filled (TC)	90	80	80
Percent of permanent certified staff turnover (TC)	10	10	10
Percent of permanent classified staff turnover (TC)	25	25	25

#### ◆ Goal 6 To maintain a positive relationship with parents.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of parents rating overall quality of services as good or excellent based on annual survey (TC)	99	90	90

#### ◆ Goal 7 To provide quality services to the schools within the Regional Cooperatives

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of parents with students served through the cooperatives satisfied with the services provided by ASDB.	94	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ COUNCIL ACTIVITIES	1,282.0	2,023.0	2,023.0
➤ TDD - TELECOMMUNICATION DEVICE FOR THE DEAF	2,513.0	2,386.0	2,386.0
<b>Agency Total:</b>	<b>3,795.0</b>	<b>4,409.0</b>	<b>4,409.0</b>

Funding and FTE Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,795.0	4,409.0	4,409.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,795.0</b>	<b>4,409.0</b>	<b>4,409.0</b>
FTE Positions	14.0	13.0	13.0

#### 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. This cannot currently be met with existing funding. ACDHH*

*no longer has the staffing or resources to maintain demonstration sites for hands-on training or assistance in selecting appropriate telecommunication equipment for consumers.*

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** *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. Limited resources have forced staff reductions and less travel expenditures, which result in limited awareness and access to ACDHH services.*

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 4** *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.

#### DFA 1.0 Program Summary

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,282.0	2,023.0	2,023.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,282.0</b>	<b>2,023.0</b>	<b>2,023.0</b>
FTE Positions	10.0	10.0	10.0

◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total number of information and referral contacts	658,494	400,000	400,000



<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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	11,111	15,000	15,000

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total website visits	39,856	50,000	90,000

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of newsletters distributed annually	9,600	10,000	18,000
Number of viewers impacted by Community View on an annual basis	72,000	96,000	96,000

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total number of website visits	5,578	90,000	90,000
Total number of advertisements	36	10	20
Total number of articles	6	20	30

- ◆ **Goal 2** To increase the number of public and private sector partnerships in providing training and program services.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of partnerships formed	7	5	5

- ◆ **Goal 3** To prepare present and future American Sign Language instructors for national-level standards and certification.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total number of workshop hours	0	4	6

- ◆ **Goal 4** To improve interpreter support services.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of general licensed interpreters	227	191	241
Average number of calendar days from receipt of complaint about licensed interpreter to resolution	120	90	90
Number of complaints about certified/licensed interpreters	4	5	5
Number of licensed legal interpreters	26	31	36
Number of provisional interpreters	143	190	190

- ◆ **Goal 5** To improve public relations on issues related to hearing loss.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Increase the number of printed articles related to the Arizona Commission for the Deaf and Hard of Hearing.	26	40	50
Increase the number of printed articles related to the Arizona Telecommunications Equipment Distribution Program.	7	15	15
Increase the number of printed articles related to the Arizona Relay Service.	4	10	10
Increase number of telecommunication advertisements for Arizona Relay Service.	0	10	10
Increase number of telecommunication advertisements for Arizona Telecommunication Equipment Distribution Program	7	10	10

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,513.0	2,386.0	2,386.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,513.0</b>	<b>2,386.0</b>	<b>2,386.0</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>

- ◆ **Goal 1** To monitor telecommunications relay services to ensure compliance with current contract.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of telecommunication relay service calls completed without a complaint	99.7	99.90	99.90

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Annual call minutes for the telecommunications relay service	1,050,861	1,276,767	1,622,782

- ◆ **Goal 2** To administer voucher system of the Telecommunications Equipment Distribution Program.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of customer satisfaction with equipment distribution voucher program	97.18	90	90
Number of equipment distributed to consumers	1,367	1,500	1,500

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of applications distributed to consumers regarding the equipment distribution program	1,800	1,500	1,500
Explanation:	AZTEDP applications are primarily available at demonstration sites.		
Number of demonstration performed	1,325	1,500	1,500

DXA 0.0

**Agency Summary**

BOARD OF DENTAL EXAMINERS

Elaine Hugunin, 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,082.0	1,106.0	1,199.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,082.0</b>	<b>1,106.0</b>	<b>1,199.0</b>
<b>FTE Positions</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>

#### 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. 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.

◆ **Goal 1** To ensure the health, safety, and welfare of the public through regulation of the dental profession.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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	820	887	887
Total number of individuals or facilities licensed	7942	8155	8358
Customer satisfaction rating (scale 1-5)	5	4	4
Total number of licenses/renewals issued	3418	3107	3073
Average calendar days to renew a license (from receipt of application to issuance)	10	10	10

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of cases adjudicated each calendar year (ratio of complaints resolved to complaints received)	141	90	90
Average number of calendar days from receipt of complaint to resolution of complaint	148	150	150
Percent of investigations resulting in disciplinary or enforcement action	11	15	15
Number of licenses revoked or suspended	7	8	8
Total number of investigations conducted	560	537	537
Total number of complaints received annually	457	485	485
Total number of inspections conducted	230	189	189
Percent of total licensees with disciplinary action	2	5	5

◆ **Goal 2** To ensure compliance with statutory mandates

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Publication of periodic newsletter that provides information to licensees regarding statutes and rules	1	2	2
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Administration as a percent of total cost	4.5	5.0	5.0

DPA 0.0

**Agency Summary**

DRUG AND GANG PREVENTION RESOURCE CENTER

Robert Donofrio, Intern 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	454.0	580.0	580.0
Other Non Appropriated Funds	651.0	228.0	228.0
<b>Program Total</b>	<b>1,105.0</b>	<b>808.0</b>	<b>808.0</b>
<b>FTE Positions</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>

**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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Prevention service requests completed (in thousands)	2.5	2.5	2.5
Number of people directly and indirectly impacted (in thousands)	33.0	25.0	25.0

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Customer satisfaction rating of agencies being served by the Center (scale of 1 to 8)	7.2	7.3	7.3

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of grant proposals the Center assisted organizations, schools and agencies in writing.	13	15	17
Value of grant proposals awarded to organizations, schools and agencies through collaborative proposals the Center assisted on (in thousands)	689.4	781.2	803.5
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).**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.	301	301	301
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

CDA 0.0 **Agency Summary**  
 EARLY CHILDHOOD DEVELOPMENT AND HEALTH BOARD  
 J. Elliott Hibbs, Executive Director  
 Phone: (602) 771-5100  
 ARS § 8-1181 ARS Title 8, Chap 13

#### Mission:

*To increase the quality of, and access to, the early childhood development and health system that ensures a child entering school comes healthy and ready to succeed.*

#### Description:

The Arizona Early Childhood Development and Health Board or First Things First (FTF) is a voter approved initiative to ensure the quality and accessibility of early childhood development and health programs at the community level. Proposition 203 created a new, state - level board, the Arizona Early Childhood Development and Health Board, which provides oversight and guidance on the implementation of the Proposition. First Things First is also the name of the state agency created to carry out the work of the Arizona Early Childhood Development and Health Board.

#### Funding -

Pursuant to ARS 8-1181, the fund is established and the Board administers the fund. Statute states that 90% of the funds collected are deposited to the program account (Fund 2542) and the remaining 10% to the administrative costs account (Fund 2543). The monies in these accounts are not subject to legislative appropriation and are non-lapsing.

Pursuant to Prop 203 Section 4-A.1 all funds deposited on or before June 30, 2007, into the early childhood development and education fund pursuant to ARS 42-3772 are to be deposited to the administrative costs account (Fund 2543).

The source of the revenue is additional tax levied on tobacco products and is detailed in ARS 42-3371. In addition to all other taxes, there is levied and shall be collected by the department in the manner provided by this chapter, on all cigarettes, cigars, smoking tobacco, plug tobacco, snuff and other forms of tobacco the following tax:

1. On each cigarette, four cents.
2. On smoking tobacco, snuff, fine cut chewing tobacco, cut and granulated tobacco, shorts and refuse of fine cut chewing tobacco, and refuse, scrubs, clippings, cuttings and sweepings of tobacco, excluding tobacco powder or tobacco products used exclusively for agricultural or horticultural purposes and unfit for human consumption, 9 cents per ounce or major fraction of an ounce.
3. On all cavendish, plug or twist tobacco, 2.2 cents per ounce or fractional part of an ounce.
4. On each twenty small cigars or fractional part weighing not more than three pounds per thousand, 17.8 cents.
5. On cigars of all descriptions except those included in paragraph 4, made of tobacco or any tobacco substitute:
  - (a) If manufactured to retail at not more than five cents each, 8.8 cents on each three cigars.
  - (b) If manufactured to retail at more than five cents each, 8.8 cents on each cigar.

The Arizona Early Childhood Development and Health Board Fund is divided into the following accounts:

The Program Account  
 The Administrative Costs Account  
 The Private Gifts Account  
 The Grants Monies Account, and  
 The Legislative Appropriations Account

Ninety percent of the monies deposited into the Early Childhood Development and Health Fund shall be deposited into the Program Account, with ten percent deposited into the Administrative Costs Account. Funds may be transferred from the Administrative Costs Account to the Programs Account, but no monies may be transferred from Programs to

#### Administrative Costs.

In addition to 10% of the monies for administration, the funds are divided as follows: up to nine percent may be used to fund statewide grants, with the remaining eighty - one percent deposited into the Program Account to be used solely to fund approved Regional plans. The percent of total funds to be used for regional programs are further divided as follows:  
 28.4% of all funds must be provided to fund regional plans based on population of children aged five and younger.  
 32.4% of all funds must be provided to fund regional plans based on the population of children five and younger whose family income does not exceed 100 percent of federal poverty guidelines.  
 20.2% of all funds may be used to fund regional programs without consideration of regional population.

#### Use of Funds -

First Things First establishes Regional Partnership Councils throughout the state. The Regional Partnership Councils are to include eleven members who reside or work in the region. Funding will be based on the number of children ages birth to five years living in the area, as well as the number of young children whose incomes do not exceed 100% of the federal poverty level. Programs funded through the AZECDH Board may be conducted either by grantees in the region or directly by the Regional Partnership Council.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	38,418.0	141,870.0	157,257.0
<b>Program Total</b>	<b>38,418.0</b>	<b>141,870.0</b>	<b>157,257.0</b>
FTE Positions	124.0	138.0	140.0

#### Strategic Issues:

##### Issue 1 *Increasing quality of child care services.*

FTF will improve the quality of early care and education programs and settings --  
 (a.) establish and implement a comprehensive quality improvement and rating system to improve quality across early childhood education and care settings utilizing public and private funding and resources to develop the statewide infrastructure.  
 (b.) increase child care health and mental health consultants to improve children's health, safety and quality of interactions with providers and increase early identification of health or developmental concerns.  
 (c.) increase use of screening activities across early care and education settings to improve early identification and receipt of appropriate services.

- ◆ **Goal 1** To achieve all required statutory deadlines in a timely manner and with high quality.
- ◆ **Goal 2** To build a comprehensive, high quality early childhood development and health system.
- ◆ **Goal 3** To increase public awareness of, and support for, early childhood investment.
- ◆ **Goal 4** To achieve high level of integration, coordination and collaboration with early childhood partners and stakeholders.
- ◆ **Goal 5** To evaluate and report on system outcomes and monitor and report on financial and programmatic results by provider, region and policy area.

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◆ **Goal 6** To develop a high performing team at FTF.

DEA 0.0

**Agency Summary**

DEPARTMENT OF ECONOMIC SECURITY

Neal G. Young, 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ ADMINISTRATION	104,467.0	122,027.0	142,598.0
➤ DEVELOPMENTAL DISABILITIES	1,112,068.0	839,484.0	933,799.0
➤ BENEFITS AND MEDICAL ELIGIBILITY	1,430,210.0	1,601,149.0	1,798,444.0
➤ CHILD SUPPORT ENFORCEMENT	15,879.0	18,518.0	18,518.0
➤ AGING AND COMMUNITY SERVICES	129,241.0	129,634.0	129,905.0
➤ CHILDREN, YOUTH AND FAMILIES	531,546.0	518,039.0	531,035.0
➤ EMPLOYMENT AND REHABILITATION SERVICES	1,446,171.0	1,927,067.0	1,122,796.0
<b>Agency Total:</b>	<b>4,769,582.0</b>	<b>5,155,918.0</b>	<b>4,677,095.0</b>

#### Funding and FTE

Summary: (Thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	639,788.0	555,185.0	786,996.0
Other Appropriated Funds	461,522.0	524,229.0	465,503.0
Other Non Appropriated Funds	3,668,272.0	4,076,504.0	3,424,596.0
<b>Program Total</b>	<b>4,769,582.0</b>	<b>5,155,918.0</b>	<b>4,677,095.0</b>
FTE Positions	11,311.0	11,096.0	11,146.0

#### 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 60 and older.

According to U.S. Census data, the number of children in Arizona under five years of age will double from 2000 to 2030 to over 750,000 children (7 percent of the state's population). Research shows that comprehensive, high-quality care and early learning experiences are linked to children's success in school and in life. As Arizona's number of young children increases, DES will be required to continue work with its partners in community and state government and federal government to maximize the supports that can be provided to ensure successful outcomes.

By 2020, more than 1 in 4 people in Arizona (26 percent) will be over 60 years of age 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 healthy older adults with the time, ability and interest to find new ways to contribute to their community. As the population ages, Arizona is also likely to see an increase in people with medical complications that will limit their ability to live independently. These changes will increase demand for long-term care services and supports in order to meet the health care and other basic needs of seniors.

The Department must strengthen partnerships with 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, communities and faith-based organizations to help meet the needs of these growing populations.

##### Issue 2 Social and Economic Stressors

Families today face increasingly complex issues. Violence against children continues to be a substantial concern, 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. 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 may be necessary for these caregivers to succeed in



meeting this challenge.

In Arizona, more than 14 percent of people live in poverty, and 20 percent of Arizona's children are living below the federal poverty level. The federal poverty level for a family of four is currently \$22,050. The number of individuals living at or below 200 percent of the poverty level (which is portrayed as a more accurate indicator of being in or near-poverty) is about 34 percent of Arizona's population. Poverty is not a small problem in our state. One of three Arizonans are struggling to make ends meet. According to U.S. Census data, 737,000 Arizona children under age 18 live in families at or below 200 percent of the poverty level – this accounts for 45 percent of all children in Arizona.

Arizona and our nation is experiencing an unprecedented economic downturn. Arizona is burdened by a large portion of the nation's mortgage foreclosures and losses in the housing and construction industries. Economists are predicting that the unemployment rate in Arizona could reach at least 10 percent before conditions improve. Like its counterpart agencies in nearly all 50 states, DES feels the impact of this economic decline with dramatic rises in unemployment insurance caseloads, as well as increases in the number of families seeking assistance to meet basic needs such as housing, food, and health care. People who have never experienced financial difficulties before are coming in to DES offices for services for the first time. They need the temporary supportive services from the state and community to help them weather the economic downturn.

Moving DES forward through the coming five years requires thoughtful consideration of how we reconcile our plans and aspirations for the future with the current financial environment. Decisions must be made that respond to the specific, immediate needs that we face due to rising caseloads and more Arizonans experiencing poverty. It is in these challenging times that the social safety net provided by the Department and the community is most important. Through deliberate planning, the Department must identify and target resources on the core services that are essential to ensure that the basic needs of individuals and families in Arizona are met.

To the extent that resources allow, we are also presented with an opportunity to work with families to help them face underlying economic stability issues, thereby helping people move to self-sufficiency. Partnerships with the community, as discussed below, are one avenue of opportunity that exists to enhance supports to reduce long-term poverty. Another strategy that the Department has initiated and can maintain is expanding knowledge for working families of the federal Earned Income Tax Credit (EITC) and the child care tax credit. The EITC, on average, provides low income working families with a tax credit of over \$1,700 per year. Through the JOBS program, DES can continue to provide training and education for employment. It is important to consider the view held by some economists that the extent of job loss in the U.S. may reflect a restructuring of the American economy, with key industries – such as manufacturing, financial services and retail – abandoning whole areas of business. The need to retool workers to fit the new economy will likely exceed the capacity of programs such as JOBS to meet the need.

### **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 continuously 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 and customers 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.

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 Shortfalls**

Over the past couple of years, the state has relied on federal funds to reduce the General Fund cost of the Department. In fiscal year 2011, however, much of this federal support will begin to expire. The Department will require General Fund dollars to replace these lost federal funds to simply maintain existing critical programs.

In fiscal year 2008, the Department identified the availability of contingency funds and successfully submitted an application to the federal government. At that time, the funds were used in lieu of General Fund dollars to provide for caseload growth in the child welfare program, as well as to expand the availability of domestic violence emergency shelter funds. Though Arizona was only the second state to begin claiming regular contingency funds, there are now at least 17 states claiming funds. Congress has not appropriated additional dollars to the fund to replenish the original \$2 billion appropriation. As a result, as additional states become eligible, the depletion of the fund is accelerated. Since fiscal year 2008, contingency funds increased state receipts of federal TANF funds by \$80 million, but the fund will be exhausted at some point during fiscal year 2010.

On February 13, 2009, the President signed into law the American Recovery and Reinvestment Act of 2009 (ARRA, P.L. 111-5). ARRA, commonly referred to as the federal stimulus, augmented a number of the Department's federal grants, including funds that support services for individuals with developmental disabilities, child welfare, early intervention services, and work related to administering the supplemental nutrition assistance program. As a result, the Legislature was able to address caseload growth with federal funds while making significant reductions to the Department's General Fund base.

In fiscal years 2008 through 2010, the availability of TANF contingency and ARRA funds reduced the level of General Fund support the Department otherwise would have required. These funds provided short-term assistance to provide an alternative to drastic program reductions or tax increases. These funding alternatives will no longer be available in fiscal year 2011, requiring an increased General Fund commitment to return to a more historic state / federal funding relationship.

### **Issue 5 Department Capacity**

The Department has a proud history of innovation and efficiency in the delivery of human services. The strategic issues discussed above point to the necessity for even more innovation and efficiency throughout the Department. The Department will need to ensure that core services continue while incorporating inventive and efficient business strategies to manage through the difficult years ahead.

State government, like most American businesses, 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. Financial circumstances have halted efforts to invest in major improvements and modern, integrated information technology systems. The Department is faced with the need to continue to manage operations as well as it can using the existing, antiquated infrastructure.

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. Repositioning the workforce is a major focus of health and human services across the country. As the Department manages through the rapidly changing environment and brings focus to its core work, there are opportunities to encourage and empower staff and build a stronger workforce.

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); and 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	27,077.0	49,189.0	70,520.0
Other Appropriated Funds	6,035.0	7,423.0	7,376.0
Other Non Appropriated Funds	71,355.0	65,415.0	64,702.0
<b>Program Total</b>	<b>104,467.0</b>	<b>122,027.0</b>	<b>142,598.0</b>
<b>FTE Positions</b>	<b>1,154.0</b>	<b>1,152.0</b>	<b>1,153.0</b>

#### Subprogram Summary

DEA 1.1

##### 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	26,083.0	23,047.0	27,378.0
Other Appropriated Funds	5,811.0	6,746.0	6,971.0
Other Non Appropriated Funds	57,057.0	51,738.0	52,681.0
<b>Program Total</b>	<b>88,951.0</b>	<b>81,531.0</b>	<b>87,030.0</b>
<b>FTE Positions</b>	<b>1,096.0</b>	<b>1,096.0</b>	<b>1,097.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Agencywide customer satisfaction rating (Scale 1-5)	3.75	3.9	3.9
Human Resources Administration customer satisfaction rating based on annual customer survey (Scale 1-5)	4.75	4.75	4.75
Customer satisfaction rating based on annual survey for the Appellate Services Administration (Scale 1-5)	4.3	4.3	4.3
Customer satisfaction rating based on annual survey for Office of Organization and Management Development (OMD) (Scale 1-5)	4.17	4.2	4.2

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Agencywide employee satisfaction rating (Scale 1-5)	3.44	3.6	3.6
◆ <b>Goal 3</b> To improve the quality and efficiency of services delivered to customers.			

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total Office of Accounts Receivable and Collections cost per dollar to administer, bill, and collect debts	.06	0.1	0.1
Number of audits and process improvement projects completed	26	26	26
Number of reviewed DES provider Single Audits with notification letters sent to the programs by Audit and Management Services	123	100	100

◆ **Goal 4** To improve public service by enhancing information technology systems and expanding electronic access.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of increase in total number of Family Assistance Administration applications for benefits via One-e-App	66	50	50

### DEA 1.2 Subprogram Summary 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	161.0	462.0	462.0
Other Appropriated Funds	48.0	128.0	128.0
Other Non Appropriated Funds	106.0	222.0	222.0
Program Total	315.0	812.0	812.0
FTE Positions	2.0	2.0	2.0

◆ **Goal 1** To maintain an automated fingerprint imaging system used to eliminate multiple enrollments.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Cost-avoidance savings (in thousands of dollars)	*	9,223.1	9,223.1

Explanation: \*Savings estimated by applying the current average cost of benefits to number of denials due to fingerprinting. FY 2009 data will be available February 2010.

### DEA 1.3 Subprogram Summary

#### 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	667.0	626.0	626.0
Other Appropriated Funds	176.0	277.0	277.0
Other Non Appropriated Funds	2,296.0	1,931.0	1,931.0
Program Total	3,139.0	2,834.0	2,834.0
FTE Positions	36.0	36.0	36.0

### 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	272.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	0.0	272.0	0.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To maintain a viable DES Data Center backup Disaster Recovery Plan in conjunction with ADOA and ADPS.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	92.0	54.0	54.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	283.0	263.0	263.0
Program Total	375.0	317.0	317.0
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of GACA meetings	6	7	7

- ◆ **Goal 2** To engage the public in efforts to inform public policy process on issues related to aging.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of Biannual Senior Action Days	1	N/A	1
Number of seniors informed on legislative issues at biannual action days	1,500	N/A	1,500

- ◆ **Goal 3** To educate the public on aging issues in Arizona and the U.S.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Participate in Mature Workers education seminar and/or job fair and employer certification training	16	10	10
Number of mature workers and employers informed regarding resources and opportunities	383,183*	190,000	190,000
Explanation:	*Includes media events and media efforts		
Sponsor biannual conference on aging	N/A	1	N/A
Number of conference participants informed regarding current aging resources, research, and programs	N/A	275	N/A
Number of Legislative Updates issued to keep senior Arizonans informed of aging issues in the Legislature	26	20	20
Number of State Plan on Aging hearings monitored (occurs only once every 4-5 years)	N/A	N/A	2

**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).

Funding and FTE Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,378.0	1,216.0	1,216.0
Program Total	1,378.0	1,216.0	1,216.0
FTE Positions	8.0	8.0	8.0

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of employers and providers of employment services to persons with developmental disabilities who attend best practices training sessions (*federal fiscal year)	N/A*	N/A*	N/A*

- ◆ **Goal 2** To provide all individuals with developmental disabilities unrestricted opportunities and choice for inclusive living.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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)	N/A*	N/A*	N/A*
Number of people with disabilities living in homes as a result of the Socialserve housing search services (*federal fiscal year)	N/A*	N/A*	N/A*

- ◆ **Goal 3** To have the service system fully responsive to individuals with developmental disabilities.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of the Self Advocacy Coalition of Arizona planning committee who participate in board leadership training (*federal fiscal year)	N/A*	N/A*	N/A*
Number of individuals with developmental disabilities interested in becoming staff members of a nonprofit organization who participate in a mentoring program (*federal fiscal year)	N/A*	N/A*	N/A*

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 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)	N/A*	N/A*	N/A*
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)	N/A*	N/A*	N/A*

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of the general public educated about Council initiatives through staff conducted outreach at conferences (*federal fiscal year)	N/A*	N/A*	N/A*

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, Infants 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	10,062.0	10,045.0	8,389.0
<b>Program Total</b>	<b>10,062.0</b>	<b>10,045.0</b>	<b>8,389.0</b>
FTE Positions	8.0	8.0	8.0

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of counties that have participated in and completed the AzEIP monitoring process	15	15	15
Number of counties that have demonstrated improved compliance and performance as documented through the AzEIP general supervision and monitoring system	15	15	15

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. NOTE: The assessment and plan for the Document Management System were completed in fiscal year 2009. The special line item appropriation was rescinded in February 2009 due to budget reduction measures. This measure is closed and will no longer be reported on.

#### Funding and FTE

Summary: (Thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	74.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	173.0	0.0	0.0
<b>Program Total</b>	<b>247.0</b>	<b>0.0</b>	<b>0.0</b>
FTE Positions	2.0	0.0	0.0

- ◆ **Goal 1** To increase operational efficiencies through the implementation of innovative and leveraged IT solutions.

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Conduct an assessment, develop plan, and implement Document Management System projects.	50	N/A	N/A

- ◆ **Goal 2** To develop and implement a statewide document imaging and barcoding system for FAA local office documents.

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of balance of FAA offices imaged statewide	100	N/A	N/A

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, and 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	284,339.0	210,016.0	310,122.0
Other Appropriated Funds	25,493.0	26,669.0	26,469.0
Other Non Appropriated Funds	802,236.0	602,799.0	597,208.0
<b>Program Total</b>	<b>1,112,068.0</b>	<b>839,484.0</b>	<b>933,799.0</b>
<b>FTE Positions</b>	<b>1,964.0</b>	<b>1,843.0</b>	<b>1,892.0</b>

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	16,403.0	11,936.0	14,200.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	32,020.0	25,230.0	22,965.0
<b>Program Total</b>	<b>48,423.0</b>	<b>37,166.0</b>	<b>37,165.0</b>
<b>FTE Positions</b>	<b>323.0</b>	<b>299.0</b>	<b>299.0</b>

- ◆ **Goal 1** To enhance the supports and services available to consumers.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of families/individuals using cooperatives, microboards, or support brokerage models	265	285	300

- ◆ **Goal 2** To increase the number of therapists serving consumers with developmental disabilities.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of occupational therapists	244	244	244
Number of physical therapists	210	210	210
Number of speech therapists	325	325	325

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.



<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	13,770.0	8,512.0	11,930.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	31,600.0	26,974.0	27,058.0
<b>Program Total</b>	<b>45,370.0</b>	<b>35,486.0</b>	<b>38,988.0</b>
<b>FTE Positions</b>	<b>822.0</b>	<b>766.0</b>	<b>815.0</b>

◆ **Goal 1** To increase opportunities for individuals and their families to have control over decisions and resources.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of individuals/families who choose where they (or their family member) live (Survey conducted every two years)	N/A	65	N/A
Number of individuals/families who choose contracted case management services	785	790	800
Number of consumers participating in the Fiscal Intermediary Program	2,318*	2,400	2,500
Explanation:	* This represents an unduplicated count of Title XIX eligible consumers that had a payment for the Fiscal Intermediary Program (FIM) at some point during SFY 2009		

◆ **Goal 2** To provide quality case management services for all eligible consumers.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of consumer satisfaction with case management services (Title XIX only)	98	98	98
Percent of individuals/families who choose the case manager (Survey conducted every two years)	N/A	60	N/A
Average number of consumers with developmental disabilities served	21,811	23,120	24,507

DEA 2.3	<b>Subprogram Summary</b>
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	3,947.0	3,856.0	3,856.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,177.0	6,023.0	6,023.0
<b>Program Total</b>	<b>10,124.0</b>	<b>9,879.0</b>	<b>9,879.0</b>
<b>FTE Positions</b>	<b>126.0</b>	<b>125.0</b>	<b>125.0</b>

◆ **Goal 1** To increase opportunities for individuals and their families to have control over decisions and resources.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of individuals/families who choose contracted case management services	618	620	625

Number of consumers participating in the Fiscal Intermediary Program	39*	45	50
Explanation:	* This represents a count of DD-only eligible consumers that had a payment for the Fiscal Intermediary Program at some point during SFY 09.		

◆ **Goal 2** To promote quality case management services for all eligible consumers.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average number of consumers with developmental disabilities served	8,451	8,738	9,035

DEA 2.4	<b>Subprogram Summary</b>
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	159,928.0	129,268.0	188,926.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	585,862.0	407,790.0	429,260.0
<b>Program Total</b>	<b>745,790.0</b>	<b>537,058.0</b>	<b>618,186.0</b>
<b>FTE Positions</b>	<b>99.0</b>	<b>95.0</b>	<b>95.0</b>

◆ **Goal 1** To provide home- and community-based services that support the majority of consumers in their family or own home.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of child and adult consumers with a developmental disability that live with their family or in there own home	85	86	86

◆ **Goal 2** To increase consumer, family, and caregiver satisfaction with home- and community-based services and supports.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of consumers living at home who are satisfied with services and supports (Survey conducted every two years)	N/A	65	N/A
Percent of families of children under 18 who are satisfied with services and supports (Survey conducted every two years)	48	N/A	48
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)	77	N/A	75
Percent of relatives and caregivers of consumers stating the services received meet the consumer's needs	95	95	95
Percent of relatives and caregivers satisfied with the providers of services received.	95	95	95

◆ **Goal 3** To maintain the number of children returned to a family or relative home or placed in adopted settings.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total number of foster children with permanency plans	344	350	355
Number of foster children returned to family or relative home	17	22	22
Number of foster children adopted	38	40	40
Percent of children returned to family or relative home or adopted	16	18	17

- ◆ **Goal 4** To increase consumers' economic prosperity and self-sufficiency by placing adult consumers in community employment opportunities.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of adult consumers eligible for employment services	5,463	5,791	6,138
Percentage of eligible adult consumers placed in community employment	16.31	18	20
Consumer satisfaction rating with Employment Services program (scale 1 to 5)	4.0	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	27,202.0	15,166.0	35,047.0
Other Appropriated Funds	500.0	848.0	848.0
Other Non Appropriated Funds	5,400.0	20,846.0	965.0
<b>Program Total</b>	<b>33,102.0</b>	<b>36,860.0</b>	<b>36,860.0</b>
<b>FTE Positions</b>	<b>48.0</b>	<b>45.0</b>	<b>45.0</b>

- ◆ **Goal 1** To provide home- and community-based services that support the majority of consumers in their family or own home.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of child and adult consumers with a developmental disability who live with their family or in their own home	99	99	99

- ◆ **Goal 2** To maintain the number of children returned to a family or relative home or placed in adoptive settings.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total number of foster children with permanency plans	249	255	260
Number of foster children returned to family or relative home	13	15	15
Number of foster children adopted	54	58	62
Percent of children returned to family or relative home or adopted	27	28	29

- ◆ **Goal 3** To increase economic prosperity and self-sufficiency of adult consumers by providing community employment opportunities.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of adult consumers eligible	335	335	335

for employment services			
Percentage of eligible adult consumers placed in community employment	62	62	62

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	5,073.0	3,437.0	4,417.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	17,618.0	10,848.0	9,867.0
<b>Program Total</b>	<b>22,691.0</b>	<b>14,285.0</b>	<b>14,284.0</b>
<b>FTE Positions</b>	<b>78.0</b>	<b>75.0</b>	<b>75.0</b>

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of consumers screened	69	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of consumers at Phoenix ICF/MR	36	40	41
Number of consumers in private ICF/MR	43	40	42
Number of consumers at skilled nursing facilities	53	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	139.0	145.0	145.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>139.0</b>	<b>145.0</b>	<b>145.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of consumers screened	0	1	1

DEA 2.8	<b>Subprogram Summary</b>
	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	45,398.0	29,069.0	40,318.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	108,625.0	91,701.0	90,983.0
<b>Program Total</b>	<b>154,023.0</b>	<b>120,770.0</b>	<b>131,301.0</b>
<b>FTE Positions</b>	<b>37.0</b>	<b>36.0</b>	<b>36.0</b>

- ◆ **Goal 1** To provide cost effective, quality health care.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of consumers satisfied with care received from their primary care physician	99	88	88
Number of consumers that have an advance health-care directive	98*	98	98
Explanation:	* The methodology for this measure has changed.		

DEA 2.9	<b>Subprogram Summary</b>
	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	5,644.0	3,495.0	4,495.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	14,934.0	11,087.0	10,087.0
<b>Program Total</b>	<b>20,578.0</b>	<b>14,582.0</b>	<b>14,582.0</b>
<b>FTE Positions</b>	<b>417.0</b>	<b>389.0</b>	<b>389.0</b>

- ◆ **Goal 1** To provide quality residential services in the Arizona Training Program at Coolidge.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of individuals living in Intermediate Care Facilities for the Mentally Retarded at the Arizona Training Program at Coolidge	96	91	85
Number of individuals living in state-operated group homes at the Arizona Training Program at Coolidge	27	26	26
Total number of consumers living at Arizona Training Program at Coolidge	123	117	111
Average cost per member year at the Arizona Training Program at Coolidge (in dollars)	145,821	142,252	141,118

DEA 2.10	<b>Subprogram Summary</b>
	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	96.0	69.0	69.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>96.0</b>	<b>69.0</b>	<b>69.0</b>
<b>FTE Positions</b>	<b>12.0</b>	<b>11.0</b>	<b>11.0</b>

◆ **Goal 1** To provide quality residential services in the Arizona Training Program at Coolidge.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of individuals served through the Senior Companion Program	16	N/A*	N/A*
Explanation:	* This program has been eliminated as of 06-30-09		

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	838.0	763.0	763.0
Other Appropriated Funds	24,993.0	25,621.0	25,621.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>25,831.0</b>	<b>26,384.0</b>	<b>26,384.0</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

◆ **Goal 1** To provide state funded services to Long Term Care-eligible consumers.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of Long Term Care-eligible consumers that receive state-funded room and board to live in community-based homes	3,248	3,443	3,649

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. Sill 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. This program will not be part of the budget submittal for SFY 2011.

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	200.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>0.0</b>	<b>200.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To provide training in intensive behavioral treatment to habilitation workers that serve children with autism.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of habilitation workers that received training and certification to provide services to children with autism	N/A*	N/A*	N/A*

Explanation:

\* The Division has not received spending authority for this program for SFY 2009 or SFY 2010

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,207.0	2,456.0	2,456.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,207.0</b>	<b>2,456.0</b>	<b>2,456.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To effectively coordinate medical benefits for consumers that are dually eligible for Medicaid and Medicare.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of dually eligible consumers	4,762	5,048	5,351

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,350.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	1,800.0	0.0
<b>Program Total</b>	<b>1,350.0</b>	<b>1,800.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To promote social, language, and positive behavioral development.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of families satisfied with applied behavioral analysis services.	100	100	N/A*
Explanation:	*Funding for this program will be eliminated		

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	500.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	500.0	0.0
<b>Program Total</b>	<b>500.0</b>	<b>500.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To provide intensive early intervention services to children who have or are at risk for autism.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of families satisfied with pre-school services	100	100	N/A*
Explanation:	*Funding for this program will be eliminated		

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,844.0	1,844.0	3,500.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,844.0</b>	<b>1,844.0</b>	<b>3,500.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To improve the family-centered model for Arizona's children birth to age three who have developmental delays and their families.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of counties that have participated in and completed the AzEIP monitoring process	15	15	15
Number of counties that have demonstrated improved compliance and performance as documented through the AzEIP general supervision and monitoring system	15	15	15

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	87,366.0	60,778.0	131,200.0
Other Appropriated Funds	88,963.0	114,954.0	56,268.0
Other Non Appropriated Funds	1,253,881.0	1,425,417.0	1,610,976.0
<b>Program Total</b>	<b>1,430,210.0</b>	<b>1,601,149.0</b>	<b>1,798,444.0</b>
<b>FTE Positions</b>	<b>3,799.0</b>	<b>3,467.0</b>	<b>3,467.0</b>

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	31,112.0	28,838.0	32,219.0
Other Appropriated Funds	24,666.0	26,717.0	26,717.0
Other Non Appropriated Funds	170,862.0	137,063.0	133,682.0
<b>Program Total</b>	<b>226,640.0</b>	<b>192,618.0</b>	<b>192,618.0</b>
<b>FTE Positions</b>	<b>3,544.0</b>	<b>3,212.0</b>	<b>3,212.0</b>

◆ **Goal 1** To improve customer service and accessibility.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of recipients receiving medical assistance for which DES determines eligibility per month	1,022,630	1,182,449	1,284,711
Percent of clients satisfied with Family Assistance Administration	85.8	89.1	89.1
Medical Assistance timeliness rate	93.5	95.0	95.0



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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	32,955.0	28,574.0	28,574.0
<b>Program Total</b>	<b>32,955.0</b>	<b>28,574.0</b>	<b>28,574.0</b>
<b>FTE Positions</b>	<b>255.0</b>	<b>255.0</b>	<b>255.0</b>

◆ **Goal 1** To improve Disability Determination Services Administration performance.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of correct cases (*federal fiscal year)	93.8*	95.9*	95.9*
Average Social Security Disability Insurance initial case processing time (days) (*federal fiscal year)	83.7*	98.5*	98.5*
Average Supplemental Security Income initial case processing time (days) (*federal fiscal year)	82.2*	98.5*	98.5*

◆ **Goal 2** To improve customer satisfaction.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Customer satisfaction rating (Scale 1-5) (*federal fiscal year)	4.4*	4.5*	4.5*

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 also offers a grant diversion program which 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	49,754.0	27,248.0	94,289.0
Other Appropriated Funds	64,297.0	88,237.0	29,551.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>114,051.0</b>	<b>115,485.0</b>	<b>123,840.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To increase the Family Assistance Administration's efficiency and accountability.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of cases diverted from TANF	2,952	1,663	1,663
Average number of TANF Cash Assistance recipients	83,969	87,440	93,537
Average cash benefits caseload (unduplicated)	38,467	40,057	42,850
Percentage of change in TANF Cash Assistance benefits adult caseload (non-child-only cases)	3.85	2.7	2.7
Average length of stay in months in current Cash Assistance (adult caseload, non-child-only cases)	8.89	10.0	10.0
Percentage of TANF recipients who leave due to employment and do not return for at least six months	83	80	80
Percent of TANF Cash Assistance issued timely	94.7	95.0	95.0
Percent of total TANF Cash Assistance payments issued accurately (*federal fiscal year)	N/A*	N/A*	N/A*
Explanation:	QC is no longer conducted on TANF cases		

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	4,876.0	4,680.0	4,680.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,876.0</b>	<b>4,680.0</b>	<b>4,680.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To provide financial assistance to tribes who operate their own TANF program.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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. Effective March 1, 2009, this program was eliminated.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,514.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,514.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	7.0	12.0	12.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>7.0</b>	<b>12.0</b>	<b>12.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To increase the Family Assistance Administration's efficiency and accountability.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Tuberculosis Control timeliness rate	100	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).

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,049,658.0	1,259,600.0	1,448,540.0
<b>Program Total</b>	<b>1,049,658.0</b>	<b>1,259,600.0</b>	<b>1,448,540.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To increase the Family Assistance Administration's efficiency and accountability.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
FS timeliness rate	95.2	95.0	95.0
Percent of total food stamp payments issued accurately	94.6*	95.1*	95.1*
Explanation:	*federal fiscal year		
Average monthly number of FS recipients	752,722	919,325	1,048,031

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	175.0	180.0	180.0
<b>Program Total</b>	<b>175.0</b>	<b>180.0</b>	<b>180.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To disburse the Child Passenger Restraint Fund monies on purchasing and distributing child restraints seats.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Car seats purchased and distributed	4,129	3,200	3,200
Cost per car seat	46.03	46.03	46.03

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	103.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	231.0	0.0	0.0
<b>Program Total</b>	<b>334.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To implement the eligibility system upgrade by FY 2012.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Develop requirements for systems redesign	N/A*	N/A*	N/A*

Develop and issue the Advance Planning Document (APD)	N/A*	N/A*	N/A*
Prepare and issue the request for proposal	N/A*	N/A*	N/A*
Explanation:	*This program was eliminated due to budget reduction		

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.

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	744.0	750.0	750.0
Other Appropriated Funds	3,109.0	3,657.0	3,657.0
Other Non Appropriated Funds	12,026.0	14,111.0	14,111.0
<b>Program Total</b>	<b>15,879.0</b>	<b>18,518.0</b>	<b>18,518.0</b>
<b>FTE Positions</b>	<b>148.0</b>	<b>148.0</b>	<b>148.0</b>

DEA 4.1	<b>Subprogram Summary</b>
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of IV-D cases	213,073	215,204	217,356
Total amount of IV-D support collections (millions)	360.6	371.4	382.6
Percentage of change in IV-D collections from prior fiscal year(*federal fiscal year)	3.0*	3.0*	3.0*

#### ◆ Goal 2 To improve the cost-effectiveness ratio.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
IV-D dollars collected for each IV-D dollar expended (cost-effectiveness ratio)	4.7	4.7	4.7
Percentage of change in IV-D dollars collected for each IV-D dollar expended from prior fiscal year(*federal fiscal year)	11.0*	1.1*	1.1*

#### ◆ Goal 3 To sustain the number of paternity establishments for children who were born out of wedlock.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of the IV-D caseload in the paternity function	11.1	11.0	11.0
Number of children in the IV-D caseload requiring paternity establishment	28,444	28,444	28,444
Number of children for whom paternity was established in the IV-D caseload	15,926	16,085	16,246
Total number of children for whom paternity was established including those established in the Hospital Based Paternity Program	51,167	51,679	52,195
Percentage of IV-D children in the paternity function for whom paternity was established during the year	55.4	56.6	57.1

#### ◆ Goal 4 To increase the number of court-ordered IV-D cases.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of court ordered IV-D cases	168,525	170,210	171,912
Number of IV-D cases	213,073	215,204	217,356
Ratio of court ordered cases (in percent)	79.1	79.1	79.1

Percentage of cases in the establishment function for which orders were established during the year	32.4	24.9	20.4
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#### ◆ Goal 5 To increase compliance with court orders.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of Title IV-D cases in the enforcement function (excludes collection cases which represent paying cases with no arrears)	161,892	163,511	165,146
Percentage of Title IV-D caseload in a Title IV-D enforcement function (excludes collection cases that represent paying cases with no arrears)	76.0	76.0	76.0
Number of Title IV-D cases with payments in the state fiscal year	117,642	118,818	120,007
Percentage of change in Title IV-D cases with a IV-D payment from prior fiscal year(*federal fiscal year)	4.4*	1.0*	1.0*
Percentage of Title IV-D caseload with a Title IV-D payment	55.2	55.2	55.2
Percentage of Title IV-D court ordered cases with a payment during the year	69.8	69.8	69.8
Ratio of current IV-D child support collected and distributed to current IV-D support due	49.99*	51.49*	52.99*
Explanation:	* federal fiscal year		
Percentage of change in ratio of current Title IV-D support collected and distributed from prior fiscal year (*federal fiscal year)	.91*	1.5*	1.5*

DEA 4.2	<b>Subprogram Summary</b>
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:	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	32.0	72.0	72.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	124.0	238.0	238.0
Program Total	156.0	310.0	310.0
FTE Positions	0.0	0.0	0.0

#### ◆ Goal 1 To pay for genetic testing in a timely manner.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of genetic tests performed	5,443	5,443	5,443
Number of invoices received	12	12	12
Number of invoices paid within 30 days of receipt	12	12	12
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	712.0	678.0	678.0
Other Appropriated Funds	2,426.0	2,318.0	2,318.0
Other Non Appropriated Funds	5,322.0	6,612.0	6,612.0
<b>Program Total</b>	<b>8,460.0</b>	<b>9,608.0</b>	<b>9,608.0</b>
<b>FTE Positions</b>	<b>148.0</b>	<b>148.0</b>	<b>148.0</b>

◆ **Goal 1** To provide Child Support services at a comparable rate of growth to the State run program.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Ratio of children born out of wedlock with paternity established during the fiscal year(*federal fiscal year)	112.35*	95*	95*
Percent of change in the paternity establishment ratio from the prior fiscal year(*federal fiscal year)	17.35*	0*	0*
Ratio of open cases with support orders established during the fiscal year(*federal fiscal year)	85.11*	86.11*	87.11*
Percent of change in the ratio of cases with support orders established during the fiscal year(*federal fiscal year)	4.7*	1.0*	1.0*
Ratio of current IV-D Child Support collected and distributed to current IV-D support due during the fiscal year(*federal fiscal year)	53.47*	54.97*	56.47*
Percent of change in ratio of current IV-D support collected and distributed from the prior fiscal year(*federal fiscal year)	1.07*	1.5*	1.5*
Ratio of cases with arrears due paying arrearages during the fiscal year(*federal fiscal year)	61.41*	62.91*	64.41*
Percentage of change in ratio of cases paying arrearages from the prior fiscal year(*federal fiscal year)	1.71*	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	683.0	1,339.0	1,339.0
Other Non Appropriated Funds	6,580.0	7,261.0	7,261.0
<b>Program Total</b>	<b>7,263.0</b>	<b>8,600.0</b>	<b>8,600.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



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 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	27,326.0	28,619.0	28,619.0
Other Appropriated Funds	13,914.0	15,969.0	16,240.0
Other Non Appropriated Funds	88,001.0	85,046.0	85,046.0
<b>Program Total</b>	<b>129,241.0</b>	<b>129,634.0</b>	<b>129,905.0</b>
<b>FTE Positions</b>	<b>261.0</b>	<b>260.0</b>	<b>260.0</b>

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 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	3,978.0	5,612.0	5,612.0
Other Appropriated Funds	370.0	249.0	520.0
Other Non Appropriated Funds	8,681.0	5,459.0	5,459.0
<b>Program Total</b>	<b>13,029.0</b>	<b>11,320.0</b>	<b>11,591.0</b>
<b>FTE Positions</b>	<b>248.0</b>	<b>248.0</b>	<b>248.0</b>



- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of Community Network Teams	20	24	26
Number of faith-based partners engaged in strengthening families and increasing self-sufficiency.	33	45	55

- ◆ **Goal 2** To enhance administrative and contract management procedures to improve the quality of services provided to customers.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average Division of Aging and Adult Services provider satisfaction rate (Based on a scale of 1-5.)	4.0	4.0	4.1

- ◆ **Goal 3** To improve the effectiveness and efficiency of the Office of Community Partnerships and Innovative Practices

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of invoices processed within 10 business days	91.4	91	91

## 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	15,653.0	16,071.0	16,071.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	29,728.0	26,689.0	26,689.0
<b>Program Total</b>	<b>45,381.0</b>	<b>42,760.0</b>	<b>42,760.0</b>
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of survey respondents indicating provision of home- and community-based services avoided premature institutionalization (active cases) (biannual survey)	N/A	92	N/A

- ◆ **Goal 2** To provide caregiver support services aimed at meeting the needs of the family caregiver.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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- ◆ **Goal 3** To improve the Adult Protective Services investigation process.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Estimated dollars saved by Arizona beneficiaries (in thousands of dollars)	5,005	5,957	7,049

- ◆ **Goal 5** To improve residents of long-term care facilities knowledge and understanding of their rights.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of verified complaints resolved to the resident's satisfaction	80	83	85

- ◆ **Goal 6** To improve the provision of legal services assistance for vulnerable adults in Arizona.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of client satisfaction with legal services	N/A*	98	98
Explanation:	* Survey not completed in SFY 2009 due to lack of personnel resources at the local level.		

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of participants in the older workers program transitioned from subsidized to unsubsidized positions	19	29.6	29.6

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,565.0	4,549.0	4,549.0
Other Non Appropriated Funds	29,263.0	33,768.0	33,768.0
Program Total	32,828.0	38,317.0	38,317.0
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of households receiving financial assistance in paying rent	2,505	2,900	2,900

and mortgage to prevent eviction

Number of households receiving financial assistance for paying home energy bills	41,775	37,000	37,000
Number of households participating in utility or telephone discount programs	101,274	28,500	28,500

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,236.0	1,255.0	1,255.0
Other Appropriated Funds	473.0	500.0	500.0
Other Non Appropriated Funds	1,140.0	1,484.0	1,484.0
Program Total	2,849.0	3,239.0	3,239.0
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of Hunger Advisory Council meetings held	10	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of pounds of The Emergency Food Assistance Program (TEFAP) commodities distributed (in millions of pounds).	13	8	8
Average number of households served quarterly with TEFAP	285,000	195,000	195,000
Average number of congregate meals served quarterly with TEFAP	920,000	900,000	900,000

- ◆ **Goal 3** To more effectively distribute food resources among counties in Arizona.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total pounds of food distributed by Department contracted food banks from all food sources (millions of pounds)	111	100	100

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	862.0	873.0	873.0
Other Appropriated Funds	1,432.0	1,650.0	1,650.0
Other Non Appropriated Funds	2,517.0	3,180.0	3,180.0
<b>Program Total</b>	<b>4,811.0</b>	<b>5,703.0</b>	<b>5,703.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To assess the needs and characteristics of homeless individuals and families on an annual basis

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Surveys completed	1	1	1

- ◆ **Goal 2** To develop and fund needed services for homeless individuals and families through a variety of strategies.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Individuals receiving emergency shelter	15,175	13,000	13,000
Individuals receiving transitional housing	2,192	1,600	1,600

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	5,277.0	4,808.0	4,808.0
Other Appropriated Funds	8,074.0	9,021.0	9,021.0
Other Non Appropriated Funds	1,105.0	976.0	976.0
<b>Program Total</b>	<b>14,456.0</b>	<b>14,805.0</b>	<b>14,805.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To assist the community in meeting the needs of victims of domestic violence and their children.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of women and children sheltered in emergency shelters	11,209	11,000	11,000
Number of unduplicated women and children sheltered in transitional housing	498	500	500
Number of victims assisted in self-help clinics	1,572*	1,500*	1,500*
Number of victims provided with civil legal assistance	11,195*	8,000*	8,000*
Number of victims provided with lay legal advocacy	2,214	2,000	2,000

Explanation: \*The numbers for measures 3 and 4 changed significantly due to corrections the contractor made to how they counted activities. Services that were previously reported as being provided with civil legal assistance should have been reported as received in self-help clinics. They have changed their data reporting for FY 2010.

- ◆ **Goal 2** To partner with the shelter providers to improve the accessibility and quality of the domestic violence service network.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average cost to operate an emergency shelter - annualized and based on 21 beds	700,000	700,000	700,000

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. This program no longer funded in SFY 2009.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	451.0	0.0	0.0
<b>Program Total</b>	<b>451.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	15,116.0	13,490.0	13,490.0
<b>Program Total</b>	<b>15,116.0</b>	<b>13,490.0</b>	<b>13,490.0</b>
<b>FTE Positions</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>

◆ **Goal 1** To promote refugee social and economic self-sufficiency and well-being.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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refugee cash assistance			
Number of refugees placed in employment	858	900	900
Average hourly salary of refugees placed in employment	7.91	7.95	7.95
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	4,541	4,600	4,700
Number of older refugees who obtain U.S. citizenship	25	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	320.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>320.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To enhance the ability of grandparents to provide a stable environment for their grandchildren during the time of transition.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of grandparents receiving subsidy	922	925	925

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To preserve the family unit and support family stability through the coordination of respite care services.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of caregivers served	38	N/A*	N/A*
Explanation:	*Program no longer funded		

DEA 6.0 **Program Summary**  
CHILDREN, YOUTH AND FAMILIES  
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, Children 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	179,080.0	176,590.0	216,703.0
Other Appropriated Funds	112,167.0	114,010.0	114,010.0
Other Non Appropriated Funds	240,299.0	227,439.0	200,322.0
<b>Program Total</b>	<b>531,546.0</b>	<b>518,039.0</b>	<b>531,035.0</b>
<b>FTE Positions</b>	<b>2,338.0</b>	<b>2,236.0</b>	<b>2,236.0</b>

<b>DEA 6.1 Subprogram Summary</b>
<b>CHILDREN, YOUTH AND FAMILIES OPERATIONS</b>
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.



<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	56,605.0	58,842.0	64,342.0
Other Appropriated Funds	38,277.0	38,511.0	38,511.0
Other Non Appropriated Funds	47,227.0	43,183.0	37,683.0
<b>Program Total</b>	<b>142,109.0</b>	<b>140,536.0</b>	<b>140,536.0</b>
<b>FTE Positions</b>	<b>2,130.0</b>	<b>2,028.0</b>	<b>2,028.0</b>

- ◆ **Goal 1** To provide quality leadership and training opportunities to enhance the delivery of quality services and promote accountability.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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	2.3	2.3	2.3
Number of CPS reports received	*	33,500*	33,500*
Child protective services response rate (percent)	98.97	100	100
Percent of child protective service reports that are substantiated	*	8.0*	8.0*
Number of substantiated reports of child maltreatment	*	2,680*	2,680*
Number of substantiated CPS reports of child maltreatment per 1,000 children	*	1.34*	1.34*
Percent of CPS original dependency cases where the court denied or dismissed the dependency	.2	.2	.2
Explanation:	*federal fiscal year		

DEA 6.2	<b>Subprogram Summary</b>
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.

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	33,143.0	33,184.0	56,649.0
Other Appropriated Funds	27,283.0	30,679.0	30,679.0
Other Non Appropriated Funds	12,844.0	35,446.0	18,059.0
<b>Program Total</b>	<b>73,270.0</b>	<b>99,309.0</b>	<b>105,387.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of families receiving in-home services (*point in time 6/30/09)	3,754*	3,754	3,754

<b>DEA 6.3</b>	<b>Subprogram Summary</b>
	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: 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,180.0	1,521.0	2,641.0
Other Appropriated Funds	2,993.0	3,006.0	3,006.0
Other Non Appropriated Funds	3,921.0	3,104.0	3,384.0
<b>Program Total</b>	<b>9,094.0</b>	<b>7,631.0</b>	<b>9,031.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

<b>DEA 6.4</b>	<b>Subprogram Summary</b>
	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: 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	5,943.0	4,258.0	6,366.0
Other Appropriated Funds	10,555.0	11,167.0	11,167.0
Other Non Appropriated Funds	21,258.0	20,943.0	21,205.0
<b>Program Total</b>	<b>37,756.0</b>	<b>36,368.0</b>	<b>38,738.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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: 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	16,562.0	15,140.0	16,445.0
Other Appropriated Funds	6,190.0	6,223.0	6,223.0
Other Non Appropriated Funds	23,292.0	18,753.0	18,348.0
<b>Program Total</b>	<b>46,044.0</b>	<b>40,116.0</b>	<b>41,016.0</b>
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To promote permanent placement for children who enter out-of-home care.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of children in out-of-home care (*point in time 6/30/09)	10,191*	10,191*	10,191*
Percent change in number of children in out-of-home care (*point in time 6/30/09)	+2.56*	0*	0*
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*
Explanation: *federal fiscal year			
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	22.8*	25*	25*
Explanation: *federal fiscal year			

Number of children with finalized adoptions	*	1,500*	1,500*
Explanation: *federal fiscal year			
◆ <b>Goal 2</b> To enhance children's health and development by providing stable and nurturing environments.			
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of children remaining in shelter more than 21 days	849*	600*	600*
Explanation: *federal fiscal year			
Average number of days spent in shelter care for those children in shelter care 21 days or longer (*point in time 9/30/09)	76*	70*	70*
Number of children under 3 in shelter care as of June 30	22	22	22
Number of children under 6 in group homes as of June 30	24	24	24

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	200.0	200.0	200.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,371.0	801.0	801.0
<b>Program Total</b>	<b>1,571.0</b>	<b>1,001.0</b>	<b>1,001.0</b>
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To increase the number of new participants in the Education and Training Vouchers Program.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of new participants	349	375	400

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	17,857.0	7,642.0	7,642.0
<b>Program Total</b>	<b>17,857.0</b>	<b>7,642.0</b>	<b>7,642.0</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of at-risk families served (Data will be available in the next Master List submittal)	-	1,841	1,841
Percent of program families not having a substantiated report of child abuse or neglect (Data will be available in the next Master List submittal)	-	98.6	98.6
Percent of program participants who show improvement on the risk and protective factors measured by the Healthy Families Parenting (Data will be available in the next Master List submittal)	-	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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Percent of program children having developmental screens to identify delays at appropriate intervals during year one of program participation (\*federal fiscal year)

\* 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. This program was eliminated due to budget reductions.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,192.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,192.0</b>	<b>0.0</b>	<b>0.0</b>
FTE Positions	0.0	0.0	0.0

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,489.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,041.0	0.0	0.0
<b>Program Total</b>	<b>4,530.0</b>	<b>0.0</b>	<b>0.0</b>
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	43.0	827.0	827.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>43.0</b>	<b>827.0</b>	<b>827.0</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

- ◆ **Goal 1** To provide quality leadership and training opportunities to enhance the delivery of quality services and promote accountability.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average participant satisfaction with the Child Abuse Prevention Conference (scale 1-5)	N/A*	4.0	4.0
Explanation:	* Conference was suspended due to budget reductions		

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	267.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>267.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To reunify homeless/runaway youth with their families.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of youth referred for Homeless Youth Intervention Program services	121	N/A*	N/A*
Explanation:	* Program was ended due to budget reductions		
Percent of Homeless Youth Intervention Program youth who have been reunified with their families	48	N/A*	N/A*
Explanation:	* Program was ended due to budget reductions		

- ◆ **Goal 2** To provide homeless/runaway youth with the opportunity to become self-sufficient if reunification with their family is not possible.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of Homeless Youth Intervention Program youth who have improved two or more presenting self-sufficiency issues	57	N/A*	N/A*
Explanation:	* Program was ended due to budget reductions		

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 Screening, 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 (AHCCCS) for children who are determined Medicaid eligible.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,757.0	1,757.0	1,757.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	28,323.0	24,699.0	24,699.0
<b>Program Total</b>	<b>30,080.0</b>	<b>26,456.0</b>	<b>26,456.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To improve the well-being of children in foster care.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average number of children enrolled	10,606	10,615	10,615



Number of children enrolled	18,815	18,834	18,834
Number of children age 2 and under	3,924	3,929	3,929
Percentage of children age 2 and under who are immunized	67	70	70
Number of children age 2 to 6 years of age	5,048	5,053	5,053
Percentage of children ages 2 to 6 who have received at least one EPSDT visit while in care	66	69	69
Number of children over age 6 and under 21 years of age	9,843	9,852	9,852
Percentage of children over age 6 and under age 21 who had at least 1 primary care physician visit	32	66	66

- ◆ **Goal 2** To optimize fiscal responsibility by increasing the percentage of children receiving health care funded through Medicaid (Title XIX).

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average number of children enrolled	10,606	10,615	10,615
Percentage of children who are Medicaid (Title XIX) eligible	92	92	92
Average annual cost per child served	3,076	3,183	3,183

DEA 6.13 **Subprogram Summary**  
RESIDENTIAL DRUG TREATMENT  
Alcira Angulo, Strategic Planning  
Phone: (602) 542-0213

#### Description:

NOTE: This program is no longer funded.

Funding and FTE Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	3,993.0	4,139.0	4,139.0
Other Appropriated Funds	1,835.0	2,000.0	2,000.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>5,828.0</b>	<b>6,139.0</b>	<b>6,139.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To promote recovery from alcohol and drug abuse for Arizona Families F.I.R.S.T. program participants.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of CPS clients referred for substance abuse treatment services	3,944	3,950	3,950
Percent increase in referred individuals who participated in at least one therapeutic service	-7.1	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 2009 Actual	FY 2010 Estimate	FY 2011 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.	1.9	0	0

- ◆ **Goal 3** To establish permanency for the children of Arizona Families F.I.R.S.T. program participants.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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	-6*	10*	10*

(\*federal fiscal year)  
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 (\*federal fiscal year)

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	6,004.0	7,072.0	7,072.0
Other Appropriated Funds	1,743.0	1,743.0	1,743.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>7,747.0</b>	<b>8,815.0</b>	<b>8,815.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of children with finalized guardianships (*federal fiscal year)	*	800*	800*
Average number of children receiving subsidized guardianships	2,261	2,275	2,275



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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	35,942.0	35,942.0	42,557.0
Other Appropriated Funds	19,302.0	19,302.0	19,302.0
Other Non Appropriated Funds	73,986.0	66,222.0	61,855.0
<b>Program Total</b>	<b>129,230.0</b>	<b>121,466.0</b>	<b>123,714.0</b>
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To promote placements in permanent adoptive homes.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of children with finalized adoptions (*federal fiscal year)	*	1,500*	1,500*
Average monthly number of children receiving adoption subsidy	12,834*	13,367	14,570
Explanation:	*Preliminary number		

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	448.0	500.0	500.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>448.0</b>	<b>500.0</b>	<b>500.0</b>
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To increase community awareness of the need for foster and adoptive homes.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of calls to the 1-877-	4 828	4 000	4 000

KIDSNEEDU foster and adoptive parent recruitment information line  
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 2009 Actual	FY 2010 Estimate	FY 2011 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	31	N/A*	N/A*
Explanation:	* Service discontinued due to budget reductions.		
Number of children referred for transition counseling and therapeutic services that remain in the adoptive placement without a placement disruption	134	N/A*	N/A*
Explanation:	* Service discontinued due to budget reductions.		

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	732.0	698.0	698.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>732.0</b>	<b>698.0</b>	<b>698.0</b>
<b>FTE Positions</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>

- ◆ **Goal 1** To provide quality leadership and training opportunities to enhance the delivery of quality services and promote accountability.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of Office of Administrative Hearings where CPS case findings are affirmed	90.9	90.0	90.0

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	11,394.0	10,858.0	10,858.0
Other Appropriated Funds	39.0	52.0	52.0
Other Non Appropriated Funds	5,138.0	4,546.0	4,546.0
<b>Program Total</b>	<b>16,571.0</b>	<b>15,456.0</b>	<b>15,456.0</b>
<b>FTE Positions</b>	<b>197.0</b>	<b>197.0</b>	<b>197.0</b>

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	3,136.0	2,979.0	2,979.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,041.0	2,100.0	2,100.0
<b>Program Total</b>	<b>5,177.0</b>	<b>5,079.0</b>	<b>5,079.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To assist young adults to achieve self-sufficiency.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of youth exiting the young adult program currently age 18-21 (*federal fiscal year)	263*	270*	275*

Percent of young adult program participants age 18 or older, who have graduated from high school or received a General Equivalent Diploma (*federal fiscal year)	67*	68*	71*
Percent of young adult program participants who are employed or participating in post-secondary education or training at the time of discharge (*federal fiscal year)	47*	48*	51*
Number of Young Adult Independent Living Subsidy participants (*federal fiscal year)	457*	600*	650*

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. This program is no longer funded.

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.

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	33,856.0	29,243.0	29,082.0
Other Appropriated Funds	211,841.0	241,547.0	241,483.0
Other Non Appropriated Funds	1,200,474.0	1,656,277.0	852,231.0
<b>Program Total</b>	<b>1,446,171.0</b>	<b>1,927,067.0</b>	<b>1,122,796.0</b>
<b>FTE Positions</b>	<b>1,647.0</b>	<b>1,990.0</b>	<b>1,990.0</b>

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	7,902.0	7,259.0	7,259.0
Other Appropriated Funds	18,710.0	23,669.0	23,444.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>26,612.0</b>	<b>30,928.0</b>	<b>30,703.0</b>
<b>FTE Positions</b>	<b>434.0</b>	<b>395.0</b>	<b>395.0</b>

◆ **Goal 1** To increase customer satisfaction with services provided.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Division of Employment and Rehabilitation Services customer satisfaction rating (scale 1-5)	3.96	4.0	4.1

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	161.0	0.0
Other Appropriated Funds	15,522.0	13,098.0	13,259.0
Other Non Appropriated Funds	358.0	569.0	569.0
<b>Program Total</b>	<b>15,880.0</b>	<b>13,828.0</b>	<b>13,828.0</b>
<b>FTE Positions</b>	<b>97.0</b>	<b>97.0</b>	<b>97.0</b>

◆ **Goal 1** To increase the number of Jobs Cash Assistance recipients who obtain employment.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of unduplicated Cash Assistance individuals who obtained employment	13,097	13,881	13,881
Average cost per participant	197	197	197
Number of Cash Assistance employment placements	16,830	17,902	17,902

◆ **Goal 2** To maintain the number of Food Stamp recipients who obtain employment.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
FS E&T clients who obtained employment	246	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	21,015.0	17,823.0	17,823.0
Other Appropriated Funds	110,537.0	115,466.0	115,466.0
Other Non Appropriated Funds	2,306.0	2,700.0	2,700.0
<b>Program Total</b>	<b>133,858.0</b>	<b>135,989.0</b>	<b>135,989.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To improve the efficiency and quality of the child care program administration.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of customer satisfaction with child care	89.6	89	90

- ◆ **Goal 2** To increase the availability, supply, and quality of child care providers to support the needs of children and families.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of children whose families are assisted by Child Care Resource and Referral	64,735	66,030	67,350
Percent of change in average yearly number of children assisted by Child Care Resource and Referral services	-21.0	2.0	2.0
Number of accredited providers	193	195	197
Percent of change in average yearly number of accredited providers	13.5	1.0	1.0

- ◆ **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) as well as non-TANF families, but excludes Transitional Child Care, which is identified separately below.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total average number of children in Day Care Subsidy program per month	39,401*	43,648	43,722
Explanation:	*YTD through May 2009		
Monthly average number of additional children in Day Care Subsidy program compared to prior year	1,815	4,247	3,074

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	26,755.0	36,193.0	36,193.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>26,755.0</b>	<b>36,193.0</b>	<b>36,193.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total average number of children in Transitional Child Care Program per month	6,945*	6,332	5,973
Explanation:	*YTD through May 2009		
Monthly average number of additional children in Transitional Child Care programs compared to prior years.	-836	-692	-359

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	3,468.0	3,094.0	3,094.0
Other Appropriated Funds	58.0	205.0	205.0
Other Non Appropriated Funds	99,218.0	94,818.0	94,818.0
<b>Program Total</b>	<b>102,744.0</b>	<b>98,117.0</b>	<b>98,117.0</b>
<b>FTE Positions</b>	<b>480.0</b>	<b>515.0</b>	<b>515.0</b>

- ◆ **Goal 1** To assist consumers to achieve meaningful and sustained work as effectively and efficiently as possible.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Individuals in the Vocational Rehabilitation program successfully rehabilitated	1,574	1,574	1,574
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%)	63.30	63.3	63.3
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%)	99.7	99.7	99.7
Number of individuals with the most significant disabilities who require long-term supports	89	83	83



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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	721.0	706.0	706.0
Other Appropriated Funds	1,592.0	1,261.0	1,261.0
Other Non Appropriated Funds	1,796.0	2,607.0	2,607.0
<b>Program Total</b>	<b>4,109.0</b>	<b>4,574.0</b>	<b>4,574.0</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>6.0</b>	<b>6.0</b>

◆ **Goal 1**      To improve the ability of individuals to make decisions leading to self-determination and to live independently.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of individuals receiving services in order to achieve or maintain their independence	1,621	1,621	1,621

◆ **Goal 2**      To provide eye examinations and glasses, not available through AHCCCS, for eligible Arizona adults who are financially needy.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of individuals receiving eye exams/glasses	9,319	9,319	9,319

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 for this program was eliminated in fiscal year 2010.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	750.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>750.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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 Department of Economic Security is the agency and 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,586.0	3,614.0	3,614.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,586.0</b>	<b>3,614.0</b>	<b>3,614.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1**      To conduct on-site programmatic monitoring reviews for each of the Local Workforce Investment Areas (LWIAs).

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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 Department of Economic Security is the agency and 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	36,081.0	48,041.0	48,041.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>36,081.0</b>	<b>48,041.0</b>	<b>48,041.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To meet or exceed the statewide goal for entered employment rate federal performance standards for adults, youth, and dislocated workers.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of entered employment rate federal performance standards for adults	79.4	70.5	70.5
Percent of entered employment rate federal performance standards for youth	76.7	73.0	73.0
Percent of entered employment rate federal performance standards for dislocated workers	85.0	75.0	75.0

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,083,234.0	1,536,525.0	732,479.0
<b>Program Total</b>	<b>1,083,234.0</b>	<b>1,536,525.0</b>	<b>732,479.0</b>
<b>FTE Positions</b>	<b>430.0</b>	<b>677.0</b>	<b>677.0</b>

- ◆ **Goal 1** To increase the degree of timeliness in paying

**Unemployment Insurance benefits.**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of Unemployment Insurance benefits paid within 14 days of first compensable week ending date	68.2	87.1	87.1

- ◆ **Goal 2** To ensure sufficient funds are available to meet Unemployment Insurance payment needs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	13,562.0	19,058.0	19,058.0
<b>Program Total</b>	<b>13,562.0</b>	<b>19,058.0</b>	<b>19,058.0</b>
<b>FTE Positions</b>	<b>202.0</b>	<b>300.0</b>	<b>300.0</b>

- ◆ **Goal 1** To provide employment opportunities for individuals seeking employment and recruitment services to employers.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of job seekers placed in employment	46,073	39,000	39,000

EDA 0.0

**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 238 locally governed school districts and 377 Charter Holders operating at over 502 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ STATE BOARD OF EDUCATION / VOCATIONAL AND TECHNOLOGICAL EDUCATION	3,302.0	971.0	971.0
➤ SCHOOL FINANCE - PAYMENT AND FINANCIAL COMPLIANCE	4,105,066.0	4,300,212.0	4,450,379.0
➤ SCHOOL ACCOUNTABILITY AND IMPROVEMENT	49,562.0	52,585.0	52,585.0
➤ EDUCATION SERVICES	1,053,506.0	1,463,293.0	1,470,800.0
➤ PROFESSIONAL DEVELOPMENT	88,385.0	65,514.0	65,514.0
➤ ADMINISTRATION	17,443.0	14,427.0	17,387.0
<b>Agency Total:</b>	<b>5,317,264.0</b>	<b>5,897,002.0</b>	<b>6,057,636.0</b>

Funding and FTE Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	3,712,196.0	3,912,863.0	4,073,497.0
Other Appropriated Funds	53,493.0	55,945.0	55,945.0
Other Non Appropriated Funds	1,551,575.0	1,928,194.0	1,928,194.0
<b>Program Total</b>	<b>5,317,264.0</b>	<b>5,897,002.0</b>	<b>6,057,636.0</b>
<b>FTE Positions</b>	<b>608.0</b>	<b>732.0</b>	<b>737.0</b>

#### 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.

EDA 1.0

**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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	2,918.0	547.0	547.0
Other Appropriated Funds	384.0	424.0	424.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,302.0</b>	<b>971.0</b>	<b>971.0</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>8.0</b>	<b>8.0</b>

- ◆ **Goal 1** To set fair and reasonable policies and standards which foster excellence in public education.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of Arizona high school students who enter 9th grade and graduate within four years	75	76	77
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	4	9	8

- ◆ **Goal 2** To ensure student safety by investigating and taking appropriate action on complaints made against professional educators.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of investigative cases closed	365	290	300

- ◆ **Goal 3** To improve communication and involvement with the education community and other stakeholders.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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	3	7	8

Percent of parents who rate "A+" the public school that their oldest school-age child attends.	9	*9	10
Explanation:	*Due to fiscal constraints the state's enacted budget excluded the requirement that the Board conduct the parent satisfaction survey for FY 2010.		

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	3,568,538.0	3,794,951.0	3,945,118.0
Other Appropriated Funds	45,221.0	46,476.0	46,476.0
Other Non Appropriated Funds	491,307.0	458,785.0	458,785.0
<b>Program Total</b>	<b>4,105,066.0</b>	<b>4,300,212.0</b>	<b>4,450,379.0</b>
<b>FTE Positions</b>	<b>26.0</b>	<b>24.0</b>	<b>24.0</b>

#### ◆ Goal 1 To provide timely and reliable customer service.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of Instructional Improvement Fund (IIP) payments made on a	100	100	100

quarterly basis			
Percent of Classroom Site Fund payments made on a monthly basis	100	100	100
Number of days to process budget analysis from July 18	103	103	103

Explanation: \*System related difficulties/legislature session has been closing later, causing September revisions which pushes back distribution of Budget-25 letters.

#### ◆ Goal 2 To provide technical assistance and customer service for schools on issues related to school finance.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of communication vehicles delivered to SAIS users and School Finance	129	129	129

Explanation: \*Deleted Performance Measures 1 and 2 due to budget constraints. Live workshops and live training sessions are no longer provided to SAIS users. However, once funding is available, hiring 1-2 FTEs to provide online training is an option.

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	14,095.0	12,690.0	12,690.0
Other Appropriated Funds	5,736.0	7,000.0	7,000.0
Other Non Appropriated Funds	29,731.0	32,895.0	32,895.0
<b>Program Total</b>	<b>49,562.0</b>	<b>52,585.0</b>	<b>52,585.0</b>
<b>FTE Positions</b>	<b>68.0</b>	<b>66.0</b>	<b>66.0</b>

EDA 3.1	<b>Subprogram Summary</b>
	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	7,884.0	7,897.0	7,897.0
Other Appropriated Funds	1,894.0	2,340.0	2,340.0
Other Non Appropriated Funds	9,636.0	4,529.0	4,529.0
<b>Program Total</b>	<b>19,414.0</b>	<b>14,766.0</b>	<b>14,766.0</b>
<b>FTE Positions</b>	<b>17.0</b>	<b>18.0</b>	<b>18.0</b>

- ◆ **Goal 1** To develop and revise standards, documents to be used for the assessment of all Arizona students.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of new math and reading test items developed by Arizona teachers for inclusion on the AIMS 3-8 and AIMS HS for the articulated standards	1,669	1,500	1,500
Number of AIMS Dual Purpose assessments administered	550,000	515,000	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of Arizona educators participating in test/item development for the AIMS 3-8 and AIMS HS.	426	400	400
Number of Arizona educators participating in the development of items for Formative Assessment Project	40	35	35
Explanation:	*Contracted select group of specialists		

- ◆ **Goal 3** To provide technical assistance, training, and professional development for schools to improve their effectiveness.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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	2	15	15
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of constituent's communications responded to within 72 hours	98	98	98

EDA 3.2	<b>Subprogram Summary</b>
	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	672.0	577.0	577.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4.0	0.0	0.0
<b>Program Total</b>	<b>676.0</b>	<b>577.0</b>	<b>577.0</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>2.0</b>	<b>2.0</b>

- ◆ **Goal 1** To issue, on time, valid and reliable evaluations of school and student performance as required by State and Federal

statutes.				Number of School Report Cards published	1,926	1,932	1,932
Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate	Number of District Report Cards published	563	570	570
Number of No Child Left Behind school evaluations performed	1,926	1,932	1,932				
Number of No Child Left Behind district evaluations performed	563	570	570				
Number of AZ LEARNS evaluations performed	1,924	1,930	1,930				
Percent of students tested who perform at or above the national norm on the norm reference test (grade 2) - reading	49	50	51				
Percent of students tested who perform at or above the national norm on the norm reference test (grade 2) - math	54	55	56				
Percent of students tested who perform at or above the national norm on the norm reference test (grade 9) - reading	55	56	57				
Percent of students tested who perform at or above the national norm on the norm reference test (grade 9) - math	55	56	57				
Percent of schools with at least 75 percent of students meeting or exceeding standards in AIMS reading.	41	42	43				
Percent of schools with at least 75 percent of students meeting or exceeding standards in AIMS writing	62	63	64				
Percent of schools with at least 75 percent of students meeting or exceeding standards in AIMS math	35	36	37				
Percent of students in grade 3 meeting or exceeding state academic standards in AIMS reading	72	73	74				
Percent of students in grade 3 meeting or exceeding state academic standards in AIMS writing	79	80	81				
Percent of students in grade 3 meeting or exceeding state academic standards in AIMS math	73	74	75				
Percent of students in grade 5 meeting or exceeding state academic standards in AIMS reading	73	74	75				
Percent of students in grade 5 meeting or exceeding state academic standards in AIMS writing	79	80	81				
Percent of students in grade 5 meeting or exceeding state academic standards in math	72	73	74				
Percent of students in grade 8 meeting or exceeding state academic standards in reading	69	70	71				
Percent of students in grade 8 meeting or exceeding state academic standards in writing	86	87	88				
Percent of students in grade 8 meeting or exceeding state academic standards in math	63	64	65				
Percent of students in grade 12 meeting or exceeding state academic standards in reading	27	28	29				
Percent of students in grade 12 meeting or exceeding state academic standards in writing	25	26	27				
Percent of students in grade 12 meeting or exceeding state academic standards in math	21	22	23				
Percent of students tested on norm-referenced test (grades 2 & 9)	94	95	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. The decrease in 2009 grade 12 achievement may be due to the change in availability for grade 12 students to earn the State scholarship. 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.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of evaluations, analyses, and data requests fulfilled	75	75	75



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 (K) and NCLB 1116 (b),

Assigning a Solutions Team as outlined in A.R.S. § 15-241 (Q) 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 I 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	5,539.0	4,216.0	4,216.0
Other Appropriated Funds	3,842.0	4,660.0	4,660.0
Other Non Appropriated Funds	20,091.0	28,366.0	28,366.0
<b>Program Total</b>	<b>29,472.0</b>	<b>37,242.0</b>	<b>37,242.0</b>
<b>FTE Positions</b>	<b>47.0</b>	<b>46.0</b>	<b>46.0</b>

- ◆ **Goal 1** To ensure compliance with state and federal statutes and regulations along with other contractual obligations.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of AIMS Intervention/Dropout Prevention grantee monitoring visits	16	15	16
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of workshops to support schools in developing their school improvement plans	12	20	20
Number of visits to Year 2 "under-performing" schools	230	150	150
Number of AIMS Intervention/Dropout Prevention presentations	10	12	12
Number of "failing" schools assisted by the State Intervention Unit	9	9	9
Number of schools visited by the Best Practices and Academic Standards Unit	**N/A	N/A	N/A
Explanation:	*		
Number of districts and charters attending professional development provided by the Arizona Academic Standards Unit and the Academic and Instructional Support Unit	***286	300	315
Number of counties attending professional development provided by Arizona Academic Standards Unit and the Academic and Instructional Support Unit	***15	15	15
Explanation:	*New format **Scope of work has changed and will be deleted in FY 2011 *** New Performance Measures		

- ◆ **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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	120,510.0	98,619.0	106,126.0
Other Appropriated Funds	-14.0	0.0	0.0
Other Non Appropriated Funds	933,010.0	1,364,674.0	1,364,674.0
<b>Program Total</b>	<b>1,053,506.0</b>	<b>1,463,293.0</b>	<b>1,470,800.0</b>
FTE Positions	318.0	403.0	403.0

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).

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	40,830.0	35,675.0	35,675.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	210,444.0	372,199.0	372,199.0
<b>Program Total</b>	<b>251,274.0</b>	<b>407,874.0</b>	<b>407,874.0</b>
FTE Positions	100.0	136.0	136.0

- ◆ **Goal 1** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for the education of students with disabilities.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of children with disabilities served by Early Intervention who entered preschool = < 36 months of age*	98	99	99

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average rating by special education directors of ESS professional development opportunities (on a 1-5 scale, 5 highest)	4.50	4.70	4.70
Number of enrollees in SELECT classes	849	900	980
Number of hours of Exceptional Student Services sponsored conference/workshops sessions	2,478	2,000	2,100

- ◆ **Goal 3** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of students with disabilities with proficient performance in reading in grade 3	34	35	36
Percent of students with disabilities with proficient performance in reading in grade 5	30	31	32
Percent of students with disabilities with proficient performance in reading in grade 8	24	25	26
Percent of students with disabilities with proficient performance in reading in grade 10	32	33	34
Percent of public education agencies demonstrating compliance with monitoring deficiencies within two years	98	100	100

- ◆ **Goal 4** To provide timely and reliable customer service.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average overall rating by special education directors of Exceptional Student Services (on a 1-5 scale, 5 highest)	4.5	4.75	4.75
Number of public education institutions participating in paperwork reduction grants**	**N/A	**	N/A

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 and this Performance Measure will be deleted in FY 2011.

EDA 4.2	<b>Subprogram Summary</b>
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	33,383.0	22,902.0	30,409.0
Other Appropriated Funds	-14.0	0.0	0.0
Other Non Appropriated Funds	61,845.0	56,903.0	56,903.0
<b>Program Total</b>	<b>95,214.0</b>	<b>79,805.0</b>	<b>87,312.0</b>
<b>FTE Positions</b>	<b>26.0</b>	<b>51.0</b>	<b>51.0</b>

- ◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of local education agencies (with ELL students receiving state/federal funding) in full compliance with federal, state and ADE policy issues	35	59	60
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.	50	50	60

- ◆ **Goal 2** To provide timely and reliable customer service.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of postings/reports available from English Acquisition Services' website	98	100	100

Number of approved applications posted online of providers of Structured English Immersion Provisional and Full Endorsement training	810	825	850	Percent of Early Childhood Special Education students demonstrating improved outcomes in the area of knowledge and skills.	83.81	84	85
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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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of attendees at Structured English Immersion conferences	550	600	600
Number of people attending annual ELL proficiency assessment overviews and workshop trainings - Arizona English Language Proficiency Assessment (AZELLA)	1,025	1,025	1,050
Number of persons contacted and provided information on Arizona's English language proficiency standards	1,000	1,050	1,100
Number of English Language Learner Coordinators reached through the English Acquisition Services Unit through monthly practitioner meetings	350	350	375

EDA 4.3	<b>Subprogram Summary</b>
	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	18,338.0	15,086.0	15,086.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,964.0	9,778.0	9,778.0
Program Total	24,302.0	24,864.0	24,864.0
FTE Positions	8.0	8.0	8.0

- ◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations, and other contractual obligations.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of Early Childhood Special Education students demonstrating improved outcomes in the area of applied behavior.	85.02	86	87
Percent of Early Childhood Special Education students demonstrating improved outcomes in the area of social and emotional development.	86.56	87	88

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of participants indicating training as "meeting or exceeding" expectations	97	98	98
Number of Districts and Charters and/or agencies with state funded ECE programs that participated in professional development offered by ADE ~ ECE	258	260	275
Number of professional development opportunities offered by ADE ~ ECE.	***113	100	100

Explanation: \*\*n = 2127 surveys  
\*\*\*Changed the verbiage to reflect the inclusive of ECE programs regardless of the funding stream.

EDA 4.4	<b>Subprogram Summary</b>
	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	258,432.0	547,824.0	547,824.0
Program Total	258,432.0	547,824.0	547,824.0
FTE Positions	29.0	31.0	31.0

- ◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

- ◆ **Goal 2** To provide technical assistance, training, and professional development to improve Title 1 school efforts.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of school districts that participate in Title 1 professional development activities for No Child Left Behind Consolidated Programs	88	89	89

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 postsecondary 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 \$26.5 million of Carl Perkins 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 38 program career areas leading to placement of students in postsecondary education and/or into employment. The subprogram directs development of occupational standards which not only meets occupational needs and employability skills but in particular also focuses on related academic skills and standards. Leadership is provided for 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 Bioscience areas, based on research in Arizona services 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 postsecondary 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 into the future.

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	11,588.0	12,093.0	12,093.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	31,482.0	37,274.0	37,274.0
<b>Program Total</b>	<b>43,070.0</b>	<b>49,367.0</b>	<b>49,367.0</b>
<b>FTE Positions</b>	<b>51.0</b>	<b>58.0</b>	<b>58.0</b>

- ◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of Career and Technical Education concentrators passing AIMS reading	N/A	50	61.4
Percent of Career and Technical Education participants placed in school, job, or military after graduation	N/A	53	55

- ◆ **Goal 2** To provide timely and reliable customer service.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of days CTE allocation notifications sent after receipt of federal award	*7	7	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.	**19	15	12

Explanation: \*Based on preliminary data allocations mailed prior to the actual notification receipt.  
 \*\* The reduction in the number of training sessions reflects state budget and fiscal restrictions.  
 We are exploring, web based, training options in 2010 in an effort to reduce travel costs

- ◆ **Goal 3** To provide technical assistance, training, and professional development for career and technical training programs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of educators participating in Career and Technical Education professional development workshops	3,163	3,250	3,300
Number of attendees at Workforce Investment Act annual Training EXPO	200	0	0
Number of approved training programs on the Workforce Improvement Act Eligible Training Providers List	1,981	2,000	N/A
Number of events reported on ADE Customer Satisfactory Survey - where customer satisfaction was reported as pertinent and relevant	105	88	90

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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of Career and Technical Education programs receiving incentives and recognitions for exemplary and promising practices	6	12	13

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	4,241.0	3,459.0	3,459.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,523.0	13,609.0	13,609.0
<b>Program Total</b>	<b>13,764.0</b>	<b>17,068.0</b>	<b>17,068.0</b>
<b>FTE Positions</b>	<b>16.0</b>	<b>20.0</b>	<b>20.0</b>

- ◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of Adult Education providers monitored for state and federal quality measures and compliance indicators	*100	100	100
Explanation:	* Incomplete data. Data not available until 11/09		

- ◆ **Goal 2** To provide technical assistance and professional development to improve coordination between Adult Education programs and GED testing centers.\*\*

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, extensive national research regarding underperforming schools, 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 administered 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 policies 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.



<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	7,452.0	5,853.0	5,853.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	14,217.0	12,752.0	12,752.0
<b>Program Total</b>	<b>21,669.0</b>	<b>18,605.0</b>	<b>18,605.0</b>
<b>FTE Positions</b>	<b>18.0</b>	<b>14.0</b>	<b>14.0</b>

◆ **Goal 1** To provide training and professional development to improve the effectiveness of standards based teaching and learning.

◆ **Goal 2** To provide quality customer service with continual improvement.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of website hits on discipline information and resources	1,700	1,800	1,900

◆ **Goal 3** To provide technical assistance, training, and professional development for schools to improve the effectiveness of schools.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of officers attending a Beginning or Advanced Law related Education Academy	**92	92	92
Number of classroom management and discipline training workshops held	45	55	55
Average satisfaction rating of participants in classroom management and discipline training workshops (on a 1-5 scale, 5 highest)	4.9	4.8	4.8
Percent of public and charter schools that received technical assistance on classroom management and discipline	160	300	300

Explanation: \*No evaluation survey for FY07-FY08 because of diminishing resources in School Safety  
 \*\*decreased caused by change in statute and funding  
 \*\*\*data no longer collected

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. Part of the commodity allocation is also used to allow approved schools to purchase Fresh Fruits and Vegetables from the Department of Defense.

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	95.0	89.0	89.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	309,649.0	254,606.0	254,606.0
<b>Program Total</b>	<b>309,744.0</b>	<b>254,695.0</b>	<b>254,695.0</b>
<b>FTE Positions</b>	<b>49.0</b>	<b>59.0</b>	<b>59.0</b>

- ◆ **Goal 1** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of sponsors planning menus which meet the revised nutrition standards during annual School Meals Initiative reviews	67	68	69
Percent of School Nutrition Program sponsors passing the Coordinated Review Effort Performance Standards	71	75	76
Percent of Child and Adult Care Food Program sponsors complying with revised administrative review requirements	94	95	95

- ◆ **Goal 2** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for health and nutrition programs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of NSLP sponsors who have met public law 108-265 local wellness policy requirements	63	64	66

- ◆ **Goal 3** To provide technical assistance, training, and professional development to improve the effectiveness of health and nutrition programs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of sponsors attending A+ School Lunch Day 1 and/or Day 2 training	82	82	82
Percent of sponsors attending ADE's School Health and Nutrition Advanced Track Workshops	N/A	N/A	N/A
Percent of sponsors processing USDA commodities in Child Nutrition	33	34	35
Number of SCOOPS newsletter subscribers	N/A	N/A	N/A

EDA 4.9	<b>Subprogram Summary</b>
	<b>FAMILY LITERACY</b>
	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	971.0	763.0	763.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,281.0	1,354.0	1,354.0
<b>Program Total</b>	<b>2,252.0</b>	<b>2,117.0</b>	<b>2,117.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To provide technical assistance, training, and professional development for schools and organizations to improve the effectiveness of family literacy programs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of parents achieving educational gains	83	83	84
Percent of children demonstrating language gains	97	97	98

EDA 4.10	<b>Subprogram Summary</b>
	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	556.0	83.0	83.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	21,282.0	39,908.0	39,908.0
<b>Program Total</b>	<b>21,838.0</b>	<b>39,991.0</b>	<b>39,991.0</b>
<b>FTE Positions</b>	<b>12.0</b>	<b>14.0</b>	<b>14.0</b>

◆ **Goal 1** To provide timely and reliable customer service.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of people applying for scholarship programs	2,279	1,000	1,100

◆ **Goal 2** To provide technical assistance, training, and professional development to improve school effectiveness

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of model or promising art program showcased on department's website	23	23	23
Number of technical assistance contacts with administrators that receive 21st Century Community Learning Center grants	1,170	723	900

Number of administrators that participate in local and national 21st Century Community Learning Center sponsored training	585	400	500
Number of professional development opportunities made available on the state's arts standards	16	25	25

◆ **Goal 3** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of monitoring site visits for 21st Century Community Learning Center grants	195	190	200
Percent of grantees in compliance with Arts Education Initiative procedures	100	95	N/A

EDA 4.11	<b>Subprogram Summary</b>
	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	3,056.0	2,616.0	2,616.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,891.0	18,467.0	18,467.0
<b>Program Total</b>	<b>11,947.0</b>	<b>21,083.0</b>	<b>21,083.0</b>
<b>FTE Positions</b>	<b>9.0</b>	<b>12.0</b>	<b>12.0</b>

◆ **Goal 1** To provide technical assistance, training, and professional development for schools to improve the effectiveness of gifted education.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of conferences, workshops, and trainings held on gifted education	72	50	55
Percent of training participants surveyed reporting satisfaction with gifted education training and support	98	98	98
Number of school site visits on gifted education	94	75	75

Number of conferences, workshops, and trainings held on Indian Education	46	47	48
Percent of training participants surveyed reporting satisfaction with Indian education training and support	88	88	88
Number of school site visits on Indian education	34	34	35
Number of conferences, workshops, and trainings held on homeless education	35	15	15
Percent of training participants surveyed reporting satisfaction with homeless education training and support	98	95	95
Number of school site visits on homeless education	87	65	65
Number of model or promising homeless education programs showcased on department's website	3	2	2
Number of conferences, workshops, and trainings held on migrant education	15	15	15
Percent of training participants surveyed reporting satisfaction with migrant education training and support	92	90	90
Number of school site visits and technical assistance by email/telephone on migrant education	80	48	48
Number of model or promising migrant education programs showcased on department's website	4	2	2

◆ **Goal 2** To ensure compliance with State and Federal statutes and regulations along with other contractual obligations.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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	64
Percent of grantees in compliance within homeless education	93	80	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of partnerships between Indian education and tribal/community organizations	35	35	36
Number of partnerships between gifted education and various organizations	30	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
- ▶ K-12 Literacy

Funding and FTE Summary:	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,166.0	2,045.0	2,045.0
Other Non Appropriated Funds	86,219.0	63,469.0	63,469.0
<b>Program Total</b>	<b>88,385.0</b>	<b>65,514.0</b>	<b>65,514.0</b>
<b>FTE Positions</b>	<b>62.0</b>	<b>80.0</b>	<b>80.0</b>

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,166.0	2,045.0	2,045.0
Other Non Appropriated Funds	51,811.0	27,443.0	27,443.0
<b>Program Total</b>	<b>53,977.0</b>	<b>29,488.0</b>	<b>29,488.0</b>
<b>FTE Positions</b>	<b>43.0</b>	<b>49.0</b>	<b>49.0</b>

◆ **Goal 1** To provide timely and reliable customer service.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Maximum number of days to process complete certification applications	25	21	21
Percent of customer satisfied with certification services	95	98	98

◆ **Goal 2** To ensure the quality of Arizona's educators through evaluation and certification.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of applicants successfully passing professional content and knowledge certification examinations	85	87	88

◆ **Goal 3** To offer professional development opportunities to educators and administrators.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of professional development opportunities provided to teachers and principals by the Highly Qualified Professionals Unit	60	62	62

◆ **Goal 1** To provide training and professional development to improve the effectiveness of standards based teaching and learning.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of regional training sessions sponsored by K-12 Literacy to build statewide capacity	61	*45	45
Percent of Reading First local education agencies surveyed reporting satisfaction with department training and support	92	N/A	N/A
Percent of attendees reporting readiness to implement Arizona ELA Academic Standards as a result of resources, support, and training	90	90	N/A
Percent of participants whose content knowledge is improved as a result of the K-12 Literacy training.	90	90	90

Explanation:

\*The school year 2009-2010 has drastically reduced ReadingFirst funding. Schools still in the program are receiving significantly less funds including professional development money. Schools will be restricted in the number of trainings they can receive. AZREADS schools will also be impacted by budget restrictions which will effect professional development attendance.

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	6,135.0	6,056.0	9,016.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	11,308.0	8,371.0	8,371.0
<b>Program Total</b>	<b>17,443.0</b>	<b>14,427.0</b>	<b>17,387.0</b>
<b>FTE Positions</b>	<b>128.0</b>	<b>151.0</b>	<b>156.0</b>

EDA 5.2 **Subprogram Summary**

**K-12 LITERACY**

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 K-12 Literacy 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 literacy and after school learning opportunities. Partners are expected to develop and deliver rigorous literacy professional development that is aligned with state academic achievement standards, Arizona Professional Teaching Standards, and state/national 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	34,408.0	36,026.0	36,026.0
<b>Program Total</b>	<b>34,408.0</b>	<b>36,026.0</b>	<b>36,026.0</b>
<b>FTE Positions</b>	<b>19.0</b>	<b>31.0</b>	<b>31.0</b>

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	6,135.0	6,056.0	9,016.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,070.0	5,160.0	5,160.0
<b>Program Total</b>	<b>11,205.0</b>	<b>11,216.0</b>	<b>14,176.0</b>
<b>FTE Positions</b>	<b>115.0</b>	<b>136.0</b>	<b>141.0</b>

◆ **Goal 1** To provide accurate and helpful information to the public.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of individuals on the department's distribution list receiving newsletters and reports	*N/A	*N/A	*N/A
Number of constituent inquiries responded to within two-week time frame	20,055	21,000	21,000
Number of Department of Education website "visitors"	7.11mil	7.93 mil	7.95 mil
Number of Department of Education website "hits"	216 mil	220 mil	235 mil
Explanation:	*Performance Measures no longer apply. Currently working on new technological initiatives in distributing information via media sites. Revised Performance Measures and data will be provided in FY 2011.		

◆ **Goal 2** To improve communication and involvement with the education community and other stakeholders.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of individuals participating on the Superintendent's advisory committees	162	165	165
Number of guidelines/legislative related initiative correspondence sent to stakeholders	4,500	4,550	4,560

◆ **Goal 3** To advocate and promote ideas and initiatives that will advance innovation and enhance resources for public education.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of schools participating in department special initiatives	380	400	425
Amount of new discretionary grant funding secured by the department	3.7 mil	3.8 mil.	3.8 mil
Total amount of all federal funds secured by the department for public education in Arizona	969mil.	988mil.	988mil.

◆ **Goal 4** To improve employee and customer satisfaction.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of employees satisfied with their job	86	88	89
Percent of employees who agree or strongly agree that the agency has a good internal communication system	69	74	76
Percent of internal customers satisfied with Accounting services	90	90	90
Percent of internal customers satisfied with Budget Office services	97.5	98	99
Percent of internal customers satisfied with Central Distribution services	100	98	98
Percent of internal customers satisfied with Contracts Management services	100	98	98
Percent of internal customers satisfied with Facilities services	100	98	98
Percent of internal customers satisfied with Grants Management services	94.2	94.5	94.6
Percent of internal customers satisfied with Human Resource services	100	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of new employee training courses offered	10	26	26
Number of comprehensive supervisor training courses offered	9	27	27
Number of Human Resource intranet website training courses offered	10	26	26
Number of timesheet refresher training courses offered	10	26	27
Number of training sessions held by Accounting Unit on various administrative topics	56	55	55
Number of Grants Management meetings held for department program areas	11	11	11

◆ **Goal 6** To promote a positive and productive work environment that cultivates teamwork and motivates employees.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of employees who agree or strongly agree that the agency supports their participation in training opportunities to improve job skills	74	78	82
Percent of employees who agree or strongly agree that they have the proper tools and equipment to do their work	85	87	89
Percent of employees who agree or strongly agree that they receive recognition for their work when they deserve it	74	78	82



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 support access to the varied technologies that empower ALL of Arizona's learners to realize their social and economic potential through quality educational experiences.*

**Description:**

The Information Technology (IT) division manages the agency's overall Information Management Initiatives. 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 of Arizona's educational stakeholders to effectively utilize 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:** (Thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,238.0	3,211.0	3,211.0
<b>Program Total</b>	<b>6,238.0</b>	<b>3,211.0</b>	<b>3,211.0</b>
<b>FTE Positions</b>	<b>13.0</b>	<b>15.0</b>	<b>15.0</b>

◆ **Goal 1** To improve the quality of the Student Accountability Information System (SAIS) data submission process.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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Number of data marts used as management tools by agency units	2	2	3
Percent of errors due to transaction failures	4	6	8
Percent of errors due to system failures	5	5	5

Explanation: \*Performance measure is not valid; becomes valid with the development of AEDW

◆ **Goal 2** To provide timely and reliable customer service.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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Percent of calls that are resolved by the Support Center	91	85	85
Percent reduction in average downtime of Internet servers	30	5	5
Percent reduction in average downtime of messaging servers	55	3	3

◆ **Goal 3** To increase the use of data and information technology as a management tool to make better-informed decisions.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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Percentage of enterprise data integrated into Data warehouse	65	90	90
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Explanation: \*\* Performance Measure

◆ **Goal 4** To provide accurate and helpful information to the public.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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Number of department website "hits" (in thousands) annually.	9,100	9,400	9,600
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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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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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	1	1	1
Percent of applications securitized	75	80	90

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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Percent of DFDs completed.	90	90	90
Percent of telecommunications/data network converged	95	95	95
Number of monthly vulnerability scans and reviews conducted.	24	24	24
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 Hugo E. Salazar, 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ ADMINISTRATION	1,631.0	1,782.0	1,782.0
➤ EMERGENCY MANAGEMENT	77,811.0	64,090.0	64,090.0
➤ MILITARY AFFAIRS	18,788.0	23,598.0	23,598.0
<b>Agency Total:</b>	<b>98,230.0</b>	<b>89,470.0</b>	<b>89,470.0</b>

#### Funding and FTE Summary:

(Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	9,466.0	11,035.0	11,035.0
Other Appropriated Funds	133.0	133.0	133.0
Other Non Appropriated Funds	88,631.0	78,302.0	78,302.0
<b>Program Total</b>	<b>98,230.0</b>	<b>89,470.0</b>	<b>89,470.0</b>
<b>FTE Positions</b>	<b>439.0</b>	<b>439.0</b>	<b>439.0</b>

#### 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,631.0	1,782.0	1,782.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,631.0</b>	<b>1,782.0</b>	<b>1,782.0</b>
<b>FTE Positions</b>	<b>14.0</b>	<b>14.0</b>	<b>14.0</b>

#### ◆ Goal 1 To provide quality and timely support services to our customers.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	3,759.0	3,018.0	3,018.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	74,052.0	61,072.0	61,072.0
<b>Program Total</b>	<b>77,811.0</b>	<b>64,090.0</b>	<b>64,090.0</b>
<b>FTE Positions</b>	<b>377.0</b>	<b>377.0</b>	<b>377.0</b>

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	3,172.0	2,431.0	2,431.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	65,645.0	52,665.0	52,665.0
<b>Program Total</b>	<b>68,817.0</b>	<b>55,096.0</b>	<b>55,096.0</b>
<b>FTE Positions</b>	<b>274.0</b>	<b>274.0</b>	<b>274.0</b>

- ◆ **Goal 1** To reduce loss of life and loss of property from all hazards.

**Performance Measures**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of communities with sustained Disaster Resistant Community Programs	112	112	115
Customer satisfaction rating for communities served during disasters (Scales 1-8)	7.7	6.0	6.0

- ◆ **Goal 2** To increase local emergency management capability through training assistance programs.

**Performance Measures**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of requests for contingency exercise assistance supported	100	100	100

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	587.0	587.0	587.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	8,407.0	8,407.0	8,407.0
<b>Program Total</b>	<b>8,994.0</b>	<b>8,994.0</b>	<b>8,994.0</b>
<b>FTE Positions</b>	<b>103.0</b>	<b>103.0</b>	<b>103.0</b>

- ◆ **Goal 1** To reduce human suffering during disasters and enhance community recovery after disaster strikes.

**Performance Measures**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average number of months of community recovery time from declaration of emergency to termination of emergency	19.2	15.0	15.0

**Program Summary**

MAA 3.0

**MILITARY AFFAIRS**

BG Matthew J. Brown, 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	4,076.0	6,235.0	6,235.0
Other Appropriated Funds	133.0	133.0	133.0
Other Non Appropriated Funds	14,579.0	17,230.0	17,230.0
<b>Program Total</b>	<b>18,788.0</b>	<b>23,598.0</b>	<b>23,598.0</b>
<b>FTE Positions</b>	<b>48.0</b>	<b>48.0</b>	<b>48.0</b>

MAA 3.1 **Subprogram Summary**  
**ARMY NATIONAL GUARD**  
 BG Matthew J. Brown, Brigadier General, Assistant, Adjutant General, Arm  
 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,486.0	1,536.0	1,536.0
Other Appropriated Funds	133.0	133.0	133.0
Other Non Appropriated Funds	10,127.0	11,028.0	11,028.0
<b>Program Total</b>	<b>11,746.0</b>	<b>12,697.0</b>	<b>12,697.0</b>
<b>FTE Positions</b>	<b>14.0</b>	<b>14.0</b>	<b>14.0</b>

◆ **Goal 1** To recruit and retain highly qualified personnel.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of Army National Guard soldiers re-enlisted	78	82	82

MAA 3.2 **Subprogram Summary**  
**AIR NATIONAL GUARD**  
 Brigadier General Michael Colangelo, Commander, Arizona Air National Gu  
 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	785.0	3,104.0	3,104.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,276.0	5,026.0	5,026.0
<b>Program Total</b>	<b>4,061.0</b>	<b>8,130.0</b>	<b>8,130.0</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

◆ **Goal 1** To recruit and retain highly qualified personnel.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of Air National Guard soldiers re-enlisted	87.2	89	88

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,805.0	1,595.0	1,595.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,176.0	1,176.0	1,176.0
<b>Program Total</b>	<b>2,981.0</b>	<b>2,771.0</b>	<b>2,771.0</b>
<b>FTE Positions</b>	<b>32.0</b>	<b>32.0</b>	<b>32.0</b>

◆ **Goal 1** To integrate the Arizona National Guard in the youth at risk programs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of Project Challenge graduates annually	115	155	175
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

Benjamin H. Grumbles, 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ ADMINISTRATION	15,967.0	15,148.0	15,314.0
➤ AIR	52,478.0	55,784.0	57,534.0
➤ WASTE	56,959.0	51,541.0	51,541.0
➤ WATER	223,626.0	208,827.0	212,579.0
<b>Agency Total:</b>	<b>349,030.0</b>	<b>331,300.0</b>	<b>336,968.0</b>

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	19,674.0	13,247.0	13,247.0
Other Appropriated Funds	63,324.0	68,330.0	73,998.0
Other Non Appropriated Funds	266,032.0	249,723.0	249,723.0
<b>Program Total</b>	<b>349,030.0</b>	<b>331,300.0</b>	<b>336,968.0</b>
FTE Positions	846.0	847.0	847.0

#### 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.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	2,546.0	3,145.0	3,145.0
Other Appropriated Funds	12,424.0	11,224.0	11,390.0
Other Non Appropriated Funds	997.0	779.0	779.0
<b>Program Total</b>	<b>15,967.0</b>	<b>15,148.0</b>	<b>15,314.0</b>
FTE Positions	146.0	148.0	148.0

##### ◆ Goal 1 To enhance relationships with the public, regulated community and agency partners

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of statutorily set permit timelines met through License Time Frame rule.	99.7	100.0	100.0

##### ◆ Goal 2 To provide value to all of Arizona

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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)	7.8	7.7	7.7
Administration as a percentage of total cost	3.1	3.3	3.3
Percent of citizens expressing overall satisfaction with ADEQ services	97.3	96.25	96.25
Percentage of citizens expressing overall satisfaction with Administrative Program Services	98.6	90.0	90.0
Percentage of invoice payables paid within thirty (30) calendar days.	98.43	94.0	94.0
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	11.0	12.0	12.0
Percent of notice of administrative hearings issued within 3 working days of receiving all necessary documentation	94.9	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
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◆ **Goal 3** To provide leadership on children's environmental health

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,793.0	1,271.0	1,271.0
Other Appropriated Funds	42,128.0	46,407.0	48,157.0
Other Non Appropriated Funds	8,557.0	8,106.0	8,106.0
<b>Program Total</b>	<b>52,478.0</b>	<b>55,784.0</b>	<b>57,534.0</b>
<b>FTE Positions</b>	<b>241.0</b>	<b>241.0</b>	<b>241.0</b>

**Subprogram Summary**

EVA 2.1

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,793.0	1,271.0	1,271.0
Other Appropriated Funds	13,974.0	14,617.0	16,367.0
Other Non Appropriated Funds	8,531.0	8,106.0	8,106.0
<b>Program Total</b>	<b>24,298.0</b>	<b>23,994.0</b>	<b>25,744.0</b>
<b>FTE Positions</b>	<b>208.0</b>	<b>207.0</b>	<b>207.0</b>

◆ **Goal 1** To provide value to all of Arizona

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of customers satisfied with Air Quality Programs	96.0	92.5	92.5

◆ **Goal 2** To improve the quality of Arizona's air, land and water

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Annual number of State Implementation Plans (SIP) (new or revisions) submitted to the Environmental Protection Agency (EPA) per fiscal year	7.0	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).	8.0	0.0	0.0
Achieve 90 percent air quality sample data recovery	97.0	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.	4	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	<b>Subprogram Summary</b>
	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	28,154.0	31,790.0	31,790.0
Other Non Appropriated Funds	26.0	0.0	0.0
<b>Program Total</b>	<b>28,180.0</b>	<b>31,790.0</b>	<b>31,790.0</b>
<b>FTE Positions</b>	<b>33.0</b>	<b>34.0</b>	<b>34.0</b>

◆ **Goal 1** To improve the quality of Arizona's air, land and water

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of vehicles that have failed inspection and later brought into compliance (in thousands)	155.6	145.0	145.0

EVA 3.0	<b>Program Summary</b>
	WASTE
	Amanda Stone, Waste Programs Division Director
	Phone: (602) 771-4567
	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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	13,415.0	7,000.0	7,000.0
Other Appropriated Funds	49.0	67.0	67.0
Other Non Appropriated Funds	43,495.0	44,474.0	44,474.0
<b>Program Total</b>	<b>56,959.0</b>	<b>51,541.0</b>	<b>51,541.0</b>
<b>FTE Positions</b>	<b>195.0</b>	<b>195.0</b>	<b>195.0</b>

EVA 3.1	<b>Subprogram Summary</b>
	WASTE CONTROL AND MANAGEMENT
	Amanda Stone, Waste Programs Division Director
	Phone: (602) 771-4567
	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 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 and 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	48.0	45.0	45.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>48.0</b>	<b>45.0</b>	<b>45.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To improve the quality of Arizona's air, land and water

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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)	86.9	84.5	84.5

◆ **Goal 2** To provide value to all of Arizona

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of customers satisfied with Waste Programs Division	95.0	92.5	92.5



◆ **Goal 3** To enhance relationships with the public, regulated community and agency partners

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 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

Michael Fulton, Tank Programs Division Director

Phone: (602) 771-4209

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1.0	22.0	22.0
Other Non Appropriated Funds	32,002.0	32,879.0	32,879.0
<b>Program Total</b>	<b>32,003.0</b>	<b>32,901.0</b>	<b>32,901.0</b>
FTE Positions	122.0	122.0	122.0

◆ **Goal 1** To improve the quality of Arizona's air, land and water

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of SAF direct payable and reimbursement applications processed within 90 days of receipt	99.7	95.0	95.0

EVA 3.3

**Subprogram Summary**

REMEDIATION

Amanda Stone, Waste Programs Division Director

Phone: (602) 771-4567

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	13,415.0	7,000.0	7,000.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	11,493.0	11,595.0	11,595.0
<b>Program Total</b>	<b>24,908.0</b>	<b>18,595.0</b>	<b>18,595.0</b>
FTE Positions	73.0	73.0	73.0

◆ **Goal 1** To improve the quality of Arizona's air, land and water

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Reduce the number of contaminated sites in the Waste Program by initiating response actions at Water Quality Assurance Revolving Fund (WQARF) sites.	0.0	2.0	2.0

EVA 4.0

**Program Summary**

WATER

Henry Darwin, Acting 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,920.0	1,831.0	1,831.0
Other Appropriated Funds	8,723.0	10,632.0	14,384.0
Other Non Appropriated Funds	212,983.0	196,364.0	196,364.0
<b>Program Total</b>	<b>223,626.0</b>	<b>208,827.0</b>	<b>212,579.0</b>
<b>FTE Positions</b>	<b>264.0</b>	<b>263.0</b>	<b>263.0</b>

EVA 4.1 **Subprogram Summary**  
 UNDERGROUND WATER REGULATION  
 Henry Darwin, Acting 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,879.0	1,779.0	1,779.0
Other Appropriated Funds	3,728.0	5,277.0	6,578.0
Other Non Appropriated Funds	687.0	790.0	790.0
<b>Program Total</b>	<b>6,294.0</b>	<b>7,846.0</b>	<b>9,147.0</b>
<b>FTE Positions</b>	<b>82.0</b>	<b>82.0</b>	<b>82.0</b>

◆ **Goal 1** To provide value to all of Arizona

**Performance Measures**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of customers satisfied with Water Quality Division.	98.1	92.5	92.5

◆ **Goal 2** To improve the quality of Arizona's air, land and water

**Performance Measures**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of permit actions for existing groundwater protection permits for mining facilities during each fiscal year.	5.0	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.	96.5	80.0	80.0
Percent reduction in Aquifer protection permit processing time.	18.0	N/A	N/A
Explanation:	FY2009 Measure Only.		

EVA 4.2 **Subprogram Summary**

**SURFACE WATER REGULATION**

Henry Darwin, Acting 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, (10) 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	3.0	0.0	0.0
Other Appropriated Funds	3,157.0	3,181.0	5,556.0
Other Non Appropriated Funds	7,532.0	6,529.0	6,529.0
<b>Program Total</b>	<b>10,692.0</b>	<b>9,710.0</b>	<b>12,085.0</b>
<b>FTE Positions</b>	<b>97.0</b>	<b>113.0</b>	<b>113.0</b>

◆ **Goal 1** To improve the quality of Arizona's air, land, and water.

**Performance Measures**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Annually, attain significant compliance rate of 90 percent for discharge limitations among major surface water dischargers as determined by monitoring data and physical inspection.	97.2	90.0	90.0
Annually, ADEQ will reissue AZPDES permits within 180 days of receipt of a completed and timely AZPDES application.	57.0	70.0	70.0

EVA 4.3      **Subprogram Summary**  
 DRINKING WATER REGULATION  
 Henry Darwin, Acting 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	38.0	52.0	52.0
Other Appropriated Funds	1,838.0	2,174.0	2,250.0
Other Non Appropriated Funds	3,642.0	4,298.0	4,298.0
<b>Program Total</b>	<b>5,518.0</b>	<b>6,524.0</b>	<b>6,600.0</b>
<b>FTE Positions</b>	<b>66.0</b>	<b>49.0</b>	<b>49.0</b>

◆ **Goal 1** To improve the quality of Arizona's air, land and water

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Annually, percentage of population serviced by community water systems (CWS) providing drinking water with no health-based violations will remain at 95 percent.	97.0	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.	95.0	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.	22.6	N/A	N/A
Explanation: FY2008 & FY2009 Measure Only.			

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	201,122.0	184,747.0	184,747.0
<b>Program Total</b>	<b>201,122.0</b>	<b>184,747.0</b>	<b>184,747.0</b>
<b>FTE Positions</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>

◆ **Goal 1** To ensure WIFA's resources are awarded in conformance with Arizona's goals.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of recipients moving from non-compliance to compliance	6.0	7.0	7.0

◆ **Goal 2** To maintain the fiscal integrity of the Funds administered by WIFA and ensure continuous enhancement for future generations.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of total available funds invested	99.6	99.5	99.5
Interest income (in thousands)	5,347.6	8,232.6	8,232.6

◆ **Goal 3** To facilitate access to and efficiently deliver financial and technical assistance.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of weeks to process a loan	5.8	7.0	7.0

◆ **Goal 4** To coordinate with other funding sources, technical resources, and regulatory authorities

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of co-financings	7.0	16.0	16.0

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**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 no discriminatory practices in State government.*

**Description:**

The Governor's Office of Equal Opportunity (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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	219.0	212.0	212.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	69.0	68.0	68.0
<b>Program Total</b>	<b>288.0</b>	<b>280.0</b>	<b>280.0</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

**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 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 equal employment opportunity law and 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 are 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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of state agency Equal Employment Opportunity plans submitted.	104	105	105
Number of state agencies assisted in the preparation of agency-level Equal Employment Opportunity Plans, and in efforts to reach workforce parity	67	70	70
Number of calls answered providing information and assistance regarding Equal Opportunity rules and regulations	572	600	600

◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of persons assisted with employment related complaints	311	350	350
Number of diversity training classes provided	8	10	10
Total training hours provided to state employees	748	900	900

◆ **Goal 3** To achieve and maintain a culturally diverse state government workforce and ensure diverse representation on state Boards and Commissions.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of community organizations contacted by the Governor's Office for Equal Opportunity to help facilitate the dissemination of information regarding employment opportunities	296	250	250
Number of community organizations contacted by GOEO to help facilitate the dissemination of information regarding positions on State Boards and Commissions	231	200	200
Contact with tribes, tribal members and off-reservation native Americans regarding employment, appointment and procurement opportunities with the state	191	300	300
Number of state agencies contacted by GOEO to ascertain their employment needs	62	70	70

◆ **Goal 4** To enhance the growth and development of minority and women-owned business enterprises.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of minority/women-owned businesses contacted and provided with information regarding state contracting opportunities	2,261	2,500	2,500
Number of presentations and informational sessions regarding procurement opportunities	62	50	50
Number of minority/women-owned businesses referred to DOA procurement	112	150	150

◆ **Goal 5** To provide alternative dispute resolution services to state agencies.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of persons trained in mediation	0	10	10
Number of presentations concerning mediation services	5	5	5

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Number of mediation sessions conducted as a result of Governors Office of Equal Opportunity	12	15	15
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## Agency Summary

### STATE BOARD OF EQUALIZATION

John A. Greene, 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 each from 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 seq, 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	602.0	602.0	602.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	602.0	602.0	602.0
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. For 2009, the Board will handle well over 16,000 appeals. A fully staffed Board is designed to handle a third of that number. The Board is grossly understaffed. The Board has had to hold hearings into evenings, Saturdays and the Columbus Day holiday. It anticipates the need for a supplemental in the 2010 budget year and additional funding for 2011. The computer system remains extremely problematic. Any downtime will prevent the SBOE from fulfilling its obligations without additional funding, FTE's, and/or other resources. The Board was unable to meet statutory deadlines in 2009 because of the shortage of Board members and funding.

### Issue 2 Market conditions

The Board is experiencing an exponential upswing in the number of filings. All property types have experienced unprecedented growth and appreciation through 2006 and 2007, but the market then went into a dramatic and precipitous decline which continues to the present date. The Board has received a record shattering number of appeals (well over 13,000 in 2008 and 16,000 in 2009) in part due to these rapid and deep market changes.

The current volatile real estate market conditions have created an unprecedented, unpredictable and difficult property tax appeal environment. The true test of the quality of our automation and electronic filing system came during this market down cycle, which has already and will inevitably result in a substantial increases in the number of petitions for years to come. Other factors are at work and the volume may never subside to earlier levels. Unfortunately, the Board's computer system was not designed for this volume and was swamped at times by tax agents filing hundreds of parcels at one time. There were a number of breakdowns. With the large accounting, law and tax appeal firms becoming more heavily committed to electronic filing, the Board's computer system is in serious need of substantial repair and enhancement. Not only are software enhancements needed, but the hardware is now outdated.

## 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. There is also an effort to obtain legislation that will reduce the number of unnecessary appeals by, among other things, encouraging resolution of disputes at the assessor level, to insure taxpayers will receive competent representation by tax agents and to insure prompt, thorough and fair treatment of taxpayers by the Board by obtaining adequate resources.

- ◆ **Goal 1** To restore sufficient funding in order for the State Board of Equalization to be prepared for a rapidly increasing caseload. This will also ensure that the SBOE is able to adequately staff all hearings in Maricopa and Pima Counties and meet statutory deadlines.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Cost per parcel (in dollars)	0	12	12
Parcels appeals received	85,900	95,000	95,000
Cost per parcel (dollars)	12	12	12
Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Default performance measure	0	1	1

- ◆ **Goal 2** To reduce the cost attributed to petitions and hearings.
- ◆ **Goal 3** To enhance the Board's computer system to handle the greatly increased caseloads and computerize tasks that are still done manually. 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).
- ◆ **Goal 4** To update and obtain necessary approvals of the State Board of Equalization's Rules
- ◆ **Goal 5** To obtain legislation that will reduce the number of unnecessary appeals by, among other things, encouraging resolution of disputes at the assessor level, to insure taxpayers will receive competent representation by tax agents and to insure prompt, thorough and fair treatment of taxpayers by the Board by obtaining adequate resources.



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**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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,044.0	952.0	952.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,044.0</b>	<b>952.0</b>	<b>952.0</b>
<b>FTE Positions</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>

**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 General's 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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.	0/0	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of parole hearings scheduled	701	800	800
Parole hearings held	472	500	500
Percent of parole grants	18	37	37
Commutations	730	800	800
Pardons	50	70	70
Number of revocations	2,529	2,600	2,600
Percent revoked	86	90	90
Video hearings held	201	700	750
Explanation:	Note Problems with the equipment occurred for 1.5 months resulting in telephonic rather than video hearings.		
Telephonic hearings held	1,685	1,700	1,700
Personal hearings held	354	500	500
In Absentia hearings held	1,449	1,500	1,500
Total board hearings held	3,878	4,000	4,000
Hearing officer probable cause hearings held	107	100	100
Probable Cause Hearings Requested	171	200	200
Total Agency FTE's include the critical issue for request of 3 additional headcount: Victim Researcher, Security personnel, Executive Director	13	13	16

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
The legislation to combine the two positions of Executive Director and Chairman will expire on June 30, 2009. 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.	13	13	16

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of victims notified	2,467	2,500	2,500
Officials Notified	21,599	23,000	23,000
Courtesy Notifications	91	100	100
Inmates Notified	793	800	800
Total Notifications Sent	24,950	25,000	25,000

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage complete of research, development, implementation, and maintenance of a Web-site for informational and notification purpose. Research % complete/Development % complete	100/99	100/99	100/99
Percentage complete of research, development, implementation, and maintenance of database for compilation of statistical report. Research % complete/Development % complete	0/0	50/0	100/50

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
To record zero incidents of a security breach into our agency boardroom.	0	0	0

CLA 0.0

**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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ INTERIM EVENTS	3,656.0	7,088.0	7,088.0
➤ STATE FAIR	7,908.0	7,965.0	7,965.0
<b>Agency Total:</b>	<b>11,564.0</b>	<b>15,053.0</b>	<b>15,053.0</b>

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	11,564.0	14,648.0	14,648.0
Other Non Appropriated Funds	0.0	405.0	405.0
<b>Program Total</b>	<b>11,564.0</b>	<b>15,053.0</b>	<b>15,053.0</b>
<b>FTE Positions</b>	<b>182.0</b>	<b>184.0</b>	<b>184.0</b>

**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.

CLA 1.0

**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.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,656.0	6,683.0	6,683.0
Other Non Appropriated Funds	0.0	405.0	405.0
<b>Program Total</b>	<b>3,656.0</b>	<b>7,088.0</b>	<b>7,088.0</b>
<b>FTE Positions</b>	<b>71.0</b>	<b>71.0</b>	<b>71.0</b>

◆ **Goal 1** To increase the number of non-fair rental days.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Non-fair rental days over previous year	9	2	2
New promoters requesting space	12	5	5
Repeat promoters annually	30	26	26

◆ **Goal 2** To maximize the use of existing parking space.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Parking lot rentals	87	72	74
New strategic partners renting parking lots	2	2	2

CLA 2.0

**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.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,908.0	7,965.0	7,965.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>7,908.0</b>	<b>7,965.0</b>	<b>7,965.0</b>
<b>FTE Positions</b>	<b>111.0</b>	<b>113.0</b>	<b>113.0</b>

◆ **Goal 1** To develop partnerships with business, industry, community, and volunteer groups.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
New partners acquired	8	10	12
Exhibit space used by partners for business showcase (square feet)	23,500	25,000	25,100

◆ **Goal 2** To maximize all fair revenue sources.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
New revenue streams identified	4	6	2
New revenue received from alternative sources (in dollars)	49,000	15,000	15,000

◆ **Goal 3** To increase midweek fair attendance.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Increase Wednesday attendance	673	10,000	10,000

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Fair attendance (in thousands)	1,095.43	1,300.0	1,300.0
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◆ **Goal 4** To maximize the satisfaction of fair guests.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of guest service contacts	142	150	162
Improvements implemented	17	17	10

BDA 0.0  
**Agency Summary**  
 STATE DEPARTMENT OF FINANCIAL INSTITUTIONS  
 Thomas L. Wood, Interim Superintendent of Financial Institutions  
 Phone: (602) 771-2800  
 A.R.S. §§ 6-110 et. seq.

#### Mission:

*To regulate financial services 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 two-fold: 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 3,700 entities licensed to conduct business in the State as well as all Arizona citizens receiving services from these regulated companies. That number will soon grow by an estimated 5,000 licensees, as recent legislation requires that loan originators be licensed by the Department beginning July 1, 2010.

#### Agency Summary:

	(\$ Thousands)		
Program	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ OFFICE OF SUPERVISION	5,121.0	3,082.0	4,398.0
➤ OFFICE OF REGULATORY AFFAIRS	1,183.0	1,307.0	2,233.0
➤ RECEIVERSHIPS	126.0	521.0	521.0
<b>Agency Total:</b>	<b>6,430.0</b>	<b>4,910.0</b>	<b>7,152.0</b>

#### Funding and FTE Summary:

(Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	3,305.0	3,213.0	3,725.0
Other Appropriated Funds	0.0	0.0	1,730.0
Other Non Appropriated Funds	3,125.0	1,697.0	1,697.0
<b>Program Total</b>	<b>6,430.0</b>	<b>4,910.0</b>	<b>7,152.0</b>
<b>FTE Positions</b>	<b>71.0</b>	<b>55.0</b>	<b>80.0</b>

#### 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, SB 1028 was signed into law (amended by HB 2143 in July 2009), 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 5,000 new licensees, more than doubling the total number of licensees regulated by the Department.

Despite this new mandate, the Department did not receive an increase in its FY 2010 budget, or any other means of funding its implementation. In order for Arizona loan originators to be licensed by July 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, the "Secure and Fair Enforcement for Mortgage Licensing

Act of 2008" (SAFE Act) was signed into law. This new law gave 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** *FY10 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 budget reductions in FY08, FY09, and FY10.*

The Department faces funding shortfalls for FY10 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). A reduction in the Department's FY08, FY09, and FY10 budgets has compounded the problem, leaving 50% of all examiner positions vacant.

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.

Effective regulation and enforcement actions against both licensed and unlicensed entities who do not comply with Arizona statutes is a fundamental expectation of the regulated community and their customers. Since all of the Department's revenue streams come exclusively from industry sources (i.e., licensing, examination, and annual assessments), the monies generated from banks, credit unions, and licensees' fees and assessments should be used to underwrite the Department's operations. The Department will continue to pursue self-funding as a future funding option.

**Issue 3** *The Department's Information Technology system is outdated and must be modernized. The Department has no IT budget for modernization, dedicated staff, and outside professional services to support business functions.*

The Department's IT system is outdated and must be modernized. However, the Department has no IT budget for modernization, and lacks funding for dedicated staff and outside professional services to support business functions. The lack of funding presents a number of challenges for FY 2010 and beyond, as the Department must:

A) Implement an IT program that supports the Department's and the Government Information Technology Agency's (GITA) objectives and meets statewide and Federal IT requirements.

B) Implement a newly mandated Loan Originator Licensing Program, including:

- The implementation of a National Web-based licensing system for mortgage bankers, mortgage brokers, and loan originators

- The migration of data from the Department's existing licensing system to a new licensing database that is compatible with the Nationwide Mortgage Licensing System (NMLS).

One of the mandates of the SAFE Act is participation in the NMLS. Participation necessitates the migration of the Department's outdated licensing system into an NMLS compatible licensing database.

It is estimated that the Loan Originator Licensing Program will add 5,000 new licensees by July 1, 2010; more than doubling the nearly 3,700 licensees currently maintained in the Department's licensing database.

Without funding, the Department would fail to demonstrate (i) the ability to license loan originators, (ii) the ability to regulate loan originators, and (iii) the ability to successfully interface with the federally approved NMLS database by July 2010. Such action would permit HUD to mandate that Arizona loan originators come under the jurisdiction of the HUD licensing system, rather than the Department's.

c) Provide staff, consumers, and licensees, accurate and timely information through the latest technology and software that streamlines the agency's business processes.

**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 will continue 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.

BDA 1.0  
**Program Summary**  
 OFFICE OF SUPERVISION  
 Robert Charlton, Asst. Superintendent of Financial Institutions  
 Phone: (602) 771-2800  
 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 3,700 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,070.0	1,885.0	2,397.0
Other Appropriated Funds	0.0	0.0	804.0
Other Non Appropriated Funds	3,051.0	1,197.0	1,197.0
<b>Program Total</b>	<b>5,121.0</b>	<b>3,082.0</b>	<b>4,398.0</b>
<b>FTE Positions</b>	<b>49.0</b>	<b>35.0</b>	<b>52.0</b>

◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of licensees scheduled to be examined annually that are examined	45	10	10
Percent of licensees scheduled to be examined biannually that are examined	35	25	25
Percent of licensees scheduled to be examined every third year that are examined	12	0	0
Percent of licensees scheduled to be examined every fifth year that are examined	11	5	5
Percent of licensees examined with no examination schedule requirement	2	2	2
Percent of examinations receiving a satisfactory composite rating	82	80	80

◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Supervisory actions taken based on examination findings	79	70	70
Formal/informal supervisory actions taken	127	225	175

◆ **Goal 3** To improve relations with licensees through the examination process.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of examination reports mailed within 25 days of completion of all examination procedures	66	65	65

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of licensees indicating they receive good or better service from the Department	100	98	98

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**Program Summary**

OFFICE OF REGULATORY AFFAIRS

Robert Charlton, Asst. Superintendent of Financial Institutions  
 Phone: (602) 771-2800  
 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,183.0	1,307.0	1,307.0
Other Appropriated Funds	0.0	0.0	926.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,183.0</b>	<b>1,307.0</b>	<b>2,233.0</b>
<b>FTE Positions</b>	<b>22.0</b>	<b>20.0</b>	<b>28.0</b>

◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Applications processed (home office and branch)	1,157	6,200	1,600
Total applications processed (including renewals)	4,426	9,400	9,800
Licenses/renewals issued	4,266	9,300	9,700

- ◆ **Goal 2** To implement a new licensing program to license all loan originators by July 1, 2010, as mandated by HB 2143.

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of licensed loan originators	0	5,000	5,300
Total number of all licensees	3,679	8,700	9,100
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average days from receipt to approval of license applications (Excluding Banks and Credit Unions)	35	120	90
Percent of license applications approved within 45 days of receipt (excluding Banks and Credit Unions)	62	5	60

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of surveyed applicants who respond they received 'good' or better overall service	99	50	85

- ◆ **Goal 4** To receive and investigate consumer complaints/unlicensed activity and resolve disputes in a prompt and professional manner.

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average number of calendar days from receipt to resolution of regular complaint	183	200	200
Regular complaints filed	976	1,100	1,200
Complaints received and forwarded	270	300	325
Complaints closed (reg and forwarded)	1,446	1,500	1,550
Unlicensed activity identified	65	65	85

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of complainants indicating they receive good or better overall service from the Department	84	75	75

#### Funding and FTE Summary:

(Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	52.0	21.0	21.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	74.0	500.0	500.0
Program Total	126.0	521.0	521.0
FTE Positions	0.0	0.0	0.0

- ◆ **Goal 1** To promptly marshal and liquidate the assets of assigned receiverships.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Open receiverships (at any point in fiscal year)	1	2	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Close 'Landmarc Capital' receivership in FY 2011	0	0	1
Explanation:	Receivership action against Landmarc Capital commenced in June 2009		

BDA 3.0

#### Program Summary

##### RECEIVERSHIPS

Thomas Giallanza, Asst. Superintendent of Financial Institutions

Phone: (602) 771-2800

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.

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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	560.0	560.0	560.0
<b>Program Total</b>	<b>560.0</b>	<b>560.0</b>	<b>560.0</b>
<b>FTE Positions</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

**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 three 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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of investigator recommendations for expedited reviews accepted.	94.21	94	95
Percent of applications approved.	90.47	90	90
Percent of approvals by expedited review.	84.73	85	85
Percent of approvals by administrative hearing.	15.27	15	15

◆ **Goal 2** To provide applicants with timely decisions on their good-cause-exception applications.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of good-cause-exception applications received.	2,032	2,300	2,300
Number of applications disposed.	2,007	2,300	2,300
Ratio of cases opened to cases closed.	1:99	1:1	1:1
Average number of days to dispose.	98.74	100	100
Average number of days spent processing application.	45.06	60	60
Average number of days spent processing application from receipt to expedited review.	20.17	21	20
Percent of applications that undergo an expedited review within 20 days (processing time).	100	100	100
Average days from expedited review to hearing.	41.29	40	40
Percent of applications heard within 60 days of expedited review.	100	100	100
Percent of applications decided within 80 days of hearing.	97.93	100	100

◆ **Goal 3** To develop fair and comprehensible rules, policies, and procedures for determining good cause exceptions.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of good-cause-exception requests received.	3,663	3,900	4,200
Ratio of requests for good cause exceptions to applications submitted.	1:55	1:55	1:55
Percent of applications complete on initial submission.	34.03	40	45

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 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. The Office of the State Fire Marshal enforces the State Fire Code and provides training and education for fire personnel and the general public.

#### Agency Summary:

	(\$ Thousands)		
Program	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ ADMINISTRATION	1,653.0	1,453.0	1,507.0
➤ MANUFACTURED HOUSING	2,813.0	1,642.0	1,642.0
➤ STATE FIRE MARSHAL	1,258.0	969.0	969.0
<b>Agency Total:</b>	<b>5,724.0</b>	<b>4,064.0</b>	<b>4,118.0</b>

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	3,113.0	2,363.0	2,417.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,611.0	1,701.0	1,701.0
<b>Program Total</b>	<b>5,724.0</b>	<b>4,064.0</b>	<b>4,118.0</b>
FTE Positions	49.0	40.0	40.0

#### Strategic Issues:

##### Issue 1 Federal partnership

The Department's continued partnership with the United States Housing and Urban Development Department (HUD) ensures consumers safe and affordable housing constructed to federal standards. An absence of the Department's inspection oversight will result in decreased inspections; thereby, increasing the potential for unsafe construction of homes, and increased costs to consumers through the involvement of 3rd party inspections.

##### Issue 2 Service levels

The Department's plan review and inspection processes for the Office of the State Fire Marshal and the Office of Manufactured Housing will increase significantly due to the resumption of statutory requirements previously completed under voluntary agreements between the State and local jurisdictions. Increased resumption of requirements will extend the Department's timelines for plan review and inspections resulting in decreased levels of service to the citizens of Arizona.

##### Issue 3 Automation

The Department increasingly relies on technology to provide mandated services. Reductions in staffing and funding have delayed the implementation of new technology and the support and maintenance of existing technology. Increasingly outdated technology will negatively

impact the efficiency of the Department's service delivery.

#### Program Summary

MMA 1.0

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.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,252.0	1,063.0	1,117.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	401.0	390.0	390.0
<b>Program Total</b>	<b>1,653.0</b>	<b>1,453.0</b>	<b>1,507.0</b>
FTE Positions	17.0	12.0	12.0

- ◆ **Goal 1** To be responsive and accurate in response to internal and external requests for administrative services.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Relocation forms received	11	20	20
Relocation claims paid	4	20	20
Customer satisfaction rating (Scale 1-5)	4.9	4.9	4.9

- ◆ **Goal 2** To expedite licensing of qualified applicants.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average days from receipt of complete application to granting of license	2	2	2
Licenses issued	207	225	250
Renewals issued	1018	1050	1100
Total individuals or facilities licensed	1420	1450	1500
Tests administered	44	50	55

- ◆ **Goal 3** To rapidly and accurately investigate alleged illegal conduct within the manufactured housing industry.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total number of licenses revoked or suspended	95	95	100
Total investigations conducted	768	750	700
Percent of licensees with disciplinary action	5	5	5
Average calendar days per investigation from start to final adjudication	30	30	30
Percent of investigations resulting in convictions	0	5	5
Percent of investigations resulting in disciplinary enforcement action	2	5	5
Trust account audits	115	100	100
Background investigations	282	275	270
Cease and desist orders issued	16	20	20
Administrative hearings held	77	100	110
Citations and complaints issued	188	200	210

MMA 2.0	<b>Program Summary</b>
	MANUFACTURED HOUSING
Debra Blake, 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	802.0	530.0	530.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,011.0	1,112.0	1,112.0
<b>Program Total</b>	<b>2,813.0</b>	<b>1,642.0</b>	<b>1,642.0</b>
<b>FTE Positions</b>	<b>17.0</b>	<b>15.0</b>	<b>15.0</b>

- ◆ **Goal 1** To ensure safe products for consumers of manufactured/mobile homes and factory-built buildings.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of complaints closed vs. complaints filed	97	98	98

MMA 3.0	<b>Program Summary</b>
	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,059.0	770.0	770.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	199.0	199.0	199.0
<b>Program Total</b>	<b>1,258.0</b>	<b>969.0</b>	<b>969.0</b>
<b>FTE Positions</b>	<b>15.0</b>	<b>13.0</b>	<b>13.0</b>

- ◆ **Goal 1** To increase life safety and property conservation through fire code enforcement.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of enforcement inspections for new construction	863	800	800
General commercial and licensed facilities inspections	122	100	100
Scheduled - State, County, DOC, school buildings inspections	1148	600	500

- ◆ **Goal 2** To reduce hazards to life and property through firefighter training.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of persons trained in fire and life safety issues	0	0	0
Annual fire school attendance	777	900	900
Area training sessions held	158	160	180
Area training sessions' attendance	2778	2800	3000
Certification test administered	1763	1850	2400

- ◆ **Goal 3** To ensure public safety by the review of plans for construction, permitting, and the removal of petroleum tanks under DEQ requirements.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average days from request for inspection to actual inspection of tank removal	7	10	10
Total tank inspections	255	250	250
Average number of days from receipt of plan submittal to initial plan review	30	30	40

FOA 0.0                      **Agency Summary**  
STATE FORESTER  
Victoria Christiansen, State Forester  
Phone: (602) 771-1412  
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, utilizing state and private Forestry programs, and 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ STATE FORESTER	30,323.0	32,149.0	32,149.0
➤ EASTERN COUNTIES ENVIRONMENT GRANTS	0.0	75.0	75.0
<b>Agency Total:</b>	<b>30,323.0</b>	<b>32,224.0</b>	<b>32,224.0</b>

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	3,525.0	3,461.0	3,461.0
Other Appropriated Funds	0.0	3,075.0	3,075.0
Other Non Appropriated Funds	26,798.0	25,688.0	25,688.0
<b>Program Total</b>	<b>30,323.0</b>	<b>32,224.0</b>	<b>32,224.0</b>
<b>FTE Positions</b>	<b>74.0</b>	<b>67.0</b>	<b>67.0</b>

**Strategic Issues:**

**Issue 1** *Fire threat is ever-present and Arizona has wildland fire risk year-round. Expansion of the wildland/urban interface has placed more residents in jeopardy and more of a burden on responders and already strained rural fire departments.*

Effective mitigation of the wildfire hazards in the wildland/urban interface will require a cooperative effort of Federal, state, local, Tribal 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 to improve forest landscapes and in rural areas and the urban interface.

FOA 1.0                      **Program Summary**  
STATE FORESTER  
Victoria Christiansen, State Forester  
Phone: (602) 771-1412  
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, state, Federal and Tribal 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 State and Private Forestry programs, 22,400,000 acres of state and private land are protected and the forestry landscapes improved.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	3,525.0	3,461.0	3,461.0
Other Appropriated Funds	0.0	3,000.0	3,000.0
Other Non Appropriated Funds	26,798.0	25,688.0	25,688.0
<b>Program Total</b>	<b>30,323.0</b>	<b>32,149.0</b>	<b>32,149.0</b>
<b>FTE Positions</b>	<b>74.0</b>	<b>67.0</b>	<b>67.0</b>

◆ **Goal 1** To provide technical fire, forest health, and forestry management assistance to urban and rural private land owners.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Forestry Division assists private forest landowners in preparing management plans annually	900	1,300	1,300
Total acres of private forest land under management (1,000 acres)	1,777	1,778	1,781
Acres treated on private forest and range lands each year	4,500	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	13,310	6,100	6,100

◆ **Goal 2** To improve forestry landscapes and prevent and suppress wildfires on Trust and private lands, including urban interface safely, effectively and efficiently by assisting 85% of rural fire departments, and containing 93% of forest fires to less than 100 acres.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of fires controlled at 100 acres or less	93	93	93
Rural firefighters assisted with training and equipment	1,568	1,500	1,500
Percent of fire departments under cooperative agreement to provide fire control support	88	88	88
Percent of fire bills processed for payment within 30 days	88	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	93	90	92

**Program Summary****EASTERN COUNTIES ENVIRONMENT GRANTS**

Victoria Christiansen, State Forester

Phone: (602) 771-1412

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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	75.0	75.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>0.0</b>	<b>75.0</b>	<b>75.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To represent and advocate for Greenlee, Graham, Gila, Navajo and Apache Counties in terms of environmental issues

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Representation Requests	0	40	40
Explanation:	Number of forest health/environmental policy groups requesting representation from members of five eastern counties		
Environmental Impact Statement	0	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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Regional Meetings	0	35	35
Explanation:	Number of meetings with District Rangers and Forest Supervisors		
Requests for Comment	0	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	334.0	351.0	351.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	334.0	351.0	351.0
FTE Positions	4.0	4.0	4.0

#### Strategic Issues:

##### Issue 1 Technology Funding

Technology funding had been planned based upon the prior fund balances anticipated by the Board. Prior to recent fund sweeps the Board had scheduled to update existing computer equipment. The board will continue to update technology as the budget permits.

##### 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.

##### Issue 3

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Applications received	1790	1800	1820
Licenses issued	1736	1800	1820
Applications denied	0	1	1
Average days to process license	60	60	60
Number of investigations	9	15	20
Number of inspections	50	100	150
Number of complaints received	48	50	50
Average number of days to investigate	60	60	60
Average number of days to renew license	7	7	7

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of consumers receiving	QR	QR	QR

pamphlet determined through information received through complaint investigations.

Number of complaints received as a measure to determine the effectiveness of boards education efforts for both licensee and consumer.

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Complaints processed	9	15	20
Disciplinary actions taken	9	15	20
Number of complaints received	48	50	50
Average days to renew license	7	7	7
Average days to investigate complaint	60	60	60
Number of licenses	1836	1850	1870

**Agency Summary****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 is the state agency charged with the conservation, enhancement and restoration of Arizona's wildlife resources and habitats, and with the regulation and enforcement of watercraft and off-highway vehicles. The Department manages Arizona wildlife populations through the operation of hunting and fishing license programs, enforcement actions for the unlawful taking of game, and wildlife habitat protection and development.

**Agency Summary:**

(\$ Thousands)

Program	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ CENTRAL ADMINISTRATIVE SERVICES	3,224.0	4,325.0	4,325.0
➤ GAME MANAGEMENT	5,832.0	9,866.0	10,188.0
➤ SPORTFISH MANAGEMENT	16,539.0	24,924.0	25,471.0
➤ NONGAME AND ENDANGERED WILDLIFE	31,819.0	35,071.0	35,881.0
➤ OFF-HIGHWAY VEHICLE / WATERCRAFT	22,539.0	29,956.0	30,797.0
<b>Agency Total:</b>	<b>79,953.0</b>	<b>104,142.0</b>	<b>106,662.0</b>

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

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	30,501.0	39,924.0	40,983.0
Other Non Appropriated Funds	49,452.0	64,218.0	65,679.0
<b>Program Total</b>	<b>79,953.0</b>	<b>104,142.0</b>	<b>106,662.0</b>
<b>FTE Positions</b>	<b>644.0</b>	<b>644.0</b>	<b>644.0</b>

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,002.0	4,100.0	4,100.0
Other Non Appropriated Funds	222.0	225.0	225.0
<b>Program Total</b>	<b>3,224.0</b>	<b>4,325.0</b>	<b>4,325.0</b>
<b>FTE Positions</b>	<b>26.0</b>	<b>26.0</b>	<b>26.0</b>

- ◆ **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.

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of employees that feel that the job they do is important.	90.8	95	95
Explanation:	% of employees answering "agree" or "strongly agree" in annual survey.		
Overall job satisfaction.	80.1	80	80
Explanation:	% of employees answering "agree" or "strongly agree" 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 opportunity for all hunters where possible. This includes efforts to recruit new and retain existing hunters.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,306.0	4,422.0	4,642.0
Other Non Appropriated Funds	3,526.0	5,444.0	5,546.0
<b>Program Total</b>	<b>5,832.0</b>	<b>9,866.0</b>	<b>10,188.0</b>
<b>FTE Positions</b>	<b>46.0</b>	<b>46.0</b>	<b>46.0</b>

- ◆ **Goal 1** To maintain the natural diversity of game populations in Arizona, while providing sustainable recreational opportunities.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Hunter recreation days (millions)	1.59	1.4	1.4
Explanation:	This includes both big and small game hunting days.		
Ratio of number of big game permit tags to the number of people applying	.53	.40	.40
Number of hunting licenses sold.	188,215	187,000	187,500
Explanation:	Data reflect all hunting licenses and combination licenses.		
Number of habitat improvements by AGFD.	162	60	60
Explanation:	Due to decreases in some funding sources expect fewer improvements in future years.		
Number of Hunter Education graduates.	2,959	3,650	3,800
Explanation:	Number of Hunter Education graduates.		

GFA 3.0

**Program Summary**

SPORTFISH MANAGEMENT

Bob Broscheid, Asst. Director Wildlife Management Divisionb

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,819.0	7,184.0	7,259.0
Other Non Appropriated Funds	10,720.0	17,740.0	18,212.0
<b>Program Total</b>	<b>16,539.0</b>	<b>24,924.0</b>	<b>25,471.0</b>
<b>FTE Positions</b>	<b>173.0</b>	<b>173.0</b>	<b>173.0</b>

- ◆ **Goal 1** To increase public awareness of Arizona's sportfishing resources.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of anglers satisfied with angling information products and services.	80	80	80

- ◆ **Goal 2** To provide recreational opportunities for sportfishing.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Angler Recreation Days (millions)	5.5	5.5	5.4
Explanation:	Angler Recreation Days (millions)		
Percent of anglers satisfied with their angling experiences.	75	80	75
Number of urban lake fishing angler days.	675,00	645,000	650,000
Number of urban fishing licenses sold	30,614	42,500	43,500
Explanation:	Previous reports included all urban fishing related licenses sold. This number includes only Class U licenses.		
Total number of fishing licenses sold.	331,894	350,000	350,000
Explanation:	FY 08 includes only fishing related licenses. FY 07 included stamps.		
Pounds of fish produced in Department hatcheries.	396,679	400,000	400,000

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**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	11,794.0	13,392.0	13,767.0
Other Non Appropriated Funds	20,025.0	21,679.0	22,114.0
<b>Program Total</b>	<b>31,819.0</b>	<b>35,071.0</b>	<b>35,881.0</b>
<b>FTE Positions</b>	<b>207.0</b>	<b>207.0</b>	<b>207.0</b>

- ◆ **Goal 1** To maintain and restore the natural diversity of Arizona's nongame and watchable wildlife.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of Landowner Incentive Projects (LIP) that were signed.	6	5	5
Explanation: Number of Landowner Incentive Projects (LIP) that were signed.			
Number of Safe Harbor Agreements and Conservation Agreements signed.	0	3	3
Explanation: Although no new SHA's were signed, 7 certificates of inclusions were added to pre-existing SHA's			
Number of Department-sponsored or Department-involved watchable wildlife events.	60	45	45
Explanation: Includes festivals, expos, and workshops			

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	7,580.0	10,826.0	11,215.0
Other Non Appropriated Funds	14,959.0	19,130.0	19,582.0
<b>Program Total</b>	<b>22,539.0</b>	<b>29,956.0</b>	<b>30,797.0</b>
<b>FTE Positions</b>	<b>192.0</b>	<b>192.0</b>	<b>192.0</b>

- ◆ **Goal 1** To provide law enforcement needed to ensure the boating public is provided a safe/enjoyable experience.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of Arizona Game and Fish Department watercraft enforcement hours	10,929	17,500	17,500
Explanation: Decrease may be due to vacant positions and fewer recreation days (economy).			
Number of observed watercraft violations	1,252	1,000	1,000
Explanation: Decrease may be due to vacant positions and fewer recreation days (economy).			
Number of watercraft Operation Under Influence of alcohol (OUI) arrests by Department officers.	89	70	70
Explanation: Number of watercraft Operation Under Influence of alcohol (OUI) arrests by Department officers.			
Number of watercraft accidents in which alcohol was a contributing factor.	11	25	25
Explanation: Number of watercraft accidents in which alcohol was a contributing factor.			

- ◆ **Goal 2** To provide excellent customer service to all individuals registering a watercraft in Arizona.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of watercraft registered in Arizona	142,765	145,000	145,000
Explanation: Number of watercraft registered in Arizona			
Watercraft registration renewal processing time by mail (in days)	4	4	4
Explanation: Watercraft registration renewal processing time by mail (in days)			
Percent of watercraft registration handled through the internet.	34.6	38	40

- ◆ **Goal 3** To provide boaters with safety-training education and information materials to maximize boater safety and enjoyment on the State's waterways.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of watercraft user contacts	2,178	11,000	11,000



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made by field officers

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	815	900	1000
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Explanation: Number of students completing Arizona Game and Fish Department sponsored watercraft safety classes

Dollars available through boating safety grants.	0	575,000	575,000
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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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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Number of off-highway user contacts by Arizona Game and Fish Department field officers	5,500	10,000	10,000
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Explanation: Decrease may be due to vacant positions and fewer recreation days (economy).

Number of OHV enforcement hours.	3,353	12,300	12,300
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Explanation: Past reports have included public information efforts. This estimate includes Enforcement only.



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**Agency Summary**

DEPARTMENT OF GAMING

Mark Brnovich, 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ ENFORCEMENT	9,953.0	11,196.0	12,262.0
➤ CERTIFICATION	1,891.0	1,986.0	1,986.0
<b>Agency Total:</b>	<b>11,844.0</b>	<b>13,182.0</b>	<b>14,248.0</b>

**Funding and FTE**

Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	11,844.0	13,182.0	14,248.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>11,844.0</b>	<b>13,182.0</b>	<b>14,248.0</b>
<b>FTE Positions</b>	<b>123.0</b>	<b>123.0</b>	<b>123.0</b>

**Strategic Issues:**

**Issue 1    *Maintain 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. The State and the Arizona Indian tribes that sought to conduct gaming activities negotiated formal agreements required by federal law. Those formal agreements are known as Tribal-State gaming compacts. The Tribal-State compacts provide a regulatory framework whereby the State and tribes share responsibility for regulating Class III gaming operations. Each compact is unique due to the State's co-regulatory role set forth in the compacts.

**Issue 2    *Adapt to the rapid changes in technology in the industry***

Developments in gaming technology are transforming the gaming industry and, consequently, the way the Department regulates 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    *Improve the Department's 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. The Department also 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.

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**Program Summary**

ENFORCEMENT

Dan Bergin, 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	9,953.0	11,196.0	12,262.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>9,953.0</b>	<b>11,196.0</b>	<b>12,262.0</b>
<b>FTE Positions</b>	<b>95.0</b>	<b>95.0</b>	<b>95.0</b>

◆ **Goal 1**    To assure compliance with compact provisions and internal control requirements

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total number of compact compliance reviews accomplished	13	15	15
Percentage of facilities reviewed for compact compliance reviews	100	100	100

◆ **Goal 2**    To maintain communication with tribal officials

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total number of machines inspected and certified	16,110	13,600	13,600
Percent of all gaming devices certified	99.9	100	100

◆ **Goal 4**    To provide treatment and education regarding problem

gambling				Total number of denials, revocations, and suspensions	2	2	2
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>	Percent of temporary certifications issued within 20 days	100	95	95
Average number of problem gambling calls received per month on the help line	49.83	72	78	Level of satisfaction by applicants regarding process (percent)	100	95	95
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>				
Number of individuals receiving treatment services	1,130	1250	1500				

GMA 2.0

**Program Summary**

CERTIFICATION

Dan Bergin, 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,891.0	1,986.0	1,986.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,891.0</b>	<b>1,986.0</b>	<b>1,986.0</b>
<b>FTE Positions</b>	<b>28.0</b>	<b>28.0</b>	<b>28.0</b>

#### ◆ Goal 1 To Ensure the Suitability of Individuals Employed by the Tribal Casinos

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total number of individual applications received	8,999	12,000	12,000
Total number of days elapsed from receipt of completed application to the issuance of temporary certification	6.79	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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total number of new or initial applications received	296	225	245
Total number of permanent certifications issued	115	155	165
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	181	250	265

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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	962.0	866.0	1,936.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,530.0	1,360.0	1,405.0
<b>Program Total</b>	<b>2,492.0</b>	<b>2,226.0</b>	<b>3,341.0</b>
<b>FTE Positions</b>	<b>23.0</b>	<b>20.0</b>	<b>30.0</b>

**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.**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
New maps/reports released by AZGS staff	22	14	14
Number of geologic and related maps of Arizona	50	6	6
Number of reports that describe geologic hazards and resources in Arizona	6	2	2
Number of reports released to inform citizens not trained in geology (Down-to-Earth Series)	3	1	1
Number of reports published by other groups	17	10	10
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of talks given or fieldtrips led	34	40	40
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
# of state agencies and bodies for whom AZGS serves as a science support provider	20	15	15

**◆ Goal 2 To inform the public about geologic processes, natural hazards, and natural resources in Arizona.**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of reports released to inform citizens not trained in geology (Down-to-Earth Series)	3	2	2
Number of seminars and workshops presented to non-technical audiences	0	2	2
Number of interviews and presentations through the news media	50	20	20

**◆ Goal 3 To distribute geologic maps, reports, and data efficiently with high customer satisfaction.**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent increase (decrease) in number of publications sold	-2.8	2	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	3908	4000	4000
Explanation:	Hard copy maps are less popular because people use internet downloads		
Technical maps and reports sold	2281	2300	2300
Explanation:	More info is available online now.		
Percent increase (decrease) in sales of technical maps and reports	-2.5	0	0
Explanation:	The market is changing as more things are available to be downloaded.		
Number of non-technical reports sold	3861	4000	4000
Explanation:	We carry more general interests books on Arizona now.		
Percent increase (decrease) in sales of non-technical reports	21	8	8
Explanation:	Less technical things are selling, more interest in general use/recreation		
Quality of products sold, 1-5 (highest) scale	4.5	4.8	4.8
Numbers of products released or Number of digital maps/reports downloaded	100000	50000	50000
Explanation:	4mb = 400 updates to databases. 5000 = # of files downloaded		

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of orders filled the same day received	98	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of permits issued to drill a well	16	6	6
Average days to issue a permit	3	5	5

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Compliance and safety inspections made	29	28	28
Number of gas-storage wells	14	14	14
Number of deficiencies found during inspections	0	2	2

GTA 0.0  
**Agency Summary**  
 GOVERNMENT INFORMATION TECHNOLOGY AGENCY  
 Chad Kirkpatrick, 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 IT direction for both infrastructure and security/privacy concerns. GITA also serves as a primary focal point for coordination of all IT projects across the state with development costs over \$25,000 that are monitored for potential schedule and cost overruns of which GITA has authority for suspension of expenditures, if risks and slippages are deemed excessive. In collaboration with the Information Technology Authorization Committee (ITAC), comprised of public and private sector members, GITA also monitors and tracks IT projects over \$1 million in total costs. In addition, under ARS 41-3541, GITA is responsible for the design and development of real-time interoperable communications between local, county, state, tribal and federal public safety organization through the Public Safety Communications Commission (PSCC).

#### Agency Summary:

Program	(\$ Thousands)		
	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ STATEWIDE INFORMATION SECURITY AND PRIVACY OFFICE (SISPO)	4,493.0	8,679.0	8,661.0
➤ PUBLIC SAFETY COMMUNICATIONS COMMISSION	640.0	819.0	819.0
<b>Agency Total:</b>	<b>5,133.0</b>	<b>9,498.0</b>	<b>9,480.0</b>

#### Funding and FTE

Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,065.0	819.0	819.0
Other Appropriated Funds	3,650.0	7,396.0	7,396.0
Other Non Appropriated Funds	418.0	1,283.0	1,265.0
<b>Program Total</b>	<b>5,133.0</b>	<b>9,498.0</b>	<b>9,480.0</b>
<b>FTE Positions</b>	<b>30.0</b>	<b>29.0</b>	<b>29.0</b>

#### Strategic Issues:

##### Issue 1 Modernized State IT infrastructure through Strategic Planning

GITA seeks to align our state's technology with the vision and business needs of Arizona State government. By doing this we will build a cohesive and unified plan that fully represents the technology needs and direction of Arizona government. By building a consensus across state agencies and developing a technologies strategy, and by ensuring goals and programs have state government in mind, Arizona will be poised to take advantage of the costs savings and innovation available through enterprise-wide approaches. The advancement of a common IT infrastructure across the state is continuing through promoting management practices and technology which increase efficiencies and yield cost savings as well as aligning the State IT infrastructure to a common statewide model utilizing

standardization and reuse. The philosophy advocated by GITA is to use target technology and push adherence to open systems allowing for agency infrastructure upgrades and new capabilities to be implemented in an orderly, efficient manner. GITA is focused on promoting standardization of technology software and hardware that allows the state to leverage economies of scale and reduce duplication of effort. These targeted technologies will be identified in conjunction with state agencies and will be incorporated into the GITA published standards 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 interoperability. With the overall framework and infrastructure of Arizona's IT Strategic Plan for the future, partnerships and collaboration among state agencies for new and innovative capabilities will provide greater business and technical efficiencies and drive cost effectiveness for state government.

##### Issue 2 Improved Public Service Delivery

New technologies, such as the deployment of web portal services offer the opportunity to provide citizens a greater level of service with ease of access at lower costs. GITA has created the state Web portal to increase government accessibility to citizens and business to enable more efficient and effective administration through use of the Internet as a direct communications vehicle. Continuing enhancements include licensing tools, credit card processing and report services, an improved Google search engine, and ready availability of webmaster services to maintain consistent look and feel to website designs. In FY 2009, the portal will finish the transition of web software applications and services to a new contract service provider. Enriching the quality of life for Arizonans through the leverage of automation of both health and human services and the enhancement of rural telecommunications infrastructure are other key focal points for the state moving forward. E-health is the use of electronic medical records to improve accuracy and availability of healthcare and an important initiative spearheaded by GITA supporting 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. Rural Broadband development for infrastructure and the delivery of Internet services for rural and remote areas of the state is another key initiative in driving economic growth for Arizona. Broadband projects from Superior, Goodyear, Sahuarita, Eloy, Florence, and other smaller cities are stimulating better communications and improved economic development.

##### Issue 3 Accessibility and Transparency through the American Recovery & Reinvestment Act (ARRA).

Reporting on the ARRA stimulus dollars spent in Arizona is more than just the direct relaying of numbers- it's creating transparency in government. GITA will guide the way in reporting the distribution of funds to programs and projects in Arizona with new technology that allows every level of customer to interact with the available information. With the creation of an enterprise wide reporting system, agencies will strive to achieve new levels of democratization of information and interaction with all stakeholders. While meeting Federal standards, we as a state will gain a better understanding of how the flow of our funds affects the state as an enterprise to further improve better decision-making skills and knowledge management. Key enhancements to the existing State Web portal will be made to provide web-site information as Arizona's one-stop-shop on the federal stimulus dollars are made available to Arizona through the American Recovery and Reinvestment Act (ARRA) of 2009. Such services will enable the public and private sectors to track expenditures in an open, accountable and transparent manner.

##### Issue 4 Cost Savings through enhanced information technology project management

Fiscal prudence should be a rule in times of tight budget constraints. We at GITA are emboldened to improve project management practices across Arizona government to increase efficiencies, reduce risk and improve fiscal responsibilities related to IT project deliverables. GITA provides oversight and monitoring of large-scale, high risk IT projects for the executive branch of state government through industry best practices and statewide standards to reduce overall risks and successful deliver of services. IT project reviews and monitoring include scope, roles, responsibilities, change control, schedule, cost containment, and risk assessment. Prior to project startup, 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 Information Technology Authorization Committee (ITAC) under the auspices of the state CIO. To further promote project successes for the state GITA implemented a project management certification program through AZGU and the Project Management Institute (PMI) in training IT project managers on industry methods and principles of effective project management. A certified project manager is now required for any high risk or high dollar state project. In conjunction with the project management certification process, GITA is also looking to promote the use of industry best practice standardized tooling and processes for project delivery. All of these areas will drive stronger project management controls and competencies within the State.

#### Issue 5 Information Security and Privacy

GITA's plans for state government is developed and executed on the basis of solid and dependable information. GITA has developed a proactive approach to defending the state's infrastructure and data/information that make up our state government. Through strict methods of monitoring and measurement of compliance we have designed a depth and defense strategy that protects confidential information transported and stored within the state from its potential misuse regardless of platform or media. 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 Commission, 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 to sustaining continuity of government in both everyday and crisis situation.

#### GTA 1.0

#### Program Summary

STATEWIDE INFORMATION SECURITY AND PRIVACY OFFICE (SISPO)  
Jim Ryan, Chief Information Security Officer,  
Phone: (602) 364-4771  
A.R.S. § 41-3507, EO 2008-2010

#### Mission:

*To establish a strategic plan that facilitates and coordinates with each executive branch agency for that agency to develop and operationalize information security and privacy policies and standards that monitor the use and protection of citizen information, State information assets and critical infrastructure.*

#### Description:

As the concurrent issues of Information Security and Privacy become more complex and interdependent in today's political, economic, and technological environment, State agencies have an increasing responsibility to protect personal information and infrastructure. The impact of loss of Personally Identifiable Information (PII) (i.e., confidential information), trade secrets, intellectual property and sensitive information, can cause emotional distress, erode confidence in government, involve identity theft, financial loss and lead to costly damage for individuals, businesses, and the government agencies responsible for safeguarding the information.

Information security and protection of private or sensitive information affects all areas of State business and have traditionally been managed as an IT expenditure. The public sector's increasing dependency on e-commerce to deliver services efficiently combined with the growth of cyber crime and terrorism throughout Arizona, nationally and globally have elevated information security and privacy practices to an essential part of how the State conducts business. The ubiquitous and open nature of the Internet and its ever-growing list of vulnerabilities require every individual and organization (public and private) to proactively prevent incidents that could interrupt critical service delivery and jeopardize its customers. The actualization any of these threats could have severe long term consequences for the State and erode citizen trust in government. State government has ongoing challenges to preserve the integrity of its infrastructure and information while adapting to new electronic business practices such as consolidation, social networks, selected freeware products, "cloud computing", handheld wireless devices and continued vigilance to thwart the growing list of technology threats.

Arizona must take the initiative to develop a comprehensive information security and privacy framework that spans all State business processes whether paper-based records or electronic/digital records -- to making digital information available to business partners and for public requests. This initiative will determine which solutions best support the State's technology infrastructure and all information-driven business of government. These solutions must support initiatives sponsored by Homeland Security's critical infrastructure protection mandates, be easy to use and cost effective. They must also integrate with proven security and privacy strategies and provide continuous coordination statewide and with each agency to assess information practices and for compliance with SISPO and state prescribed policies and standards.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	425.0	0.0	0.0
Other Appropriated Funds	3,650.0	7,396.0	7,396.0
Other Non Appropriated Funds	418.0	1,283.0	1,265.0
<b>Program Total</b>	<b>4,493.0</b>	<b>8,679.0</b>	<b>8,661.0</b>
<b>FTE Positions</b>	<b>24.0</b>	<b>23.0</b>	<b>23.0</b>

- ◆ **Goal 1** To implement a Statewide Information Security and Privacy Plan.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of completion for detail plans	50	75	80



◆ **Goal 2** To Implement Effective and Enforceable Information Security and Privacy Policies and Standards.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of completion for detail policies for Information Security and Privacy.	50	75	80

◆ **Goal 3** To periodically Assess IT Infrastructure and Security countermeasures for cyber crime, terrorism activities and other threats and vulnerabilities.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of completion for countermeasures assessments.	0	0	0

Explanation: Inadequate staffing to achieve goal #3 in the immediate future.

◆ **Goal 4** To perform compliance reviews of security and privacy policies and standards.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of completed agency TISA assessments.	75	90	80

◆ **Goal 5** To monitor incident responses and technology security alert notifications.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of reported critical incidents responded to within SISPO defined policy.	50	75	80
Percent of alert notifications issued within SISPO defined policy.	50	75	80

◆ **Goal 6** To provide privacy protection measures for state government.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of agencies completing privacy assessment.	18	50	80
Percent of agencies reporting and responding Privacy related incidents as required by SISPO policy.	6	50	80
Percent of agencies that comply with state and SISPO information breach notification process.	3	50	80

◆ **Goal 7** To assess the State's Information Security Program's effectiveness.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of agency IT Security plans that have gap closure plans documented in PARIS.	50	75	80

◆ **Goal 8** To provide Education, Training and Awareness of Security and Privacy programs.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of Group 2 agencies participating in IT Security and Privacy Awareness Training.	50	75	80
Percent of agencies participating in privacy policy awareness training.	0	50	80

GTA 2.0

**Program Summary**

PUBLIC SAFETY COMMUNICATIONS COMMISSION

Lisa Dee Meyerson, Statewide Interoperability Coordinator

Phone: (602) 364-4780

A.R.S. §§ 41-3541, 41-3542

**Mission:**

*To advance interoperable communications between local, county, state, tribal, and federal public safety entities in Arizona to effectively protect lives and property during multi-discipline and multi-jurisdictional incidents and events.*

**Description:**

The Public Safety Interoperable Communications (PSIC) Office in the Government Information Technology Agency (GITA) is responsible for advancing interoperable communications in Arizona in accordance with Arizona's Statewide Communication Interoperability Plan (SCIP). The PSIC Office also provides support to the Public Safety Communications Advisory Commission (PSCC) and the Statewide Interoperability Executive Committee (SIEC) in performance of their interoperable communications advisory missions.

**Funding and FTE**

**Summary:** (Thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	640.0	819.0	819.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>640.0</b>	<b>819.0</b>	<b>819.0</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

◆ **Goal 1** To advance public safety interoperable communications statewide.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of SCIP assessed and updated as required during the annual review.	0	100	100

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of SCIP aligned with the National Emergency Communications Plan as required by the US Department of Homeland Security.	0	100	100

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of Arizona homeland security regions represented on and participating in the SIEC and its Workgroups, collectively.	0	100	100

GVA 0.0

**Agency Summary****OFFICE OF THE GOVERNOR**

Janice K. Brewer, 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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	6,750.0	7,605.0	7,605.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	23,606.0	20,063.0	16,441.0
<b>Program Total</b>	<b>30,356.0</b>	<b>27,668.0</b>	<b>24,046.0</b>
<b>FTE Positions</b>	<b>31.0</b>	<b>25.0</b>	<b>20.0</b>

- ◆ **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**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Legislation signed by the Governor.	215	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**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of citizens responded to within 30 days.	NA	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**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Appointments made within judiciary, executive branch, and boards and commissions.	NA	450	450
Explanation:	0		

OSP 0.0

**Agency Summary**

GOVERNOR'S OFFICE OF STRATEGIC PLANNING AND BUDGETING

John Arnold, 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,147.0	2,155.0	2,155.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,147.0</b>	<b>2,155.0</b>	<b>2,155.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To advocate for the adoption of a balanced, fiscally prudent state budget which reflects the priorities and programs of the Governor.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of state agencies loading budgets into the Arizona Financial Information System (AFIS).	72	75	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of participants rating budget and planning training as excellent or good.	93.2	95	95
Percent of agencies submitting budget information electronically.	90	95	95
Percent of agencies submitting Master List of State Government Programs information electronically.	100	100	100

**Agency Summary****DEPARTMENT OF HEALTH SERVICES**

Will Humble, Interim 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ ADMINISTRATION	24,970.6	25,239.8	25,239.8
➤ LICENSING SERVICES	16,433.2	14,797.6	14,797.6
➤ BEHAVIORAL HEALTH SERVICES	1,670,957.6	1,755,514.1	1,992,229.2
➤ ARIZONA STATE HOSPITAL	69,310.3	69,108.2	69,108.2
➤ PUBLIC HEALTH SERVICES	446,307.5	433,077.6	457,326.2
<b>Agency Total:</b>	<b>2,227,979.2</b>	<b>2,297,737.3</b>	<b>2,558,701.0</b>

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

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	538,482.5	458,168.3	540,637.9
Other Appropriated Funds	61,752.4	80,411.0	80,411.0
Other Non Appropriated Funds	1,627,744.3	1,759,158.0	1,937,652.1
<b>Program Total</b>	<b>2,227,979.2</b>	<b>2,297,737.3</b>	<b>2,558,701.0</b>
<b>FTE Positions</b>	<b>2,391.8</b>	<b>2,230.9</b>	<b>2,256.0</b>

**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**

Will Humble, Interim Director

Phone:

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	13,730.8	13,696.3	13,696.3
Other Appropriated Funds	9,839.9	10,143.6	10,143.6
Other Non Appropriated Funds	1,399.9	1,399.9	1,399.9
<b>Program Total</b>	<b>24,970.6</b>	<b>25,239.8</b>	<b>25,239.8</b>
<b>FTE Positions</b>	<b>240.0</b>	<b>222.3</b>	<b>222.3</b>



**HSA 1.1 Subprogram Summary**

**DIRECTOR'S OFFICE**

Janet A. Mullen, PhD, MBA, Deputy Director for Health Services 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,540.4	2,686.1	2,686.1
Other Appropriated Funds	2,076.3	2,140.4	2,140.4
Other Non Appropriated Funds	634.9	634.9	634.9
<b>Program Total</b>	<b>5,251.6</b>	<b>5,461.4</b>	<b>5,461.4</b>
<b>FTE Positions</b>	<b>64.2</b>	<b>58.3</b>	<b>58.3</b>

◆ **Goal 1** To ensure a diverse, motivated and well trained staff.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of agency staff turnover	14.7	17.5	14.7
Percent of DHS workforce who are minorities	36	36	36
Number of EEO complaints	9	8	8
Number of EEO complaints dismissed	4	8	8
Number of agency training hours delivered by DHS	17,514	11,000	12,000

◆ **Goal 2** To provide legal services to the Department and review the recommended decisions from the Office of Administrative Hearings and Administrative Law Judges and revise or reverse, as necessary.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of scheduled administrative hearings	545	550	575

◆ **Goal 3** To ensure the proper release of records requested for Human Subjects Research.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
HSRB/IRB research projects/studies requests for submission packet processed	39	50	50
HSRB/IRB final determinations by Board on projects/studies submitted	25	45	45

◆ **Goal 4** To ensure that services and programs are administered efficiently.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Administration as a percent of total cost	1	2	2
Number of warehouse requests processed per fiscal year	3,020	2,800	2,800

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	6,468.2	5,973.1	5,973.1
Other Appropriated Funds	6,591.8	6,795.2	6,795.2
Other Non Appropriated Funds	129.8	129.8	129.8
<b>Program Total</b>	<b>13,189.8</b>	<b>12,898.1</b>	<b>12,898.1</b>
<b>FTE Positions</b>	<b>90.5</b>	<b>84.6</b>	<b>84.6</b>

◆ **Goal 1** To improve services by developing mutually beneficial relationships with our customers through partnerships.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of procurement and business related training sessions conducted	2	3	3
Number of customers trained	62	100	100

◆ **Goal 2** To implement and continually enhance a business system that satisfies and anticipates customer needs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average days to process purchase and contract requisitions (PR/CR): - \$0-1,000	36.94	25	25
Average days to process (PR/CR)- \$1,001-5,000	30.01	26	26
Average days to process (PR/CR)- \$5,001-50,000	34.8	34	34
Average days to process (PR/CR)- over \$50,001	54.36	40	40
Average working days to pay claims	9.84	14	10
Average working days to pay travel claims	3	4	3
Average number of days to pay vendors from the date of invoice	9.84	14	10
Percent of invoices paid within 30 days	94.76	90	94



HSA 1.3 **Subprogram Summary**  
**INFORMATION TECHNOLOGY SERVICES**  
 Paula Mattingly, 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	4,722.2	5,037.1	5,037.1
Other Appropriated Funds	1,171.8	1,208.0	1,208.0
Other Non Appropriated Funds	635.2	635.2	635.2
<b>Program Total</b>	<b>6,529.2</b>	<b>6,880.3</b>	<b>6,880.3</b>
<b>FTE Positions</b>	<b>85.3</b>	<b>79.4</b>	<b>79.4</b>

- ◆ **Goal 1** To enhance the agency's ability to further the State's e-Government initiative through the implementation of internet technology.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of visits to the ADHS Web site (per month)	821,281	700,000	750,000

- ◆ **Goal 2** To provide and maintain high quality, current and standardized systems for ADHS and its customers.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of computer hardware and software replaced per agency replacement plan	0	10	5

HSA 2.0 **Program Summary**  
**LICENSING SERVICES**  
 Mary Wiley, Assistant Director  
 Phone: (602) 364-3064  
 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	8,707.3	3,089.0	3,089.0
Other Appropriated Funds	1,702.8	5,685.5	5,685.5
Other Non Appropriated Funds	6,023.1	6,023.1	6,023.1
<b>Program Total</b>	<b>16,433.2</b>	<b>14,797.6</b>	<b>14,797.6</b>
<b>FTE Positions</b>	<b>261.6</b>	<b>251.2</b>	<b>251.2</b>

HSA 2.1 **Subprogram Summary**  
**CHILD CARE LICENSING**

Lourdes Ochoa, Program Manager  
 Phone: (602) 364-2542  
 A.R.S. § 36-881 to 895; 36-897 to 36-897.12

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,423.5	859.8	859.8
Other Appropriated Funds	980.8	3,274.8	3,274.8
Other Non Appropriated Funds	0.2	0.2	0.2
<b>Program Total</b>	<b>3,404.5</b>	<b>4,134.8</b>	<b>4,134.8</b>
<b>FTE Positions</b>	<b>53.0</b>	<b>53.0</b>	<b>53.0</b>

- ◆ **Goal 1** To ensure the health and safety of Arizonans through licensing, monitoring and technical assistance of all child care facilities.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of child care license renewals granted within licensing timeframes	99	99	99
Percent of child care complaint investigations initiated within investigative guidelines	100	90	90
Percent of priority two complaint investigations initiated within 10 days	100	95	95
Number of licensed providers	2,738	2,840	2,890
Number of complaints received	860	900	940

HSA 2.2                      **Subprogram Summary**  
HEALTH CARE LICENSING

Mary Wiley, Assistant Director  
Phone: (602) 364-3064  
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, hospices, recovery care centers, outpatient treatment centers and outpatient surgery centers, and home health agencies), behavioral health facilities (such as inpatient/residential, outpatient, and crisis 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, group homes for the developmentally disabled. 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 minimum 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	3,391.6	1,203.2	1,203.2
Other Appropriated Funds	544.5	1,818.0	1,818.0
Other Non Appropriated Funds	5,528.8	5,528.8	5,528.8
<b>Program Total</b>	<b>9,464.9</b>	<b>8,550.0</b>	<b>8,550.0</b>
<b>FTE Positions</b>	<b>176.5</b>	<b>169.6</b>	<b>169.6</b>

- ◆ **Goal 1** To ensure the health and safety of Arizonans through licensing, monitoring and technical assistance of health care facilities.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of health care licensure renewals granted within licensing timeframes	90	95	99
Percent of health care complaint investigations initiated within investigative guidelines	74	70	75
Percent of priority two complaint investigations initiated within 10 days	84	75	80
Number of licensed providers	4,581	4,609	4,932
Number of complaints received	2,186	2,186	2,186

HSA 2.3                      **Subprogram Summary**  
ADMINISTRATION

Mary Wiley, Assistant Director  
Phone: (602) 364-3064  
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 the Division of Licensing Services 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,892.2	1,026.0	1,026.0
Other Appropriated Funds	177.5	592.7	592.7
Other Non Appropriated Funds	494.1	494.1	494.1
<b>Program Total</b>	<b>3,563.8</b>	<b>2,112.8</b>	<b>2,112.8</b>
<b>FTE Positions</b>	<b>32.1</b>	<b>28.6</b>	<b>28.6</b>

- ◆ **Goal 1** To improve enforcement processes by decreasing cycle time from initiation of enforcement action to date sent to Administrative Counsel.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of enforcement actions closed	640	704	774

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	396,367.0	346,284.6	421,699.6
Other Appropriated Funds	28,163.7	37,274.8	37,274.8
Other Non Appropriated Funds	1,246,426.9	1,371,954.7	1,533,254.8
<b>Program Total</b>	<b>1,670,957.6</b>	<b>1,755,514.1</b>	<b>1,992,229.2</b>
<b>FTE Positions</b>	<b>257.5</b>	<b>249.0</b>	<b>249.0</b>

HSA 3.1	<b>Subprogram Summary</b>
	ADMINISTRATION
Melissa Thomas, Bureau Chief	
Phone: (602) 364-4592	
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	14,839.2	12,964.2	15,787.6
Other Appropriated Funds	3.2	0.0	0.0
Other Non Appropriated Funds	17,563.7	19,147.6	21,240.4
<b>Program Total</b>	<b>32,406.1</b>	<b>32,111.8</b>	<b>37,028.0</b>
<b>FTE Positions</b>	<b>220.0</b>	<b>211.5</b>	<b>211.5</b>

◆ **Goal 1** To ensure that the behavioral health needs of Arizonans are met through standards set in ADHS/RBHA contracts.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of Title XIX/XXI clients receiving a routine appointment within 23 days of initial assessment	88	95	95
Percent of eligible Title XIX population enrolled in behavioral health treatment programs	15.7	11.5	12

◆ **Goal 2** To ensure the fiscal and financial accountability of the RBHAs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of encounters received no later than 210 days after the end of the month which service is rendered	98.1	98	98

◆ **Goal 3** To strengthen the quality of publicly funded behavioral health services to clients through continued enhancement of a comprehensive quality management program.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of RBHA T-XIX adult clients satisfied with services, as measured through an annual satisfaction survey	82	82	85

HSA 3.2	<b>Subprogram Summary</b>
	GENERAL MENTAL HEALTH SERVICES
Melissa Thomas, Bureau Chief	
Phone: (602) 364-4592	
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	4,034.0	3,524.3	4,291.8
Other Appropriated Funds	0.0	4,100.0	4,100.0
Other Non Appropriated Funds	7,200.0	7,962.2	8,925.3
<b>Program Total</b>	<b>11,234.0</b>	<b>15,586.5</b>	<b>17,317.1</b>
<b>FTE Positions</b>	<b>2.7</b>	<b>2.7</b>	<b>2.7</b>

◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of Title XIX/XXI General Mental Health Adults enrolled	67,936	65,000	70,000
Number of Non-Title XIX/Non-Title XXI (Subvention) General Mental Health Adults enrolled	23,970	20,000	25,000
Total number of General Mental Health Adults enrolled	91,908	85,000	95,000
Number of older adults (age 65+) served by the behavioral health system	5,965	6,000	6,500

◆ **Goal 2** To strengthen the quality of publicly funded behavioral health services to clients through continued enhancement of a comprehensive quality management program.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of RBHA Title XIX adult clients satisfied with services, as measured through an annual satisfaction survey	85	88	90

HSA 3.3	<b>Subprogram Summary</b>
	SUBSTANCE ABUSE SERVICES
Melissa Thomas, Bureau Chief	
Phone: (602) 364-4592	
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	76,123.0	66,504.6	80,988.2
Other Appropriated Funds	2,375.0	2,250.0	2,250.0
Other Non Appropriated Funds	271,233.8	296,767.7	329,876.2
<b>Program Total</b>	<b>349,731.8</b>	<b>365,522.3</b>	<b>413,114.4</b>
<b>FTE Positions</b>	<b>14.1</b>	<b>14.1</b>	<b>14.1</b>

- ◆ **Goal 1** To reduce/eliminate use of alcohol and other drugs among clients who complete substance abuse treatment.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of clients with eliminated or reduced use of alcohol or drugs	33	50	50

- ◆ **Goal 2** To increase paid employment among clients who complete substance abuse treatment.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of clients employed or involved in work related activities	50	60	60

- ◆ **Goal 3** To reduce criminal activity among clients who complete substance abuse treatment.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of clients with decreased arrest rate	28	45	50

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of Title XIX/XXI clients with substance abuse disorders enrolled	45,832	50,000	55,000
Number of Non-Title XIX/Non-Title XXI (Subvention) clients with substance abuse disorders enrolled	13,330	14,000	14,000
Total clients with substance abuse disorders enrolled	59,162	64,000	69,000

HSA 3.4 **Subprogram Summary**  
 SERVICES FOR PERSONS WITH SERIOUS MENTAL ILLNESS  
 Melissa Thomas, Bureau Chief  
 Phone: (602) 364-4592  
 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	184,919.0	161,553.8	196,737.6
Other Appropriated Funds	25,785.5	30,924.8	30,924.8
Other Non Appropriated Funds	515,141.7	569,883.9	638,630.4
<b>Program Total</b>	<b>725,846.2</b>	<b>762,362.5</b>	<b>866,292.8</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

- ◆ **Goal 1** To provide behavioral health services to Title XIX, Title XXI, and non-Title XIX individuals with a serious mental illness (SMI).

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of Title XIX/XXI clients enrolled with a SMI	27,217	29,368	31,688
Number of Non-Title XIX/Non-Title XXI (Subvention) clients enrolled with a SMI	13,755	14,185	14,628
Total clients enrolled with a SMI	40,972	43,553	46,316
Percent of SMI clients on anti-psychotics receiving new generation psychotropic medications	67	74	74
Number of dual eligible, seriously mentally ill enrolled clients receiving medication as prescribed	5,575	6,500	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of adult SMI clients who have moved to independent or supportive settings who were homeless	844	750	800

- ◆ **Goal 3** To increase the number of adult SMI clients who obtain employment as a result of services.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of clients employed or involved in work related activities	48.4	50	50

HSA 3.5 **Subprogram Summary**  
 CHILD AND ADOLESCENT SERVICES  
 Melissa Thomas, Bureau Chief  
 Phone: (602) 364-4592  
 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	111,921.4	97,779.7	119,074.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	428,784.3	471,923.2	528,312.4
<b>Program Total</b>	<b>540,705.7</b>	<b>569,702.9</b>	<b>647,386.9</b>
<b>FTE Positions</b>	<b>9.2</b>	<b>9.2</b>	<b>9.2</b>

- ◆ **Goal 1** To provide behavioral health services to Title XIX, Title XXI and Subvention eligible children and adolescents statewide.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of Title XIX/XXI children enrolled	49,268	52,717	56,407
Number of Non-Title XIX/Non-Title XXI (Subvention) children enrolled	5,736	7,858	10,766
Total children enrolled	55,004	60,575	67,173

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of RBHA Title XIX families (with children ages 0-17) satisfied with services, as measured through an annual satisfaction survey	80	82	85

#### HSA 3.6 Subprogram Summary

##### PREVENTION

Melissa Thomas, Bureau Chief

Phone: (602) 364-4592

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	4,530.4	3,958.0	4,819.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,503.4	6,270.1	6,270.1
Program Total	11,033.8	10,228.1	11,090.0
FTE Positions	6.5	6.5	6.5

#### ◆ Goal 1 To provide behavioral health prevention services.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of persons receiving prevention services	2,010,597	550,000	600,000

#### HSA 4.0 Program Summary

##### ARIZONA STATE HOSPITAL

John C. 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. Therefore, the Hospital must 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	62,914.3	55,639.6	55,639.6
Other Appropriated Funds	5,250.5	12,309.5	12,309.5
Other Non Appropriated Funds	1,145.5	1,159.1	1,159.1
Program Total	69,310.3	69,108.2	69,108.2
FTE Positions	877.7	784.7	784.7

#### 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. Therefore, the Hospital must provide a comprehensive range of intensive interventions in a secure and safe environment.

Funding and FTE Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	15,403.7	13,622.4	13,622.4
Other Appropriated Funds	4,257.7	9,981.9	9,981.9
Other Non Appropriated Funds	823.2	833.0	833.0
Program Total	20,484.6	24,437.3	24,437.3
FTE Positions	175.8	143.8	143.8

#### ◆ Goal 1 To ensure facilities meet modern day treatment, environmental and security standards.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of Priority One IT calls responded to within 24 hours	90	95	95
Percent of patient care and emergency work orders completed with 24 hours	97	95	95
Number of staff attending new forensic hospital planning	123	25	10
Number of safety risk analysis conducted annually	21	12	12
Percent of contractors receiving a satisfactory or above annual rating	92.3	90	90
Percent of new security officers successfully completing the academy	89	95	95

#### ◆ Goal 2 To maintain a stable and competent work force.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of staff turnover during the first 12 months of employment	3.5	7	5
RN vacancy rate percentage	3.8	8	6



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. Therefore, the Hospital must provide a comprehensive range of intensive interventions in a secure and safe environment.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	37,642.1	33,289.1	33,289.1
Other Appropriated Funds	992.8	2,327.6	2,327.6
Other Non Appropriated Funds	322.3	326.1	326.1
<b>Program Total</b>	<b>38,957.2</b>	<b>35,942.8</b>	<b>35,942.8</b>
<b>FTE Positions</b>	<b>524.9</b>	<b>475.9</b>	<b>475.9</b>

- ◆ **Goal 1** To provide effective and patient-centered treatment and rehabilitation services.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Adult forensic patients year-end census	140	160	150
Civil adult patients year-end census	114	120	120
Percent of Restoration to Competency adults discharged within 90 days of admission	52	60	60
Seclusion incidents per 1,000 patient days	.95	1	1
Restraint incidents per 1,000 patient days, including brief physical holds	5.04	5	5
Percent of patients receiving new generation atypical anti-psychotic medication	77.1	90	80
Percent of adult civil clients successfully placed in the community who return for another stay within one year of discharge	5.9	6	6
Percent of target population tested positive for Hepatitis C receiving Pegulated Interferon 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.

Percent of staff trained in recovery orientation module	100	100	100
Percent of direct care staff trained in advanced recovery training module	50	60	70

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	9,798.5	8,665.4	8,665.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>9,798.5</b>	<b>8,665.4</b>	<b>8,665.4</b>
<b>FTE Positions</b>	<b>176.0</b>	<b>164.0</b>	<b>164.0</b>

- ◆ **Goal 1** To deliver residential housing and treatment services that reflect the individualized needs of residents in accordance with the court orders.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of residents in pre-trial program	17	20	19
Number of residents in treatment	12	14	14
Number of residents in less restrictive alternative	49	50	49
Percent of residents in treatment status participating in the designed treatment program	78	77	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	78	84	82



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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	70.0	62.7	62.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>70.0</b>	<b>62.7</b>	<b>62.7</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of persons monitored	135	141	127

HSA 5.0                      **Program Summary**

                                    PUBLIC HEALTH SERVICES

Will Humble, Interim Director

Phone: (602) 542-1025

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 and Chronic Disease
  - ▶ Health Systems Development
  - ▶ Oral Health
  - ▶ Women's and Children's Health
  - ▶ Children with Special Health Care Needs
  - ▶ Nutrition and Physical Activity

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	56,763.1	39,458.8	46,513.4
Other Appropriated Funds	16,795.5	14,997.6	14,997.6
Other Non Appropriated Funds	372,748.9	378,621.2	395,815.2
<b>Program Total</b>	<b>446,307.5</b>	<b>433,077.6</b>	<b>457,326.2</b>
<b>FTE Positions</b>	<b>755.0</b>	<b>723.7</b>	<b>748.7</b>

HSA 5.1                      **Subprogram Summary**

                                    ADMINISTRATION AND LOCAL, BORDER AND NATIVE AMERICAN HEALTH OFFICES

Will Humble, Interim Director

Phone: (602) 542-1025

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 Offices of the Deputy and Assistant Directors 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,713.0	1,885.9	1,885.9
Other Appropriated Funds	290.6	222.3	222.3
Other Non Appropriated Funds	1,360.1	1,365.5	1,365.5
<b>Program Total</b>	<b>4,363.7</b>	<b>3,473.7</b>	<b>3,473.7</b>
<b>FTE Positions</b>	<b>60.8</b>	<b>60.8</b>	<b>60.8</b>

- ◆ **Goal 1** To develop community-based systems for data collection, surveillance, and analysis of health status in border communities

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of border community health assessments	2	2	2
Number of sentinel surveillance sites	2	3	3

- ◆ **Goal 2** To provide technical assistance, continuing health education and dissemination of health-related information to border communities

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of presentations to health professionals	10	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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of border health epidemiological studies	1	1	1
Number of border health conferences	1	1	2
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of meetings held with Tribal, Urban and IHS Health	110	90	95
Number of projects receiving technical assistance	27	40	35

- ◆ **Goal 5** To increase the physical activity of children and adults.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of community events that promote physical activity to children and/or adults	85	75	75
Number of schools reached through activity programs	110	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of community/agency presentations	10	8	5
Number of health projects for older adults	1	1	1

HSA 5.2	<b>Subprogram Summary</b>
	<b>PUBLIC HEALTH STATISTICS</b>
	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 public. In addition, the subprogram provides health registries, vital statistics reporting, tobacco primary care evaluation, hospital cost reporting, statistical evaluation and epidemiological technical assistance.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,171.5	1,509.5	1,509.5
Other Appropriated Funds	1,251.0	1,117.1	1,117.1
Other Non Appropriated Funds	830.7	835.2	835.2
<b>Program Total</b>	<b>4,253.2</b>	<b>3,461.8</b>	<b>3,461.8</b>
<b>FTE Positions</b>	<b>35.7</b>	<b>33.1</b>	<b>33.1</b>

- ◆ **Goal 1** To collect, manage and provide patient level hospital emergency department and inpatient data to the Department of Health Services and other stakeholders.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of records processed (in millions)	2.6	2.7	3
Number of inpatient reports	177	178	179
Number of emergency room reports	129	130	130
Number of requests for public release answered	46	52	51

- ◆ **Goal 2** To collect, manage and maintain rate documentation and financial reports for hospitals, nursing homes, home health agencies, hospices and outpatient treatment centers.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of rate comparison reports (Schedule 13)	78	120	103
Number of charge master reviews	597	720	720
Number of Uniform Accounting Reports received	342	300	350
Number of financial audits received	83	100	100
Number of Medicare cost reports received	264	250	275
Number of referrals/consultations	1,665	1,400	1,500
Number of complaints reviewed	160	150	160
Number of investigations conducted	5	6	6

- ◆ **Goal 3** To collect and maintain accurate and complete data related to the incidence of cancer in Arizona.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of case reports received	31,584	34,742	38,216
Percentage of cases reported within 1 year of the close of diagnosis year	54	80	80
Number of data requests/inquiries completed	21	40	40
Number of audits	9	9	9
Audit error rate (percent)	5	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of medical records (charts) reviewed	6,903	3,700	3,800

Number of cases registered	1,362	1,250	1,200
Number of data requests/inquiries completed	11	10	12
Number of children referred for services	64	75	75

- ◆ **Goal 5** To conduct quality surveys of behavioral risk factors affecting the health of Arizonans and report findings.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Survey response rate (percent)	66	75	75
Percent of calls completed	42	40	40
Number of interview completed	6,165	6,000	6,000

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of birth, death, fetal death, marriage, divorce and abortion records processed into population-wide health status information (in thousands)	217	220	222
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	12	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 descendants.*

#### 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,064.8	740.2	740.2
Other Appropriated Funds	798.6	713.1	713.1
Other Non Appropriated Funds	1,000.8	1,005.7	1,005.7
Program Total	2,864.2	2,459.0	2,459.0
FTE Positions	46.2	46.2	46.2

- ◆ **Goal 1** To decrease waiting time for Vital Records' customers for counter services in the Vital Records' lobby.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of business days to process an application for birth and death certificates by mail	12	12	12

## 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,198.5	2,856.1	2,856.1
Other Non Appropriated Funds	440.6	449.9	449.9
Program Total	3,639.1	3,306.0	3,306.0
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of ambulances registered	929	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.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of trauma centers granted designation within the timeframes established in administrative rule	100	100	100

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,582.6	1,100.1	1,100.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,582.6</b>	<b>1,100.1</b>	<b>1,100.1</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To provide 24-hour, seven day-a-week statewide poison and drug information to doctors, medical institutions and citizens.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of follow up calls received (University of Arizona)	45,549	46,000	47,000
Number of follow up calls received (Banner Poison Control center)	161,645	172,500	181,984
Number of calls received (U of Arizona)	67,100	70,000	73,000
Number of calls received (Banner Poison Control Center)	107,800	115,000	122,000

- ◆ **Goal 2** To treat citizens exposed to life threatening poisoning incidents.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of people receiving scorpion anti-venom	304	325	350

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	3,718.5	2,584.9	2,584.9
Other Appropriated Funds	6,211.4	5,546.5	5,546.5
Other Non Appropriated Funds	4,465.9	4,489.3	4,489.3
<b>Program Total</b>	<b>14,395.8</b>	<b>12,620.7</b>	<b>12,620.7</b>
<b>FTE Positions</b>	<b>143.7</b>	<b>143.7</b>	<b>168.8</b>

- ◆ **Goal 1** To monitor all microbiological and chemical laboratory analyses in the State Laboratory for accuracy, reliability and compliance with approved standard methodologies.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of micro performance testing (PT) samples	467	450	450
Percent of micro PT samples correct	99	98	98
Number of chemical PT samples	1,072	1,200	950
Percent of chemical PT samples correct	99	100	100
Number of Newborn Screening (NBS) PT tests	1,200	1,200	1,200
Percent of tests correct	100	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of newborns screened under the Newborn Screening Program	93,389	107,214	105,000
Number of secondary screens	84,179	90,000	90,000
Number of infants with confirmed metabolic disorders	177	170	170
Number of hearing screens performed	94,339	95,000	95,000
Number of infants identified with confirmed hearing loss	133	150	150
Percent of unsatisfactory specimens	1.5	2.0	2

- ◆ **Goal 3** To ensure ongoing support for existing and expanded public health services.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of new cases of TB identified	148	175	175
Number of encephalitis positive mosquito pools	50	95	100
Number of animals identified positive for rabies	236	200	200
Number of people exposed to rabid animals	43	50	50
Number of tests negative for rabies: vaccine not required	1,865	2,000	2,000
Number of bacterial cultures performed	4,701	4,500	4,500
Number of significant isolates	2,735	2,700	2,700
Number of serological tests performed	17,851	17,000	17,000
Number of significant findings	886	850	850
Number of respiratory viral cultures	771	1,000	1,000
Number of positive influenza cultures	400	400	400
Number of Influenza PCR tests performed	3,920	6,000	6,000
Number of positive cases of seasonal influenza	1,246	1,000	1,000
Number of positive cases of novel H1N1 influenza virus	686	2,000	2,000
Number of human specimens tested for West Nile Virus	548	600	600
Number of human specimens testes positive for West Nile Virus	88	50	50

- ◆ **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).

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of samples for environmental lead	126	150	150

Percent of samples identified with lead	16	20	20
Water samples (DW & SW): Chemical parameters tested	15,840	2,000	2,000
Water samples (DW & SW): Positive chemical results	7,920	500	500
Number of water tests - microbiology	1,019	600	600
Percent of samples violating standards (SW)	28	25	25
Percent of samples violating standards (DW)	6.0	6.0	6.0
Number of food tests	310	300	300
Percent of samples containing contaminants	8.4	10	10

- ◆ **Goal 5** To assist environmental and testing laboratories in meeting all applicable regulatory requirements through licensing surveys, enforcement actions, training and consultation for correction of deficiencies.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of environmental labs licensed	137	137	137
Number of Clinical Laboratory Improvement Act labs surveyed	149	150	148
Number of labs with condition level deficiencies	9	10	10

HSA 5.7 **Subprogram Summary**  
**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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds		5,260.0	3,656.5	3,656.5
Other Appropriated Funds		115.3	103.0	103.0
Other Non Appropriated Funds		37,186.1	37,552.4	37,552.4
<b>Program Total</b>		<b>42,561.4</b>	<b>41,311.9</b>	<b>41,311.9</b>
<b>FTE Positions</b>		<b>130.8</b>	<b>115.4</b>	<b>115.4</b>

- ◆ **Goal 1** To collect and maintain accurate and complete data relating to the occurrence of diseases in Arizona.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Summary of all communicable disease cases tracked by disease surveillance system	24,997	24,000	25,000
Number of animals detected that have diseases transmittable to humans (rabies, plague, hantavirus, etc.)	253	250	250

Number of non-infectious diseases (lead poisoning, pesticide exposure, etc.)	190	185	190
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- ◆ **Goal 2** To prevent and control communicable diseases through early detection and response to disease threats.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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	12,275	8,000	11,000
Percent of outbreak investigations initiated within 48 hours of reporting to ADHS	90	90	90

- ◆ **Goal 3** To control incidence of tuberculosis by monitoring compliance with recommended guidelines for treatment of tuberculosis cases and their contacts.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Patients reported with active tuberculosis disease per 100,000 population	3.5	4.3	4.1
Percent of contacts to active tuberculosis cases who complete prophylaxis	27	62	64
Percentage of TB patients receiving directly observed therapy	62	92	94

- ◆ **Goal 4** To monitor the magnitude of Hepatitis C viral (HCV) disease in Arizona and provide HCV prevention and education services.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of HCV cases reported	8,600	8,000	8,000
Number of healthcare and service providers serving at-risk populations trained	210	200	200
Number of participants at health fairs	900	900	900

- ◆ **Goal 5** 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of technical assistance visits	160	175	170

- ◆ **Goal 6** 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of positive results received	34,000	35,000	35,000
Percent of results that are accurate	95	98	98

- ◆ **Goal 7** 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of risk assessments	0	1	1
Number of epidemiological studies	3	1	1
Number of ADHS/DEQ consultations	6	5	5
Number of emergency response/requests	3	3	3
Number of inquiries for information	1,200	1,200	1,200
Number of health consultations	6	5	5

- ◆ **Goal 8** 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of reports in registry	160	160	160
Number of follow-up consultations	200	190	180



Number of investigations	19	17	15	Number of cases identified - HIV	350	260	250
◆ <b>Goal 9</b>	To investigate reports of pesticide-related illness to determine circumstances of exposure and maintain a registry of reports.			◆ <b>Goal 17</b>	To rapidly and accurately respond to medical provider requests for medications provided by the DHS AIDS Drug Assistance Program.		
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>	<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of investigations	5	5	5	Percent of medications shipped within 48 hours	100	100	100
Number of reports in registry	8	10	10	Percent of medications that are the correct product and dose	100	100	100
◆ <b>Goal 10</b>	To reduce risk associated with foodborne disease transmission at all Arizona Department of Corrections (ADC) prisons, private prison complexes, Arizona juvenile correction facilities, county jails and ADC food service facilities.			Number of clients receiving HIV medication through Arizona Drug Assistance Program (average per month)	900	900	900
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>	◆ <b>Goal 18</b>	To assure the immunization levels within the state, licensed child care facilities (CCFs), and schools are maintained at appropriate levels.		
Number of ADC facilities inspected	358	325	325	<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of ADC facilities in compliance	93	95	95	Immunization rate among 2-year old children	78	84	82
◆ <b>Goal 11</b>	To reduce risk associated with foodborne illness by performing environmental health inspections of BHS treatment centers, schools, food processors, DHS licensed children's camps and requests from other state agencies.			Percent of children in compliance with ADHS prescribed vaccination levels at CCFs	94	92	92
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>	Percent of kindergarten children in compliance with ADHS prescribed vaccination levels	95	92	95
Number of facilities inspected	105	100	100	Percent of adolescents (7th grade) in compliance with ADHS prescribed vaccination levels	86	90	90
Percent of facilities in compliance	93	96	96	◆ <b>Goal 19</b>	To assure pregnant women are screened for HBsAg and the newborns receive appropriate prophylactic treatment.		
◆ <b>Goal 12</b>	To increase assistance to and responsibilities of County Health Departments by conducting joint sanitarian inspections, standardization, program evaluation, and needs assessments.			<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>	Number of pregnant women identified as HBsAg positive	180	200	200
Number of joint inspections/trainings	5	10	10	Percent of newborns who receive appropriate prophylactic treatment at birth	80	100	100
Number of sanitation standardizations	4	5	5	◆ <b>Goal 20</b>	To assure county health department (CHD) immunization clinics in Arizona are compliant with National Vaccine Advisory Committee recommended "Standards for Pediatric Immunization Practices."		
Number of county health department program evaluations	2	5	5	<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of program areas delegated to county health departments	11	11	11	Percent of CHDs in compliance (per calendar year)	100	100	100
◆ <b>Goal 13</b>	To provide Arizonans with health consultations and community health education activities relating to potential human exposures to hazardous materials.			◆ <b>Goal 21</b>	To enroll providers in the Vaccines for Children Program.		
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>	<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of health consultations	6	8	8	Percent of eligible provider sites enrolled	81	82	82
Number of environmental education presentations	5	8	8	◆ <b>Goal 22</b>	To maintain a state immunization information system to act as a central registry of immunization data on children under 19 years of age.		
Number of community consultations	20	25	25	<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of technical assistance consultations	25	25	25	Percent of enrolled provider sites submitting data to the registry	97	95	96
◆ <b>Goal 14</b>	To educate Arizona children about the importance of sun safety by developing school-based learning programs.			Percent of resident children under 19 years of age in the registry with an immunization event	97	97	98
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>	◆ <b>Goal 23</b>	To educate, gain compliance and enforce the Arizona Smoke-Free Act		
Number of SunWise schools	1,100	1,100	1,100	<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
◆ <b>Goal 15</b>	To provide HIV prevention, education and counseling services to persons at risk and provide technical assistance, professional guidance and training.			Number of routine inspections	66,756	70,000	70,000
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>	Number of complaint inspection/actions	1,776	1,500	1,500
Number of persons receiving HIV-related services	16,000	16,000	16,000	Number of enforcement actions	40	40	40
Number of HIV-related training workshops	30	30	30				
Number of counties funded	14	14	14				
◆ <b>Goal 16</b>	To monitor the magnitude of the trends in the HIV/AIDS epidemic to assist in targeting prevention, care and support services.						
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>				
Percent of timely completions from initial report through case investigation (within 12 months)	75	75	75				
Number of cases identified - AIDS	517	580	580				



HSA 5.8  
PUBLIC HEALTH EMERGENCY PREPAREDNESS AND RESPONSE  
Teresa Ehner, Acting Bureau Chief  
Phone: (602) 364-3751  
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	68.7	47.8	47.8
Other Appropriated Funds	122.0	108.6	108.6
Other Non Appropriated Funds	22,573.0	22,643.3	22,643.3
<b>Program Total</b>	<b>22,763.7</b>	<b>22,799.7</b>	<b>22,799.7</b>
<b>FTE Positions</b>	<b>63.5</b>	<b>62.6</b>	<b>62.6</b>

- ◆ **Goal 1** To develop and implement a statewide health alert network communication system.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of public health and emergency response professionals on Health Alert Network	3,876	5,600	6,000

- ◆ **Goal 2** To conduct training and education programs on bioterrorism and public health emergency response activities.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of persons who have received training	4,773	3,000	6,000

- ◆ **Goal 3** To ensure trained volunteers statewide are trained to assist in dispensing clinics and other operations during a public health emergency.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of trained volunteers to assist in state and local public health emergency operations	5,171	13,000	6,000

- ◆ **Goal 4** To develop an electronic disease surveillance system (MEDSIS).

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of user from agencies, organizations, and other entities reporting to MEDSIS	2,256	2,100	3,000

HSA 5.9  
TOBACCO AND CHRONIC DISEASE  
Wayne Tormala, Bureau Chief  
Phone: (602) 364-0834  
A.R.S. § 36-132

**Mission:**

*To decrease morbidity and mortality associated with chronic disease and the use of commercial tobacco.*

**Description:**

Tobacco and Chronic Disease manages programs and provides technical assistance to promote healthy lifestyle choices to prevent chronic disease and reduce tobacco use in Arizona. Recently a program announcement by the CDC supported a recurrent and central guiding principle in public health, i.e. the linking of tobacco and chronic disease, with an increased emphasis on partnerships and collaboration for the purpose of leveraging CDC and state resources to achieve common goals shared by these programs. To promote integration at the state level, CDC has combined under one announcement their funding of tobacco education, diabetes prevention, healthy communities and surveillance. By emphasizing a community-based approach, the office addresses tobacco use among all Arizonans through statewide media campaigns and public relations promotions; support of local coalitions; a Smoker's Helpline; promotion of tobacco-free school policies; and establishment and maintenance of youth coalitions. In addition, programs such as: comprehensive cancer control; diabetes; and heart disease and stroke prevention address the prevention and early detection of those related chronic diseases.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	63.0	43.8	43.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	21,145.1	21,994.4	21,994.2
<b>Program Total</b>	<b>21,208.1</b>	<b>22,038.2</b>	<b>22,038.0</b>
<b>FTE Positions</b>	<b>18.0</b>	<b>33.3</b>	<b>33.3</b>

- ◆ **Goal 1** To reduce tobacco use among Arizonans.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of cessation clients who receive complete service from the ASHline	6,900	10,000	16,000
Average quit rate for ASHline cessation clients in the last seven months for at least 24 hours	23	24	22
Average quit rate for community based cessation clients in the last seven months for at least 24 hours	N/A	16	N/A
Percent of adults who smoked in the last month	15.7	15	14
Percent of high school youth who smoked in the last month	15.3	16.5	14
Percent of middle school youth who smoked in the last month	8.7	9	8

- ◆ **Goal 2** To reduce the incidence of secondary disease and disability in people with chronic disease through effective behavior

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of health professionals trained on accepted standards of care for people with diabetes	356	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	68	40	40

HSA 5.10

### Subprogram Summary

#### HEALTH SYSTEMS DEVELOPMENT

Patricia Tarango, Bureau 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. Health Systems Development administers the Arizona Department of Health Services Primary Care Program, Well Woman Healthcheck Program and the Colorectal Cancer Control 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 overarching goal is to improve access to primary care, particularly among vulnerable and underserved populations. Health Systems Development also host the Arizona Health Disparities (AHDC) for the State of Arizona. AHDC is the Federal designee for the state. The AHDC serves as Arizona's central source of information and resources related to minority health and health disparities. AHDC provides 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	7,850.7	5,457.4	5,457.4
Other Appropriated Funds	3,552.6	3,172.3	3,172.3
Other Non Appropriated Funds	4,007.4	4,078.4	4,078.4
<b>Program Total</b>	<b>15,410.7</b>	<b>12,708.1</b>	<b>12,708.1</b>
<b>FTE Positions</b>	<b>15.1</b>	<b>14.1</b>	<b>14.1</b>

- ◆ **Goal 1** To update primary care area profiles annually, including appropriately redesignating currently underserved areas as required.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of J-1 Visa Waivers supported	30	30	30
Number of National Health Service Corp new contracts	75	83	83
Number of Health Professional Shortage Act designations obtained	10	17	17

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of loan repayments / awards contracted	28	30	35

- ◆ **Goal 4** To support the provision of primary health care to uninsured individuals.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of uninsured clients receiving primary care services visits	46,942	60,000	60,000

provided through Primary Care funds.

Number of primary care visits provided through funded contracts.	85,916	89,000	89,000
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- ◆ **Goal 5** To improve the delivery of breast and cervical cancer screening for underserved women.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of women screened through the Well Woman Healthcheck program	8,500	8,628	9,000

HSA 5.11

### Subprogram Summary

#### ORAL HEALTH

Julia Wacloff, Office Chief

Phone: (602) 542-1866

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	193.9	134.8	134.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	762.5	777.4	777.4
<b>Program Total</b>	<b>956.4</b>	<b>912.2</b>	<b>912.2</b>
<b>FTE Positions</b>	<b>9.5</b>	<b>8.0</b>	<b>8.0</b>

- ◆ **Goal 1** To prevent oral diseases in children and adults.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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	38	38
The number of children receiving preventative dental sealants through the Arizona Dental Sealant Program	6,800	7,000	7,500
Explanation: Estimate based on FY 08 Actual.			
The percent of the population served by community water systems with optimally fluoridated water	56	60	61
The number of children participating in the Arizona Fluoride Mouthrinse Program	24,733	25,000	25,000

- ◆ **Goal 2** To increase access to dental care for children and adults.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
The percent of adults who receive dental care annually	68	69	69
The percent of high-risk children who receive dental care annually	39	39	39
Explanation: Estimate based on FY 08 Actual.			

The percent of high-risk children through age 5 years who receive dental care annually	26	27	27
Explanation:	Estimate based on FY 08 Actual.		
◆ <b>Goal 3</b> To assist communities in solving their own oral health problems.			
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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	28	30	35
Number of professionals and paraprofessionals trained in emerging oral health issues	660	700	750

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 and safety of women and children.*

#### Description:

The Bureau 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	4,713.5	3,276.6	3,276.6
Other Appropriated Funds	571.9	510.7	510.7
Other Non Appropriated Funds	11,347.7	11,532.7	11,532.7
<b>Program Total</b>	<b>16,633.1</b>	<b>15,320.0</b>	<b>15,320.0</b>
<b>FTE Positions</b>	<b>52.0</b>	<b>46.0</b>	<b>46.0</b>

◆ **Goal 1** To reduce mortality and morbidity of the maternal and child population.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Reduction in the rate of deaths to under age 15 children caused by motor vehicle crashes	2.86	4.2	3
Reduction in rate of hospitalizations for nonfatal injuries and poisonings per 100,000 adolescents ages 15 through 19	621.14	511.9	625
Reduction in rate of hospitalizations due to violence against women per 100,000 women ages 18 and older	10.26	13.6	11
Number of child care health consultation service units provided	1,534	450	1,078
Number of Community Health Nurse visits to High Risk Perinatal Program enrolled at risk infants within the first year of life	12,800	6,400	13,000

◆ **Goal 2** To increase access to health care.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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	5,407	6,000	6,000
Number of children (ages 1 through 14) hospitalized for ambulatory care sensitive conditions per 100,000	684.27	640	690

Percent of Health Start women enrolled in the program in the first trimester of pregnancy	29	38	30
Number of Health Start participants	2,267	2,600	2,600

◆ **Goal 3** To reduce the number of child fatalities.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of cases reviewed by local teams	100	100	100

◆ **Goal 4** To reduce the rate of occurrence of the ten leading causes of injury.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Unintentional injury-related deaths of children ages 1-14 (per 100,000)	5.78	5.8	5.8
Older adult death rates (ages 65-84) per 100,000 as a result of a serious fall	39.62	32.3	40
Older adult death rates (ages 85+) per 100,000 as a result of a serious fall	325.89	294.4	330

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 (CSHCN) 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. CSHCN 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	26,920.7	18,713.9	25,768.5
Other Appropriated Funds	350.0	350.0	350.0
Other Non Appropriated Funds	79,661.9	82,948.2	100,142.4
<b>Program Total</b>	<b>106,932.6</b>	<b>102,012.1</b>	<b>126,260.9</b>
<b>FTE Positions</b>	<b>56.7</b>	<b>46.5</b>	<b>46.5</b>

◆ **Goal 1** To maximize benefits for CRS members and applicants by enrolling them in other government programs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of AHCCCS members	19,933	20,100	21,500
Number of non-AHCCCS members	4,470	4,750	4,500
SSI and Categorical members	18,817	18,600	20,300
Percent of members enrolled in SSI	39	32	39
Percent of members eligible for AHCCCS	82	81	82
CRS clients served (Title XIX, Title XXI, and non-Title XIX)	24,403	24,850	26,000

◆ **Goal 2** To assess and assure quality of inpatient medical care by monitoring and analyzing program services.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of inpatient admissions	2,570	2,600	2,600
Number of potential quality issues	119	200	200

- ◆ **Goal 3** To provide family-centered services to all CSHCN programs to assure increased family participation and improved satisfaction of care.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of families satisfied with services	93	93	93
Percent of Arizona families satisfied with services per the SLAITS survey	56	56	56
Percent of families partnering in decision making	91	92	92

- ◆ **Goal 4** To ensure that rates paid to providers for services delivered to CRS TXIX/TXXI members are actuarially sound.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of provider costs covered	100	100	100

- ◆ **Goal 5** To ensure that contractors provide services within allocated funds to CRS State-Only members.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of services covered	44	58	58

- ◆ **Goal 6** To provide a coordinated system of care for children with special health care needs.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of children served in the OCSHCN Service Coordination program	101	0	0
Number of children served in the Traumatic Brain Injury Services Coordination program	214	0	0

Explanation: This is the last year for this measure. Funding discontinued.

- ◆ **Goal 7** To provide education to individuals and organizations/agencies regarding children with special health care needs.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Organizations/agencies provided training	89	90	100
Number of people provided training through tele-video	839	500	500

HSA 5.14 **Subprogram Summary**  
NUTRITION AND PHYSICAL ACTIVITY  
Karen Sell, Bureau Chief  
Phone: (602) 364-0687  
A.R.S § 36-132

#### Mission:

*To improve health and well-being through nutrition education and promotion of physical activity along with passionate support for people and programs to reduce hunger, increase breastfeeding, and decrease obesity throughout Arizona.*

#### Description:

This subprogram directs the continued promotion, planning, implementation, assurance and evaluation of nutrition and physical activity program 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	442.2	307.4	307.4
Other Appropriated Funds	333.6	297.9	297.9
Other Non Appropriated Funds	187,967.1	188,948.8	188,948.8
Program Total	188,742.9	189,554.1	189,554.1
FTE Positions	84.0	75.0	75.0

- ◆ **Goal 1** To Promote healthier eating habits and lifestyles

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of adult population eating five or more servings of fruits and vegetables daily	23.5	29.3	29.8
Percent of adult low-income population eating five or more servings of fruits and vegetables daily (<or=185% FPL)	21.6	28.3	28.8

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of WIC infants breastfed at birth	63.8	65.8	67.8

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of women of child bearing age receiving folic acid education and multivitamins	8,000	8,000	8,000
Number of women of child bearing age receiving multivitamins	26,548	24,000	24,000

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of nutrition education contacts through media (in thousands)	671,732	150,000	150,000
Social marketing campaigns	7	7	7
Number of food stamp nutrition education contacts	1,729,820	2,500,000	2,500,000
Number of food stamp participants reached by nutrition education	214,586	215,000	215,000
Number of Arizona Nutrition Network Contributing Partners	28	26	26
Number of nutrition education materials distributed	1,561,085	1,500,000	1,500,086

- ◆ **Goal 2** To ensure access to nutritious food

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average number of people served by WIC program per month	182,777	180,000	187,000
Annual WIC food benefits distributed at point of purchase (in thousands)	133,395	130,140	135,201
Annual WIC fruit and vegetables benefits distributed (dollars)	N/A	12,000,000	12,466,730
Number of senior participants receiving Farmers Market coupons	6,449	5,000	5,000
Farmers Market coupons	16,795	6,833	6,833
Average number of monthly participants in Commodity Supplemental Food Program	13,669	14,475	14,475
Annual Commodity Supplemental Food Program food benefits distributed (dollars)	3,766,083	3,600,000	3,600,000

- ◆ **Goal 3** To improve nutrition assistance program management and customer service.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Training services provided	5,349	5,000	5,000
Number of students trained	26	30	30

GHA 0.0	<b>Agency Summary</b>
GOVERNOR'S OFFICE OF HIGHWAY SAFETY	
Alberto C. Gutier, Director	
Phone: (602) 255-3216	
A.R.S. § 28-602	

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 Governor's Office of Highway Safety (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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	9,652.0	8,710.0	8,710.0
<b>Program Total</b>	<b>9,652.0</b>	<b>8,710.0</b>	<b>8,710.0</b>
<b>FTE Positions</b>	<b>13.0</b>	<b>11.0</b>	<b>11.0</b>

Strategic Issues:

Issue 1 Development of Highway Safety Plan

New leadership appointed to GOHS inherited a severe financial crisis. As a consequence, the development of Arizona's HSP was delayed this year. However, GOHS was able to submit the HSP to the National Highway Traffic Safety Administration ahead of schedule. GOHS is making the necessary changes to ensure a more timely process for federal fiscal year 2011.

- ◆ **Goal 1** To decrease the fatality rate per 100 million vehicle miles traveled (VMT) from the base level of 2.06 in 2001.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Grant Proposals received from jurisdictions.	203	213	224
Contracts negotiated, written, and executed.	153	161	169
Crashes (prior calendar year).	119,588	113,609	107,928
Explanation:	Crash data compiled on calendar year; FY2009 represents calendar year 2008.		
Miles traveled fatality rate (prior calendar year).	1.53	1.49	1.45
Explanation:	Crash data compiled on calendar year; FY2009 represents calendar year 2008.		
Total statewide fatalities (prior calendar year).	937	890	846
Explanation:	Crash data compiled on calendar year; FY2009 represents calendar year 2008.		
Total persons injured (prior calendar year).	56,009	53,209	50,548
Explanation:	Crash data compiled on calendar year; FY2009 represents calendar year 2008.		

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Placement/contracts for DUI enforcement vehicles.	12	13	13
Placement/contracts for alcohol-detection devices.	298	313	329
Agencies participating in DUI task forces.	80	80	80
DUI enforcement patrols.	205	215	226
Officers receiving standardized field sobriety/horizontal gaze nystagmus/drug recognition expert training.	2,000	2,100	2,205
Alcohol-related fatalities (prior calendar year).	324	308	292
Explanation:	Crash data compiled on calendar year; FY2009 represents calendar year 2008.		

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Officers, prosecutors, and judges attending GOHS Summit training on DUI, Speed, Seat Belt, etc.	200	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Agencies participating in public information & education/enforcement projects.	76	80	84
Public information & education campaigns developed each calendar quarter.	2	3	4
Enforcement/training/public information & education events.	33	35	36
Percent of seat belt use (prior calendar year).	80.8	81.0	81.6
Explanation:	Data compiled on calendar year; FY2009 represents calendar year 2008.		

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of child safety belt use.	87.2	87.3	87.4
Explanation:	Crash data compiled on calendar year; FY2009 represents calendar year 2008.		



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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	4,017.0	3,871.0	3,871.0
Other Appropriated Funds	194.0	194.0	1,885.0
Other Non Appropriated Funds	1,149.0	1,028.0	1,048.0
<b>Program Total</b>	<b>5,360.0</b>	<b>5,093.0</b>	<b>6,804.0</b>
<b>FTE Positions</b>	<b>49.0</b>	<b>62.0</b>	<b>63.0</b>

**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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total number of linear feet of archives processed sufficiently to provide public access in the fiscal year	1164	1180	1190

Percent of three dimensional collections available to the public 97 97 97

- ◆ **Goal 2** To interpret and disseminate the history of Arizona for a broad general audience.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of public programs	327	330	330
Public program attendance	175,000	175,000	175,000
Number of public inquiries	1,857,000	2,000,000	2,000,000
On-site public attendance at local certified historical societies and museums.	683,000	700,000	700,000
Number of museum visitors and researchers	94,687	95,000	95,000
Number of volunteer hours	47,240	50,000	55,000
Administration as a percent of total cost	6.6	7.0	7.0



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## 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	658.0	692.0	692.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	926.0	870.0	870.0
<b>Program Total</b>	<b>1,584.0</b>	<b>1,562.0</b>	<b>1,562.0</b>
<b>FTE Positions</b>	<b>25.0</b>	<b>25.0</b>	<b>25.0</b>

## 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 similar 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of people served (includes museum, festival, and theatre attendees; and researchers)	34,903	31,000	33,000
Percent of museum clients pleased with service	99.8	98	98
Number of volunteer hours	24,448	39,000	39,500
Number of museum researchers	0	3,300	3,400
Explanation:	In FY2008 Library closed for one month to relocate to new facility		
Number of web site unique visitors	0	229,000	230,000

- ◆ **Goal 2** To undergo phased facility expansion, bringing needed square footage for public and non-public uses.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Capital campaign dollars raised to build new square footage (in thousands)	825.0	100.0	2,000.0
Increase in number of dues-paying members	0	1,550	1,600

- ◆ **Goal 3** To increase the private, non-state funding support for expansion and operations

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Dollars of supplemental non-state funds per annum in thousands	0	500,000	2,000,000

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**Agency Summary**

DEPARTMENT OF HOMELAND SECURITY

Gilbert M Orrantia, 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	790.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	41,663.0	47,607.0	47,607.0
Program Total	41,663.0	47,607.0	48,397.0
FTE Positions	17.0	18.0	23.0

#### 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Conduct at least four Regional Advisory Council meetings within each region each fiscal year.	0	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 2009 Actual	FY 2010 Estimate	FY 2011 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.	95	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.	94	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.	95	80	80
Explanation:	Results expressed as percentage. Not tracked until FY 2008.		

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 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 2009 Actual	FY 2010 Estimate	FY 2011 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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Conduct 24 sub-grantee site visits per year.

Explanation: Measurement expanded to include full-site monitoring in FY2009

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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Total amount of unexpended grant funds reverted to the Federal Government.

Explanation: Results expressed in whole dollars.

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**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	117.0	105.0	105.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>117.0</b>	<b>105.0</b>	<b>105.0</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

#### Strategic Issues:

##### Issue 1 Complete validation of comprehensive written examination

Complete the validation process relating to the new comprehensive written examination

##### Issue 2 Implement rules to provide guidance to licensees regarding continuing medical education

Once Rulemaking Moratorium is lifted the Board will implement rules that define guidelines for 20 hours of annual continuing medical education that licensees are required to obtain. Legislation effective 10-1-08 requires continuing medical education annually beginning on January 1, 2010.

##### Issue 3 Train medical investigators

Funding limitations continue to hinder the board's ability to train medical investigators in basic report writing and the basic tools needed to obtain investigative information.

##### Issue 4 Implement performance audit recommendations within 24 months of legislative vote continuing the Board

The Board implemented all but 5 of the auditor general recommendations. Three of the remaining recommendations require that the Rulemaking Moratorium be removed. One of the remaining recommendations is in process (validation of the examination) and the final remaining recommendation is implemented in a different way.

##### ◆ Goal 1 To issue, renew, or deny licenses, permits, and registrations in a timely manner.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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Applications received (includes physicians, assistants, dispensing permits and chelation protocol reviews filed with an initial application)	24	22	22
Explanation:	7 physicians, 15 medical assistants, 1 dispensing, 1 chelation reviews		
New licenses issued (physician, assistants, chelation permits, and dispensing)	19	19	19
Explanation:	6 physicians, 11 medical assistants, 1 permits, 1 chelation reviews		
Licenses eligible for renewal (physicians, dispensing permits, chelation permits, and medical assistants)	218	218	219
Explanation:	Dispensing=60; Physicians=103; Assistants=336; Chelation=19		
Number of licenses renewed	220	218	218
Explanation:	Total includes number of physicians, dispensing permits, assistants, and chelation permits renewed.		
Renewal receipts mailed within 5 days of receipt of completed application (does not include chelation Permits)	220	218	218
Explanation:	based on physician, medical assistant, and dispensing permits		
Average number of days from receipt of completed application to issuance or denial of certification	37.4	35	35

##### ◆ Goal 2 To receive, investigate, and adjudicate complaints consistent with the published timeframes of the board.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of complaints resolved within 180 days.	70	75	80
Explanation:	16 out of 23 complaints closed in less than 180 days		
Number of complaints or inquiries received	17	22	23
Complaints resolved by taking disciplinary action against licensee (includes LOC and Suspension)	3	5	5
Suspension	0	2	2
Average number of days per investigation from start to final adjudication	96.52	120	125
Explanation:	Based on the total number of calendar days (2220) accrued in adjudicating all closed complaints divided by total number of closed complaints (23)		
Percent of licensees with disciplinary action	0	2	4
Explanation:	Ongoing 2008: Consent=1; Censure=1		
Total number of investigations conducted	0	19	20
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of information inquiries responded to within 48 hours	98	96	98
Explanation:	Includes email, packet requests, phone messages		

HDA 0.0

**Agency Summary**

ARIZONA DEPARTMENT OF HOUSING

Michael Traylor, 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ HOUSING DEVELOPMENT AGENCY	110,964.0	144,485.0	148,460.0
➤ HOUSING FINANCE AUTHORITY	6,598.0	3,351.0	3,389.0
<b>Agency Total:</b>	<b>117,562.0</b>	<b>147,836.0</b>	<b>151,849.0</b>

**Funding and FTE**

**Summary:** (Thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	911.0	950.0	950.0
Other Non Appropriated Funds	116,651.0	146,886.0	150,899.0
<b>Program Total</b>	<b>117,562.0</b>	<b>147,836.0</b>	<b>151,849.0</b>
<b>FTE Positions</b>	<b>72.0</b>	<b>61.0</b>	<b>61.0</b>

**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.

HDA 1.0

**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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	911.0	950.0	950.0
Other Non Appropriated Funds	110,053.0	143,535.0	147,510.0
<b>Program Total</b>	<b>110,964.0</b>	<b>144,485.0</b>	<b>148,460.0</b>
<b>FTE Positions</b>	<b>68.0</b>	<b>58.0</b>	<b>58.0</b>

**Goal 1** To provide homeownership opportunities and a mix of rental options for Arizonans.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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Total number of households assisted with eviction or foreclosure in order to prevent homelessness

7,348 3,747 2,063

Explanation:

Due to the foreclosure crisis, in FY2008 the agency allocated additional dollars to this program. However, due to budget cuts funding has been reduced drastically in FY2009 and beyond.

Total funds committed to homeownership programs including construction and acquisitions, rehabilitation of new and existing units, and first-time buyers. (rounded to thousands)

14,164 18,571 15,193

Explanation:

Assistance in FY2009 fell below expectations due to market conditions and cuts in state funding. FY2010/2011 estimates show an increase due to one-time federal stimulus monies.

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.

765 717 471

Total funds committed to affordable rental units. (Numbers rounded to thousands)

185,739. 216,611. 198,506.

Explanation:

Assistance to affordable rental units is expected to spike in FY2010 due to the availability of federal stimulus funds to augment federal tax credit assistance.

Total number of affordable rental units assisted/produced

11,130 11,262 11,110

Explanation:

Number of rental units assisted shows increases due to reporting of federally subsidized units now being reported.

Total number of individuals assisted with information on available affordable rental units through the agency's website

169,224 174,301 179,530

Total number of publicly funded rental units monitored for health and safety issues

14,121 14,545 14,981

**Goal 2** To recruit, retrain and maintain a qualified, professional work force.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of agency turnover	17.0	10.00	10.00
Explanation:	The FY2009 turnover rate was adversely impacted by a RIF and layoff of employees due to budget cuts.		

- ◆ **Goal 3** To maintain and further improve quality working relationships with our partners.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Results of customer satisfaction survey (7=excellent; 4=satisfactory; 1=poor)	5.35	5.40	5.46

HDA 2.0

**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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,598.0	3,351.0	3,389.0
<b>Program Total</b>	<b>6,598.0</b>	<b>3,351.0</b>	<b>3,389.0</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 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)	11,401.	13,871.	21,748.
Explanation:	Due to bond market uncertainties it is hard to predict FY2010/FY2011 bond assistance. Estimates are conservative.		
Total number of low-income households assisted into homeownership through the homeownership program	178	179	242
Total number of rental projects approved	4	0	2
Explanation:	No AzHFA issued multi-family mortgages are expected in FY2010 due to current market difficulties; activity could pick up in FY2011, if conditions improve.		
Total number of rental units created in approved rental projects	145	0	80

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**Agency Summary**

COMMISSION OF INDIAN AFFAIRS

Kristine M. Thomas, Executive Director

Phone: (602) 542-4421

A.R.S. §§ 41-541 to 41-545

#### Mission:

*To enhance communication and build sustainable relationships between tribal entities and the State of Arizona.*

#### Description:

The Arizona Commission of Indian Affairs has a legislative mandate to assist and support state and federal agencies in assisting Indians and Tribal councils to develop mutual goals; design projects for achieving goals and implement their plans; encourage a spirit of cooperation to guide the continuing government-to-government relationship between the State of Arizona and Tribal Nations and communities located in Arizona; ensure meaningful and timely consultation with Tribal Leaders to facilitate better understanding, informed decision making, and intergovernmental cooperation; establish a spirit of cooperation and collaboration among state agency tribal liaisons in order to share ideas, address needs and effectively implement the mandates outlined in EO 2006-14 and; ensure that state services and resources are available to all eligible citizens residing in Arizona tribal communities to the same extent that such services are available to all other eligible citizens.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	208.0	127.0	127.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	58.0	0.0	0.0
<b>Program Total</b>	<b>266.0</b>	<b>127.0</b>	<b>127.0</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>1.0</b>	<b>1.0</b>

#### Strategic Issues:

- Issue 1** *Advise the Governor and the Legislature in Tribal issues, confer and coordinate with other governmental entities and legislative committees regarding Indian needs and goals*
- Issue 2** *Improve relationships between Indians and non-Indians and raise awareness of the needs of Indians in the state.*
- Issue 3** *Collect and provide facts needed by Tribal, State and Federal agencies to work together effectively.*
- Issue 4** *Promote increased participation by Indians in local/state affairs, assist Tribal groups in self-government, and assist urban Indians.*

- ◆ **Goal 1** To Facilitate communication between tribal entities (both public and private), elected state officials, and other state agencies

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of meetings facilitated between stakeholders, tribal officials and state officials to communicate and/or collaborate on administrative and legislative issues	40	30	30
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Issue an annual report describing Commission activities to state policymakers	1	1	1
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of projects and activities of each Tribal Liaison subcommittee advertised/publicized	6	6	6

- ◆ **Goal 2** To establish and maintain relationships between the State of

#### Arizona and the 22 Indian Tribes

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Coordinate frequent and structured visits with each tribe on their respective tribal communities to obtain tribal input about state activities. Based on invitations received from tribal communities 6 visits will be planned	6	6	6

- ◆ **Goal 3** To act as an informational clearinghouse and reference desk

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Process phone, walk-in, email and standard mail inquiries	360	360	360

- ◆ **Goal 4** To promote Economic and Community Development Programs

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Develop and establish Internships to further the ACIA mission thereby fostering future Indian liaisons and reducing administrative costs	0	1	2

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Establish memberships with the Arizona Association of Economic Development (AAED), the Arizona Chamber and the American Indian Chamber of Commerce of Arizona (AICCAZ), and other organizations that specialize in community and economic development projects	1	3	3



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**Agency Summary**

INDUSTRIAL COMMISSION OF ARIZONA

Laura McGrory, 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ ADMINISTRATIVE SERVICES	3,976.0	4,187.0	4,187.0
➤ WORKERS COMPENSATION CLAIMS ASSURANCE	3,394.0	4,164.0	4,164.0
➤ ADJUDICATION OF DISPUTES	4,840.0	5,753.0	5,753.0
➤ LABOR LAW ADMINISTRATION	753.0	987.0	987.0
➤ OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION	6,928.0	6,671.0	6,671.0
➤ SPECIAL FUND CLAIMS PROCESSING	782.0	1,050.0	1,050.0
➤ LEGAL COUNSEL	1,413.0	1,700.0	1,700.0
<b>Agency Total:</b>	<b>22,086.0</b>	<b>24,512.0</b>	<b>24,512.0</b>

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	17,591.0	19,984.0	19,984.0
Other Non Appropriated Funds	4,495.0	4,528.0	4,528.0
<b>Program Total</b>	<b>22,086.0</b>	<b>24,512.0</b>	<b>24,512.0</b>
<b>FTE Positions</b>	<b>322.0</b>	<b>307.0</b>	<b>307.0</b>

#### 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.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,889.0	4,098.0	4,098.0
Other Non Appropriated Funds	87.0	89.0	89.0
<b>Program Total</b>	<b>3,976.0</b>	<b>4,187.0</b>	<b>4,187.0</b>
<b>FTE Positions</b>	<b>49.0</b>	<b>45.0</b>	<b>45.0</b>

- ◆ **Goal 1** To process all personnel actions in an effective manner on a timely basis.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Actions processed	17,357	18,050	19,000
Percent of Agency staff turnover	13.0	15.0	17.0
Administration as a percent of total cost	9.5	9.5	9.5

- ◆ **Goal 2** To process all accounting transactions correctly on a timely basis.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Claims and invoices processed	40,623	41,000	42,000
Warrants issued	19,044	20,000	21,000
Average invoices not processed at months end	357	100	100
Requisitions processed	1,877	1,875	1,900
Purchase orders processed	843	900	900

- ◆ **Goal 3** To process all self-insurance new applications and renewal applications efficiently and in a timely manner.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Renewals and applications processed	94	98	98

- ◆ **Goal 4** To resolve problems concerning claims of injured workers in efficient manner on a timely basis.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of claimants contacted	2,306	5,000	5,000
Claimant's cases resolved	15	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,260.0	4,002.0	4,002.0
Other Non Appropriated Funds	134.0	162.0	162.0
<b>Program Total</b>	<b>3,394.0</b>	<b>4,164.0</b>	<b>4,164.0</b>
<b>FTE Positions</b>	<b>85.0</b>	<b>79.0</b>	<b>79.0</b>

- ◆ **Goal 1** To ensure that permanent disability awards are issued in timely manner.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Awards issued	2,472	3,000	3,000
Percent of awards issued within 75 days	93.0	90.0	90.0

- ◆ **Goal 2** To complete employees average monthly wage in most effective, efficient manner possible.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of wage determinations issued	15,120	16,000	16,000
Percent determined within 45 days	94.0	90.0	90.0

- ◆ **Goal 3** To process lump sum settlement requests in the most efficient manner.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Lump sum requests processed	36	50	50
Percent of requests processed within 15 days	90.0	80.0	80.0

- ◆ **Goal 4** To process initial filing of Workers Compensation Claims on timely basis.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of claims for workers' compensation processed	102,870	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Customer satisfaction rating for workers' compensation program (Scale 1-8)	7.2	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,840.0	5,753.0	5,753.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,840.0</b>	<b>5,753.0</b>	<b>5,753.0</b>
<b>FTE Positions</b>	<b>55.0</b>	<b>51.0</b>	<b>51.0</b>

- ◆ **Goal 1** To process and set hearings so that they are heard in a timely manner.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of petitions for hearing received: workers compensation	6,924	6,750	6,800
Petitions for hearing received: OSHA	47	60	70
Awards issued: Workers' Compensation	6,923	6,500	6,500
Average number of days to resolve a case by the administrative law judge division	111	112	110
Customer satisfaction rating for workers' compensation program (Scale 1-5)	3.5	3.5	3.5

- ◆ **Goal 2** To process requests for hearing in the most efficient, cost effective manner.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Awards issued without hearing	4,676	4,500	4,600
Number of hearings conducted by the administrative law judge division	5,128	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	740.0	967.0	967.0
Other Non Appropriated Funds	13.0	20.0	20.0
<b>Program Total</b>	<b>753.0</b>	<b>987.0</b>	<b>987.0</b>
<b>FTE Positions</b>	<b>18.0</b>	<b>19.0</b>	<b>19.0</b>

- ◆ **Goal 1** To efficiently enforce the Child Labor Laws in a timely manner.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of injury reports reviewed	624	900	900
Child labor law violations investigated	58	100	100
Violations confirmed	12	12	40
Turnover time (time violations known to Labor to time violation confirmed (in days))	57	45	45

- ◆ **Goal 2** To efficiently process and investigate wage claims in a timely manner.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of claims filed	2,858	3,000	3,000
Average months to complete investigation	2.3	3.0	3.0

- ◆ **Goal 3** To efficiently process and monitor the licensing of private employment agencies.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average months to complete investigation	1.5	2.0	2.0
Percent of licenses processed within 90 days	100	80.0	80.0
License applications processed	3	10	10
Complaints investigated	3	10	10

- ◆ **Goal 4** To efficiently monitor, process, investigate and enforce minimum wage laws.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Inquiries	1,500	2,000	2,000
Complaints filed	83	70	70
Complaints resolved administratively	15	15	15
Violations issued	60	55	55
Average months to complete investigation	2.0	3.0	3.0
On-site audits and reviews completed	44	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,667.0	2,414.0	2,414.0
Other Non Appropriated Funds	4,261.0	4,257.0	4,257.0
<b>Program Total</b>	<b>6,928.0</b>	<b>6,671.0</b>	<b>6,671.0</b>
<b>FTE Positions</b>	<b>73.0</b>	<b>72.0</b>	<b>72.0</b>

- ◆ **Goal 1** To effectively enforce all OSHA standard in safety compliance and industrial hygiene.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of health compliance inspections	474	500	500
Health violations	1,270	1,200	1,200
Number of safety compliance inspections	1,023	1,000	1,000
Safety violations found	1,618	1,500	1,500

- ◆ **Goal 2** To provide effective and timely voluntary consultation services to aid employers in recognizing and abating work place hazards.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Safety consultation surveys	628	500	500
Hazards	1,261	1,500	1,500
Health consultation surveys	206	200	200
Hazards	523	550	550

- ◆ **Goal 3** To provide statewide training programs to employees concerning specific safety related functions that are timely and effective.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Programs	309	225	225
Employers trained	2,178	2,000	2,000
Employees trained	4,631	4,000	4,000

- ◆ **Goal 4** To ensure that there is no danger to employees or the general public from Arizona boilers or elevators.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Boilers inspected	3,304	3,300	3,300
Deficiencies identified	3,335	3,400	3,400
Elevators inspected	6,041	6,000	6,250
Deficiencies identified	3,031	3,000	3,500

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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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	782.0	1,050.0	1,050.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>782.0</b>	<b>1,050.0</b>	<b>1,050.0</b>
<b>FTE Positions</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>

◆ **Goal 1** To process claims of injured Special Fund claimants in timely manner.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average days between receipt of claims notice and issuance of award	24.6	21.0	21.0
Supportive care awards issued	6	5	5
No insurance awards issued	2,244	2,500	2,500
Rehabilitation awards issued	103	100	100

Collection files opened	455	420	420
Delinquent collection accounts to Attorney General's office	120	140	140
Subrogation files opened	5	10	10

◆ **Goal 3** To effectively enforce compliance by Arizona employers with Arizona Workers' Compensation Insurance requirements.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of compliance referrals	2,110	2,000	2,000
Employers identified as uninsured	1,220	1,100	1,100
Compliance investigations completed	1,182	600	600
Civil penalties issued	188	150	150
Employers insured through our efforts	288	240	240
Injunctive proceeding initiated	52	50	50

ICA 7.0	<b>Program Summary</b>
	LEGAL COUNSEL
	Andrew Wade, 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,413.0	1,700.0	1,700.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,413.0</b>	<b>1,700.0</b>	<b>1,700.0</b>
<b>FTE Positions</b>	<b>23.0</b>	<b>22.0</b>	<b>22.0</b>

◆ **Goal 1** To provide quality legal representation to the Agency in contested legal matters.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
No Insurance cases referred for hearing	155	150	150
OSHA cases referred for hearing	50	60	60
Apportionment/Supportive Care Matters	89	90	90
Number of wage claim appeals	11	10	10
Litigation investigations completed	35	50	50
Civil Penalty Cases referred to hearing	47	50	50
Matters related to assignment of claims under ARS 23-966	42	40	40
Legal opinions & other miscellaneous	102	100	100
Rulemaking/Regulatory/Compliance/Legislation	7	10	10

◆ **Goal 2** To effectively collect debts owed to the Industrial Commission.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Collection investigations completed	2	10	10

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**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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ POLICY AND ADMINISTRATION	1,321.0	1,529.0	1,529.0
➤ SOLVENCY REGULATION	5,336.0	5,414.0	5,414.0
➤ CONSUMER SUPPORT	5,342.0	4,751.0	4,791.0
➤ FRAUD INVESTIGATION AND DETERRENCE	1,165.0	791.0	791.0
➤ LICENSING	791.0	799.0	799.0
➤ PREMIUM TAX COLLECTIONS AND ANALYSIS	212.0	219.0	219.0
➤ CAPTIVE INSURER PROGRAM	142.0	136.0	136.0
<b>Agency Total:</b>	<b>14,309.0</b>	<b>13,639.0</b>	<b>13,679.0</b>

#### Funding and FTE Summary:

(Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	6,867.0	6,082.0	6,082.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,442.0	7,557.0	7,597.0
<b>Program Total</b>	<b>14,309.0</b>	<b>13,639.0</b>	<b>13,679.0</b>
<b>FTE Positions</b>	<b>158.0</b>	<b>146.0</b>	<b>146.0</b>

#### 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. State officials have successfully regulated the insurance industry for nearly 150 years, promoting the public interest, ensuring competitive markets, facilitating fair and equitable consumer protections and maintaining the financial strength and solvency of the insurance industry. The Obama Administration push for financial regulatory reform includes a proposal to create an Office of National Insurance (ONI) and pending Congressional legislation to provide for some degree of federal insurance regulation which, if passed, could drastically change the current state-based insurance regulatory landscape (i.e., loss of state insurance premium tax revenues and consumer protection benefits). Other possible federal legislation would allow for an "optional federal charter" affording insurers the option of choosing

regulatory authority between the state and federal government (similar to the current optional banking state/federal charter), which could adversely impact the long-standing comprehensive state-based consumer protections, confuse and disrupt insurance markets and harm insurance consumers. In fact, the state-based system of monitoring insurer financial solvency has kept insurance companies stable, protecting policyholders during the current financial turmoil. It was AIG's financial products division (not its insurers) that caused the bailout crisis last fall. Overall, the insurance business has fared much better than many other financial institutions under the current state insurance regulation system.

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. Pending federal "NARAB II" legislation would update the current federal National Association of Registered Agents and Brokers law (NARAB I) regarding national uniformity of insurance agent licensing and continuing education (CE) standards. Currently, agents must comply with 50 different licensing requirements in order to do business in each of the 50 states (although many states have similar requirements, they do differ in some respects). The current lack of licensing uniformity supports the argument in favor of nationalization - federal insurance regulation. The pending NARAB II proposal would provide an option for any insurance agent or agency to become a NARAB member and thus, become subject to only one set of licensing and CE standards in order to operate in every state. Except for CE requirements, Arizona is compliant with the proposed NARAB II uniformity requirements.

In a dynamic and competitive global insurance market, U.S. insurers need to introduce new products quickly and 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 (for the State of Arizona this is 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 financial crisis this past year, 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. 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 that state insurance departments have the necessary laws and regulations, adequately trained personnel and the 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

Despite budget constraints and staff reductions, the Department continues to assist consumers in many ways. Since January 2009, the Department helped Arizona consumers recover over \$4.5 million from improper insurance transactions (i.e., claim payments, premium refunds, unsuitable annuity sales, etc.). The Department responds to consumer questions and complaints and investigates 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 lowering 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 severely reduced funding, the Department continues to improve efficiency in its operations. With increased 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 make our records more readily accessible to our analysts, the insurance industry and the public. We need to make our insurance continuing education (CE) 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 CE violations. We need a way to automatically verify a license applicant's lawful presence in the U.S. (an "E-Verify" system or electronic DMV records access), rather than manual review of 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 immediately receive criminal history reports, rather than waiting weeks or months for this critical information. Subscription to a criminal conviction records service would continually provide criminal conviction records for licensed insurance professionals and principals of licensed businesses and 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,199.0	1,448.0	1,448.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	122.0	81.0	81.0
<b>Program Total</b>	<b>1,321.0</b>	<b>1,529.0</b>	<b>1,529.0</b>
<b>FTE Positions</b>	<b>19.0</b>	<b>15.0</b>	<b>15.0</b>

- ◆ **Goal 1** To efficiently and effectively coordinate, facilitate and support accomplishment of department-wide and divisional goals and objectives.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of quarterly performance pay targets the ADOI met for performance evaluated during the fiscal year	100.0	95.8	91.7
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of employee separations divided by the average number of filled FTE positions during the fiscal year	28.3	5.0	5.0



Percentage of Insurance Department employees surveyed who responded they were "satisfied" with their jobs	N/A	80.0	80.0
Explanation:	The Department did not conduct an employee satisfaction survey during FY 2009.		

- ◆ **Goal 3** To provide quality accounting, budgeting, personnel and procurement services to internal customers.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of Insurance Department employees surveyed who responded they were "satisfied" or better with the Business Services Section	N/A	80.0	80.0
Explanation:	The Department of Insurance did not survey employee satisfaction during FY 2009.		

- ◆ **Goal 4** To provide quality information technology support to internal customers.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of Insurance Department employees surveyed who responded they were "satisfied" or better with the Information Services Division	N/A	80.0	80.0
Explanation:	The Department of Insurance did not survey employee satisfaction during FY 2009.		

- ◆ **Goal 5** To promptly fulfill appropriate public records requests and subpoenas.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average days to fulfill a public records request or respond to a subpoena from date request/subpoena received	4.2	8.0	8.0

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	421.0	331.0	331.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	4,915.0	5,083.0	5,083.0
Program Total	5,336.0	5,414.0	5,414.0
FTE Positions	38.0	38.0	38.0

- ◆ **Goal 1** To provide quality services to examination customers.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of examinees surveyed who responded they were "satisfied" or better with the financial examination process	N/A	80.0	80.0
Explanation:	The Department of Insurance did not survey examinee satisfaction during FY 2009.		

- ◆ **Goal 2** To efficiently and effectively analyze financial filings of insurers.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of priority domestic	100.0	90.0	90.0

Insurer annual financial reports analyzed by April 30			
Percentage of priority domestic insurer supplemental filings analyzed within 45 days after receipt	97.8	90.0	90.0
Percentage of non-priority domestic insurer annual financial reports analyzed by June 30	98.9	90.0	90.0
Percentage of non-priority domestic insurer supplemental filings analyzed within 90 days after receipt	99.0	90.0	90.0

- ◆ **Goal 3** To timely, efficiently and effectively examine domestic insurers.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of domestic insurers examined within statutory timeframes	95.0	100.0	100.0
Number of new domestic receiverships	1	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage by which investment earnings of the Guaranty Funds exceeded the 90-day T-bill rate	0.7	0.5	0.5
Claims handling audit score (perfect score = 100) for claims handled by the Guaranty Funds office	95.0	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 2009, 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Receivership administrative expenses as a percentage of creditor payments for estates closed during the fiscal year	68.5	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	3,234.0	2,641.0	2,641.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,108.0	2,110.0	2,150.0
Program Total	5,342.0	4,751.0	4,791.0
FTE Positions	64.0	58.0	58.0

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of managed care examination reports filed within one year after exit from company for reports filed during the year	0	66.7	100.0
Percentage of managed care examination draft reports sent to the company within 60 days after exit	100.0	100.0	100.0

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of prepaid dental plan organization quarterly reports reviewed for compliance with laws and regulations	100.0	99.2	99.2

- ◆ **Goal 3** To efficiently and effectively analyze and examine insurers' marketing, claims, underwriting, and rating practices.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of market conduct examination reports filed within one year after exit from company for reports filed during the year	80.0	85.0	90.0
Amount of restitution recovered through market conduct examinations (in thousands of dollars)	26.2	25.0	30.0
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average 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	91.0	135.0	135.0

- ◆ **Goal 5** To efficiently and effectively review Property and Casualty rate filings to determine compliance with Arizona law.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of targeted open-competition rate filings (Article 4.1) reviewed within 90 days from date filing received	99.8	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 days to complete substantive review of file-and-use rate filings	12.0	15.0	15.0
Percentage of Property and Casualty rate filings submitted electronically	93.0	80.0	80.0

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of Property and Casualty 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	4.2	20.0	20.0
Percentage of Life and Health form filings on which review was completed within the prescribed substantive review period	96.1	90.0	90.0
Average days to complete substantive review of Life and Health form filings	20.0	25.0	25.0

Percentage of form filers surveyed indicating "satisfied" or better	84.6	80.0	80.0
Percentage of form filings submitted electronically	91.7	90.0	90.0
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average calendar days to complete an investigation after receipt of complaint warranting an investigation	42.5	75.0	125.0
Explanation:	The measurement only includes complaints that were investigated and closed and excludes complaints that warrant investigation but cannot be investigated due to resource limitations.		

- ◆ **Goal 8** To efficiently and effectively administer health insurance external appeals process.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of health care appeals administered within statute-prescribed timeframes for health care appeal cases completed during the fiscal year	100.0	99.0	99.0

- ◆ **Goal 9** To efficiently and effectively render assistance to consumers and other constituents on insurance-related matters.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of success in locating liability coverage for difficult-to-place risks	100.0	98.0	98.0
Percent of survey respondents indicating satisfied or better with assistance rendered	72.5	60.0	60.0
Average days to resolve request for assistance	109.1	125.0	150.0

- ◆ **Goal 10** To efficiently and effectively make insurance-related information available to the public.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of insurance-related public education events conducted during the fiscal year that had 10 or more attendees.	24	20	16

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,165.0	791.0	791.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,165.0</b>	<b>791.0</b>	<b>791.0</b>
<b>FTE Positions</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>

◆ **Goal 1** To efficiently and effectively investigate fraud referrals.

**Performance Measures**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of investigations completed from referrals	210	20	20
Explanation:	Excludes proactive cases. Proactive cases are initiated by the Department. Estimates for FY 2010 and FY 2011 are based on the assumption that the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.		
Number of fraud referrals received from insurers	2,659	2,700	2,750
Number of insurer-referred cases submitted for prosecution (including citations in lieu of detention)	28	3	3
Explanation:	Excludes proactive cases. Estimates for FY 2010 and FY 2011 are based on the assumption that the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.		
Number of convictions from insurer-referred cases	26	2	2
Explanation:	Excludes cases previously submitted for prosecution and awaiting judicial procedure. Estimates for FY 2010 and FY 2011 are based on the assumption that the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.		
Average days to complete investigation of insurer-referred cases for cases completed during the year	206.8	350.0	350.0
Explanation:	Estimates for FY 2010 and FY 2011 are based on the assumption that the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.		
Percentage of survey respondents indicating satisfied or better	55.0	10.0	10.0
Explanation:	Estimates for FY 2010 and FY 2011 are based on the assumption that the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.		
Number of citation-in-lieu-of-detention cases submitted for prosecution	9	0	0
Explanation:	Estimates for FY 2010 and FY 2011 are based on the assumption that the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.		
Number of citations in lieu of detention resulting in conviction or consent decree	12	0	0
Explanation:	Estimates for FY 2010 and FY 2011 are based on the assumption that the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.		
Total restitution ordered from investigations of insurer-referred cases (in thousands of dollars)	358.0	12.0	12.0
Explanation:	FY 2008 was \$1,823.6 thousand. Estimates for FY 2010 and FY 2011 are based on the assumption that the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.		

◆ **Goal 2** To efficiently and effectively conduct targeted, proactive fraud investigations.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of targeted, proactive investigations completed	83	2	2
Explanation:	Estimates for FY 2010 and FY 2011 are based on the assumption that the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.		
Number of targeted, proactive cases submitted for prosecution	25	2	2
Explanation:	Estimates for FY 2010 and FY 2011 are based on the assumption that the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.		

Number of convictions from targeted, proactive cases	74	1	1
Explanation:	Estimates for FY 2010 and FY 2011 are based on the assumption that the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.		
Total restitution ordered from proactive investigations (in thousands of dollars)	325.0	10.0	10.0
Explanation:	Estimates for FY 2010 and FY 2011 are based on the assumption that the Department will not be able to rehire any special agents reduced in force because of FY 2009 budget reductions.		

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	636.0	652.0	652.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	155.0	147.0	147.0
<b>Program Total</b>	<b>791.0</b>	<b>799.0</b>	<b>799.0</b>
<b>FTE Positions</b>	<b>15.0</b>	<b>13.0</b>	<b>13.0</b>

◆ **Goal 1** To efficiently and effectively process insurer license applications.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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	25.7	30.0	30.0
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of insurance professionals surveyed who reported they were "satisfied" or better with licensing services	97.6	95.0	92.5

◆ **Goal 3** To efficiently and effectively process professional service license applications.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average Licensing Time Frames Days* required to render a decision on an insurance professional license application or renewal application from the date it was received	3.3	5.0	5.0
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	49,129	50,112	51,114
Explanation:	Number of insurance professional license and renewal applications received		
Total producers licensed at June 30	159,589	162,781	166,036
Explanation:	Number of insurance professionals licensed at June 30		
Percentage of (new) license applications and fee payments received electronically	68.0	70.0	70.0
Percentage of license renewal applications and fee payments received electronically	61.5	62.0	62.5

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	212.0	219.0	219.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	212.0	219.0	219.0
FTE Positions	3.0	3.0	3.0

#### ◆ Goal 1 To fully collect the premium tax required by law.

##### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of prior fiscal year premium tax returns audited	78.0	80.0	85.0
Amount of tax, interest and penalties recovered through audits (in millions of dollars)	0.8	0.9	0.9

#### ◆ Goal 2 To efficiently deposit premium tax revenues.

##### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average work days from date tax payment received to deposit with State Treasurer	2.5	2.0	2.0
Percentage of premium tax (installment and annual) reports and payments received electronically	5.4	6.2	7.0

#### ◆ Goal 3 To accurately forecast premium tax revenues.

##### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Difference (absolute value) between tax revenue forecast and actual fiscal-year tax revenues collected	1.3	2.0	2.0

#### ◆ Goal 4 To provide quality service to premium taxpayers.

##### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of insurance premium taxpayers surveyed who reported they were "satisfied" or better with the Premium Tax Unit	83.4	80.0	80.0

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### 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	142.0	136.0	136.0
Program Total	142.0	136.0	136.0
FTE Positions	4.0	4.0	4.0

#### ◆ Goal 1 To enable growth of the domestic captive insurance industry.

##### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of new captive insurers licensed	12	9	9

#### ◆ Goal 2 To efficiently and effectively process captive insurer license applications.

##### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of captive insurer license applications reviewed within 30 days of receiving an administratively complete application	100.0	92.0	92.0

#### ◆ Goal 3 To efficiently and effectively oversee the soundness of domestic captive insurers.

##### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of captive insurer annual reports analyzed within 120 calendar days of receipt	20.0	20.0	20.0

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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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ ADJUDICATION	4,169.8	4,599.8	4,599.8
➤ ADMINISTRATIVE SUPERVISION (COURTS AND AOC SUPPORT)	7,539.9	7,893.4	12,644.5
➤ REGULATORY ACTIVITIES	3,186.7	3,844.1	3,844.1
➤ COURT ASSISTANCE	40,194.8	57,075.3	54,575.3
➤ FAMILY SERVICES	5,632.1	6,125.9	6,125.9
➤ JUDICIAL NOMINATIONS AND PERFORMANCE REVIEW	282.3	333.8	333.8
➤ COMMISSION ON JUDICIAL CONDUCT	394.4	434.8	434.8
➤ JUDICIAL COMPENSATION	17,736.8	16,703.5	16,808.8
➤ ADULT PROBATION SERVICES	32,497.9	31,457.2	35,988.6
➤ JUVENILE PROBATION SERVICES	51,522.2	53,957.3	53,957.3
➤ COURT OF APPEALS DIVISION I	9,588.6	9,813.0	9,813.0
➤ COURT OF APPEALS DIVISION II	4,273.7	4,350.5	5,009.3
➤ ADULT AND JUVENILE DRUG COURT	996.3	1,013.6	1,013.6
<b>Agency Total:</b>	<u>178,015.5</u>	<u>197,602.2</u>	<u>205,148.8</u>

<b>Funding and FTE Summary:</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
(Thousands)			
General Funds	121,453.4	120,520.4	130,567.0
Other Appropriated Funds	36,861.3	48,452.2	45,952.2
Other Non Appropriated Funds	19,700.8	28,629.6	28,629.6
Program Total	<u>178,015.5</u>	<u>197,602.2</u>	<u>205,148.8</u>
FTE Positions	<u>632.4</u>	<u>604.2</u>	<u>605.2</u>

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	4,169.8	4,599.8	4,599.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,169.8</b>	<b>4,599.8</b>	<b>4,599.8</b>
<b>FTE Positions</b>	<b>43.7</b>	<b>41.0</b>	<b>41.0</b>

- ◆ **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.)

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
All cases on file	1,326	1,400	1,400
All cases terminated	1,057	1,100	1,100
Cases pending	269	280	280
New case filings	1,023	1,100	1,100
State Bar matters on file	167	170	180
State Bar matters terminated	155	150	150
State Bar activity reports	1,470	1,500	1,500
All other cases on file	14	17	17
All other cases terminated	7	10	10

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	7,539.9	7,893.4	12,644.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>7,539.9</b>	<b>7,893.4</b>	<b>12,644.5</b>
<b>FTE Positions</b>	<b>57.4</b>	<b>48.1</b>	<b>48.1</b>

- ◆ **Goal 1** To identify operational and administrative problems and recommend solutions and to uphold the integrity and independence of the judiciary.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Operational reviews completed	19	20	20
Average days to complete an operational review report	224	180	180
Average reviews per specialist	3	4	4

- ◆ **Goal 2** To ensure that automation services are provided that support statewide programs and systems.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Internal and external users connected to the Arizona Judicial Information Network	7,461	7,500	7,500
Infrastructure cost per user (dollars)	922	918	918
Explanation: Increased cost in FY07 and FY08 related to data center move.			
Uptime of network availability during normal operating hours (percentage)	99.98	99	99
Uptime of systems availability during normal operating hours (percentage)	99.93	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	94.5	96	97
% 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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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Total Number of Questions/Issues Received	31,798	35,000	35,000
Number of Questions/Issues Received - Urgent Priority	62	150	150
Percent of Questions/Issues Resolved Within 1 Business Day - Urgent Priority	93	85	85
Number of Questions/Issues Received - High Priority	433	400	400
Percent of Questions/Issues Resolved Within 2 Business Days - High Priority	92	85	85
Number of Questions/Issues Received - Medium Priority	30,867	32,500	32,500
Percent of Questions/Issues Resolved Within 3 Business Days - Medium Priority	96	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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	898.3	1,194.4	1,194.4
Other Non Appropriated Funds	2,288.4	2,649.7	2,649.7
<b>Program Total</b>	<b>3,186.7</b>	<b>3,844.1</b>	<b>3,844.1</b>
<b>FTE Positions</b>	<b>35.1</b>	<b>34.1</b>	<b>34.1</b>

COU 3.1 **Subprogram Summary**  
**COURT REPORTERS**  
Linda Grau, Program Manager  
Phone: (602) 452-3888  
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 includes Regulatory Activities from all non appropriated funds in addition to court reporter.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,288.4	2,649.7	2,649.7
<b>Program Total</b>	<b>2,288.4</b>	<b>2,649.7</b>	<b>2,649.7</b>
<b>FTE Positions</b>	<b>19.1</b>	<b>20.4</b>	<b>20.4</b>

- ◆ **Goal 1** To promptly process and review certification applications and reports for issuance, renewal or denial of certification

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Applications received (new and renewal)	478	490	15
Certifications granted	476	498	1
Certifications denied	2	2	0
Average number of days from receipt of application to decision regarding certification	45	30	60
Number of certified reporters (end of year)	476	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Complaints received	14	10	10
Complaints closed	6	10	10
Disciplinary action	1	1	1
Average number of days from receipt of complaint to resolution by dismissal or disciplinary action	151	180	180
Complaint closure rate (percent)	46	98	98
Percent of cases closed within 22 month standard	100	98	98

COU 3.2 **Subprogram Summary**  
CONFIDENTIAL INTERMEDIARY

Linda Grau, Program Manager  
Phone: (602) 452-3888  
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	115.7	195.7	195.7
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>115.7</b>	<b>195.7</b>	<b>195.7</b>
<b>FTE Positions</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>

- ◆ **Goal 1** To promptly process and review applications for initial certification.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of applicants for certification	43	15	10
Average number of days from receipt of complete application requirements to decision regarding certification	90	90	90
Number of individuals granted certification	43	15	10
Number of individuals denied certification	0	0	0
CIs certified (end of year)	43	45	50

- ◆ **Goal 2** To promptly process and review applications for biennial renewal of certification.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of applications received	29	n/a	40
Number of individuals granted recertification	29	n/a	40
Number of individuals denied recertification	0	n/a	0
Number of days from submission of complete renewal application to decision regarding renewal	45	n/a	55

- ◆ **Goal 3** To provide initial training to individuals eligible for certification and renewal training for certified CIs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of individuals receiving initial training	17	15	10

- ◆ **Goal 4** To assist CIs to provide high quality service.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Cases closed	29	35	35
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Complaints received	1	1	1
Complaints closed	1	1	1
Disciplinary action	0	1	0
Number of days from receipt of complaint to resolution by dismissal or disciplinary action	112	120	120
Complaint case closure rate (percent)	100	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	204.3	293.0	293.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>204.3</b>	<b>293.0</b>	<b>293.0</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>3.6</b>	<b>3.6</b>

- ◆ **Goal 1** To promptly process and review certification applications and reports for issuance or denial of initial certification.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of applications received	18	20	20
Number of individuals certified	18	19	19
Number of applications denied	0	1	1
Number of days from receipt of complete application requirements to decision regarding certification	45	30	60
Number of fiduciaries certified at end of year	304	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of applications received	n/a	300	n/a
Number of individuals granted recertification	n/a	287	n/a

Number of applications denied recertification	n/a	1	n/a
Number of days from submission of complete renewal application to decision regarding renewal	n/a	30	n/a

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of complaints received	24	23	23
Number of complaints closed	24	23	24
Number of disciplinary actions	8	5	8
Number of days from receipt of complaint to resolution by dismissal or disciplinary action	348	300	250
Complaint case closure rate (percent)	109	100	100
Percent of complaints resolved within 22 month standard	42	90	98

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of notice of engagement letters	3	4	4
Fieldwork completed	3	4	4
Corrective Action Plans in Place	2	4	4
Number of final reports completed	2	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	578.3	705.7	705.7
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>578.3</b>	<b>705.7</b>	<b>705.7</b>
<b>FTE Positions</b>	<b>8.5</b>	<b>7.6</b>	<b>7.6</b>

- ◆ **Goal 1** To ensure defensive driving schools and instructors meet established standards for administrative and educational quality.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Operational reviews of schools completed	0	5	5
Percent of instructors rated that are in compliance with Arizona Code of Judicial Administration (ACJA 7-205) and Statutes.	96	95	95
Instructors monitored	121	130	130

- ◆ **Goal 2** To ensure the statewide database provides accurate and

timely information for eligibility and fee payment verification.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average days to complete error change requests from schools	1	1	1
Percent of student completions reported by schools on time	96.41	95	95
Court information change requests processed	340	340	340

- ◆ **Goal 3** To provide continuing training opportunities for instructors to improve the quality of the defensive driving classes.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
New instructors completing training	30	35	40
Current instructors receiving ongoing training	204	165	215
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of bi-monthly school reports/fee payments reconciled monthly	100	100	100

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Complaints received	14	15	15
Complaints closed	7	15	15
Complaint case clearance rate (percent)	50	98	100
Disciplinary actions	1	2	2
Average number of days from receipt of complaint to closure	219	250	250
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Applications received	31	220	30
Certifications granted	35	215	35
Certifications denied	4	5	5
Average number of days from receipt of complete application to decision regarding certification (Instructors)	60	60	60
Number of certified schools (end of year)	24	25	29

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	876.8	904.3	904.3
Other Appropriated Funds	27,117.9	36,832.0	34,332.0
Other Non Appropriated Funds	12,200.1	19,339.0	19,339.0
<b>Program Total</b>	<b>40,194.8</b>	<b>57,075.3</b>	<b>54,575.3</b>
<b>FTE Positions</b>	<b>52.7</b>	<b>53.2</b>	<b>53.2</b>

COU 4.1

**Subprogram Summary**

**JUDICIAL EDUCATION**

Jeffrey Schrade, 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	181.5	170.8	170.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>181.5</b>	<b>170.8</b>	<b>170.8</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>1.0</b>	<b>1.0</b>

- ◆ **Goal 1** To provide continuing education to all members of the judiciary.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of sessions offered to judges (limited, general and appellate jurisdictions)	179	195	195
Number of sessions offered to probation, detention and surveillance officers	506	550	650
Number of sessions offered to judicial staff	100	100	125
Number of judges participating in Education Services Division sponsored programs	976	1,000	1,000
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	557	600	800
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	2,118	1,800	2,200

- ◆ **Goal 2** To assure a comprehensive system of judicial education for all categories of personnel

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of educational hours offered to judges (limited general and appellate jurisdictions)	344	500	500
Explanation:	Performance measure calculation method revised in FY07		
Number of educational hours offered to probation, detention and surveillance officers	1,210.5	1,200	1,400
Explanation:	Performance measure calculation method revised in FY07		
Number of educational hours offered to judicial staff	270	250	300
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	99.75	100	100
Percent of judicial staff in compliance with annual continuing education mandate	99.8	100	100

- ◆ **Goal 3** To assure appropriate use of available resources to support a comprehensive system of judicial education

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of faculty used to train judges	256	235	240
Number of faculty used to train probation, detention and surveillance officers	331	330	400
Number of faculty used to train judicial staff	138	140	150
Percent of total faculty used paid for services to train judges	2.73	10	10
Percent of total faculty used paid for services to train probation, detention and surveillance officers	1.81	20	20
Percent of total faculty used paid for services to train judicial staff	.72	10	10
Cost per participant hours from total budget to train judges	1	20	20

Cost per participant hours from total budget to train probation, detention and surveillance officers	.27	15	15
Cost per participant hours from total budget to train judicial staff	.62	10	10

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total number of seminars/workshops	15	17	17
Total number of conferences	7	5	7
Total number of residential programs	28	25	40
Total number of broadcasts	5	5	5
Total number of computer based programs	437	500	500
Total number of publications	10	10	10
Total number of WENDELL website "hits"	44,512	45,000	50,000
Total number of materials checked out of resource library	434	500	500

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	507.4	545.6	545.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>507.4</b>	<b>545.6</b>	<b>545.6</b>
<b>FTE Positions</b>	<b>5.3</b>	<b>4.9</b>	<b>4.9</b>

- ◆ **Goal 1** To provide timely, effective administrative and technical support to the legislative co-chairs and committee members.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of annual reports	80	100	100

received and analyzed from prior fiscal year

Explanation: New measure, starting in FY09

Number of alternative format programs reviewed.	6	8	8
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- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
State and local contacts monitored and evaluated for proceedings and services following statutes and court rules	64	50	50

- ◆ **Goal 5** To maintain the competence of judicial officers in the appropriate determination and effective management of domestic violence cases.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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	312	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	97.9	97.9	97.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>97.9</b>	<b>97.9</b>	<b>97.9</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To provide for reimbursement of valid grand jury expenses, in accordance with Constitutional mandates.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Claims processed	12	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	90.0	90.0	90.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>90.0</b>	<b>90.0</b>	<b>90.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To provide for reimbursement of valid post-conviction relief proceedings.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Claims processed	16	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.

- ◆ **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. <=Funding for this program has been eliminated through budget cuts.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Reimbursement provided	0	0	0

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,217.4	7,002.1	7,002.1
Other Non Appropriated Funds	9,523.2	15,591.6	15,591.6
<b>Program Total</b>	<b>14,740.6</b>	<b>22,593.7</b>	<b>22,593.7</b>
<b>FTE Positions</b>	<b>19.3</b>	<b>20.1</b>	<b>20.1</b>

- ◆ **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 Measure 1 for FY09 reflects 10 of the 15 Arizona counties including the 2 largest counties, Maricopa and Pima. The 5 counties that were unable to report within the time allotted are undergoing a period of transition related to a new court case management system.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of counties' criminal cases processed within the 100 day target	65	65	70
Percent of counties conducting criminal case processing improvement projects	73	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.



<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	14,488.0	21,541.4	19,041.4
Other Non Appropriated Funds	730.4	710.0	710.0
<b>Program Total</b>	<b>15,218.4</b>	<b>22,251.4</b>	<b>19,751.4</b>
<b>FTE Positions</b>	<b>18.7</b>	<b>19.6</b>	<b>19.6</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of annual increase in court revenue	TBD	6.0	7.0
Difference in percentage change from previous fiscal year in court revenue collections and case filings	TBD	2.0	3.0

- ◆ **Goal 2** To fund court automation projects likely to improve case processing or the administration of justice.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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	4.5	5.0
Clearance rate (dispositions/filings) for all cases at all court levels	TBD	1.02	1.03

- ◆ **Goal 3** To expedite the processing of grant requests in a cost-effective manner.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Mean cycle days receipt of request to court notification of approval/denial	9.84	12	12
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,463.3	4,625.3	4,625.3
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,463.3</b>	<b>4,625.3</b>	<b>4,625.3</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

- ◆ **Goal 1** To develop automation systems to process all court cases.

Note: Program proposes deleting this goal and

corresponding measure.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,782.9	2,287.4	2,287.4
<b>Program Total</b>	<b>1,782.9</b>	<b>2,287.4</b>	<b>2,287.4</b>
<b>FTE Positions</b>	<b>0.4</b>	<b>0.4</b>	<b>0.4</b>

- ◆ **Goal 1** To enhance the ability of the courts and probation departments to process drug related cases more expediently and effectively.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average days drug case processing	147	160	160
Percent of quarterly financial and progress reports submitted according to schedule	100	100	100
Cases that are over 361 days to disposition	1,608	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).

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	163.6	750.0	750.0
<b>Program Total</b>	<b>163.6</b>	<b>750.0</b>	<b>750.0</b>
<b>FTE Positions</b>	<b>1.3</b>	<b>1.3</b>	<b>1.3</b>

- ◆ **Goal 1** To create, improve, maintain, or enhance alternative dispute resolution programs in superior court and justice of the peace courts.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of volunteer mediators trained	166	150	180
Number of volunteer mediator training sessions held	12	12	15

COU 4.11	<b>Subprogram Summary</b>
	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,949.2	3,663.2	3,663.2
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,949.2</b>	<b>3,663.2</b>	<b>3,663.2</b>
<b>FTE Positions</b>	<b>2.7</b>	<b>2.9</b>	<b>2.9</b>

- ◆ **Goal 1** To enhance the ability of courts to process juvenile delinquency cases.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent growth in filings	TBD	1.0	1.0
Clearance rate (dispositions/filings) of 1.00 or greater annually	TBD	.98	1.0
Months for disposition of pending cases	TBD	15	14

- ◆ **Goal 2** To enhance the ability of the courts to process criminal cases.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent growth in filings	TBD	2.0	3.0
Clearance rate (dispositions/filings) of 1.00 or greater annually	TBD	1.01	1.03
Months for disposition of pending cases	TBD	10	10

- ◆ **Goal 3** To expedite the processing of grant requests in a cost-effective manner.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Mean cycle days receipt of request to court notification of approval/denial	8.5	12	12
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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,918.4	3,176.0	3,176.0
Other Appropriated Funds	2,713.7	2,949.9	2,949.9
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>5,632.1</b>	<b>6,125.9</b>	<b>6,125.9</b>
<b>FTE Positions</b>	<b>41.7</b>	<b>39.7</b>	<b>39.7</b>

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,373.8	2,626.4	2,626.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,373.8</b>	<b>2,626.4</b>	<b>2,626.4</b>
<b>FTE Positions</b>	<b>36.3</b>	<b>34.2</b>	<b>34.2</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Children eligible for review during the fiscal year	14,677	16,255	17,097
Number of child reviews held during the fiscal year	18,105	19,695	20,477
Total number of reviews conducted within the fiscal year	10,917	11,780	12,242
Percent of reviews during fiscal year for which the board found that progress was being made towards establishing permanency	76	75	74

- ◆ **Goal 2** To establish, maintain and train sufficient volunteers to perform high quality case reviews.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
FTEs to support volunteers (Does not include Support Pool)	36.73	37.73	36.73
Number of active volunteers during the fiscal year	645	652	671
Average length of volunteer service during the fiscal year	4.43	3.9	3.88
Number of volunteers meeting or exceeding the yearly training requirement	383	440	455
Number of active Removal Review volunteers during the fiscal year	114	135	138

Number of Removal Review volunteers meeting or exceeding the yearly training requirement	35	48	49
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- ◆ **Goal 3** To provide accurate information to families in a caring, respectful manner

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Hotline Calls	1,188	1,200	1,200

- ◆ **Goal 4** To increase public and agency awareness of the Parent Assistance Hotline

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Yellow Page referrals	150	100	100
Agency Referrals	99	100	100
Calls attributable to brochures (DES)	360	350	350
Calls attributable to other advertising	579	500	500

- ◆ **Goal 5** To ensure that each child who is removed from home receives a review of his or her removal

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total number of Removal Reviews facilitated during the fiscal year	1,370	1,453	1,492
Total number of children reviewed by Removal Review Team during the fiscal year	2,316	2,446	2,498
Number of removals in which the majority of the Removal Review team did not agree with the removal	1	4	2

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	102.0	102.0	102.0
Other Appropriated Funds	2,713.7	2,949.9	2,949.9
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,815.7</b>	<b>3,051.9</b>	<b>3,051.9</b>
<b>FTE Positions</b>	<b>5.4</b>	<b>5.5</b>	<b>5.5</b>

- ◆ **Goal 1** To maintain an adequate number of certified volunteer advocates.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Children eligible for CASA assignment during the year	14,677	16,255	17,097
Children with CASA assigned as of 6/30	1,221	1,231	1,255
Total Number of volunteers as of 6/30	757	772	787
Volunteers serving during the year	990	1,009	1,029
Number of Assigned CASAs as of 6/30	628	635	647

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of volunteers during the year completing the required number of hours	553	580	609
Percent of number of volunteers serving during the year completing the required number of hours	56	57	59
Average number of in-service training hours volunteers received	19.99	19.99	19.99

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of volunteer files reviewed	202	190	200
Percent of required items reviewed and found to be in compliance	97	97	98

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total number of case files reviewed	172	170	160
Explanation:	Increased FY07 number is due to Maricopa County operational review.		
Percent of required items reviewed and found to be in compliance	97	97	98

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	442.6	447.6	447.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>442.6</b>	<b>447.6</b>	<b>447.6</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To reduce the time frame from removal to permanency.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of petitions that met preliminary protective hearing requirements (within 5-7 days of removal)	71	80	85
Average number of days to adjudication	49	55	55
Percent of petitions for which a permanency hearing was completed within 12 months of removal	77	80	85

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	282.3	333.8	333.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>282.3</b>	<b>333.8</b>	<b>333.8</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.3</b>	<b>4.3</b>

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Applications received from minorities and women as a percent of all applications	41	50	45
Nominations of minorities and women as a percent of all nominations	36	50	40
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Cost per appellate court vacancy (dollars)	3,200	4,000	4,000
Cost per trial court vacancy (dollars)	1,250	1,000	1,000

◆ **Goal 3** To provide survey forms during each survey period for distribution to individuals who interact with a merit/retention judge.

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Survey forms distributed	7,071	56,000	7,000
Survey forms returned	2,542	14,000	2,500

◆ **Goal 4** To widely disseminate the results of the survey and review process.

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Pamphlets distributed (in thousands)	1,600	0	1,650
Explanation:	Pamphlets are not distributed in a non-election year.		
Telephone Contacts	254	50	200
Website Hits	1,369,211	96,000	2,000,000

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	394.4	434.8	434.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>394.4</b>	<b>434.8</b>	<b>434.8</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>4.0</b>	<b>4.0</b>

◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Inquiries	700	750	750
Complaints processed	360	380	380
Formal and Informal Advisory Opinions	250	250	250
Preliminary investigations	250	220	220
Motions for reconsideration	30	48	48
Sanctions and other warnings	36	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	17,576.8	16,543.6	16,648.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	160.0	159.9	159.9
<b>Program Total</b>	<b>17,736.8</b>	<b>16,703.5</b>	<b>16,808.8</b>
<b>FTE Positions</b>	<b>175.0</b>	<b>175.0</b>	<b>177.0</b>

◆ **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 2008 actual total reflects an estimated figure.

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
All cases on file in prior fiscal year	444,851	436,000	436,000
All cases terminated in prior fiscal year	214,901	209,000	209,000
Cases pending in prior fiscal year	227,793	225,000	225,000
New filings (includes transfer in cases) in prior fiscal year	223,676	227,000	230,000
Other proceedings in prior fiscal year	46,249	49,000	50,000



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)

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	26,468.5	25,089.2	29,620.6
Other Appropriated Funds	1,993.5	2,320.4	2,320.4
Other Non Appropriated Funds	4,035.9	4,047.6	4,047.6
<b>Program Total</b>	<b>32,497.9</b>	<b>31,457.2</b>	<b>35,988.6</b>
<b>FTE Positions</b>	<b>30.8</b>	<b>28.6</b>	<b>28.6</b>

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	14,402.1	13,621.3	18,152.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	271.2	0.0	0.0
<b>Program Total</b>	<b>14,673.3</b>	<b>13,621.3</b>	<b>18,152.7</b>
<b>FTE Positions</b>	<b>12.5</b>	<b>10.1</b>	<b>10.1</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Operational reviews conducted	3	4	4
Percent of operational reviews completed within prescribed time frame	50	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of court-ordered restitution paid by active standard probationers	7	25	50
Percent of community service hours completed	51	55	60
Percent of probationers exiting standard probation and not committed to county jail or DOC	75	80	80

- ◆ **Goal 3** To assist in enhancement of education and training of probation officers and staff by providing regionalized and statewide training.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Certification Academies conducted	3	2	2
Regional training events	65	70	70
Percent of probation personnel in compliance with COJET requirements	99	100	100
Percent of probationers exiting standard probation and not committed to county jail or DOC	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of probation departments in compliance with 60:1 mandate	85.5	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	72	75	78
Average annual state cost per probation slot (in dollars) in prior fiscal year	1,336	1,336	1,376
Explanation:	FY08 actual cost reflected in FY09 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	11,025.8	10,817.0	10,817.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	11,025.8	10,817.0	10,817.0
FTE Positions	8.7	8.2	8.2

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of eligible IPS probationers participating in a treatment program	66	75	75
Percent of IPS probationers maintaining full-time employment	67	83	83

Percent of IPS probationers not testing positive for illegal drug use	77	77	80
Explanation:	Excludes Maricopa County		
Percent of court-ordered restitution paid by active IPS probationers	49	50	55
Percent of community service hours completed	77	87	87
Percent of probationers exiting IPS and not committed to county jail or DOC	57	60	63

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of probation departments in compliance with statutorily prescribed caseload	85	100	100
Percent of probation departments provided sufficient operating motor vehicles	100	100	100
Percent of probationers successfully completing probation	52	55	55
Average annual state cost per probation slot (in dollars) in prior fiscal year	7,803	7,803	7,803
Explanation:	FY09 result is actual FY08 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
IPS institutes conducted	1	1	1
Percent of IPS officers completing the institute	100	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,993.5	2,320.4	2,320.4
Other Non Appropriated Funds	0.0	100.0	100.0
Program Total	1,993.5	2,420.4	2,420.4
FTE Positions	1.0	0.9	0.9

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of active probationers who received CPP funded services	3,432	3,500	3,500

#### 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	635.5	650.9	650.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>635.5</b>	<b>650.9</b>	<b>650.9</b>
<b>FTE Positions</b>	<b>3.8</b>	<b>4.9</b>	<b>4.9</b>

#### ◆ Goal 1 To facilitate the transfer and supervision of probation cases through the interstate compact.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of incoming cases processed within three days of receipt, as required	94	95	97
Percent of transfer investigation requests completed within forty-five days of receipt, as required	92	90	92
Percent of outgoing cases processed within five days of receipt, as required	93	95	97
Percent of victim assistance fund payments collected	59	61	63
Average satisfaction rating by states participating in the interstate compact (Scale 1-8)	7.0	7.2	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	3,764.7	3,947.6	3,947.6
<b>Program Total</b>	<b>3,764.7</b>	<b>3,947.6</b>	<b>3,947.6</b>
<b>FTE Positions</b>	<b>4.4</b>	<b>4.5</b>	<b>4.5</b>

#### ◆ Goal 1 To assess substance abusing probationers to determine an appropriate level of care to be recommended.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of all probationers that received DTEF funded treatment services assessed using the Adult Substance User Survey (ASUS)	5,352	N/A	N/A

#### ◆ 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 2009 Actual	FY 2010 Estimate	FY 2011 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	6,488	7,000	7,000
Number of probationers convicted of an ARS 13-901.01 1st or 2nd offense that received DTEF funded treatment services	2,149	3,000	3,000

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	405.1	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>405.1</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>0.4</b>	<b>0.0</b>	<b>0.0</b>

◆ **Goal 1** To monitor all GPS offenders on probation as prescribed by statute

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of probationers on GPS	205	280	358

COU 10.0                      **Program Summary**

JUVENILE PROBATION SERVICES

Chad Campbell, 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	46,367.9	46,368.4	46,368.4
Other Appropriated Funds	4,137.9	5,155.5	5,155.5
Other Non Appropriated Funds	1,016.4	2,433.4	2,433.4
<b>Program Total</b>	<b>51,522.2</b>	<b>53,957.3</b>	<b>53,957.3</b>
<b>FTE Positions</b>	<b>39.5</b>	<b>35.4</b>	<b>34.4</b>

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	5,037.2	4,614.3	4,614.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,844.9	1,707.8	1,707.8
<b>Program Total</b>	<b>6,882.1</b>	<b>6,322.1</b>	<b>6,322.1</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>5.0</b>	<b>5.0</b>

◆ **Goal 1** To ensure proper supervision of youth on probation.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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	82	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	1,389	1,389	1,389
Percent of probationers successfully completing probation without a referral (a notice of misbehavior)	82	85	85

◆ **Goal 2** To manage and monitor the efficient and effective allocation and distribution of state appropriated funds.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of juvenile probationers ordered to pay restitution, who pay	95	100	100
Percent of juveniles ordered to pay probation fees, who pay	66	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	8,985.5	9,389.9	9,389.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	23.1	25.0	25.0
<b>Program Total</b>	<b>9,008.6</b>	<b>9,414.9</b>	<b>9,414.9</b>
<b>FTE Positions</b>	<b>6.5</b>	<b>5.4</b>	<b>5.4</b>

◆ **Goal 1** To ensure the proper level of intensive supervision of high risk probationers .

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of JIPS case load monthly reports reviewed	100	100	100
Percent of juvenile probation departments (15) visited	66	100	100
Percent of county JIPS programs (15) receiving informal on site monitoring reports	80	100	100
Percent of departments exceeding 95% compliance with contact standards as measured in quarterly performance audits	60	87	87
Percent of probationers successfully completing probation without a referral (a notice of misbehavior)	60	70	70
Average annual cost per probation slot (in dollars) in prior fiscal year	9,362	9,362	9,362

◆ **Goal 2** To ensure that JIPS officers are trained and meet established standards.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of JIPS youth who complete JIPS without a referral, i.e., successful completion	60	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of the juvenile intensive probationers ordered to pay restitution who are paying	97	95	95

COU 10.3	<b>Subprogram Summary</b>
	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	22,338.2	22,358.9	22,358.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	-991.2	700.6	700.6
<b>Program Total</b>	<b>21,347.0</b>	<b>23,059.5</b>	<b>23,059.5</b>
<b>FTE Positions</b>	<b>19.7</b>	<b>18.0</b>	<b>17.0</b>

- ◆ **Goal 1** To audit and evaluate treatment programs for contract compliance and effective service delivery.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Service contractors audited for compliance with program standards	43	70	70
Percent of contractors monitored in satisfactory compliance with established program standards (70%+)	90	80	88
Average cost per contract to audit (dollars)	488	550	612
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Youth served	14,183	16,000	16,000
Youth provided out of home services	904	1,000	1,000
Youth provided day support services	195	200	200
Youth provided counseling intervention	4,559	4,750	4,750
Youth provided drug testing	10,036	11,000	11,000
Youth provided evaluations and other services	2,047	3,000	3,000
Youth provided educational and vocational services	4,605	5,300	5,300
Percent of youth who don't re-offend within 12 months of program completion in prior fiscal year	54	50	50
Percent of youth with successful outcomes in functional family therapy	58	50	50
Percent of youth with successful outcomes in Family Preservation	70	70	70
Percent of youth with successful outcomes in high impact residential	87	87	87

COU 10.4	<b>Subprogram Summary</b>
	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	640.0	660.4	660.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>640.0</b>	<b>660.4</b>	<b>660.4</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To ensure services are available through the local juvenile courts for families in crisis.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Juvenile courts assisted in the development of approved family plans in prior fiscal year	15	15	15
Families served in prior fiscal year	1,226	1,300	1,300
Average cost per family (dollars) in prior fiscal year	608	600	600
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	<b>Subprogram Summary</b>
	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	9,367.0	9,344.9	9,344.9
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	139.6	0.0	0.0
<b>Program Total</b>	<b>9,506.6</b>	<b>9,344.9</b>	<b>9,344.9</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To ensure diversion eligible referrals are processed in a timely manner.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of juveniles with an intake interview within 30 days of receipt of referral by the juvenile court	51	43	43

- ◆ **Goal 2** To promote victim and community restoration by holding diversion youth accountable for their assessed financial obligations.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of diversion youth assessed restitution, who pay	96	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of Community Work Service case closures that were successfully completed	84	82	82
Percent of Counseling case closures that were successfully completed	77	83	83
Percent of Delinquency Prevention Education case closures that were successfully completed	87	87	87
Percent of Substance Abuse Education case closures that were successfully completed	90	91	91
Percent of Non-Residential Rehabilitation or Supervision case closures that were successfully completed	92	95	95
Percent of diversion programs showing a minimum of 15% positive change between pre and post test	57	100	67

COU 10.6	<b>Subprogram Summary</b>
	JUVENILE CRIME REDUCTION
	Fred Santesteban, Program Manager
	Phone: (602) 452-3456
	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	4,137.9	5,155.5	5,155.5
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,137.9</b>	<b>5,155.5</b>	<b>5,155.5</b>
<b>FTE Positions</b>	<b>7.3</b>	<b>7.0</b>	<b>7.0</b>

- ◆ **Goal 1** To manage and monitor the distribution of JCRF grant funds.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of on-site monitoring visits conducted (non-random sample)	9	80	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Local programs funded	33	33	30
Youth served in local programs	35,000	35,000	38,000
LEARN labs	32	32	32

- ◆ **Goal 3** To oversee the distribution of federal education monies to the counties for juvenile detention education services.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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Counties receiving funds	15	15	15
Juveniles served	14,670	15,000	15,000
Percent of on-site fiscal and program audits conducted	35	50	50
Percent of programs audited in compliance	100	99	100

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Operational reviews conducted	2	3	3
Percent of departments reviewed that are in compliance	100	99	100

- ◆ **Goal 5** To support the administration and programs of the Arizona juvenile court system.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Automation projects funded	2	2	2
Loss prevention issues addressed in detention centers	0	1	1
Community Advisory Board programs funded	11	0	0

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	9,588.6	9,813.0	9,813.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>9,588.6</b>	<b>9,813.0</b>	<b>9,813.0</b>
<b>FTE Positions</b>	<b>107.2</b>	<b>102.4</b>	<b>102.4</b>

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
All cases on file	5,112	5,250	5,250
All cases terminated	2,671	2,800	2,800
Cases pending	2,441	2,500	2,500
New case filings	2,690	2,800	2,800
Customer Satisfaction rating for settlement program	7.6	7.6	7.6
Cases decided in which a Supreme Court review was not sought	2,209	2,200	2,200
Explanation:	New measure as of FY07		

Cases decided where Supreme Court review was denied	419	500	500
Explanation:	New measure as of FY07		
Cases decided which Supreme Court review was granted and decision upheld	1	2	2
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.

Funding and FTE Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	4,273.7	4,350.5	5,009.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,273.7</b>	<b>4,350.5</b>	<b>5,009.3</b>
<b>FTE Positions</b>	<b>40.3</b>	<b>38.4</b>	<b>38.4</b>

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
All cases on file	1,629	1,650	1,800
All cases terminated	926	925	925
Cases pending	771	820	900
New case filings	858	900	975
Customer Satisfaction rating for settlement program (Scale 1-8)	7.8	7.8	7.8
Cases upheld upon review	918	920	920

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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	996.3	1,013.6	1,013.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>996.3</b>	<b>1,013.6</b>	<b>1,013.6</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To measure the number of Adult participants screened, admitted and graduated from drug courts.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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Number of Participants sentenced to drug court. 1,154 1,200 1,200

Number of Participants retained at 180 day point 1,122 1,200 1,200

Explanation: Excludes Maricopa as they were unable to report on 180 day retention

Number of Graduates from drug court 389 400 400

- ◆ **Goal 2** To measure the number of Juvenile participants screened, admitted and graduated from drug courts.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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Number of Participants admitted to drug court 352 255 300

Number of Participants retained at 180 day period 334 240 300

Number of graduates from drug court 132 130 135

DJA 0.0

**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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ HOUSING	38,824.0	36,720.0	37,769.0
➤ REHABILITATION	35,665.0	30,841.0	31,686.0
➤ ADMINISTRATION	9,479.0	8,094.0	8,005.0
<b>Agency Total:</b>	<b>83,968.0</b>	<b>75,655.0</b>	<b>77,460.0</b>

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	71,832.0	68,466.0	70,271.0
Other Appropriated Funds	9,197.0	4,166.0	4,166.0
Other Non Appropriated Funds	2,939.0	3,023.0	3,023.0
<b>Program Total</b>	<b>83,968.0</b>	<b>75,655.0</b>	<b>77,460.0</b>
<b>FTE Positions</b>	<b>1,200.0</b>	<b>1,075.0</b>	<b>1,094.0</b>

#### Strategic Issues:

##### Issue 1 Transformation of Department

The Arizona Department of Juvenile Corrections (ADJC) began a new phase on September 15, 2007 with the dismissal of United States v. State of Arizona, et. al. Having achieved full compliance with its 2004 Memorandum of Agreement with the United States Department of Justice (USDOJ), ADJC emerged from federal monitoring. ADJC's success in complying with over 140 provisions of the agreement in just three years was recognized by USDOJ officials as extraordinary. Comprehensive reforms were designed to improve safety, security and treatment services for youth committed to the agency's jurisdiction.

The Department has established a continuum of service delivery that prepares a youth for a successful discharge from ADJC, beginning the first day a committed youth enters a correctional facility. The revised classification, screening and assessment process now in place enables youth in secure care to be provided services based on objective evaluations and individualized needs, as mandated by A.R.S. § 41-2815. A multidisciplinary team of secure care staff regularly monitors a youth's progress toward the individualized treatment and behavioral goals spelled out in the plan until the youth is appropriate for re-entry into the community.

ADJC's Community Corrections function, which was not subject to the federal monitoring, is equally vital to facilitating a juvenile's success upon returning to the community. Therefore, as ADJC continues to improve upon its successful reformation in secure care, it is focused on extending the transformation to practices in the community.

When released from secure care, a youth remains subject to the

individualized plan developed in secure care. The community-based portion of the plan will include researched-based, model programs, such as Functional Family Therapy (FFT) and Multi-systemic Therapy (MST), which research has identified as best practices in assisting youth in becoming law abiding, productive community members. ADJC will also strengthen partnerships with community providers so that services can commence within the correctional facility prior to a youth's release.

In light of the budget cuts absorbed during this historic economic crisis, the Department will continue to develop effective community programming designed to provide services in the community that are more cost effective than secure care for youth whose continued treatment and supervision in the community is appropriate and meets the statutory requirement that a juvenile be provided treatment with a level of security necessary to protect the public. A.R.S. §41-2816, 2817.

These strategies are designed to solidify the gains made since 2004 and improve upon them while developing budget-conscious programs. ADJC continues to strengthen and rely upon the Quality Assurance function established under the CRIPA agreement to review its many new programs and processes and continually improve them. At the same time, the Department is in the fourth year of an organized culture change initiative entitled "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 2007, ADJC's Department-wide turnover rate was 28%, a slight increase over 2008. 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 2009, YCO positions had a turnover rate of 50%. YCO positions represent about 47% of the Department's total positions. In spite of the state of the economy, YCO turnover was slightly higher in 2009 than the previous year, though still lower than the 56% recorded in 2007.

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 development, retention and recognition of staff. Because of the state of the economy, the Department expects to see lower turnover this year, so recruitment will require less effort than in a more typical year. However, when the economy begins to rebound, and private sector opportunities multiply, it will be in the Department's interest to avoid a corresponding surge in staff turnover.

The Department will continue to make efforts to improve both the pre-service and in-service training it offers. During the period when fewer pre-service training academies are required, Staff Development will be focusing on expanding and improving the offerings for existing employees. Specialized training is being developed that will not only benefit the juveniles committed to ADJC, but also the employee. As their skills expand, employees will grow in confidence and position themselves for promotional opportunities. This is more important than ever during the current economic crisis.

The Pre-Service Academy (YCO/Cadet Training) now consists of 40 days, eight of which are on-the-job training (OJT) days in the facilities. The OJT days are in blocks of two, and follow specific segments of training. Each cadet rotates 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 are being monitored for an improved response rate. It is believed that the collected responses will assist management in identifying recurring reasons for employee separations. 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. Recognition has become more congruent with agency norms and strategic endeavors. ADJC is also exploring other opportunities to recognize high performing staff, along with additional measures to address staff morale and job satisfaction during this difficult time.

### **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. Those populations overlap, as many ADJC juveniles present dual or multiple diagnoses, adding to the complexity of the treatment services they require.

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 provide staff members with clear direction in terms of behavior management tools, treatment approaches, and educational expectations of adjudicated juveniles.

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. Licensed staff train and supervise additional unlicensed staff who assist in the delivery of services. These services consist of regular 1:1 counseling and psychotherapy by a licensed provider; group sessions that 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.

ADJC also operates 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.

Juveniles who are not classified into specialized treatment units, but have treatment needs in those areas participate in specific "outpatient" treatment in secure care to address those issues. Behavioral health issues, substance abuse and gang intervention are also included in the New Freedom Program.

Transition planning for all juveniles begins by the 30th day after arrival at ADJC 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 curriculum 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 transferable 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	33,296.0	31,744.0	32,793.0
Other Appropriated Funds	3,039.0	3,067.0	3,067.0
Other Non Appropriated Funds	2,489.0	1,909.0	1,909.0
<b>Program Total</b>	<b>38,824.0</b>	<b>36,720.0</b>	<b>37,769.0</b>
<b>FTE Positions</b>	<b>557.0</b>	<b>545.0</b>	<b>562.0</b>

## 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	5,935.0	4,727.0	4,802.0
Other Appropriated Funds	2,424.0	2,466.0	2,466.0
Other Non Appropriated Funds	1,748.0	1,486.0	1,486.0
<b>Program Total</b>	<b>10,107.0</b>	<b>8,679.0</b>	<b>8,754.0</b>
<b>FTE Positions</b>	<b>154.0</b>	<b>125.0</b>	<b>126.0</b>

#### ◆ Goal 1 To create a safe and healthy milieu for staff and youth

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of fire and health inspection discrepancies corrected before the next inspection.	100	100	100

## 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	20,654.0	20,444.0	21,418.0
Other Appropriated Funds	351.0	0.0	0.0
Other Non Appropriated Funds	478.0	423.0	423.0
<b>Program Total</b>	<b>21,483.0</b>	<b>20,867.0</b>	<b>21,841.0</b>
<b>FTE Positions</b>	<b>329.0</b>	<b>354.0</b>	<b>370.0</b>

#### ◆ Goal 1 To create a safe and healthy milieu for staff and youth

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Assaults on youth per 100-youth days.	.14	.14	.14
Number of escapes	0	0	0
Percent of staff who feel safe at work	67	73	73
Percent of youth who feel safe in their secure care or community setting	89	88	88

## 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	6,707.0	6,573.0	6,573.0
Other Appropriated Funds	264.0	601.0	601.0
Other Non Appropriated Funds	263.0	0.0	0.0
<b>Program Total</b>	<b>7,234.0</b>	<b>7,174.0</b>	<b>7,174.0</b>
<b>FTE Positions</b>	<b>74.0</b>	<b>66.0</b>	<b>66.0</b>

#### ◆ Goal 1 To create a safe and healthy milieu for staff and youth

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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Medical services average annual cost per youth	2,863	2,463	2,463
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	615	529	529
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.	27	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	29,087.0	28,681.0	29,526.0
Other Appropriated Funds	6,158.0	1,099.0	1,099.0
Other Non Appropriated Funds	420.0	1,061.0	1,061.0
Program Total	35,665.0	30,841.0	31,686.0
FTE Positions	528.0	431.0	433.0

## 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	7,303.0	7,226.0	7,975.0
Other Appropriated Funds	4,074.0	1,099.0	1,099.0
Other Non Appropriated Funds	420.0	1,061.0	1,061.0
Program Total	11,797.0	9,386.0	10,135.0
FTE Positions	88.0	78.0	78.0

- ◆ **Goal 1** To develop law abiding behavior in youth by providing an integrated array of services based on individual needs

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of youth passing the GED test.	50	51	52
Percent of youth who increased their TABE (Test of Adult Basic Education) mathematic achievement.	253	83	84
Percent of youth who increased their TABE (Test of Adult Basic Education) reading achievement.	179	73	74

## Subprogram Summary

DJA 2.2

### 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	15,177.0	14,795.0	14,891.0
Other Appropriated Funds	2,084.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	17,261.0	14,795.0	14,891.0
FTE Positions	370.0	286.0	288.0

- ◆ **Goal 1** To develop law abiding behavior in youth by providing an integrated array of services based on individual needs

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of youth showing progress in their primary treatment problem area	59	65	65
Percent of juveniles incarcerated within 12 months of release	38	37	33
Percent of juveniles incarcerated within 36 months of release	52	53	53
Percent of youth revoked with delinquent offenses.	18	17	16

- ◆ **Goal 2** To collaborate with stakeholders to contribute to the restoration of communities, youth and families

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of youth whose families or caregivers are participants as identified in the youth's secure care	NA	NA	NA



treatment plan			
Percent of juveniles with Continuous Case Plans (CCP) completed on time.	98	95	95
Percent of juveniles paying court-ordered restitution.	57	62	65

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	6,607.0	6,660.0	6,660.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>6,607.0</b>	<b>6,660.0</b>	<b>6,660.0</b>
<b>FTE Positions</b>	<b>70.0</b>	<b>67.0</b>	<b>67.0</b>

- ◆ **Goal 1** To develop law abiding behavior in youth by providing an integrated array of services based on individual needs

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of juveniles involved in an academic, vocational or employment programs while on conditional liberty	71	75	80

- ◆ **Goal 2** To collaborate with stakeholders to contribute to the restoration of communities, youth and families

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of victims who report satisfaction with restorative services received from ADJC	100	98	98
Percent of juveniles with Continuous Case Plans (CCP) completed on time.	98	95	95

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### Program Summary

#### ADMINISTRATION

Lou Goodman, Assistant Director

Phone: (602) 364-3507

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	9,449.0	8,041.0	7,952.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	30.0	53.0	53.0
<b>Program Total</b>	<b>9,479.0</b>	<b>8,094.0</b>	<b>8,005.0</b>
<b>FTE Positions</b>	<b>115.0</b>	<b>99.0</b>	<b>99.0</b>

- ◆ **Goal 1** to collaborate with stakeholders to contribute to the restoration of communities, youth and families

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Administration as a percent of total cost	6.7	6.5	6.5
Average yearly cost per bed in secure care.	114,455	116,832	116,832
Average yearly cost per juvenile in secure care.	38,628	34,857	34,857

- ◆ **Goal 2** To create a competent and diverse workforce

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Annual staff turnover rate	28	28	28
Percent of staff indicating satisfaction with their jobs	72	70	70
Annual Youth Correctional Officer (YCO) turnover rate.	50	50	50

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**Agency Summary****STATE LAND DEPARTMENT**

Maria Baier, 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ TRUST MANAGEMENT AND REVENUE GENERATION	14,871.0	15,227.0	14,952.0
➤ OUTSIDE ASSISTANCE AND GRANTS	815.0	1,106.0	1,096.0
<b>Agency Total:</b>	<b>15,686.0</b>	<b>16,333.0</b>	<b>16,048.0</b>

**Funding and FTE**

Summary: (Thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	14,022.0	4,299.0	4,183.0
Other Appropriated Funds	260.0	10,970.0	10,804.0
Other Non Appropriated Funds	1,404.0	1,064.0	1,061.0
<b>Program Total</b>	<b>15,686.0</b>	<b>16,333.0</b>	<b>16,048.0</b>
<b>FTE Positions</b>	<b>175.0</b>	<b>148.0</b>	<b>148.0</b>

**Strategic Issues:****Issue 1 Real Estate Market Impact**

The State continues to experience the effects of the real estate downturn and the national recession, and the State land trust has been greatly impacted as a result. The dollar volume of land sales, after reaching a record high of \$544 million three years ago, declined to \$71 million during the past fiscal year. The Land Department has also seen a record number of defaults of purchase contracts and long term leases, and a number of properties have been returned to the trust. The impacts of the recession are expected to continue through the next two years.

Despite the decline in the market and returns to the trust, the Department

continues to experience some substantial successes. Over \$68 million in sales for open space were recorded during the past year, and \$47 million were received from the sales of rights-of-way.

During the downturn, the Department has been utilizing staff and other available resources to prepare for the market recovery. The methodology and format for a new 5 year Disposition Plan was recently completed, and extensive planning, engineering and due diligence work for planned sales and leases is underway. The planning and zoning for AZARA, a 6,300 acre planned community in North Phoenix, was recently completed. Planning for Superstition Vistas in the Southeast Valley continues, including the completion of zoning for Los Portales, a 7,100 acre project and gateway to 275 square miles of contiguous state land.

The Land Department continues to manage one of the largest and most valuable real estate portfolios in the nation. The continued planning and engineering of those projects mentioned above, as well as others in the 5-year Disposition plan, will enable the Department to take full advantage when the market recovery begins. The Department will be able to capture tremendous values and revenues as a result of these ongoing efforts.

**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. The Commissions reports containing their findings of non-navigability have been issued. 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 Maricopa County Superior Court. The Court issued its decision on August, 7th, 2007, upholding ANSAC's non-navigability determination. The Maricopa County Superior Court ruling was appealed by the Commissioner. On September 9th, 2008, the ruling was argued in the Arizona Court of Appeals. On May 13, 2009, the Arizona Court of Appeals released a notice of the status of the appeal: "the appeal is under active consideration and a decision is forthcoming."

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 program is to monitor the service provided by Department staff and improve specific areas as needed. Both internal customers (staff) and external customers (the public) are affected by customer service. Improvements are made to promote the relationship between the agency and its customers; improve Department staff rapport and communication and increase cooperation

between agencies. Customer surveys consistently reflect a satisfactory rating in practically every category. The Department continues to receive many compliments for providing accurate, timely information in a courteous and respectful manner.

#### 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 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 2009 were utilized to design, initiate and complete 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 2010 through FY 2012 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.

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#### Program Summary

##### TRUST MANAGEMENT AND REVENUE GENERATION

Maria Baier, 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	13,769.0	4,131.0	4,022.0
Other Appropriated Funds	0.0	10,320.0	10,154.0
Other Non Appropriated Funds	1,102.0	776.0	776.0
<b>Program Total</b>	<b>14,871.0</b>	<b>15,227.0</b>	<b>14,952.0</b>
<b>FTE Positions</b>	<b>173.0</b>	<b>146.0</b>	<b>146.0</b>

#### ◆ Goal 1 To administer Trust resources to optimize revenue over time.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total Trust revenue generated (in millions)	306.4	166.9	218.6
Explanation: Assumes the Treasurer's distribution remains constant.			
Balance in Permanent Fund (in millions)	2,247.3	2,335.6	2,439.1
Total expendable receipts, excluding interest on permanent fund and school leases (millions)	89.1	60.5	95.3
Total annual revenue to permanent fund (millions)	143.4	88.3	103.5
Number of participation sales	0	2	1
Number of auctions where broker commission is paid	0	2	4
Percent increase in commercial leasing revenue	-25	-1	14
Percent increase of sales value above appraised value	0	5	5
Percent of total leasing revenue from long-term leases	72	75	80
Net present value of long-term leases (in millions)	516	540	560

#### ◆ 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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Cumulative percent of potential acres in Maricopa and Pima County under master plans (382,346 acres)	8.4	10.4	10.4
Percent of urban acres within municipal boundaries under conceptual plans (statewide 668,652 urban acres)	84	85	86
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)

◆ **Goal 3** To protect unique Trust resources and provide environmental protection to maintain the long-term value of the asset.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Acres reclassified as suitable for conservation purposes	0	2,218	0
Explanation:	The API program is on hold due to legal issues.		
Number of acres sold or leased for open space conservation or parkland	1,305	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	0	600	600
Number of hazardous and nonhazardous materials sites remediated	0	5	5
Acres of land closed for dust abatement	0	404,340	105,568
Amount appropriated for adjudicating water rights	240,000	240,000	240,000

◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average processing time for long-term leases (tracked by months)	n/a	18	18
New short-term lease processing time (in months)	7.76	9	9
Average processing time for sales applications (tracked by months)	20	20	18
In-house appraisal turnaround time (days from administrator request to receipt by section manager)	50	60	60
Contract appraisal turnaround time (days from administrator request to receipt by section manager)	150	120	120
Average trust land earnings per acre sold (in dollars)	51,930	75,000	150,000
Average trust land earnings per acre on new long-term commercial leases	n/a	200,000	250,000

◆ **Goal 5** To provide efficient internal support and coordination to enable the Department to accomplish its mission.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of findings during annual financial audit	0	0	0
Average score on employee satisfaction survey. (5 = very satisfied, 1 = unsatisfied)	3.5	3.3	3.2
Average number of minutes to resolve computer user problems	37	43	34
Percent of agency staff turnover	0	8.0	8.0
Administration as a percentage of total cost	7	7	6.5

◆ **Goal 6** To improve Department productivity and minimize costs through increased efficiency and risk reduction.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of employees receiving basic computer training	29	15	110
Number of professional training hours for staff	400	600	1000
Number of agency's administrative policies updated or added	18	10	10
Percent of employees completing agency required training	98	98	98

◆ **Goal 7** To develop and implement measures to improve external customer service.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of customers giving the department a rating above 4. (Survey	81	85	85

rating 5 - 1; 5 = very satisfied, 1 = unsatisfied.)			
Number of settlement hearings vs. number of appeal hearings	2/9	2/3	2/3
Number of interactive applications available through the web site	5	5	6
Number of times interactive applications are accessed by the public	72,105	75,000	80,000
Number of times the web site is accessed	125,575	120,000	126,000
Number of formal public records requests vs. number of records (in thousands) pulled and researched for requests	42/118	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Cumulative number of acres petitioned to be reclassified for conservation	120,032	120,032	120,032
Explanation:	The API program is on hold due to legal issues.		
Cumulative number of acres sold under Arizona Preserve Initiative	5,147	7,365	8,000
Explanation:	The API program is on hold due to legal issues.		
Number of Arizona Preserve Initiative land sale/leases	2/0	1/0	1/0
Explanation:	The API program is on hold due to legal issues.		
Cumulative number of acres reclassified as suitable for conservation purposes	42,511	44,729	44,729
State acres identified and/or researched for transfer under State/Federal land conservation and federal land management actions	40,400	15,000	40,000
Federal acres identified and/or researched for State acquisition under State/Federal Land conservation and land management actions	54,100	10,000	50,000

◆ **Goal 9** To improve the availability of actual information and increase analytical capabilities of the agency.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Combined parcels (surface, minerals, special permits, etc.) accessible through PALMS	63,916	63,900	64,800
Number of data sets accessible through PALMS	713	740	760

◆ **Goal 10** To improve internal and external communication.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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.)	3.5	3.2	3.2
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.)	81	85	85
Average percentage of employees attending "All Employee" meetings	82	85	85
Number of agency-wide electronic notices distributed	852	850	850

◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Acres researched involving title transactions, special projects, lease, or contract development. (in millions of acres)	3.4	4	6.0



Number of applications received requiring current land use or ownership research	1,126	1,200	1,600
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**LDA 2.0** **Program Summary**  
**OUTSIDE ASSISTANCE AND GRANTS**  
 Maria Baier, 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	253.0	168.0	161.0
Other Appropriated Funds	260.0	650.0	650.0
Other Non Appropriated Funds	302.0	288.0	285.0
<b>Program Total</b>	<b>815.0</b>	<b>1,106.0</b>	<b>1,096.0</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

**LDA 2.1** **Subprogram Summary**  
**ARIZONA CENTER FOR GEOGRAPHIC INFORMATION, COORDINATION AND SERVICES**  
 Maria Baier, 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	158.0	168.0	161.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	302.0	288.0	285.0
<b>Program Total</b>	<b>460.0</b>	<b>456.0</b>	<b>446.0</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Datasets transferred	3,501	3,600	3,800
Geospatial datasets under development or revision	18	16	18
Datasets accessible through AGIC, ALRIS or SCO websites	108	115	125

- ◆ **Goal 2** To create and implement cost-effective and results-effective GIS training and information programs for Arizona public agencies.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Government employees trained	232	130	200
Explanation:	*ESRI SW User Conference in Arizona in FY 2007. Training provided at the conference.		
Percent of students rating training as satisfactory	92	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Users accessing AGIC, ALRIS or SCO websites for information or data	71,703	73,000	80,000
Participation in coordination activities with organizations which improve access and utilization of geographic datasets	37	36	36

**LDA 2.2** **Subprogram Summary**  
**NATURAL RESOURCE CONSERVATION DISTRICTS**  
 Maria Baier, 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	95.0	0.0	0.0
Other Appropriated Funds	260.0	650.0	650.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>355.0</b>	<b>650.0</b>	<b>650.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
District meetings attended	86	70	75
Interagency meetings attended	90	70	75
Percent of NRCDs rating Department assistance as satisfactory	100	100	100



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**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 adopts 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	77.0	78.0	78.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>77.0</b>	<b>78.0</b>	<b>78.0</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

#### Strategic Issues:

##### Issue 1 Securing Adequate Funding for FTE and Operating Costs

The biggest issue facing the Council is the need for adequate funding. Previous reductions have eliminated the Council's ability to fully fund the one FTE plus ERE. The Council also does not have funds for any discretionary spending, such as necessary office supplies and equipment maintenance. Additionally, an administrative error in budgeting and submission, made in 2007 has continued into FY 2010. Budget adjustment is imperative for functionality.

- ◆ **Goal 1** To establish and administer an equitable classification and compensation plan.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of classifications reviewed to determine proper job description and market value	0	20	20
Number of position audits conducted to determine proper classification	0	6	6
Number of job descriptions reviewed to determine suitability to classification	2	5	5

- ◆ **Goal 2** To provide guidelines for proper selection, retention and dismissal of covered employees.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of test plans reviewed for	57	50	50

selection and promotional processes

Number of covered employees dismissed	1	5	5
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- ◆ **Goal 3** To provide covered employees with a fair, impartial and expeditious hearing process.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of appeals/grievances filed	4	5	5
Number of appeal hearings conducted	1	5	5
Percent of employees receiving discipline who file an appeal	8.6	10	10
Average days from receipt of an appeal/grievance until the Council issues a final order	150	120	120
Explanation:	Hearing remainder of FY2008 appeals in FY2009		
Average cost of an appeal/grievance hearing (in dollars)	781	781	890
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of civilian promotional examinations conducted	0	30	30
Number of sworn promotional examinations conducted	1	2	2
Number of civilian promotional examinations that result in challenges/appeals	0	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	14,902.0	17,888.0	17,888.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,174.0	2,614.0	2,614.0
Program Total	17,076.0	20,502.0	20,502.0
FTE Positions	174.0	199.0	199.0

#### 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 2009 Actual	FY 2010 Estimate	FY 2011 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	14	12	12
External quality control review resulted in a clean opinion (triennial review).	NA	Yes	NA

◆ **Goal 2** To identify and communicate on high-impact issues

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of administrative recommendations implemented or adopted within two years for performance audits	98	90	90
Percentage of single audit recommendations implemented or adopted within one year for financial audits	55	65	65

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of legislative recommendations implemented or adopted within two years	40	60	60

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Customer satisfaction rating (scale 1-4)	3.58	3	3

◆ **Goal 3** To hire, develop, and retain a high-quality workforce

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of staff turnover	25	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	11,990.0	13,908.0	13,908.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	11,990.0	13,908.0	13,908.0
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	874.0	2,755.0	2,755.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>874.0</b>	<b>2,755.0</b>	<b>2,755.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To help the Legislature with sufficient staff support to enact budgets in a timely fashion and operate in a cost effective manner.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Survey of legislator satisfaction (4=high): all members.	3.85	3.80	3.80

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Administration as a percent of total cost.	11.1	10.5	10.5

- ◆ **Goal 2** To provide technically accurate budget materials, including budget analysis and budget related bill drafting.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of errors in the General Appropriation Act, Omnibus Reconciliation Bills, and other budget-related legislation.	0	0	0

- ◆ **Goal 3** To prepare timely fiscal notes by the Fiscal Analysis and Research Unit.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Days to transmit fiscal notes.	10.7	18.0	18.0

- ◆ **Goal 4** To provide accurate economic and revenue forecasts.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Maximum percent revenues vary from forecasted revenues (15 month time horizon).	(20.2)	NA	NA

- ◆ **Goal 5** To prepare timely fiscal notes by the Tax Analysis and Forecasting Unit.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Days to transmit a fiscal note.	8.3	18.0	18.0

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	4,643.0	4,856.0	4,856.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,643.0</b>	<b>4,856.0</b>	<b>4,856.0</b>
<b>FTE Positions</b>	<b>50.0</b>	<b>45.0</b>	<b>45.0</b>

#### 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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of positive survey ratings regarding accuracy of bill drafting	99	100	100

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of positive survey ratings regarding timeliness of bill drafting	98	99	100

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of positive survey ratings regarding accuracy of legal research	98	99	100

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of positive survey ratings regarding timeliness of legal research	98	99	100

#### ◆ Goal 2 To increase awareness of Legislative Council's functions among legislators, legislative staff, state agencies and lobbyists.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of survey respondents indicating awareness of Legislative Council's bill drafting function	100	100	100

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of survey respondents indicating awareness of Legislative Council's legal research function	100	100	100

#### ◆ Goal 3 To increase the comfort level of all legislative computer users through training and support.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of legislative computer users indicating training is helpful	90	91	92

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of positive survey ratings regarding accuracy of computer help desk	98	99	100

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of positive survey ratings regarding timeliness of computer help desk	98	99	100

**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.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of initial responses to citizen inquiries made within two business days	99	98	98

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of notices of investigation sent within 30 days	100	100	100

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of investigations completed within 3 months	95	90	90

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of citizens responding "strongly agree" or "agree" to timeliness question on customer satisfaction survey	87	80	80

- ◆ **Goal 3** To prevent recurrence of similar complaints by identifying and correcting patterns of undesirable administrative practices.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of recommendations accepted by agencies	91	90	90

- ◆ **Goal 4** To provide courteous and impartial service to citizens.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of citizens responding "agree" or "strongly agree" to courtesy question on survey	99	98	98

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of citizens responding "strongly agree" or "agree" to impartiality question on the customer satisfaction survey	98	96	96



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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	7,724.0	8,840.0	8,840.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	7,724.0	8,840.0	8,840.0
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ ADMINISTRATION	1,112.0	986.0	1,001.0
➤ INVESTIGATIONS	2,186.0	2,240.0	3,049.0
➤ LICENSING	596.0	558.0	558.0
<b>Agency Total:</b>	<b>3,894.0</b>	<b>3,784.0</b>	<b>4,608.0</b>

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	3,030.0	703.0	703.0
Other Appropriated Funds	0.0	2,141.0	2,965.0
Other Non Appropriated Funds	864.0	940.0	940.0
<b>Program Total</b>	<b>3,894.0</b>	<b>3,784.0</b>	<b>4,608.0</b>
FTE Positions	44.0	52.0	60.0

#### 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. The new licensing software is in the final phase of development. It is scheduled to be implemented in November.

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 to staff 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.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,112.0	233.0	233.0
Other Appropriated Funds	0.0	753.0	768.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,112.0</b>	<b>986.0</b>	<b>1,001.0</b>
FTE Positions	11.0	14.0	14.0

##### ◆ Goal 1 To maintain accurate document history on license files.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of errors found in imaged documents	1	2	2

##### ◆ Goal 2 To process all compliance cases expeditiously.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of liquor law compliance cases processed in less than 90 calendar days	85	95	95

##### ◆ Goal 3 To ensure timely payment of invoices.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
To pay all invoices within 30 days of receiving invoice.	100	100	100

##### ◆ Goal 4 To set hearings before the State Liquor Board in a timely manner

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of hearings set within the statutory time frame	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 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,322.0	327.0	327.0
Other Appropriated Funds	0.0	973.0	1,782.0
Other Non Appropriated Funds	864.0	940.0	940.0
<b>Program Total</b>	<b>2,186.0</b>	<b>2,240.0</b>	<b>3,049.0</b>
<b>FTE Positions</b>	<b>23.0</b>	<b>28.0</b>	<b>36.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of investigations completed resulting in compliance actions	580	600	600
Number of random liquor inspections completed	3,538	3,500	3,500

- ◆ **Goal 2** To process investigative complaints quickly and efficiently.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average number of calendar days to complete an investigative complaint	29	35	35

- ◆ **Goal 3** To perform restaurant audits expeditiously.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of days to complete an audit	25	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	596.0	143.0	143.0
Other Appropriated Funds	0.0	415.0	415.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>596.0</b>	<b>558.0</b>	<b>558.0</b>
<b>FTE Positions</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>

- ◆ **Goal 1** To efficiently process documents received by licensing and to ensure quality customer service..

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of new licenses, transferred licenses, and renewals issued	12,620	12,500	12,500
Percent of surveyed licensees reporting very good or excellent service	91	85	85

LOA 0.0

**Agency Summary****LOTTERY**

Jeff Hatch-Miller, 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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	74,334.0	74,374.0	74,374.0
Other Non Appropriated Funds	212,493.0	682,910.0	682,910.0
<b>Program Total</b>	<b>286,827.0</b>	<b>757,284.0</b>	<b>757,284.0</b>
<b>FTE Positions</b>	<b>110.0</b>	<b>104.0</b>	<b>104.0</b>

**Strategic Issues:****Issue 1 Increase Funding for Arizona Programs.**

Increasing sales is a 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 FY 2009 were \$484.5 million, a new record high for the Lottery and an increase of 2.4% over the prior year. This is a significant accomplishment given the fact that other lottery states have experienced declining sales in this tough economic environment.

While trends vary by game, on-line sales for FY 2009 declined from last fiscal year, largely driven by the lack of large Powerball and Pick jackpots. However, increased Pick 5 sales and two on-line Raffles helped to offset the decline in jackpot games. The Lottery also introduced Cash 4 as a new on-line initiative in March 2009. This new game offers multiple top prizes of \$10,000 and will help increase sales going into FY 2010. The Lottery will continue to explore ways to renew player interest and supplement existing products in FY 2010 and FY 2011, including the addition of another new on-line game called "2 by 2" in August 2009.

Instant ticket (Scratchers) sales increased 10.5% over last year. Statutory changes approved in the FY 2008 Session allowed the Lottery to dedicate more money to player prizes and the Lottery has begun to see the results of that strategy. Another important factor in this product's success was the ability to conduct targeted advertising campaigns as a result of additional advertising funds received for FY 2009. In FY 2010, the Lottery plans to continue further introductions of higher price point games (\$5, \$10 and \$20), as well as the use of specialty tickets, such as licensed property games.

The Lottery is optimistic that sales and beneficiary distributions will remain strong as players have more frequent winning experiences, combined with the continued ability to provide advertising support.

**Issue 2 Budget Reductions - Operational Impact**

A continuing priority for the Lottery is to conduct operations as efficiently as possible. The Lottery has participated in efforts to address the budget deficits in FY 2009 and FY 2010, while attempting to minimize the impact to product lines. However, further budget reductions will begin to affect revenue-generating initiatives.

The Lottery's budget is already very lean. Operational costs cannot exceed 18.5% of revenues by statute, but the actual operating percentage is closer

to 15%, and the bulk of this amount reflects product-related costs. The majority of the Lottery's key functions are outsourced, including ticket printing, on-line game administration, and advertising. These budget areas are contractual in nature and offer little opportunity to reduce costs without directly affecting revenue. The agency conducts statewide operations with a limited number of personnel – about 100 employees - so any reduction in personnel greatly impacts the workload of remaining employees. The Lottery is currently operating with only 94 positions as a result of personnel actions taken to meet FY 2010 budget reductions.

The Lottery recognizes that all state agencies have been impacted by operational budget cuts. However, in the Lottery's instance, these reductions compromise the ability to generate revenue. This ultimately affects funding to state beneficiaries, including the General Fund. New initiatives require sufficient resources to implement – both in personnel and operations. It is difficult to generate additional revenue without this investment; it is even more difficult when cuts are made to existing resources.

The Lottery has the responsibility of maximizing revenues to state programs. The agency has already identified those budget cuts that would reduce costs without a having a significant impact on sales. Further reductions will impact product lines, resulting in a loss of revenue to the state.

**◆ Goal 1 To increase revenue to the State.**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Dollar amount of instant ticket sales (in millions)	278.9	290.0	290.0
Dollar amount of on-line sales (in millions)	205.6	220.0	220.0
Dollar amount of all game sales (in millions)	484.5	510.0	510.0
Increase/(decrease) in instant ticket sales from prior year (in millions)	26.5	11.1	0.0
Increase/(decrease) in on-line sales from prior year (in millions)	(14.9)	14.4	0.0
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)	93.8	95.2	98.1
Average dollar amount of sales per ticket vending machine.	126,900	133,200	139,900
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total Lottery dollars distributed to State programs (in millions)	129.1	135.1	135.1
Percent of lottery ticket sales distributed to state beneficiaries	26.6	26.5	26.5

**◆ Goal 2 To increase agency efficiency.**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of hours on-line game system available for processing transactions (6,022.5 total hours)	6,015	6,010	6,010
Number of hours instant ticket validation system available for processing transactions (6,022.5 total hours)	6,010	6,010	6,010
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of Lottery program expenditures outsourced	89.1	89.3	89.1
Administration as a percentage of total cost	7.1	6.8	6.9
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average number of days required to pay vendors	5	6	6
Percent of vendor invoices paid within 30 days	98.3	98.0	98.0

**◆ Goal 3 To maintain an effective retailer compliance program.**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of active retailer accounts in good standing	99.9	99.2	99.3

Number of routine retailer compliance inspections conducted (2600 total retailers).	1104	1300	1300
Number of "at risk" retailers requiring immediate compliance inspections	170	150	150
Percent of retailers in compliance with Lottery rules and regulations	91	92	92
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of general public indicating the Lottery is run honestly and with integrity	74	76	76
Percent of general public indicating the Lottery is a good way to raise money for the state of Arizona	69	71	73

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average number of calls received per month on automated winning numbers line	303,100	305,000	310,000
Average number of visitors per month to the Lottery website	703,800	850,000	950,000
Explanation:	Lottery is in the process of redesigning and improving the website.		

◆ **Goal 5** To enhance retailer relationships.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of retailers achieving additional .5% commission incentive	31	32	32
Percent of retailers expressing overall satisfaction with Lottery services	94	92	92

Explanation: A slight decrease in satisfaction may occur if some ticket vending machines must be removed to place them in more profitable retail locations.

◆ **Goal 6** To attract and retain high quality employees.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of agency staff turnover	8.0	7.0	7.0
Percent of agency staff turnover due to employee retirement.	1.0	2.0	2.0

Explanation: This measure isolates turnover due to retirement from the total turnover rate.

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## 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	5,552.0	5,853.0	5,853.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>5,552.0</b>	<b>5,853.0</b>	<b>5,853.0</b>
<b>FTE Positions</b>	<b>58.0</b>	<b>58.0</b>	<b>58.0</b>

## 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of substantive policy statements, guidelines, rules, or rule revisions adopted	1	2	2
Number of newsletters published	1	2	2
Number of public speaking engagements	53	33	33
Number of press releases, health advisories, and other notifications published on the Board website or transmitted to licensees via e-mail blasts	34	31	31

- ◆ **Goal 2** To improve efficiency of licensing, regulatory, and information dissemination processes

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average time to approve an MD license from receipt of application	40	30	30
Explanation:	This measurement was impacted by the installation of the new database. This is a one-time event.		
Average time to approve a PA license from receipt of application	18	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)	7.6	7.5	7.5
Explanation:	Methodology for calculating survey results changed starting FY08		
Average number of days to complete an initial medical doctor investigation	154	140	140
Explanation:	This measurement was impacted by the installation of the new database. This is a one-time event		
Average number of days to complete an physician assistant investigation	129	130	130
Average number of days to resolve a medical doctor case	235	180	180
Explanation:	During this fiscal year, the Board resolved a backlog of unresolved cases that had been referred for formal hearing but not scheduled. Because many of these cases had been two or more years old, it significantly impacted this measure.		
Average number of days to resolve a physician assistant case	234	180	180
Medical doctor cases referred to formal hearing	27	35	35
Explanation:	Efficient regulation requires that the Office of Administrative Hearings be utilized only when statutorily mandated or when all other options have been exhausted. The Board can maintain its level of disciplinary actions through consent agreements without referring cases to formal hearing.		
Average number of days to respond to e-mails received through Questions@azmd.gov or Questions@azpa.gov	.32	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



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behavioral health disorder that may impair the licensee's  
ability to practice safely

**Performance Measures**

FY 2009  
Actual

FY 2010  
Estimate

FY 2011  
Estimate

Number of MAP participants who  
completed the program successfully

19

20

20

Explanation: 4 of the MAP participants were terminated in January due to budget  
cost saving measures, however their scheduled termination date was  
prior to June 30, 2009

Number of participants in the MAP as  
of June 30

95

100

100

Number of licensees being monitored  
for medical, psychiatric,  
psychological, or behavioral health  
issues as of June 30, excluding MAP  
participants

66

40

40

Explanation: Number for FY 2008 entered incorrectly. Should be 67, not 667.

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:**

*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). 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 demonstrate a commitment to practice medicine in Arizona in an eligible service area. Students sign contracts to provide primary care in eligible service areas; the Board may approve service in other specialties of recognized need in Arizona. Primary care includes Family Practice, general Pediatrics, Obstetrics and Gynecology; general Internal Medicine, and combined Medicine and Pediatrics. For each year of funding received, recipients must provide one year of service in a designated area, with a minimum two-year service commitment. There is a maximum of 5 years of funding. 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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,001.0	867.0	867.0
Other Appropriated Funds	456.0	47.0	47.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,457.0</b>	<b>914.0</b>	<b>914.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Strategic Issues:****Issue 1** **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** **Increase the number of physicians providing service to rural and other medically underserved areas, medically underserved populations, and Indian reservations in Arizona.**

In FY 2008, with a program total of \$1,998,226, there were 40 students in the program. 23 of those students graduated with MD or DO degrees in 2008 and 2009 and will be ready to practice in eligible service areas when they finish their residency programs three or four years after graduation. Other students continue in medical school and have signed contracts to serve as a condition of their receiving funding.

The result 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. The last survey the Board conducted of community health clinics and hospitals in these areas indicated that 54 of them were seeking 95 physicians in Family Practice, Internal Medicine, Pediatrics, and Obstetrics/Gynecology. In addition, these sites were seeking 5 Emergency Room physicians, 6 surgeons, and 5 psychiatrists, as well as physicians in other specialties.

Our figures show that 91% of the physicians who signed contracts since October 1992 have provided service. In 2008-2009 there were 11 physicians fulfilling their commitments to the Arizona Medical Student Loan Program by serving in eligible service sites. In past years, the program has provided 74 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 2008-2009.

In these difficult economic times, the Arizona Medical Student Loan Program has been reduced to \$913,900 with an estimated 18 students on the program for FY 2010. The Board requests a continuation of this level of appropriation in FY 2011 to be able to continue to fund continuing students who have signed contracts with the State and to recruit new students to practice as physicians in eligible service areas in Arizona.

We are not only finding that many of the physicians who have served their commitments continue to practice in these areas, but also many of the rural physicians are acting as preceptors to current medical students participating in the University of Arizona College of Medicine's Rural Health Professions Program.

◆ **Goal 1** To successfully recruit and retain students to participate in the program by providing substantial funding of educational costs to medical students.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Loan provided to each public medical school student (in thousands of dollars)	38.5	42.4	44.6
Explanation:	Tuition varies with graduating class at UA College of Medicine but most students funded received \$37,562 in FY 2009 with maximum \$38,508 for a first year student.		
Loan as a percent of average annual cost of public medical education	94	94	94
Loan provided to each private medical school student (in thousands of dollars)	63.3	65.5	67.7
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	90	86	86
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	98	97	96

Administration as a per cent of total cost	0.0	0.0	0.0
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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 is the cooperation and assistance provided by the Arizona Department of Health Services. Board members serve with no compensation.

◆ **Goal 2** To provide physicians to rural and other medically underserved areas, medically underserved populations, and Indian reservations located in Arizona.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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Students funded per year	29	18	16
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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
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Student participants achieving MD or DO degree	13	13	4
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◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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Physicians in service	11	16	14
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Physicians practicing in eligible service areas after service requirement is met	33	33	33
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Percent of physicians who have provided service in eligible sites	91	92	93
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**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 statewide 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 Office 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 Office 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 Office 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ MINING SAFETY ENFORCEMENT	1,342.0	1,251.0	1,752.0
➤ ABANDONED MINES	61.0	115.0	115.0
➤ EDUCATION AND TRAINING - FEDERAL GRANT	294.0	283.0	283.0
➤ MINED LAND RECLAMATION	57.0	156.0	270.0
<b>Agency Total:</b>	<b>1,754.0</b>	<b>1,805.0</b>	<b>2,420.0</b>

**Funding and FTE**

Summary: (Thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,342.0	1,251.0	1,752.0
Other Appropriated Funds	57.0	156.0	270.0
Other Non Appropriated Funds	355.0	398.0	398.0
<b>Program Total</b>	<b>1,754.0</b>	<b>1,805.0</b>	<b>2,420.0</b>
<b>FTE Positions</b>	<b>17.0</b>	<b>15.0</b>	<b>17.0</b>

**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. 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.*

*As of September 9, 2009, 218 reclamation plans for aggregate mines have been submitted - 20 aggregate mines have submitted extensions, 17 plans are still awaiting administrative approval, 17 plans are administratively incomplete, and 37 plans are awaiting technical approval as of June 30, 2009.*

*Approximately 37 plans will need to go through the public notifications process in FY2010 and 34 of 154 plans technically approved on June 30, 2009 were without financial assurance.*

*The legislature has not foreseen the needed resources and costs or manpower necessary to manage a division for the annual plan review process and/or field verification compliance.*

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.

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 and 2009, were to cover the initial costs of plan administration and technical compliance reviews overseen by the Inspector. Due to incomplete plans being filed 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, 2009. As such, the administrative and technical review costs for paying consultants and for notifying adjacent property owners have extended beyond the end of FY2009.

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. In FY2010 the State Mine Inspector will request an extension of the deadline so funds can be used to pay for the costs of the reclamation review process.

**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 3,427 in problem areas. The abandoned mines program responsibilities are to inventory abandoned mine sites throughout the 72.9 million 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.

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 \$250,000 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,342.0	1,251.0	1,752.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,342.0</b>	<b>1,251.0</b>	<b>1,752.0</b>
<b>FTE Positions</b>	<b>17.0</b>	<b>15.0</b>	<b>17.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent mandated inspections completed	90	80	80
Number of reportable (lost time) mine accidents	258	160	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	15	15	15
Number of safety inspections completed	815	600	610
Customer satisfaction rating for Mines (scale 1-8)	5.47	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 Office 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	61.0	115.0	115.0
<b>Program Total</b>	<b>61.0</b>	<b>115.0</b>	<b>115.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of abandoned mine openings secured	68	70	70
Explanation:	Secured on State Lands		



Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of abandoned mine complaints handled.	40	20	20
Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of prior abandoned mine closures reviewed	123	70	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 Mandatory Safety and Health Standards for all mines in the United States are subject to the Federal Mine Safety and Health Act of 1977. The purpose of these standards is the protection of life, the promotion of health and safety, and the prevention of accidents.

The Office of the Arizona State Mine Inspector holds true to the same concerns, values and goals of protecting current and future miners and the public. The Arizona State Mine Inspector and staff regulate and follow the Mining Code of the State of Arizona which contains the guidelines of the Arizona Revised Statutes and Rules and Regulations. Our goal is the protection of miners and the public through regulation, enforcement rules, education and training.

Mine safety and health education and training is very important to Arizona's mine operators, their employees, contractors and the public. The Education and Training department provides the mandatory federal mine safety training classes to the Arizona mining community. Requests for safety training from Arizona's mine operators, contractors and workers is in great demand.

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	294.0	283.0	283.0
<b>Program Total</b>	<b>294.0</b>	<b>283.0</b>	<b>283.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To eliminate fatal accidents and reduce the number and severity of lost time due to accidents.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of Arizona miners and contractors trained	6019	7000	7000
Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average course content rating.	4.74	4.2	4.2
Average instructor rating	4.78	4.2	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	57.0	156.0	270.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>57.0</b>	<b>156.0</b>	<b>270.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To promote the restoration of lands disturbed by mining to a safe and stable environmental condition. The Arizona Revised Statutes Title 27, Chapter 1, Article 2 identifies the need for a State Mine Inspector Agency. Chapter 5 & 6 were established for Mined Land Reclamation and Aggregate Mined Land Reclamation, and provides for a Division within the State Mine Inspector Agency, to administer the reclamation plans within the state.

Tracking of the percentage of mined acreage reclaimed;

Tracking of mandated required financial assurance from an aggregate mining operation to ensure funds are available to reclaim the land;

Tracking of industry reclamation plan goals, which are tracked by release of financial assurance mechanisms;

Complete administrative and technical reviews of reclamation plans;and

Adequate management to enhance public benefit, responsible development and economic value.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of annual mined land reclamation compliance reviews	152	230	250



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**Agency Summary****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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	882.0	889.0	889.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	424.0	412.0	412.0
<b>Program Total</b>	<b>1,306.0</b>	<b>1,301.0</b>	<b>1,301.0</b>
<b>FTE Positions</b>	<b>14.0</b>	<b>14.0</b>	<b>14.0</b>

**Strategic Issues:****Issue 1 Availability of appropriate personnel.**

In spite of the downturn in the mining industry during the last year 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. The "Mining Engineer" in the Department resigned and needed to be replaced. Four interviews were held. Two persons refused to even come for the interviews when they heard the salaries that would be offered. The first choice after the interviews turned down the job because of low salary. 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 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. The Department has been successful in obtaining 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.**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Publications	18	10	10
Explanation:	In FY 2008 a Directory of Active Mines was published. This not done every year.		
Advocacy Statements	17	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	623	300	300
Explanation:	The public comes to the Department to get information; this is supplied to them from its archived materials.		
Website Hits (thousands)	115	100	100
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	502	250	250

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of files to be organized and updated	17	10	10
Percentage of files organized and updated during year	12	10	10

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of new files acquired during year (in thousands)	1.7	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	95	80	80
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**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
New Acquisitions (excluding monetary donations)	1541	1200	1200
Number of student museum visitors (in thousands)	24.9	15	15
Number of museum visitors, including students (in thousands)	48.1	40	40
Teacher Kits Distributed	426	300	300
Estimates for future years are lower because many teachers have already been given teacher kits and may not need new ones.			

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<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of cases or exhibits created during year	6	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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of new exhibits created for display outside the Museum	0	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 recognizing a national examination, establishing rules, and conducting investigations and hearings into allegations of incompetence and unprofessional conduct.

**Agency Summary:**

(\$ Thousands)

Program	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ NATUROPATHIC PHYSICIANS BOARD OF MEDICAL EXAMINERS	584.0	605.0	605.0
<b>Agency Total:</b>	584.0	605.0	605.0

Funding and FTE Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	584.0	605.0	605.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	584.0	605.0	605.0
<b>FTE Positions</b>	6.0	7.0	7.0

**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 the ND board to pass a jurisprudence examination dealing with the requirements of the Naturopathic Medical Practice Act and other related requirements of law.

**Issue 3** *The Naturopathic Board staff also serves the Massage Board.*

Staff processed and licensed 4,497 massage therapists in FY09. This includes new and renewal applications. We have approximately 9,000 therapists currently licensed. We anticipate this number will remain static or may decline slightly 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. 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 we 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 planning to convert to a paperless system of record keeping, complaint processing and licensing.*

The Board is establishing an online complaint system for massage therapy. Online licensing can now be instated, subject to adequate funding, due to changes in legal requirements to verify immigration status. Licensing and complaint files for both boards will be, subject to adequate funding, transitioned to electronic format. Naturopathic online renewal will also be reinstated. A minimum paper file will 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	584.0	605.0	605.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>584.0</b>	<b>605.0</b>	<b>605.0</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>7.0</b>	<b>7.0</b>

◆ **Goal 1** To process license and certificate applications efficiently.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total Applications Received for Licensure and Certificates	1237	1,250	1,300
Total Licenses and Certificates issued	1237	1,250	1,300
Average number of days to process licensing applications	24	25	25
Active physician licenses	593	600	650
Dispensing Certificates and Renewals Issued	431	430	450
Students engaged in Clinical Training	187	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Complaints received against licensed or certified persons	27	30	30
Complaints resolved in same fiscal year	19	25	25
Average number of days to resolve complaints - same fiscal year	122	120	120
Complaints received against unlicensed individuals	1	3	3

◆ **Goal 3** To audit naturopathic physicians compliance with the annual continuing medical education requirements.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of physicians in compliance with continuing medical education requirement	94	95	95

massage therapy to local law enforcement.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Complaints received against massage therapists	10	20	20
Explanation:	2009 appears to be an anomaly with the low number of copmlaints.		
Complaints resolved in the same fiscal year	3	15	15
Explanation:	2 FY09 cases are still open		
Average number of days to resolve a massage therapy complaint	220	210	210
Explanation:	Hiring freeze has resulted in understaffing investigations which has lengthened adjudication time frames.		

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 health, safety, and welfare of the public by regulating the practice 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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Massage therapy applications received for initial licensure and biennial renewal.	4,497	4,500	4,500
Explanation:	Licensing began in FY05		
Average number of days to process an application	30	30	30

◆ **Goal 2** To timely investigate and adjudicate complaints in order to protect the public from incompetent and unprofessional massage therapists and report the unlawful practice of

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.*

**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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	125.0	147.0	147.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>125.0</b>	<b>147.0</b>	<b>147.0</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

**Strategic Issues:****Issue 1 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, five (5) appeals have been filed. The Lower Salt River appeal is presently in the Arizona Court of Appeals and was initially filed in June 2006. 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. The Upper Salt River and the Verde River are in Maricopa County Superior Court on hold pending the results of the Lower Salt River appeal. As of this time no other legal actions than appeals involving the Commission are pending; however, it is anticipated that two or three additional appeals may be filed during FY2010 or FY2011.

**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 the Commission may need additional resources to defend

five appeals presently in court.

**Issue 3 Completing appeals**

Five appeals are presently in various courts in Arizona with 2 or 3 others anticipated out of a total of 39,039 watercourses and 53 evidentiary navigability hearings. Matters presently on appeal are in Pima County Superior Court, Maricopa County Superior Court and the Arizona Court of Appeals.

**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 Cost of Completion of Reports**

The Commission has been able to complete most of its lengthy and costly reports. The Commission completed 5 major reports in FY2009 including the Gila River report and this report is perhaps the most complicated because the river travels through 6 Arizona counties involving 3 watersheds. The Commission is presently working on 8 other reports all of which will be followed by 9 months of statutorily required appeal time (time for parties to file an appeal).

The Commission will very likely need an additional supplemental amount during FY2010 to complete the remaining 8 reports.

**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.

**Issue 8 Change of Sunset Date pending completion of court actions.**

The Commission is not an in perpetuity agency and has no interest in continuing beyond getting the work done. The Commissioners and the Director who has been with the state for more than 30 years are all anxious to complete the work and Sunset.

The Commission Sunset Date is June 30, 2012. However, this may need to be extended because of reports times, appeals, times, and cases on appeal. There are presently 5 cases on appeal with 2 or 3 more anticipated.

◆ **Goal 1** To adjudicate all of Arizona's 39,039 named and unnamed watercourses.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of Arizona rivers and streams adjudicated	0	7	1
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)	0	7.5	7.5

Number of final reports approved by Commission	4	11	12
Administration as a percent of total cost	0	4.0	4.0
Defend Appeals.	5	1	2

- ◆ **Goal 2** To determine the public trust values of navigable watercourses as mandated by the Courts.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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Five appeals are presently pending with two or three more likely. If any of the Commission determinations are reversed by the court then the Commission will need to hold proceedings to determine public trust values. The Commission presumes a maximum of 8 total appeals regarding all 53 hearings and 39,039 Arizona watercourses.

0	0	0
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- ◆ **Goal 3** To complete and ratify all Commission final reports.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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Complete and ratify Commission final reports.

5	8	0
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- ◆ **Goal 4** To defend in State Court all Appeals of Commission determinations. At present there are 5 matters on appeal, two in Pima County Superior Court, two in Maricopa Superior Court and one in the Arizona Court of Appeals. The four matters in Superior Court are on hold pending the results of the matter in the Court of Appeals following which all five matters will likely move very rapidly.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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To defend existing 5 appeals and others that are filed; 3 more anticipated.

3	2	3
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- ◆ **Goal 5** To defend all other legal actions filed against the Commission.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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No legal actions other than appeals are presently pending.

0	0	0
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- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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Recording Commission reports in the appropriate county seat.

3	5	8
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BNA 0.0

**Agency Summary**

BOARD OF NURSING

Jo Elizabeth Ridenour, Executive Director

Phone: (602) 771-7801

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ LICENSING AND REGULATION - RN/LPN	3,943.0	4,154.0	4,154.0
➤ NURSING ASSISTANT	512.0	415.0	415.0
<b>Agency Total:</b>	<b>4,455.0</b>	<b>4,569.0</b>	<b>4,569.0</b>

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

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	98.0	0.0	0.0
Other Appropriated Funds	3,943.0	4,154.0	4,154.0
Other Non Appropriated Funds	414.0	415.0	415.0
<b>Program Total</b>	<b>4,455.0</b>	<b>4,569.0</b>	<b>4,569.0</b>
<b>FTE Positions</b>	<b>54.0</b>	<b>53.0</b>	<b>53.0</b>

#### 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 the agency's 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	3,943.0	4,154.0	4,154.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,943.0</b>	<b>4,154.0</b>	<b>4,154.0</b>
<b>FTE Positions</b>	<b>42.0</b>	<b>42.0</b>	<b>42.0</b>

- ◆ **Goal 1** To reduce the cycle time needed to issue certificates and licenses for examinee, endorsement and renewal applicants.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Customers reporting very good or excellent service (%)	6.8	6.8	6.8
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	14.3	12.0	12.
Explanation:	Increased days due to new statutory requirements for lawful presence in the United States.		
RN/LPN renewals issued (4-year cycle)	15,720	16,091	17,150
Total licensees Registered Nurses and Licensed Practical Nurses	80,552	81,500	82,500

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total complaints received	920	950	975
Percent of licensees with disciplinary action	.7	.7	.7
Average hours per investigation needed to complete a case	17.4	17.4	17.4

Average months needed to complete investigations and present cases to the Board	6.6	6.5	6.5	Percent of investigations resulting in disciplinary enforcement action	52	55	55
Average calendar days from receipt of complaint to resolution	236	230	230	Average calendar days per investigation from start to final adjudication	244	225	200
Average calendar days per investigation from start to final adjudication	236	230	230				
Percent of investigations resulting in disciplinary enforcement action	64	72	72				

◆ **Goal 3** To effectively provide a non-disciplinary Chemically Addicted Nurse Diversion Option (CANDO) program.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Licensees in CANDO program	164	170	175
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Nursing programs monitored for non-compliance	4	4	4
Examinees from program successfully passing NCLEX	3,102	3,200	3,300

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	98.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	414.0	415.0	415.0
<b>Program Total</b>	<b>512.0</b>	<b>415.0</b>	<b>415.0</b>
<b>FTE Positions</b>	<b>12.0</b>	<b>11.0</b>	<b>11.0</b>

◆ **Goal 1** To operate the program efficiently and effectively.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of applicants or certificate holders reporting very good or excellent service	6.75	7.0	7.0
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	461	400	350
Total individuals certified as nursing assistants	24,280	24,500	24,500
Total complaints received	704	725	750
Average calendar days from receipt of complaint to resolution	244	225	200
Percent of CNA's with disciplinary action	1.5	1.5	1.5
Total investigations conducted - status closed	699	700	700

NCA 0.0

**Agency Summary**

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 fee-financed program of examination, licensure, and regulation.

#### Funding and FTE

Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	275.0	380.0	380.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>275.0</b>	<b>380.0</b>	<b>380.0</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

#### 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Complaints opened	130	140	150
Disciplinary actions	75	80	85
Fiscal year complaints resolved	163	170	175
Average number of days from open to close of complaint, within fiscal year	91	120	120
Number of complaint and application investigations conducted	148	155	160

##### ◆ Goal 2 To ensure that licenses and certificates are granted or renewed to qualified administrators and managers.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of existing licenses and certificates	2783	2900	3,000
Number of new applications filed	537	550	570
Number of new licenses issued	420	430	440

Number of new and existing licenses	3203	3330	3440
Number of renewal applications processed	1831	540	1900
Average calendar days to renew a license	3	4	4

##### ◆ Goal 3 To ensure that agency operations are effective and efficient.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Customer satisfaction (scale of 1-8)	7.7	7.0	7.0
Explanation:	In FY 2006, a survey of customer satisfaction was not conducted.		
Administration as percent of total cost	4.3	4.2	4.2

##### ◆ Goal 4 To ensure quality continuing education is approved

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of CE sponsor applications	576	480	500
Average number of days to process CE sponsor applications	3	4	5

##### ◆ Goal 5 To ensure public information requests and license verifications are completed timely.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average number of days to process a public records request	2	2	2
Explanation:	Implemented starting FY07		
Average number of days to process a license verification	3	3	3
Explanation:	Implemented starting FY07		

OTA 0.0

**Agency Summary**

BOARD OF OCCUPATIONAL THERAPY EXAMINERS

Wendy H. Hammon, Executive Director

Phone: (602) 589-8353

A.R.S. §§ 32-3401 to 32-3445

#### Mission:

*To protect the health, safety, and welfare of the public 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 approximately 2,347 licenses for the occupational therapy profession. The Board of Athletic Training is a regulatory board, which issues and renews approximately 565 licenses for the athletic training profession. By law, the Boards require 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ BOARD OF OCCUPATIONAL THERAPY EXAMINERS	146.0	141.0	151.0
➤ BOARD OF ATHLETIC TRAINING	63.0	106.0	116.0
<b>Agency Total:</b>	<b>209.0</b>	<b>247.0</b>	<b>267.0</b>

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	209.0	247.0	267.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>209.0</b>	<b>247.0</b>	<b>267.0</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

#### Strategic Issues:

##### Issue 1 **Relocation of the agency in FY2010 due to conditions at the current location.**

The Agency continues to provide timely service in the licensing and regulation of Occupational Therapy practitioners and Athletic Trainers. Despite the small staff of 3.0 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 and the appropriation of the fees to conduct operations.

The Occupational Therapy Board is facing a budget challenge in FY 2010 in that the agency will be relocating due to the deteriorating, unsanitary condition of the current building and will need a supplemental appropriation to accomplish the move as well as additional appropriation in FY 2011 to adjust for the change in rent.

OTA 1.0

**Program Summary**

BOARD OF OCCUPATIONAL THERAPY EXAMINERS

Wendy H. Hammon, Executive Director

Phone: (602) 589-8353

A.R.S. §§ 32-3401 to 32-3445

#### Mission:

*To protect the health, safety, and welfare of the public 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 2,347 active licenses for the occupational therapy profession and monitors 1,469 closed licenses. 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	146.0	141.0	151.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>146.0</b>	<b>141.0</b>	<b>151.0</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

##### ◆ Goal 1 To investigate and adjudicate complaints within 120 days

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of occupational therapy complaints received	13	17	17
Number of complaints resulting in disciplinary action	9	8	8
Complaints resolved within 120 days	13	17	17
Percent of complaints resolved within 120 days	100	100	100

##### ◆ 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of License Renewal applications received and renewed. OTs and OTAs	942	1,320	1,205
Number of Licensees (OTs and OTAs)	2,347	2,416	2,515
Number of initial license applications received (OTs and OTAs)	275	263	263
Number of Initial Licenses Issued (OTs and OTAs)	275	263	263
Average calendar days to process a renewal application	15	15	15
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of licenses issued within 10 days of approval	100	100	100
Number of individuals licensed as occupational therapists	2,347	2,416	2,515
Customer Satisfaction rating (scale 1-8)	7.8	7.8	7.8

OTA 2.0

**Program Summary**

BOARD OF ATHLETIC TRAINING

Wendy H. Hammon, Executive Director

Phone: (602) 589-8352

A.R.S. § 32-4101

**Mission:**

*To protect the health, safety, and welfare of the public 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 565 licenses for the athletic training profession and monitors 337 closed licenses. 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	63.0	106.0	116.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>63.0</b>	<b>106.0</b>	<b>116.0</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

- ◆ **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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of athletic training licenses issued	123	130	140
Number of licensees	565	600	650
Number of License Renewals received	494	520	530
Average calendar days to renew a license	15	15	15
Average calendar days to issue a license	35	35	35

- ◆ **Goal 2** To investigate and adjudicate complaints within 120 days

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Complaints received	9	7	6
disciplinary actions taken	7	5	5
Complaints resolved within 120 days	9	7	6

- ◆ **Goal 3** To continually improve customer satisfaction by providing consistency in carrying out the Board's policies and procedures for licensing and regulation.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of athletic training complaints received	9	7	6
Percent of licenses issued within 10 days of approval	100	100	100
Complaints resolved within 120 days	9	7	6
Customer Satisfaction rating (scale 1-8)	7.8	7.8	7.8

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 725 opticians and 321 optical establishments licensed to practice in the state, as well as all Arizona citizens who receive these professional services.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	129.0	125.0	125.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>129.0</b>	<b>125.0</b>	<b>125.0</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

#### 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 FY2010 is approximately \$87,700, 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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Optician applications received	95	100	100
Explanation:	includes applications to sit for practical examination, comity and Reinstatement		
Optician licenses issued	69	70	70
Optician renewal applications processed	670	700	715
Establishment applications received	61	30	30
Establishment renewal applications processed	338	365	365
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	18	20	20
Average number of days from receipt of application for establishment license to granting of license	11	15	15
Percentage of renewals within 3 days	100	98	98
Customer satisfaction rating (Scale 1-8)	7	8	8

Number of licensees (new and existing) 1044 1095 1150

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Complaints about licensees received and investigated	17	10	10
Complaints resolved	17	10	10
Disciplinary action	9	5	5
Number of days from receipt of complaint until completion	40	80	80
Explanation:	number of days is average of all complaints		
Establishment Inspections	241	100	320

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of licensees fulfilling continuing education requirement	100	100	100
Number of licensees fulfilling requirement	188	405	133



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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	183.0	203.0	203.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>183.0</b>	<b>203.0</b>	<b>203.0</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

#### 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.**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
New licenses issued	68	55	68
License applications received	70	65	65
Active licensees	998	1020	1050
Average time to process an initial license application (in days)	21	46	40
Average calendar days to renew a license	2	2	2

##### **Goal 2 To effectively investigate and adjudicate complaints pursuant to statutes and rules.**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total number of complaints received	29	45	45
Total number of complaints resolved	29	35	40
Average number of days from receipt of complaint to resolution	82	80	80
Total number of disciplinary actions	0	3	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.**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total number of written public information requests	278	210	230

##### **Goal 4 To ensure agency policies and procedures are effective and efficient. (Including testing, renewal, initial licensing, and certificates of special qualification)**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Prompt response to renewal applications with deficiencies (percent)	100	100	100
Administration as % of total cost	4	7	7

IBA 0.0

**Agency Summary**  
OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION REVIEW  
(OSHA) BOARD  
Laura McGrory, Director  
Phone: (602) 542-4411  
A.R.S. § 23-422

**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.

◆ **Goal 1** To hear and rule on OSHA appeal cases.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Cases ruled heard and ruled upon	3	3	3

OSA 0.0

Agency Summary

BOARD OF OSTEOPATHIC EXAMINERS

Elaine LeTarte, 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 allopathic 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	591.0	702.0	702.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>591.0</b>	<b>702.0</b>	<b>702.0</b>
<b>FTE Positions</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

**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 encourage use of on-line applications to maintain more complete information, eliminate paper applications, and speed up processing time.

◆ **Goal 1** To issue and renew licenses promptly and in an effective manner

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of new and existing licenses	2399	2,350	2,432
Number of licenses renewed: on-time and late	492	1,700	250
Average days to issue renewals	2	2	2
Number of applications for new license	207	210	220
Number of new licenses issued	191	200	200
Average days to issue new license	42	43	40

◆ **Goal 2** To investigate and resolve complaints in a timely manner

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Complaints received	172	220	220
Complaints investigated	172	225	225
Licenses that had Disciplinary Action taken	7	15	15

Average calendar days to resolve a complaint	351	200	180
Average calendar days to investigate a complaint	214	180	180
Complaints resolved	137	200	200
◆ <b>Goal 3</b> To administer the agency efficiently and provide customer service to the public			
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Administration as percent of total cost	20	20	20
Customer satisfaction rating (1-8)	7.0	7.0	7.0

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	2,785.0	2,785.0	2,785.0
<b>Program Total</b>	<b>2,785.0</b>	<b>2,785.0</b>	<b>2,785.0</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

#### 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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of individuals impacted directly and indirectly by programs and/or efforts funded by the Parents Commission, evidenced by program reports.	2,706,359	60,000	70,000

- ◆ **Goal 2** To increase public awareness through outreach and effective partnerships.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of public education and awareness events sponsored by the Parents Commission.	656	25	25

PRA 0.0

**Agency Summary****STATE PARKS BOARD**

Renee Bahl, 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 \$40.0 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ PARK DEVELOPMENT AND OPERATION	29,776.0	29,761.0	29,761.0
➤ PARTNERSHIPS AND GRANTS	71,980.0	42,721.0	42,721.0
➤ ADMINISTRATION	12,771.0	14,111.0	14,111.0
<b>Agency Total:</b>	<b>114,527.0</b>	<b>86,593.0</b>	<b>86,593.0</b>

**Funding and FTE**

Summary: (Thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	23,610.0	20,000.0	20,000.0
Other Appropriated Funds	11,071.0	10,050.0	10,050.0
Other Non Appropriated Funds	79,846.0	56,543.0	56,543.0
<b>Program Total</b>	<b>114,527.0</b>	<b>86,593.0</b>	<b>86,593.0</b>
<b>FTE Positions</b>	<b>347.0</b>	<b>347.0</b>	<b>347.0</b>

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,094.0	0.0	0.0
Other Appropriated Funds	8,722.0	8,751.0	8,751.0
Other Non Appropriated Funds	18,960.0	21,010.0	21,010.0
<b>Program Total</b>	<b>29,776.0</b>	<b>29,761.0</b>	<b>29,761.0</b>
<b>FTE Positions</b>	<b>271.0</b>	<b>272.0</b>	<b>272.0</b>

◆ **Goal 1** To consistently provide a safe, accessible, and enjoyable system of State Parks and natural areas for public use.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Annual park attendance (in thousands)	2,378.6	2,450	2,500
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	1,276.9	2,000	2,000
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average cost per state park visitor (in dollars)	0.73	1.20	1.20

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Ranger-led interpretive program participants (in thousands)	185	210	225

◆ **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)

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of Collection in management system.	65	70	80

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of exhibits created/updated.	45	55	60

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	20,262.0	20,000.0	20,000.0
Other Appropriated Funds	1,864.0	1,093.0	1,093.0
Other Non Appropriated Funds	49,854.0	21,628.0	21,628.0
<b>Program Total</b>	<b>71,980.0</b>	<b>42,721.0</b>	<b>42,721.0</b>
<b>FTE Positions</b>	<b>36.0</b>	<b>35.0</b>	<b>35.0</b>

◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of Trails grant projects funded as high priority	100	50	50



Percent of OHV grant projects funded as high priority	84	50	50
Percent of LRSP grant projects funded as high priority	75	75	75
Percent of SLIF grant projects funded as high priority	0	50	50
Percent of Historic Preservation grant projects funded as high priority	75	75	75

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of satisfactory compliance findings of grant audits	0	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of SHPO paper records converted	77	85	90

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Annual Park Attendance (in thousands)	2,378.6	2,450	2,500

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Park Visitor Satisfaction rating	97	95	95
Historic Park Visitor Satisfaction rating	97	95	95

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of invoices paid within 30 days of receipt	98.7	95	95

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Amount of concession revenue collected	402,601	450,000	450,000

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Administration as a percentage of total cost	3.0	5.0	5.0

- ◆ **Goal 2** To create a positive environment that encourages professional development and employee retention.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of employee turnover	15.8	15	15

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of park rangers trained - CPR	99.4	85	85
Percent of park rangers trained - First Aid	49	50	50
Number of Officers meeting AZPOST training requirement.	53	55	55
Percent of park rangers trained - Wild Land Fire Fighting	47	35	35
Percent of park rangers trained - EMT	7	5	5
Number of park rangers trained - Interpretation	154	145	145

PRA 3.0

## Program Summary

### ADMINISTRATION

Kent Ennis, 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,254.0	0.0	0.0
Other Appropriated Funds	485.0	206.0	206.0
Other Non Appropriated Funds	11,032.0	13,905.0	13,905.0
<b>Program Total</b>	<b>12,771.0</b>	<b>14,111.0</b>	<b>14,111.0</b>
FTE Positions	40.0	40.0	40.0

- ◆ **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 the Board's 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	328.0	0.0	0.0
Other Appropriated Funds	0.0	329.0	379.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>328.0</b>	<b>329.0</b>	<b>379.0</b>
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. Even so, 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 2009, the average number of days from receipt of an appeal or complaint until the Board issued a final order increased from 113 to 122. This increase is due in part to the Board's use of volunteer hearing officers who are not familiar with the Board's procedures, rules, and statutes. Pro bono work may not be a priority. The Board will encourage parties to be prepared for the first day of hearing and discourage unnecessary continuances. Feedback and Improvement: The surveys also provide for additional comments. These comments are reviewed so that weaknesses can be addressed and the level of satisfaction can be increased.

### Issue 2 Maintain and improve internet website

In FY2009, with the help of GITA, the Board was able to update its website to conform with the uniform format designated by GITA. The website, however, provides only limited information at this point. In order to expand the information, additional resources are required. The board will make those updates to its website that can be done using in-house staff and no additional funding.

### Issue 3 Secure adequate funding to operate

The Personnel Board needs to explore ways to increase its level of service despite budget cuts. Six months into FY2009, the Board was affected by mandatory budget cuts and, as a result, was forced to discontinue use of contract hearing officers to hear appeals and complaints. This had a devastating affect on the hearing process. As a temporary alternative and to be able to continue to fulfill its mission, the board sought volunteer pro

tem Superior Court judges to hear cases. Budget reductions and the use of volunteers have resulted in a more lengthy hearing process and non-compliance to some statutory timeframes.

### ◆ Goal 1 To provide state agencies and employees/citizens with a fair and efficient administrative hearing process.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of appeals/complaints filed	78	85	85
Hearing days	49.5	72	72
Average days from receipt of an appeal/complaint until the Board issues a final order	122	115	115
Average cost of an appeal/complaint (dollars)	1,200	1,500	1,500

### ◆ Goal 2 To ensure customer/client satisfaction with process.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of cases appealed to Superior Court	6	3	3
Number of cases remanded from court	3	0	0
Percent of customers rating overall hearing process as good to excellent	79	90	90
Percent of customers rating overall hearing process as average	21	10	10

### ◆ Goal 3 To continuously implement changes that will increase effectiveness and internal capacity to deliver services.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of training classes attended by staff	2	2	2

### ◆ Goal 4 To strengthen relationships with stakeholders (agencies and constituents).

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of meetings/input from stakeholders	4	5	5

  

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of pamphlets distributed (approximate)	80	95	95

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**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,228.0	2,663.0	2,663.0
Other Non Appropriated Funds	93.0	126.0	126.0
<b>Program Total</b>	<b>2,321.0</b>	<b>2,789.0</b>	<b>2,789.0</b>
FTE Positions	34.0	33.0	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total of all licensing applications received.	11,182	11,000	11,000
Average calendar days from receipt of completed application to ruling on application for Applicator testing.	1	15	15
Average calendar days from receipt of completed application to ruling on application for Qualifying Party testing.	5	15	15
Qualifying Party License renewals issued.	1,336	1,300	1,300
Total of all licenses issued.	9,616	9,500	9,500
Applicator License renewals issued.	6,090	6,000	6,000
Percentage of licenses processed within overall time frame.	100	100	100
Percentage of Applicator License renewals processed on line of those that did renew.	76	75	75

Percentage of Qualifying Party License renewals processed on line of those that did renew.	77	75	75
Percentage of Business License renewals processed on line of those that did renew.	80	78	78
Business License and Branch Office renewals issued.	1,054	1,000	1,000

##### ◆ **Goal 2** To provide continuous quality education to the public and industry members through the Office of Pest Management presented or approved programs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of contact hours for Initial License Training taken annually from the OPM.	1,056	1,000	1,000
Number of CE contact hours taken annually from the OPM.	3,409	3,200	3,200
Number of Education and Training staff hours provided to the Public by the OPM (not including ILT and CE training).	112	50	50

##### ◆ **Goal 3** To Monitor pesticide applications and ensure compliance with OPM Laws and Rules.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total inspections conducted (use and non-use).	6,380	3,600	3,800

##### ◆ **Goal 4** To efficiently and professionally investigate inquiries and complaints to protect and maximize the safety of the general public.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total Inquiry investigations conducted and completed.	174	125	125
Total Complaint investigations conducted and completed.	46	150	150
Number of Consent agreements reached/orders finalized.	15	40	40
Number of formal hearings held.	1	5	5
Percent of investigations resulting in disciplinary action.	85	70	70
Number of licenses Revoked.	5	5	5
Total consumer and agency generated complaints.	51	50	50
Average calendar days from receipt of complaint to resolution	124	220	220

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,617.0	1,931.0	2,131.0
Other Non Appropriated Funds	314.0	2.0	2.0
<b>Program Total</b>	<b>1,931.0</b>	<b>1,933.0</b>	<b>2,133.0</b>
<b>FTE Positions</b>	<b>13.0</b>	<b>14.0</b>	<b>14.0</b>

**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 citizens who are 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 maintain a statewide prescription monitoring program (PMP) to inform health care providers about the utilization of controlled substances by their patients. The program identifies illegal diversion while providing assurance that the provision of legitimate pain therapy is not adversely impacted.*

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 began on October 11, 2008. The database has been available for use by prescribers and dispensers since 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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Disciplinary actions/100 Registered Pharmacists	0.6	1	1
Complaints per 100 practitioners	1.1	1.5	1.5
Continuing education seminars conducted for pharmacists	10	15	15
Board meetings	7	7	7
Miles Driven-Inspections	71,270	84,000	84,000
Pharmacies-Inspections	868	1000	1050
Compressed medical gas suppliers & distributors-Inspections	8	8	9
Manufacturer-Inspections	5	8	12
Non-Prescription Drug Permit-Inspections	1205	1,800	1,800
Wholesaler-Inspections	88	125	150
Re-inspections	23	25	25
Total number of inspections conducted	2197	2,662	2700

**Goal 2** To process applications in a timely and thorough manner.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average days from receipt to issuance of license	4.8	5.5	5.5
Average cost to client of application processed (dollars)	81.35	85	85
Compressed Medical Gas Suppliers & Distributors-Permitees	255	270	270
New pharmacists	514	550	560
Total number licenses/renewals issued in fiscal year	17,946	19,000	20,000
Explanation: Total number licenses/renewals issued in FY			
Total number applications received in fiscal year	17,946	19,000	20,000
Total number individuals or facilities licensed thru fiscal year	31,109	32,300	33,600
Pharmacy Interns-Licensees	2,162	2,500	3,000
Non-Prescription Drug Permit-Permitees	4404	4,500	4,575
Manufacturers-Permitees	149	175	200
Pharmacists-Licensees	8,653	9,000	9,500
Pharmacies-Permitees	1,647	1,700	1,750
Wholesalers-Permitees	722	800	850
Pharmacy Technician	12,603	14,000	16,000

**Goal 3** To investigate complaints promptly and completely and employ progressive discipline.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Disciplinary actions	52	60	60
Average days from receipt of complaint to resolution	43.0	50	50
Average monthly backlog of complaints unresolved	6	10	10
Disciplinary conferences.	24	30	30
Administrative hearings & consents.	52	60	60

Total number of complaints received	93	100	100
Total number of investigations conducted.	110	150	175
Number of licenses revoked, suspended or placed on probation.	27	30	40

◆ **Goal 4** To maintain a comprehensive electronic Controlled Substance Prescription Monitoring Program.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Use new prescription monitoring program fund to implement prescription monitoring program approved by legislature in 2007.	201,647	180,000	180,000
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).	332	570	570
About how many licensed PRESCRIBERS were there?	22,941	23,000	23,500
About how many licensed/permitted DISPENSERS were there?	4,641	4,750	4,850
for PRESCRIBERS: How many solicited reports were produced?	40,755	87,500	109,000
For PRESCRIBERS: How many unsolicited reports were produced?	304	600	600
for DISPENSERS: How many solicited reports were produced?	8,875	19,000	23,750
for DISPENSERS: How many unsolicited reports were produced?	0	150	200
For Law Enforcement INVESTIGATIONS OR COMPLAINTS: How many solicited reports were produced?	289	600	700
For Law Enforcement INVESTIGATIONS OR COMPLAINTS: How many unsolicited reports were produced?	2	10	10
For Professional Licensing Board INVESTIGATION OR COMPLAINTS: How many solicited reports were produced?	145	350	400
For Professional Licensing Board INVESTIGATIONS OR COMPLAINTS: How many unsolicited reports were produced?	0	4	6

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**Agency Summary**

BOARD OF PHYSICAL THERAPY EXAMINERS

Charles D. Brown, 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 welfare 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

<b>Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	334.0	362.0	362.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>334.0</b>	<b>362.0</b>	<b>362.0</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

#### Strategic Issues:

##### Issue 1

##### Issue 2 ***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.***

Regulatory agencies increasingly employ 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 ***Initiate a comprehensive revision of Title 4, Chapter 24, Article 3 and Article 4. The purpose of this revision is two-fold: 1) to correct rule language that is unclear, contradictory, incomplete and contrary to statute 2) General supervision (off site) of PTA's was initiated in 2006 and rules were written and adopted quickly to accommodate for changes in statutes. However, the Board is reviewing these laws to ensure the rules are clear, concise, written for the purpose of public protection, and clearly identify the responsibilities of the PT and PTA in a general supervision environment.***

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 2008. The Board has submitted a Notice of final rule making for updating its Course Work Tool for reviewing foreign educated applicants education, placing a time for administrative review and substantive review of renewal applications in to law, and updating language regarding informed consent. The Board is scheduled to appear before GRRC in October for the current rule making package.

Volunteer groups are being assembled by the Board to provide input into rules as they relate to continuing competence requirements for PTs and for PTAs and supervision of PTA's. 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. Any changes will be contingent upon receipt of an exception to the rule making moratorium in place once proposed language is ready for drafting.

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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	423	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.	14	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.	1	2	2
Explanation: Agency tracks and reports number of applications denied.			
Number of licenses/certificates renewed	3447	25	3700
Explanation: FY 2010 estimate reflects renewals processed during a non-renewal year Renewals will begin in late June early August of 2010.			
Number of applications received.	503	520	530
Explanation: Number of applications received.			

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of Board meetings conducted within appropriate time frames	100	100	100
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total number of complaints received	50	65	70
Explanation:	Total number of complaints received.		
Total number of disciplinary actions issued	29	35	35
Explanation:	Total number of disciplinary actions issued.		
Average number of days to adjudicate complaints received in a given fiscal year.	121	150	150
Explanation:	Average number of days to adjudicate complaints received in a given fiscal year.		
Number of licenses suspended/revoked/voluntarily revoked	4	5	5
Explanation:	Number of licenses suspended/revoked/voluntarily revoked		
Total number of unlawful practice investigations received by the Board for investigation	9	10	10
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of requests for license verifications processed and issued within 15 days of receipt	100	100	100
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.	463	500	500
Explanation:	Board staff tracks and reports the number of requests received.		

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of written requests for public records received	83	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	1.3	7	7
Explanation:	Agency tracks and reports the number of days required to process requests for copies of the public record.		

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
To achieve an average score of 6.0 on a scale of 0 to 8.0 on the agency's customer satisfaction survey.	6.4	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of physical therapist licensees whose continuing competence records were successfully audited by the Board for compliance.	12	n/a	12
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.	100	n/a	100
Explanation:	Percent of continuing competence audit notices sent within 60 calendar days following the license renewal deadline		

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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).	0	n/a	n/a
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.	0	n/a	n/a
Explanation:	Percent of continuing competence audit notices sent within 60 calendar days following the license renewal deadline.		

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**Agency Summary****ARIZONA PIONEERS' HOME**

Gary Olson, Superintendent

Phone: (928) 445-2181

ARS 41-921

**Mission:**

*To provide a home for Arizona pioneers and disabled miners that delivers the optimal physical, emotional, and spiritual care in a homelike and compassionate environment. Quality of care is provided in a professional manner, protecting dignity and honoring the personal directives of each resident in life as well as death while considering the uniqueness of each individual.*

**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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,067.0	6,723.0	6,723.0
Other Non Appropriated Funds	49.0	42.0	42.0
<b>Program Total</b>	<b>6,116.0</b>	<b>6,765.0</b>	<b>6,765.0</b>
<b>FTE Positions</b>	<b>116.0</b>	<b>116.0</b>	<b>116.0</b>

**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 December 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 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 detracting 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.**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Net increase in average daily census of the Home.	(7)	4	5
Explanation: To increase admissions to the Home by said number greater than discharges.			
Number of candidates on the inquiry/interest list.	80	80	80
Number of residents from counties other than Yavapai and Maricopa.	16	20	25

**◆ Goal 2 To enhance the internal and external restoration and décor of the Home to maintain its historic presence and preservation.**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Complete the restoration/repair of the front balcony and eaves.	1	0	0
Complete Energy Savings Performance Contract, and resultant work.	0	1	1
Complete the restoration/remodel of the lobby.	0	0	1
Complete other identified restoration items--settling wall.	0	1	0
Complete resurfacing of asphalt parking areas and drives.	0	0	1

**◆ Goal 3 To prepare for the Arizona Pioneers' Home centennial celebration.**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Conduct planning meetings.	0	12	10
Complete historic research and presentation items.	1	10	6
Prepare agenda items and entertainment.	0	10	2

**◆ Goal 4 To provide care and services that meets or exceeds the highest standards and best practices for long-term care.**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of citations from inspections	12	5	5
Percent of deficiencies will be resolved in 60 days	100	100	100
Residents rating of good or excellent (percent)	95	97	97

**◆ Goal 5 To improve the efficiencies of services provided in the most cost conscious manner.**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average census	116	120	125
Monthly cost per resident (in dollars)	4,290	4,636	4,453
Daily cost per resident (in dollars)	141	152	146

POA 0.0

**Agency Summary**

BOARD OF PODIATRY EXAMINERS

Sarah Penttinen, Executive Director

Phone: (602) 542-3095

A.R.S. § 32-801

#### Mission:

*To protect the health, safety, and welfare of the public by regulating and maintaining standards of practice in the field of podiatric medicine.*

#### Description:

The Board licenses and regulates doctors of podiatric medicine, who 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	134.0	144.0	144.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	134.0	144.0	144.0
FTE Positions	1.0	1.0	1.0

#### Strategic Issues:

**Issue 1** *Continue to 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.

◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Applications received	16	20	25
New licenses issued	15	20	20
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	7	10	10
Number of drug dispensing registrations renewed	241	225	225
Number of licensees	376	380	380
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of complaints received	56	70	70
Number of investigations concluded	45	50	50
Average number of days from receipt of complaint to final resolution	122	125	125

Disciplinary actions taken	7	5	5
Letters of Concern Issued	10	10	10
◆ <b>Goal 3</b>	To ensure agency policies and procedures are effective and efficient. (Including testing, renewal, initial licensing, and customer satisfaction).		
<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 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 (ACPE), 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. The Commission provides a forum for all sectors of higher education to dialogue, partner, and problem solve issues of mutual interest. ACPE administers the Arizona Family College Savings Program, and provides information to students and families to plan for, transition into, and succeed in postsecondary education through a variety of educational programs and publications.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	4,302.0	4,370.0	7,420.0
Other Appropriated Funds	3,172.0	3,855.0	3,855.0
Other Non Appropriated Funds	472.0	1,441.0	0.0
<b>Program Total</b>	<b>7,946.0</b>	<b>9,666.0</b>	<b>11,275.0</b>
<b>FTE Positions</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>

#### 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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of LEAP student awardees	3,393	3,300	3,300
Number of Postsecondary Education Financial Assistance Program student awards	169	120	120

Percent of good or excellent service via evaluation surveys	90	90	90
Number of Arizona Education Loan Program student borrowers	218,226	255,674	301,360
Number of Arizona Family College Savings Program accounts	51,042	53,000	56,000

##### **Goal 2** To educate and outreach to families providing information about postsecondary and financial assistance options.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of Arizona College & Career Guides distributed	15,000	13,000	13,000
Number of Arizona College & Career Guide (ACCG) on-line hits	5,651	5,500	5500

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Attendees at College Goal Sunday	4,074	3,000	3,000

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Think College and Parent materials distributed (Spanish)	2,500	2,000	2,000

Explanation: \*The Rapid Guide to Financial Aid is a grant-supported publication that is distributed to students/families through high schools and college access programs.

Think College and Parent materials distributed (English)	22,00	20,000	20,000
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Explanation: \*The Rapid Guide to Financial Aid is a grant-supported publication that is distributed to students/families through high schools and college access programs.

##### **Goal 3** To provide a forum to public/private education sectors for discussion of issues of mutual interest and concern.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of statewide committees or task forces collaboratively seeking solutions to issues in postsecondary education	2	2	2
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) 368-4265

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	39,438.0	35,433.0	35,888.0
Program Total	39,438.0	35,433.0	35,888.0
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Hoover annual revenue requirements (in thousands)	70213.0	70681.3	71150.0

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Cost of Intertie Transmission (\$/kW-year)	15.24	15.24	15.24
Cost of Parker-Davis Transmission (\$/kW-year)	12.96	12.96	12.96

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Customers purchasing power from Arizona Power Authority	31	31	31

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 the public by regulating private postsecondary educational institutions and providing services to their students.*

#### Description:

The Board licenses and regulates approximately 232 private postsecondary educational institutions, serving approximately 467,893 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ LICENSING AND REGULATION	357.0	337.0	337.0
➤ STUDENT TUITION RECOVERY FUND	284.0	263.0	263.0
<b>Agency Total:</b>	<b>641.0</b>	<b>600.0</b>	<b>600.0</b>

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	357.0	337.0	337.0
Other Non Appropriated Funds	284.0	263.0	263.0
<b>Program Total</b>	<b>641.0</b>	<b>600.0</b>	<b>600.0</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

#### 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 same extent as in previous years. 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 online 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.

##### Issue 3 *Keep abreast of enhanced technology.*

Licensees are very adept and are able to keep and improve processes through improved/enhanced technology. It is important that Staff is able to understand how the technology/processes work in order to effectively and efficiently keep current with the licensees.

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 the public by regulating private postsecondary educational institutions and providing services to their students.*

#### Description:

The Board licenses and regulates approximately 232 private postsecondary educational institutions, serving approximately 467,893 students annually. The Board acts on license applications, determines compliance, investigates complaints and violations, and takes disciplinary action.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	357.0	337.0	337.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>357.0</b>	<b>337.0</b>	<b>337.0</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

#### ◆ Goal 1 To ensure legal operations, ethical practices, and quality education in the private postsecondary sector.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total number of institutions licensed	232	235	235
Total number of renewal licenses approved	219	230	230
Total number of Supplemental Licenses approved	334	234	234
Number of adverse actions taken	53	55	55
Number of annual inspections conducted	28	35	35
Number of students enrolled	467,893	500,000	500,000
Number of licenses denied	0	1	1
Number of institutional closures	30	20	20

#### ◆ Goal 2 To timely investigate student/consumer complaints and adjudicate the complaints to protect the public.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of annual student complaints investigated	25	20	20
Number of student complaints resolved/dissolved	10	15	15
Number of student complaints resulting in disciplinary action	3	5	5
Number of Student Complaints Pending	12	0	0
Number of non-student complaints investigated	4	20	20
Number of non-student complaints resolved	1	15	15
Number of non-student complaints resulting in disciplinary action	3	5	5
Number of non-student Complaints Pending	0	0	0
Number of written inquiries	65	90	90

#### ◆ Goal 3 To efficiently and effectively administer the licensing and regulation program of the Board.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Customer Satisfaction Survey (scale of 1-8)	8.	7.9	7.9
Administration as a percentage of total cost	3.3	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 the public 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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	284.0	263.0	263.0
<b>Program Total</b>	<b>284.0</b>	<b>263.0</b>	<b>263.0</b>
<b>FTE Positions</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

- ◆ **Goal 1** To provide equitable financial restitution, in a timely manner, to students financially injured as a result of a school closure.

**Performance Measures**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of claims filed	30	10	10
Number of claims rejected	0	0	0
Number of claims paid/settled/closed	30	10	10
Number of claims pending	0	0	0
Average number of calendar days to pay claims	35	60	60

- ◆ **Goal 2** To collect or secure monies sufficient to provide for student financial restitution.

**Performance Measures**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of institutions billed	113	15	115
Amount of assessments collected (in thousands)	301.5	10.	301.5
Amount available to students (in thousands)	807.8	533.5	572.4
Amount paid in Student Claims	159.5	161.5	161.5

- ◆ **Goal 3** To provide students access to their educational records in a timely manner.

**Performance Measures**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of student record requests processed	2053	2100	2100
Average number of days to process requests	8.5	10	10

SYA 0.0

**Agency Summary**

BOARD OF PSYCHOLOGIST EXAMINERS

Cindy Ovey, Psy.D., 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	325.0	402.0	438.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>325.0</b>	<b>402.0</b>	<b>438.0</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

#### 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 unqualified practitioners by efficiently processing applications for licensure to determine if statutory and rule requirements have been met.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Applications received	93	93	93
New licenses issued	62	62	62
Number of licensees (active/inactive)	1835	1897	1867
Explanation:	Assuming a 5% attrition rate each year		
Average days to process an application for licensure (from receipt of application to issuance)	36	36	36

- ◆ **Goal 2** To protect the public from incompetent practitioners and unprofessional/ unethical conduct through timely by investigation and adjudication of complaints against licensees.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of complaints received about licensees	36	40	40
Complaints resolved	18	35	35
Average calendar days to resolve a complaint	62	62	62

- ◆ **Goal 3** To protect the public through the auditing of continuing education hours to ensure licensees are kept apprised of current standards of practice.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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Percent of licensees in compliance with continuing education requirements 0 0 90

Explanation: Licensees audited at time of renewal - every odd numbered year

- ◆ **Goal 4** To encourage public input regarding the Board's performance through customer surveys.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Customer satisfaction rating (scale 1-8)	7.27	7.0	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ AGENCY SUPPORT	53,620.0	39,622.0	39,622.0
➤ HIGHWAY PATROL	124,477.0	134,305.0	133,297.0
➤ CRIMINAL INVESTIGATIONS	58,596.0	63,477.0	61,094.0
➤ CRIMINAL JUSTICE SUPPORT	62,662.0	67,846.0	64,316.0
➤ ARIZONA PEACE OFFICER STANDARDS AND TRAINING	7,504.0	7,977.0	7,965.0
<b>Agency Total:</b>	<b>306,859.0</b>	<b>313,227.0</b>	<b>306,294.0</b>

Funding and FTE Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	54,151.0	43,967.0	47,267.0
Other Appropriated Funds	172,971.0	194,512.0	193,672.0
Other Non Appropriated Funds	79,737.0	74,748.0	65,355.0
<b>Program Total</b>	<b>306,859.0</b>	<b>313,227.0</b>	<b>306,294.0</b>
<b>FTE Positions</b>	<b>2,398.0</b>	<b>2,406.0</b>	<b>2,406.0</b>

#### Strategic Issues:

##### Issue 1 **Maintain employee compensation at market parity in order to recruit and retain high quality personnel.**

While economic factors have contributed to hiring reductions, there is still significant competition for suitable law enforcement candidates and a challenge to retain top quality employees.

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 private industry, government, and other law enforcement agencies to attract qualified candidates and ensure the workforce reflects the citizens we serve.

Competition for recruits among law enforcement agencies is particularly fierce. Qualified applicants must be sought to meet public safety responsibilities on more than 6,000 miles of highways, initiate effective criminal investigations, disrupt organized crime, and pursue anti-smuggling cases. In addition, hiring qualified applicants is critical to addressing the loss of current officers to retirement and career changes.

As the gap between a DPS officer's pay and that at other Arizona law

enforcement agencies widens it impacts the ability to remain competitive and in some instances causes the agency to lose trained, experienced officers to other organizations.

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 **Maintain adequate staffing to keep pace with service demands and emerging public safety issues.**

With Arizona's population growth, many DPS functions which serve the state are seriously understaffed.

Patrol officers are needed to meet the Department's traffic safety and enforcement responsibilities on an expanding system of urban freeways and rural highways. At the same time challenges arising from immigration issues, smuggling, organized crime, auto theft, criminal activity, homeland security, and gangs are demanding more time and resources from uniformed officers as well as investigators. Sufficient numbers of detectives are essential to addressing issues involving violent crime, narcotics, white collar investigations, and local support resulting from statutory mandates, multi-jurisdictional enforcement activity, and federal resources being redirected.

A proportionate need exists for support positions necessary to keep department operations functioning and minimize administrative tasks for sworn employees. Critical agency functions serving the public, such as the Sex Offender Notification Program and the DPS 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. The rules of criminal procedure have specified periods for laboratory processing with penalties for noncompliance ranging from dismissed charges to release of criminals if scientific reports are not completed on time. Legislative mandates as well as demands from the public and the courts recognize the vast potential for forensic science to identify criminals and exonerate the wrongfully accused.

Other support functions such as licensing, records, emergency response, and statutorily mandated services have a high liability associated with work products intended to protect the public, and adequate staffing is critical to meet demands for service.

##### Issue 3 **Maintain essential communication and information 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. Changing technology and interoperability requirements are making DPS communications systems obsolete.

Many of the DPS information systems consist of mainframe-based technology. The most essential of these systems must be supplemented, or replaced, to be consistent compatible with new technology using database management, browsers, and Internet, Intranet, and Extranet solutions for performing processes. The need for components that can eventually be part of a comprehensive records management program 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 (ACJIS) 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 must continue 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 terrorist 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 support for its Mobile Data Computer System outside the Phoenix/Tucson corridor. This system allows rural 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 Maintain vehicles, equipment and facilities to adequately support law enforcement services.**

The Department's mission is heavily dependent on vehicles, capital equipment, and facilities.

Vehicles used for patrol and enforcement operations must be maintained for occupant safety and eventually replaced when obsolete. The vehicle maintenance and 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 reliable capability. Equipment applications, which affect the department's ability to deliver public services, are particularly susceptible to changing technology.

The department's statewide operations requires facilities ranging from public service locations, to remote housing, area offices, service yards, fuel storage and evidence facilities. Facility investments are needed to meet statutory mandates and upgrade existing locations to meet changing standards. The department aggressively pursues opportunities to help reduce utility costs, comply with environmental requirements, meet federal workplace standards, and address security needs in its efforts to maintain adequate facilities.

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	9,638.0	5,816.0	6,354.0
Other Appropriated Funds	20,265.0	21,628.0	21,090.0
Other Non Appropriated Funds	23,717.0	12,178.0	12,178.0
<b>Program Total</b>	<b>53,620.0</b>	<b>39,622.0</b>	<b>39,622.0</b>
<b>FTE Positions</b>	<b>234.0</b>	<b>227.0</b>	<b>227.0</b>

◆ **Goal 1** To promote public safety in Arizona

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of DPS training programs open to local law enforcement and criminal justice agencies.	19	16	16

Number of multi-agency emergency management meetings, exercises, or training scenarios attended or coordinated.	N/A	12	12
Explanation: New measure FY10			
Number of contacts with outside agencies requesting fleet services.	17	15	15

◆ **Goal 2** To deliver exemplary service

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent customers satisfied with agency services.	100	85	85
Explanation: Based on quarterly survey as part of the agency performance pay plan.			
Percent of sworn selection files processed by Human Resources within 13 weeks.	74	75	75
Percent of civilian selection files processed by Human Resources within 5 weeks.	30	70	70
Number of business days to process public record requests upon receipt of documents.	12	15	15
Number of division level representative meetings to review records management system feasibility.	0	2	2

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of potential cost reduction opportunities reviewed.	N/A	5	5
Costs avoided through efficiency measures implemented by the Division.	747,937	335,000	335,000
Explanation: All cost savings, avoidance and recovery except inmate labor.			
Costs savings through use of inmate labor.	88,784	65,000	65,000

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of risk management requirements met for OSHA compliant program.	100	100	100
Number of business days to process injury, glass, property and liability claims.	N/A	30	30
Explanation: new in FY10			
Number of trend analysis reports prepared on an annual basis.	N/A	4	4
Explanation: new in FY10			
Number of safety related publications on an annual basis.	N/A	6	6
Explanation: new in FY10			

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of community events used as recruiting opportunities.	11	8	8
Asset forfeiture dollars awarded to the community.	94,500	100,000	100,000

◆ **Goal 3** To embody the highest standards of integrity and professionalism

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of DPS newly hired officers successfully completing probation.	68.2	75	75
Number of recruitment activities.	23	18	18
Percent of recruitment activities directed toward protected classes.	61	35	35
Percent of DPS employees that are minorities.	19.29	20	20
Number of minority recruiting committee meetings held.	4	2	2
Percent of employees terminating employment (excludes non-Department of Public Safety task force members and retirements)	1.2	5.0	5.0
Average DPS sworn officer salary as percent of market.	84.9	84.9	84.9
Average DPS civilian salary as percent of market.	87.9	87.9	87.9

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of agency employees attending 8-hrs Az-POST or agency mandated training per year.	89.6	90	90
Number of division bulletins to ensure internal communication and employees are kept informed.	N/A	4	4
Explanation: new in FY10			
Dollar value of federal grants received (in millions).	26.2	23	23
Dollar value of asset forfeitures on an annual basis (in millions).	2.8	4	4
Dollar value of Federal Stimulus monies received (in millions).	N/A	5.5	3.4
Explanation: new in FY10			
Number of new civilian volunteers.	N/A	24	24
Explanation: new in FY10			
Agency indirect cost rate to deliver services (percent).	TBD	TBD	TBD
Dollar value of Building Renewal funds received (in thousands).	4.6	50	60
Percent of DPS building renewal formula funded.	1	10	10
Percent of DPS Capital Improvement Plan projects funded.	0	10	10

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of new Highway Patrol and K-9 officers attending NHTSA based traffic stop training course.	100	100	100
Explanation: Provision of the Racial Profiling Settlement Agreement			
Percent of traffic stop electronic data retained.	100	100	100
Explanation: Provision of Racial Profiling Settlement Agreement			

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	3,984.0	3,985.0	3,985.0
Other Appropriated Funds	104,309.0	113,990.0	113,990.0
Other Non Appropriated Funds	16,184.0	16,330.0	15,322.0
<b>Program Total</b>	<b>124,477.0</b>	<b>134,305.0</b>	<b>133,297.0</b>
<b>FTE Positions</b>	<b>1,065.0</b>	<b>1,059.0</b>	<b>1,059.0</b>

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,384.0	0.0	0.0
Other Appropriated Funds	92,929.0	105,852.0	105,852.0
Other Non Appropriated Funds	8,647.0	9,102.0	8,094.0
<b>Program Total</b>	<b>102,960.0</b>	<b>114,954.0</b>	<b>113,946.0</b>
<b>FTE Positions</b>	<b>888.0</b>	<b>889.0</b>	<b>889.0</b>

◆ **Goal 1** To promote public safety in Arizona

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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.	258	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.	76	102	102
Explanation: Combined Accident Reduction Efforts (CARE) are multi-state efforts.			
Fatal highway collisions on Department of Public Safety patrolled roads	213	275	275
Number of fatal highway collisions on DPS patrolled roads relating to alcohol.	32	38	38
Percent of total Department of Public Safety investigated highway collisions related to alcohol	3.67	4.23	4.23
Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of multi-agency task force operations directed toward apprehension of impaired and aggressive drivers.	167	20	20
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.	89.8	85	85
Percent of sworn officers with DRE certification.	9.26	10	10

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of mandatory debriefings where half of traffic lanes in a specific direction are closed more than three hours.	99	100	100
Percent of reports prepared on instances where half the traffic lanes in a specified direction were closed for more than three hours.	94	100	100
Number of officers receiving additional training in collision investigation and accident scene management.	57	34	34

◆ **Goal 2** To deliver exemplary service

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of citizens' academy per year.	7	6	6
Number of pro-active events that affect awareness of the driving age public.	231	64	64

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of times, annually, cost reduction opportunities are reviewed.	N/A	5	5
Explanation: New agency-wide objective in FY10			
Dollar value of cost reduction opportunities implemented (in thousands).	N/A	10	10

◆ **Goal 3** To embody the highest standards of integrity and professionalism

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of officers receiving a minimum of 2 hours roll call training per quarter.	98.78	95	95

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of employees attending 8-hrs agency mandated training per year.	95.5	90	90
Number of Civil Emergency Task Force training exercises.	17	12	12
Explanation: 1 per geographical patrol district			
Number of inspections conducted to ensure availability of civil emergency equipment and report deficiencies.	37	12	12
Number of division staff meetings to ensure internal communications.	N/A	12	12

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	249.0	0.0	0.0
Other Appropriated Funds	5,481.0	6,642.0	6,642.0
Other Non Appropriated Funds	7,472.0	7,151.0	7,151.0
<b>Program Total</b>	<b>13,202.0</b>	<b>13,793.0</b>	<b>13,793.0</b>
<b>FTE Positions</b>	<b>119.0</b>	<b>112.0</b>	<b>112.0</b>

◆ **Goal 1** To promote public safety in Arizona

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of commercial vehicle enforcement details in high collision areas.	247	24	24
Compliance reviews on targeted motor carriers.	78	80	80
Number of fatal commercial vehicle involved crashes on DPS patrolled roads.	53	50	48
Explanation: Note: new measure in FY10			
Passenger car enforcement in support of Share the Road Program.	0	12	12

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of school bus driver applications processed.	1,695	100	100
Explanation: Measurement changed to percentage in FY10			
Number of school bus driver records audited.	9,128	10,000	10,000
Percent of school bus inspection completed.	80.2	100	100
Explanation: Number of school bus inspections was the measurement through FY07			

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of tow truck inspections completed.	100	100	100
Percent of tow truck applications processed.	100	100	100
Percent of tow truck applications processed within 30 days.	100	100	100

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of information and training presentations for judicial officials.	9	1	1
Explanation: measurement changed in FY10 to reflect annual training at judges conference			
Percent of other agency personnel receiving requested commercial vehicle enforcement training.	100	100	100

◆ **Goal 2** To embody the highest standards of integrity and professionalism

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of new Highway Patrol officers trained in commercial vehicle enforcement.	100	100	100
Percent of commercial vehicle officers trained in hazardous materials standards.	2	90	90
Explanation: measurement changed from classes presented to personnel trained in FY10			

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of employees attending 8-hrs agency mandated training per year.	95.5	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,351.0	3,985.0	3,985.0
Other Appropriated Funds	5,899.0	1,496.0	1,496.0
Other Non Appropriated Funds	65.0	77.0	77.0
<b>Program Total</b>	<b>8,315.0</b>	<b>5,558.0</b>	<b>5,558.0</b>
<b>FTE Positions</b>	<b>58.0</b>	<b>58.0</b>	<b>58.0</b>

## ◆ Goal 1 To promote public safety in Arizona

#### Performance Measures

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of time helicopter fleet meets availability standard under scheduled maintenance program.	96.2	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

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of helicopter flights to assist officers with highway safety, patrol, and traffic enforcement efforts.	126	144	144

Explanation: Measurement changed from percent of increase starting in FY08

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of fixed-wing flights to assist officers with highway safety, patrol, and traffic enforcement efforts.	52	60	60

Explanation: Measurement changed from percent of increase in FY08.

## ◆ Goal 2 To provide exemplary service

#### Performance Measures

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of proactive events that affect public awareness.	64	64	64

## ◆ Goal 3 To embody the highest standards of integrity and professionalism

#### Performance Measures

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of employees attending 8-hrs agency mandated training per year.	95.5	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)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	32,883.0	34,166.0	34,166.0
Other Appropriated Funds	10,785.0	12,896.0	12,896.0
Other Non Appropriated Funds	14,928.0	16,415.0	14,032.0
<b>Program Total</b>	<b>58,596.0</b>	<b>63,477.0</b>	<b>61,094.0</b>
<b>FTE Positions</b>	<b>510.0</b>	<b>517.0</b>	<b>517.0</b>

## ◆ Goal 1 To promote public safety in Arizona

#### Performance Measures

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of collision and crime scene investigation classes by Vehicular Crime Unit.	2	4	4
Number of accident reconstructions completed utilizing simulation software.	2	2	2

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate	Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of agencies with IGAs for ACTIC connectivity.	38	50	40	Number of crime information bulletins developed and distributed to law enforcement agencies.	0	100	100
Explanation: The Arizona Counter Terrorism Information Center is designed to process intelligence and manage responses to acts of terrorism.				Explanation: new in FY10			
Number of personnel committed to identity theft investigation task forces.	3	3	3	Number of crime information products, excluding bulletins, developed and distributed to law enforcement agencies.	3,180	265	265
Number of significant identity theft investigations.	52	20	20	Number of GIITEM street gang information bulletins published.	52	12	12
Number of investigations and arrests completed in support of sex-offender registration programs.	113	120	120	Number of 28CFR intelligence reports produced.	437	500	500
Number of human smuggling organizations identified.	2	2	2	Number of Rocky Mountain Information Network (RMIN) member agencies served.	1,036	1045	1050
Number of human smuggling operations disrupted or dismantled.	37	45	45	Number of agencies with RMIN connectivity.	740	800	800
Number of investigations involving violent crimes associated with human smuggling.	43	45	45	Number of RMIN database inquiries.	22,361	23,000	24,000
Number of financial investigations involving human smuggling organizations.	24	25	25	Explanation: Inquiry definition changed in FY08			
Percent of human smuggling victims processed without escape or injury.	100	90	90	RMIN intelligence research requests.	5,243	6,000	6,300
Number of felony fugitives arrested.	1,261	700	700	Number of RMIN analytical requests.	166	175	185
Number of non-28CFR crime information cards produced and submitted.	2,409	900	900	Number of Gang Liaison Officers.	153	175	175
Number of counter-drug assessments published per year.	4	3	3	Number of Detention Liaison Officers.	15	18	18
Explanation: These assessments define the drug trafficking environment				Number of agencies participating in GIITEM gang database.	87	90	90
				Number of multi-agency gang enforcement operations conducted by GIITEM.	32	9	9
				Explanation: performance measure re-defined beginning in FY10			
				Number of criminal organizations trafficking in narcotics disrupted or dismantled.	81	20	20
				Number of clandestine labs dismantled and distribution networks disrupted	24	12	12
				Number of stolen vehicles recovered by detectives in the auto theft task force.	3,098	2,000	2,000
				Number of chop shops dismantled by the auto theft task force.	36	25	25
				Number of insurance fraud investigations by detectives in the auto theft task force.	33	25	25
				Number of auto salvage, storage, and auction yards inspected by detectives in the vehicle theft task force.	63	35	35
				Number of felony suspects arrested by detectives in the vehicle theft task force.	200	175	175
				Number of computer forensic cases requested for examination.	275	180	180
				Amount of gigabytes analyzed by forensic examiners.	18,498	18,000	18,000
				Number of computer forensic training sessions coordinated by DPS forensic detectives.	16	10	10
				Percent of independent investigations initiated upon written request of other jurisdictions.	482	80	80
				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.	662	500	500
				Number of human smuggling intelligence or information bulletins initiated.	12	12	12
◆ Goal 2 To provide exceptional customer service							
Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate				
Number of public information bulletins and products developed and distributed by ACTIC Center.	78	50	50				
Internet web site established and maintained by GIITEM for gang related communication with stakeholders.	1	1	1				
Number of gang summits GIITEM will coordinate for criminal justice executives.	1	1	1				

Number of community outreach programs presented by the Criminal Investigations Division. 134 130 130

◆ **Goal 3** To embody the highest standards of integrity and professionalism

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of employees attending 8-hrs agency mandated training per year.	100	95	95
Percent of CID personnel attending training beyond mandated in-service to increase skills relating to their assignment.	100	75	75
Number of research and development projects conducted by computer forensic examiners.	109	80	80
Number of command staff meetings to ensure internal communications.	N/A	12	12

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	7,646.0	0.0	2,762.0
Other Appropriated Funds	37,612.0	45,998.0	45,696.0
Other Non Appropriated Funds	17,404.0	21,848.0	15,858.0
<b>Program Total</b>	<b>62,662.0</b>	<b>67,846.0</b>	<b>64,316.0</b>
<b>FTE Positions</b>	<b>567.0</b>	<b>580.0</b>	<b>580.0</b>

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	5,227.0	0.0	0.0
Other Appropriated Funds	10,148.0	15,494.0	17,954.0
Other Non Appropriated Funds	3,705.0	4,944.0	4,619.0
<b>Program Total</b>	<b>19,080.0</b>	<b>20,438.0</b>	<b>22,573.0</b>
<b>FTE Positions</b>	<b>180.0</b>	<b>192.0</b>	<b>192.0</b>

◆ **Goal 1** To promote public safety in Arizona

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of scientific analysis cases submitted.	60,107	62,964	66,742
Percent of crime lab cases over 30 days old	4.9	4.0	4.0
Explanation:	7 positions held vacant due to budget shortfalls.		
Number of arrestee DNA samples submitted.	16,425	17,500	17,500
Explanation:	As required under HB2787, 48th Legislature		
Percent of arrestee DNA samples profiled.	41.2	80	80
Explanation:	As required under HB2787, 48th Legislature		
Number of arrestee DNA profiles resulting in CODIS hits.	37	50	50
Explanation:	New measure for FY08 as required HB2787, 48th Legislature		
Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of evidence disposals conducted annually by the Crime Laboratory system.	144	108	108
Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average number of days required to analyze a blood alcohol submission from evidence receipt to result delivery.	16	24	20

◆ **Goal 2** To provide exceptional customer service

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Develop and maintain a formula based on workload data to ensure adequate staffing for exemplary customer service.	1	1	1
Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of obsolete scientific equipment replaced.	21.4	20	20

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of division level staff meetings where opportunities for cost reduction are addressed.	N/A	4	4
Explanation: new in FY10			
Annual dollar amount saved as a result of cost reduction concepts within the division (in thousands).	N/A	5	5
Explanation: new measure in FY10			

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Presentations given by regional crime laboratories.	42	32	32

◆ **Goal 3** To embody the highest standards of integrity and professionalism.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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.	100	75	75
Percent of employees attending 8hrs agency mandated training per year.	98	90	90

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of staff meetings held to disseminate information to employees.	N/A	24	24
Explanation: new in FY10			

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 come 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	2,065.0	0.0	0.0
Other Appropriated Funds	13,188.0	15,766.0	15,766.0
Other Non Appropriated Funds	4,191.0	7,231.0	1,566.0
<b>Program Total</b>	<b>19,444.0</b>	<b>22,997.0</b>	<b>17,332.0</b>
FTE Positions	174.0	176.0	176.0

◆ **Goal 1** To promote public safety in Arizona

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of 9-1-1 calls answered by operational communications.	179,249	200,000	200,000
Number of administrative calls answered by operational communications.	713,683	600,000	600,000

Average percent of 9-1-1 calls answered in 10 seconds or less.	95	94	94
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◆ **Goal 2** To provide exceptional customer service

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of workload formulas developed to ensure adequate staffing for exemplary customer service.	2	2	2

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of replacement schedule plans developed and implemented for obsolete equipment, computers and technology.	1	1	1

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of portable radios replaced.	65	100	150
Number of mobile radios replaced.	60	75	100
Number of base stations replaced.	5	5	8

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of division level staff meetings where opportunities for cost reduction are addressed.	N/A	4	4
Explanation: new objective in FY10			
Annual dollar amount saved as a result of cost reduction concepts within the division (in thousands).	N/A	5	5
Explanation: new in FY10			

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of squad, district, or commander meetings attended by a representative of Operational Communications.	16	16	18

◆ **Goal 3** To embody the highest standards of integrity and professionalism

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of personnel attending 8-hours agency mandated training per year.	98	90	90
Percent of Wireless Systems Bureau employees attending one job-specific training class.	60	60	60

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of obsolete dispatch consoles upgraded.	0	0	20

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of Southern Loop Microwave Project completed.	67	75	100
Digital microwave paths installed and activated.	6	5	5
Number of microwave sites upgraded.	4	3	1
Number of mobile data computer (MDC) sites added to the system.	4	1	1
Number of mobile data computer (MDC) expansions.	224	50	25

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of staff meetings held to disseminate information to employees.	N/A	24	24
Explanation: new measure FY10			

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 Department. These programs include the statewide criminal justice information on-line network used by all criminal justice agencies in Arizona.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	50.0	0.0	2,762.0
Other Appropriated Funds	6,272.0	6,157.0	3,395.0
Other Non Appropriated Funds	602.0	348.0	348.0
<b>Program Total</b>	<b>6,924.0</b>	<b>6,505.0</b>	<b>6,505.0</b>
<b>FTE Positions</b>	<b>61.0</b>	<b>61.0</b>	<b>61.0</b>

◆ **Goal 1**      To promote public safety in Arizona

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent ACJIS system availability.	99.9	99.7	99.7

◆ **Goal 2**      To provide exceptional customer service

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of personal computers replaced in accordance with 5-yr program.	99	50	50

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of legacy applications converted through refreshed technology.	5	3	3
Number of conceptualization meetings with ASD management to envision automated, integrated records management system.	1	2	2
Average number of PC support work orders over 30 days old.	19	50	50
Average number of Application Development Data Processing Service Requests more than 60 days old.	19	30	30
Number of employees migrated to the web portal	107	300	500

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of division level staff meetings where opportunities for cost reduction are addressed.	N/A	4	4
Explanation: new objective in FY10			
Annual dollar amount saved as a result of cost reduction concepts within the division (in thousands).	N/A	5	5
Explanation: new in FY10			

◆ **Goal 3**      To embody the highest standards of integrity and professionalism.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of employees attending 8-hrs agency mandated training per year.	98	90	90
Percent of employees attending a job-specific training session.	100	33	33

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of staff meetings held to disseminate information to employees.	N/A	24	24
Explanation: new measure FY10			

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	304.0	0.0	0.0
Other Appropriated Funds	8,004.0	8,581.0	8,581.0
Other Non Appropriated Funds	8,906.0	9,325.0	9,325.0
<b>Program Total</b>	<b>17,214.0</b>	<b>17,906.0</b>	<b>17,906.0</b>
<b>FTE Positions</b>	<b>152.0</b>	<b>151.0</b>	<b>151.0</b>

◆ **Goal 1**      To promote public safety in Arizona

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of all registered sex offender files verified annually.	90	90	90
Percent of all registered sex offender files queried annually for address verification.	100	100	100
Percent of Arizona sex offenders in absconder status.	4.5	6.0	6.0

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average number of days required to process an arrest disposition.	3	2	2

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of identities verified through fingerprint searches using the MetaMorpho system upgrade.	82	85	85

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of security guard agencies audited annually.	48	38	40
Number of open security guard and private investigator complaints exceeding 90 days from receipt to final disposition.	1	2	0
Number of open security guard and private investigator complaints exceeding 120 days from receipt to final disposition.	1	2	0

◆ **Goal 2**      To provide exceptional customer service

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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Develop and maintain one staffing formula per bureau.	2	2	2
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of Automated Fingerprint Id System (AFIS) reliability	99.4	98	98
Average number of days to process a clearance card when applicant has no criminal record.	9	17	16
Average number of days to process a clearance card when applicant has a criminal record.	36	47	46
Average number of days to process a criminal records check and provide the results.	7	9	9
Average number of days to process a concealed weapons permit when research is required.	27	45	45
Explanation: tracking will be different and more accurate beginning in FY10			
Average number of days to process a concealed weapons permit when no research is required.	18	60	35
Explanation: tracking changed in FY10 to more accurately reflect process			
Number of backlogged deceased fingerprint cards processed.	11,371	2,829	0
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of criminal justice agencies transitioned to the Arizona Disposition Reporting System.	1	4	5
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of criminal history record review audits conducted annually.	N/A	128	109
Explanation: new measure FY10			
Number of Arizona Criminal Justice Information System (AJCIS) audits conducted annually.	N/A	88	88
Explanation: new measure in FY10			
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of division level staff meetings where opportunities for cost reduction are addressed.	N/A	4	4
Explanation: new objective in FY10			
Annual dollar amount saved as a result of cost reduction concepts within the division (in thousands).	N/A	5	5
Explanation: new in FY10			

◆ **Goal 3** To embody the highest standards of integrity and professionalism

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of employees attending 8-hours agency mandated training per year.	98	90	90
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of staff meetings held to disseminate information to employees.	N/A	24	24
Explanation: new measure FY10			

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**Program Summary**

ARIZONA PEACE OFFICER STANDARDS AND TRAINING

Mr. Lyle Mann, 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	7,504.0	7,977.0	7,965.0
<b>Program Total</b>	<b>7,504.0</b>	<b>7,977.0</b>	<b>7,965.0</b>
<b>FTE Positions</b>	<b>22.0</b>	<b>23.0</b>	<b>23.0</b>

◆ **Goal 1** To develop, implement, and update standards for the selection, retention, and training of peace officers and corrections officers.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of curricula review completed.	47	33	33
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of model lesson plans developed for distribution.	100	100	100
Percent of academies utilizing over 80% of model lesson plans	1000	100	100
Percent increase in field training officer satisfaction with academy training programs.	TBD	TBD	TBD
Explanation: System needs to be established to measure satisfaction.			
Establish a system to monitor field training officer satisfaction with academy training programs.	1	N/A	N/A
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of academies using standardized competency examinations.	100	100	100
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
New hires.	900	1,000	1,200
Peace officers requiring basic training.	1,117	1,200	1,350
Peace officers via waiver testing.	74	100	125
Agencies to be audited.	166	170	170
Certified peace officers.	15,709	16,500	17,000
Corrections officers.	5,402	5,500	5,700
New hire minimum qualification compliance audits conducted.	900	1,000	1,200
Days required to conduct new hire audits.	30	30	30



Mandated in-service training compliance audits conducted.	1,633	1,600	1,650				
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>	<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of agencies in non-compliance.	22	10	10	Percent of train-the-trainer, specialty, and regional training programs reviewed.	66	66	66
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>	<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Academy audits completed.	2	4	4	Percent of in-service programs achieving an overall evaluation of 8.0 or better.	94	90	90
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>	Percent of Agency CEOs rating overall POST services as 7.0 or greater.	N/A	90	90
Days to complete decertification investigations.	120	125	125				
◆ <b>Goal 3</b> To recommend curricula and promote advanced law enforcement courses in universities and colleges in conjunction with their governing bodies.							
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>				
Administration of Justice programs giving credit for POST training.	12	12	12				
POST courses qualifying for college credit.	16	17	17				
College courses qualifying for POST mandated training credit.	730	730	750				
◆ <b>Goal 4</b> To maximize the funds available for peace officer training by using available training facilities, minimizing operational costs, and augmenting funds by seeking grants.							
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>				
Inter-governmental agreements and partnerships.	16	25	25				
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>				
Revenues received from public sources (\$ thousands).	0	200	200				
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>				
Efficiency review ideas received.	6	10	10				
Efficiency review ideas considered for implementation.	6	10	10				
◆ <b>Goal 5</b> 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.							
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>				
Qualified instructors teaching POST programs.	744	325	340				
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>				
Train-the-trainer programs provided to agencies.	40	50	50				
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>				
Calendar School Programs presented by POST and the Community Policing Institute.	122	100	110				
Attendees of Calendar Schools.	3,981	3,000	3,500				
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>				
DVD training programs produced.	4	6	6				
Percent of participants in DVD training programs.	100	100	100				
Explanation:	Changed from number of participants to percentage of participation in FY09						
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>				
Percent of POST model curricula available via resource bulletin board.	0	20	25				
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>				
Number of students participating in interactive web-based training program.	293	1,000	3,000				
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>				
Percent high-risk, high liability topics reviewed.	100	100	100				

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**Agency Summary**

DEPARTMENT OF RACING

Luis A. Marquez, 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ COMMERCIAL RACING	3,065.0	4,784.0	4,784.0
➤ COUNTY FAIR RACING	1,530.0	1,303.0	1,303.0
➤ BOXING	88.0	101.0	101.0
<b>Agency Total:</b>	<b>4,683.0</b>	<b>6,188.0</b>	<b>6,188.0</b>

#### Funding and FTE

Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	2,280.0	6,138.0	6,138.0
Other Appropriated Funds	486.0	0.0	0.0
Other Non Appropriated Funds	1,917.0	50.0	50.0
<b>Program Total</b>	<b>4,683.0</b>	<b>6,188.0</b>	<b>6,188.0</b>
FTE Positions	47.0	43.0	43.0

#### 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 Association of Racing Commissioners International (ARCI) 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, 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. The current budget and fiscal situation prevents the Department from expanding or enhancing its testing practices. Cost savings needed to balance the Department's budget required modification of our testing protocols. Additional funding mechanisms will be proposed to ensure enhanced animal testing.

##### 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 on hold due to the Governor's Moratorium on rulemaking. The rules currently state: "a licensee shall not apply, inject, inhale, ingest, or use any prohibited substance while on permittee grounds." The language will be 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 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, employees who work in security, 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, death and retirement. 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, 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 and greyhound 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 regulation of foreign substances and 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,192.0	4,738.0	4,738.0
Other Appropriated Funds	51.0	0.0	0.0
Other Non Appropriated Funds	822.0	46.0	46.0
<b>Program Total</b>	<b>3,065.0</b>	<b>4,784.0</b>	<b>4,784.0</b>
<b>FTE Positions</b>	<b>39.0</b>	<b>36.0</b>	<b>36.0</b>

#### RCA 1.1 Subprogram Summary HORSE RACING

Luis A. Marquez, 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,336.0	3,636.0	3,636.0
Other Appropriated Funds	48.0	0.0	0.0
Other Non Appropriated Funds	646.0	43.0	43.0
<b>Program Total</b>	<b>2,030.0</b>	<b>3,679.0</b>	<b>3,679.0</b>
<b>FTE Positions</b>	<b>22.0</b>	<b>20.0</b>	<b>20.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of Stewards' rulings issued	395	450	475
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	66.6	100	100
Percent of positive equine drug tests	1.93	1.00	0.95
Number of horse racing investigations conducted regarding compliance with rules	317	365	405
Number of equine drug tests conducted	1,362	1,300	1,300

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of licenses issued	1,530	4,500	3,500
Number of licenses denied	4	6	10
Number of background investigations conducted regarding licensing.	1,264	2,000	1,800
Percent of license denials upheld on appeal	100	95.0	95.0
Percent of total horse racing licensees with disciplinary action	5.10	5.00	5.00
Average number of calendar days to complete fingerprint reviews from time taken to receipt of criminal history report	28	25	25

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of active horse breeders	90	100	100

Percent of active breeders winning awards	65.0	65.0	65.0
Average number of days that awards were processed before the deadline	3.0	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Employee turnover rate	8.1	10.0	10.0
Number of employees who completed formal work-related training	2	2	2

- ◆ **Goal 5** To educate all licensees and racing participants in Arizona regarding violations involving the use of illegal substances.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of human drug tests conducted	40	45	50
Number of positive human drug test results	14	13	14
Number of refusals to test	1	5	5
Number of investigations regarding positive drug tests and refusals to test	15	18	24

#### RCA 1.2 Subprogram Summary

##### GREYHOUND RACING

Luis A. Marquez, 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: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	856.0	1,102.0	1,102.0
Other Appropriated Funds	3.0	0.0	0.0
Other Non Appropriated Funds	176.0	3.0	3.0
<b>Program Total</b>	<b>1,035.0</b>	<b>1,105.0</b>	<b>1,105.0</b>
<b>FTE Positions</b>	<b>17.0</b>	<b>16.0</b>	<b>16.0</b>

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of Stewards' rulings Issued	141	200	200
Percent of positive canine drug tests	0.18	0.17	0.12
Number of greyhound racing investigations conducted regarding compliance with rules	162	195	228
Percent of greyhound racing licensees with disciplinary action	10.3	7.0	5.0
Number of canine drug tests conducted	2,733	2,700	2,700

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of licenses issued	353	400	1500
Number of licenses denied	1	1	5
Number of background investigations conducted	236	150	1,100
Percent of background investigations resulting in disciplinary or enforcement action	10.3	25.0	16.7
Percent of license denials upheld on appeal	100.0	100.0	100.0
Number of background investigations resulting in disciplinary action	23	45	35

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of facilities licensed	6	5	45
Number of inspections conducted at facilities	19	22	25
Number of inspections resulting in violations and disciplinary action	1	1	1
Number of greyhound hauling vehicle inspections conducted	31	30	30
Number of greyhound hauling vehicle inspections resulting in violations	1	1	1
Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of inspections of greyhound puppy litters	66	50	50

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of greyhound breeders winning awards	81.0	76.0	76.0
Average number of days that awards were processed before the deadline	3.0	5.0	5.0
Number of active greyhound breeders	54	55	55

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Employee turnover rate	5.7	1	1
Number of employees who completed formal work-related training	0	5.0	5.0

RCA 2.0

**Program Summary**

COUNTY FAIR RACING

Luis A. Marquez, 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	1,303.0	1,303.0
Other Appropriated Funds	435.0	0.0	0.0
Other Non Appropriated Funds	1,095.0	0.0	0.0
<b>Program Total</b>	<b>1,530.0</b>	<b>1,303.0</b>	<b>1,303.0</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>5.0</b>	<b>5.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of races supervised	564	520	500
Number of Stewards' rulings issued	38	30	25
Percent of original actions upheld on appeal	100.00	100.0	100.0
Number of investigations conducted	85	100	100
Number of county fair racing investigations resulting in disciplinary action	85	65	60
Number of county fair race days regulated	67	65	65
Number of county fair races supervised - including simulcasting	4,855	4,500	4,500
Number of equine drug tests conducted	351	350	350

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of licenses issued	409	800	550
Number of licenses denied	0	4	2
Number of background investigations conducted	159	600	450
Percent of license denials upheld on appeal	n/a	100.0	100.0
Number of license application denials upheld on appeal	n/a	4	2

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Amount of betterment monies distributed (thousands)	800	900	900

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Employee turnover rate	23.0	10.0	10.0
Number of employees who completed formal work-related training	1.0	4.0	2.0

RCA 3.0

**Program Summary**

BOXING

Luis A. Marquez, 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	88.0	97.0	97.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	4.0	4.0
<b>Program Total</b>	<b>88.0</b>	<b>101.0</b>	<b>101.0</b>
<b>FTE Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of boxing licenses issued	664	750	800
Number of bouts	232	240	250
Percent of bouts without serious injury to contestants	100	100	100
Number of boxing investigations versus the number of bouts	0/232	10/240	10/250

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of events sanctioned	29	40	45
Number of license applications received	667	700	750
Percent of licenses issued for all applications received	99.5	99.0	99.0

- ◆ **Goal 2** To investigate all allegations of rules violations that may harm the athlete or the public.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of boxing investigations resulting in disciplinary action	n/a	99.0	99.0
Number of boxing investigations versus number of bouts	0/232	1/240	1/250
Number of boxing investigations	0	10	10

- ◆ **Goal 3** To ensure that all participants comply with all health requirements for their safety and the public safety

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of Boxing-related medical exams submitted	1,510	2,000	2,000
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	15.0	20.0	20.0

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of boxing employees who completed formal work-related training	0	1.0	1.0
Employee turn over rate	23.0	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:

(\$ Thousands)			
Program	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ RADIOACTIVE MATERIALS/NON-IONIZING RADIATION	380.0	541.0	541.0
➤ X-RAY COMPLIANCE	600.0	488.0	488.0
➤ EMERGENCY RESPONSE	1,212.0	1,264.0	1,264.0
➤ RADIATION MEASUREMENT LABORATORY		778.0	778.0
➤ MEDICAL RADIOLOGIC TECHNOLOGY BOARD OF EXAMINERS	245.0	269.0	269.0
<b>Agency Total:</b>	<b>3,240.0</b>	<b>3,340.0</b>	<b>3,340.0</b>

#### Funding and FTE

Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,606.0	1,482.0	1,482.0
Other Appropriated Funds	245.0	269.0	269.0
Other Non Appropriated Funds	1,389.0	1,589.0	1,589.0
<b>Program Total</b>	<b>3,240.0</b>	<b>3,340.0</b>	<b>3,340.0</b>
<b>FTE Positions</b>	<b>40.0</b>	<b>41.0</b>	<b>41.0</b>

#### 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 be behind in the inspection of x-ray facilities. In FY 2009, the Agency completed training staff inspecting x-ray equipment; however, the total number of staff is still insufficient to meet the continued increase in x-ray tubes. As a result, the Agency is just beginning to lower the percent of x-ray tubes overdue for inspection. The Agency was 29% behind in its inspection of x-ray tubes at the end of FY2009.

##### 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 2020, if at all. 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.

The agency is required to 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. Some old or abandoned sites are now being reactivated or are being cleaned up. 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 that the shipments could be monitored by the agency. 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**  
Aubrey Godwin, Director  
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	301.0	272.0	272.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	79.0	269.0	269.0
<b>Program Total</b>	<b>380.0</b>	<b>541.0</b>	<b>541.0</b>
<b>FTE Positions</b>	<b>10.0</b>	<b>11.0</b>	<b>11.0</b>

- ◆ **Goal 1** To identify and license or register all users of radioactive materials or particle accelerators in Arizona.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of licenses	409	450	480
New licenses and renewals	93	120	140
Accelerator registrations	72	70	72
Accelerator registration actions	72	35	35

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Customer satisfaction rating	7.4	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Non-ionizing radiation registrations, active.	994	1,050	1,100
Non-ionizing radiation registration actions.	497	500	525

- ◆ **Goal 3** To inspect all users of radioactive materials or particle accelerators according to Agency regulations.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of radioactive materials inspections	96	160	161
Explanation:	Estimates assume that budget request for additional staffing is approved.		
Accelerator inspections	12	25	25

- ◆ **Goal 4** To inspect NIR users to assure conformance with radiation safety regulations

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Non-ionizing radiation licenses inspected	17	40	40
Explanation:	Staff shortage due to budget restrictions has reduced the number of inspections.		

- ◆ **Goal 5** To show agency-wide goals and objectives as shown in Budget Act.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Administration as a per cent of total expenditures	10.2	11.9	11.9

AEA 2.0 **Program Summary**  
**X-RAY COMPLIANCE**

Aubrey Godwin, Director  
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	300.0	238.0	238.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	300.0	250.0	250.0
<b>Program Total</b>	<b>600.0</b>	<b>488.0</b>	<b>488.0</b>
<b>FTE Positions</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>

- ◆ **Goal 1** To register all x-ray tubes within the State of Arizona.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
X-Ray tubes registered	14,423	15,200	15,800

- ◆ **Goal 2** To inspect all x-ray tubes to ensure continuous compliance with health and safety standards.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of x-ray tubes inspected	26	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	3,638	3,700	3,700
Explanation:	The number of available inspectors limits the number of inspections.		
Percent of x-ray tubes overdue for inspection	26.1	27.0	26.0
Explanation:	Staffing shortages will force the percentage overdue for inspection to remain flat.		

- ◆ **Goal 3** To certify facilities using mammography equipment in accordance with Federal legislation.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of mammography facilities certified	155	158	158

- ◆ **Goal 4** To improve efficiency of subprogram database changes and tracking of applications.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Database changes	3,028	3,300	3,400

AEA 3.0 **Program Summary**  
EMERGENCY RESPONSE

Aubrey Godwin, Director  
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	756.0	756.0	756.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	456.0	508.0	508.0
<b>Program Total</b>	<b>1,212.0</b>	<b>1,264.0</b>	<b>1,264.0</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

- ◆ **Goal 1** To respond effectively to any radiological incidents or accidents within Arizona.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Radiological incidents (non-Palo Verde related)	11	20	20
Radiological incidents (Palo Verde related)	0	1	1

- ◆ **Goal 2** To promote Agency radiological incident response capabilities within the State's HAZMAT community.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of contact procedure pamphlets distributed to users	3,500	4,000	4,000
Number of assistance requests (state, local or federal agency)	20	20	20
Number of Spent Nuclear Fuel or Large Quantity Radioactive Material Shipments	52	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of volunteers trained	175	200	200
Number of monitoring team members	68	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of instrument kits distributed to qualified teams	175	175	175
Number of response team members trained	450	500	500

AEA 4.0 **Program Summary**  
RADIATION MEASUREMENT LABORATORY

Aubrey Godwin, Director  
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	249.0	216.0	216.0
Other Appropriated Funds		0.0	0.0
Other Non Appropriated Funds	554.0	562.0	562.0
<b>Program Total</b>	<b></b>	<b>778.0</b>	<b>778.0</b>
<b>FTE Positions</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>

- ◆ **Goal 1** To analyze environmental samples to ensure that no radioactivity beyond background is present.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of environmental sample analyses	6,325	6,400	6,400

- ◆ **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).

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Radon canisters analyzed	0	600	600
Explanation:	Equipment was repaired, but no samples were submitted for analysis.. Replacements have now been completed.		

- ◆ **Goal 3** To monitor statewide population centers and mining concerns for radiation.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
TLD monitoring sites	111	110	110
Air sampling stations throughout Arizona	16	0	0

- ◆ **Goal 4** To maintain designation as a primacy laboratory for valid data.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Designated	Yes	Yes	Yes

- ◆ **Goal 5** To provide laboratory support to the Department of

Environmental Quality drinking water and mining programs.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of water samples analyzed	58	35	35

- ◆ **Goal 6** To participate in training and respond to incidents involving radioactive material that may also be an act of terrorism.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of practices/responses	2	1	1

**Program Summary**  
 AEA 5.0  
 MEDICAL RADIOLOGIC TECHNOLOGY BOARD OF EXAMINERS  
 Aubrey Godwin, Director  
 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	245.0	269.0	269.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>245.0</b>	<b>269.0</b>	<b>269.0</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

- ◆ **Goal 1** To assure qualifications and issue certificates to qualified applicants.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Qualified technologists certified, total	7,909	8,070	8,220
Certificates issued within 30 days	1,037	1,000	1,020
Number of active medical radiologic technologist certificates	8,445	8,700	9,100

- ◆ **Goal 2** To enforce A.R.S. § 32-2801 et seq.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of complaints	73	105	105
Number of complaints resolved	68	100	100

- ◆ **Goal 3** To conduct investigations required by A.R.S. § 32-2821(B).

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of investigations	68	105	105

RPA 0.0

### Agency Summary

#### ARIZONA RANGERS' PENSIONS

Janice K. Brewer, 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	14.0	14.0	14.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>14.0</b>	<b>14.0</b>	<b>14.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

#### 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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Stipend (in dollars)	13,700	14000	14,200

REA 0.0

**Agency Summary**

DEPARTMENT OF REAL ESTATE

Judy Lowe, Commissioner

Phone: (602) 771-7760

A.R.S. §§ 32-2101 et seq

### Mission:

*To serve and protect the public interest through efficient and timely licensure, balanced regulation, and proactive education of the real estate profession in the State of Arizona.*

### Description:

Pursuant to A.R.S. Title 32, Chapter 20 and the Administrative Code Title 4, Chapter 28, 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 administration of licensing examinations as well as the activities of licensees to ensure compliance with the Arizona Revised Statutes and the Commissioner's Rules.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	3,685.0	3,266.0	3,306.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	181.0	55.0	55.0
<b>Program Total</b>	<b>3,866.0</b>	<b>3,321.0</b>	<b>3,361.0</b>
<b>FTE Positions</b>	<b>74.0</b>	<b>58.0</b>	<b>58.0</b>

### Strategic Issues:

#### Issue 1 ***Through Education, enhance the knowledge and professionalism of the Industry, thus increasing Consumer Protection.***

The Department's emphasis will be on building partnerships within the industry and with other state agencies, in serving and protecting Arizona's constituents from an attitude of supporting a TEAM (Together Everyone Achieves More) concept. This will be achieved through the commitment of open communication, transparency, and the sharing of information and knowledge. The Department will create a synergistic approach to problem solving by gathering feedback from all, then implementing changes and improvements as needed. Through proactive education and information broadcasting, the Department will seek to ensure public and industry awareness of fundamental laws pertaining to real estate transactions in Arizona. The Department's focus will shift to a balanced regulation, ensuring that licensees and/or repeat offenders who are proven to have violated the law and harmed the public are dealt with stringently, while addressing minor infractions that do not effect and/or harm the public from an educational perspective. Additionally the Department will continue to streamline processes, allowing for staff to work through cases thoroughly, yet efficiently, while generating positive cash flow from civil fines and penalties into the General Fund, always educating and creating awareness for public safeguard and interest.

#### Issue 2 ***Improvement of the Information Technology Infrastructure to facilitate a more efficient internal process for file/document management, as well as to provide safeguards to the data storage of the Department, the Industry and the Public.***

In today's day and age, dependence on technology and the potential risks of malicious viruses and hackers, a state-of-the-art information technology infrastructure is a must to safeguard personal and confidential information stored within the database. Annual upgrades and new advances must be researched, evaluated and adapted to ensure the Department is up-to-date with the latest technologies, and continually improving efficiencies both internally and externally.

#### ◆ **Goal 1** To provide excellent customer service to licensees.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of department customer service surveys indicating good to excellent service	100	99	99

#### ◆ **Goal 2** To review and approve new courses quickly and thoroughly.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average days from receipt to approval of course	28	28	25

#### ◆ **Goal 3** To improve the quality of class offerings and instructors by monitoring and auditing more classes.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Classes monitored	7	50	150
Explanation:	Budget cuts result in reduced staffing levels. FY2010 & 2011 estimates are based on funding approval for an Education Monitor.		

#### ◆ **Goal 4** To create and maintain procedures to process licenses in an efficient and timely manner.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average days from receipt of application to issuance of real estate license	1	1	1
Total real estate applications received	35000	13500	12500
Explanation:	New Applicants & Renewals		
Number of real estate licensees	91,903	91,000	90,000
Explanation:	Number reflects actual count of licensees. This includes individuals, brokers, and entities.		

#### ◆ **Goal 5** To maintain the timeliness of the investigative process.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average calendar days from receipt of real estate or subdivision complaint to resolution	169	150	140
Total real estate or subdivision complaints investigated	1331	1,500	1,500

#### ◆ **Goal 6** To maintain excellent customer service through the timely issuance of public reports.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average number of calendar days to issue deficiency letter on subdivision applications received	40	40	35
Number of subdivision filings received	678	750	750
Explanation:	Includes amendments		

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average number of days to issue an improved lot public report.	40	40	35

#### ◆ **Goal 7** To maintain an appropriate ratio of administrative costs in relation to the Department's appropriation.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of administrative costs	19	17	17
Explanation:	Includes Information Technology, Budget, Policy, Human Resources, and Operations		



UOA 0.0

## Agency Summary

### RESIDENTIAL UTILITY CONSUMER OFFICE

Jodi A. Jerich, 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) primarily examines 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,080.0	1,309.0	1,309.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,080.0</b>	<b>1,309.0</b>	<b>1,309.0</b>
<b>FTE Positions</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>

## Strategic Issues:

### Issue 1 *Provide highly effective advocacy for Arizona families and individuals*

Since RUCO's creation over 20 years ago, our job has been to review and challenge a utility's claim that it deserves an increase in rates in order to preserve a satisfactory rate of return. RUCO consists of lawyers and financial analysts whose duty it is to provide oversight over the monopolies' claims for additional revenue from captive ratepayers. The economic recession and state budget deficit have presented challenges to RUCO. The poor economy is resulting in more and more utilities seeking rate increases from the Corporation Commission. This has increased RUCO's workload. However, the state budget deficit has resulted in a reduction of our annual appropriation and a 20% reduction in RUCO FTEs. Through effective time management and a highly trained and tenured workforce, RUCO is able to meet this challenge and continue to produce a quality work product on behalf of residential ratepayers.

### Issue 2 *Balance the need for reasonable rates and the desire for cleaner, greener utility operations through renewable energy sources*

The Arizona Corporation Commission has issued Rules that require electric utilities to acquire at least 15% of their electricity from renewable sources by the year 2025. To meet this requirement, the Commission has authorized electric utilities to assess a surcharge on ratepayers' bills to cover these additional costs. RUCO supports efforts to increase the amount of solar, wind and other renewable energy consumed in Arizona. However, RUCO advocates that the funds dedicated for this purpose be used to maximize the amount of renewable energy being generated for the least cost.

### Issue 3 *Monitor uses of federal stimulus dollars for water and electricity projects to ensure proper use of funds*

Arizona is in receipt of millions of dollars to be used for various water and electricity projects. These projects include: (1) no or low interest loans to water utilities to improve their water delivery systems; (2) monies to create more environmentally friendly electric generation facilities through solar, wind, biomass and other renewable technologies; (3) funds to provide weatherization projects for low income households to reduce energy consumption; (4) monies to build solar facilities on schools; and (5) monies

to increase energy efficiency in government buildings. RUCO is committed to work for the successful implementation of these programs and the most effective use of these federal stimulus dollars.

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of cases analyzed	50	60	60
RUCO interventions in rate making	12	8	8

- ◆ **Goal 2** To secure for residential utility ratepayers the lowest reasonable rates.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of utility rate hearings	5	10	6
Number of utility hearings	6	11	6
Average rate increase requested by utilities (millions)	70.3	41.8	10.0
Average rate increase recommended by RUCO (millions)	22.9	17.9	4.0
Average rate increase approved by ACC (millions)	57.2	19.8	6.0
Percent variance between utilities' request for rate increases and the actual ACC authorized rates	19	53	40

- ◆ **Goal 3** To protect residential consumer interests in matters involving competitive issues before the Arizona Corporation Commission.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	291.0	263.0	273.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>291.0</b>	<b>263.0</b>	<b>273.0</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

**Strategic Issues:****Issue 1 Electronic efficiency**

While the agency has made enormous strides in electronic efficiency, a continuous effort is necessary to sustain and improve our processes and efforts to protect the public health. With our limited resources, every step forward, in terms of technological improvement, is taken against the strong winds of the advancing technological world. Computers that are new to the agency are obtained from State Surplus property, and we have to update them the best we can. With new capabilities has 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**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
New and temporary licenses issued	445	520	520
Average number of days from receipt to granting a temporary license	1	1	1
Total number of applications for permanent licenses	1666	1,900	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**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Complaints received	96	110	120
Average days from receipt of complaint to resolution	150	155	160
Average monthly backlog of complaints not yet resolved	3	1	1
Number of licenses revoked or suspended	18	16	17
Total number of practitioners investigated	89	105	110
Percent of investigations resulting in disciplinary or enforcement action	68	80	70

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, 2009, the ASRS had a market value of approximately \$21 billion dollars and had a total membership of approximately 550,000 members (actively contributing, inactive, retired, and disabled members).

#### Agency Summary:

(\$ Thousands)			
Program	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ MEMBER SERVICES	15,126.0	18,734.0	19,116.0
➤ ADMINISTRATION AND SUPPORT	8,243.0	8,435.0	8,564.0
➤ INFORMATION TECHNOLOGY PLAN	2,819.0	0.0	0.0
➤ INVESTMENT MANAGEMENT	37,352.0	47,814.0	52,016.0
<b>Agency Total:</b>	<b>63,540.0</b>	<b>74,983.0</b>	<b>79,696.0</b>

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	22,389.0	23,231.0	24,146.0
Other Non Appropriated Funds	41,151.0	51,752.0	55,550.0
<b>Program Total</b>	<b>63,540.0</b>	<b>74,983.0</b>	<b>79,696.0</b>
<b>FTE Positions</b>	<b>236.0</b>	<b>236.0</b>	<b>246.0</b>

#### Strategic Issues:

##### Issue 1 **Work to minimize contribution rate increases for the ASRS Defined Benefit Plan (The Plan).**

Plan contribution rates are projected to rise over the short and medium term. As a result, 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 **Determine and 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 and the funded status is subject to volatility, the ASRS must consider adopting a separate strategy for the System.

##### Issue 4 **Successfully determine and implement additional value-added investment strategies.**

As a result of the recent volatility in the worldwide investment markets, the ASRS will continue to examine its investment strategies and asset allocation and make adjustments it deems necessary to ensure the long-term health of the ASRS investment portfolios.

##### Issue 5 **Maintaining high levels of member service in a fiscally constrained environment.**

The ASRS will continue to research and implement strategic initiatives that it feels will allow the agency to maintain the high levels of service members have come to expect while maintaining or reducing the long term unit cost of transactions wherever possible.

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.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	11,492.0	14,746.0	15,094.0
Other Non Appropriated Funds	3,634.0	3,988.0	4,022.0
<b>Program Total</b>	<b>15,126.0</b>	<b>18,734.0</b>	<b>19,116.0</b>
<b>FTE Positions</b>	<b>170.0</b>	<b>184.0</b>	<b>190.0</b>

##### ◆ Goal 1 To ensure that members receive calculations and disbursements timely, consistently, and accurately.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of new retirees receiving initial payments within 10 business days of retirement (objective 90%)	78	90	90
Percent of overall member satisfaction with the retirement application process for new retirees (objective 90%)	96	90	90
Number of new retirements processed	7,641	8,023	8,424
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of monthly pension payments disbursed on the first day of the month (objective 98%)	100	98	98
Percentage of 1099R documents distributed by January 31 (objective 100%)	100	100	100
Number of monthly pension payments issued (June payroll)	93,391	98,994	104,934

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>	receipt (objective 100%)			
Percentage of refunds disbursed within 10 business days of request (objective 90%)	96	90	90	Percentage of delinquent employer monies collected within 90 days of identification (objective 99%)	99	99	99
Percentage of 1099R documents distributed by January 31 (objective 100%)	100	100	100	<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of refunds processed accurately (objective 100%)	100	100	100	Number of unpaid invoices that are over 30 days (objective 0)	121	0	0
Percent of overall member satisfaction with the refund process (objective 90%)	96	90	90	Percentage of invoices paid within 30 days (objective 100%)	95	100	100
Number of refund requests processed	13,309	16,434	18,406	Number of months in which all bank statements were reconciled by month's end (objective 12)	12	12	12
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>	Number of pay periods in which all employees are paid timely and accurately (objective 26)	26	26	26
Percentage of service purchase cost invoices distributed within 15 business days of receipt (objective 90%)	76	90	90	◆ <b>Goal 4</b>	To provide members with easy and timely access to current account information and various educational services to help plan and manage their retirement.		
Percentage of service purchase lump sum payments processed within 5 business days of receipt (objective 90%)	80	90	90	<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of service purchase payroll deduction agreements processed within 5 business days of receipt (objective 90%)	97	90	90	Percentage of calls answered within 20 seconds (objective 80%)	82	80	80
Percentage of service purchase cost invoices processed accurately (objective 98%)	98	98	98	Percent of calls abandoned by caller (objective 10% or fewer)	1.5	5	5
Percent of overall member satisfaction with the service purchase process (objective 90%)	90	90	90	Percent of telephone inquiries answered accurately (objective 95%)	98.6	95	95
Number of service purchase cost invoices requested	7,858	7,000	7,000	Percentage of overall member satisfaction with Telephone Service at the Arizona State Retirement System (objective 90%)	97	90	90
Number of service purchase lump sum payments completed	5,388	5,000	5,000	Number of calls received	203,416	205,000	208,000
Number of service purchase payroll deduction agreements completed	384	500	500	<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>	Percentage of overall member satisfaction with Know Your Benefits meetings (objective 90%)	99.7	90	90
Total number of deaths reported (retired members)	2,322	2,500	2,600	Percentage of overall member satisfaction with Getting Ready for Retirement meetings (objective 90%)	99.6	90	90
Total number of deaths reported (non-retired members)	1,728	1,750	1,800	Total number of Know Your Benefits meetings (statewide)	96	100	100
Percent of overall member satisfaction with the survivor benefit process (objective 90%)	90	90	90	Total number of Know Your Benefits meeting attendees (statewide)	1,882	2,500	2,500
◆ <b>Goal 2</b>	To offer retired and disabled members access to affordable, competitive and efficiently run health insurance and disability programs.			Total number of Getting Ready for Retirement meetings (statewide)	246	260	275
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>	Total number of Getting Ready for Retirement meeting attendees (statewide)	6,170	6,500	6,875
Number of enrollments and declines processed	29,171	31,811	33,726	<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of manual adjustments performed	7,396	12,806	13,577	Percentage of walk-in customers served within 15 minutes of arrival (objective 70%)	77.8	80	80
Number of retirees receiving a basic premium benefit	54,897	59,134	62,694	Percentage of overall member satisfaction with walk-in counseling (objective 90%)	97	90	90
Explanation: Counted from June 2008 payroll				Total number of walk-ins (Phoenix and Tucson)	26,681	27,808	29,476
Total amount disbursed for basic premium benefit (in thousands)	82,133	84,000	86,000				
Number of retirees receiving a rural premium benefit, in addition to the basic premium benefit	1,408	0	0				
Explanation: Counted from June 2009 payroll							
Total amount disbursed for rural premium benefit, in addition to the basic premium benefit (in thousands)	3,556	0	0				
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>				
Number of months needed to determine eligibility for LTD	6	6	6				
Number of open LTD claims	4,672	5,000	5,000				
Number of new LTD claims	733	800	800				
◆ <b>Goal 3</b>	To ensure that contributions, account information, and financial data are collected, managed, and accounted for efficiently and effectively.						
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>				
Percentage of contributions deposited within 1 business day of	100	100	100				

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	6,916.0	7,056.0	7,175.0
Other Non Appropriated Funds	1,327.0	1,379.0	1,389.0
<b>Program Total</b>	<b>8,243.0</b>	<b>8,435.0</b>	<b>8,564.0</b>
<b>FTE Positions</b>	<b>35.0</b>	<b>41.0</b>	<b>42.0</b>

- ◆ **Goal 1** To establish and maintain a cooperative and beneficial relationship with members, employers, and other interested parties through effective communications.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of employers enrolled with the ASRS	729	730	730
Explanation:	Reduction in FY08 due to audit of employers		
Number of employer conferences/workshops held	25	30	30
Number of individual employer meetings held	15	20	20
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of overall member satisfaction with the ASRS Quarterly Newsletter (objective 80%)	97	80	80
Percent of overall member satisfaction with the ASRS website (objective 80%)	92	80	80
Percentage of members who "agree" or "strongly agree" that ASRS employees provide good service to members (objective 80%)	98	80	80
Percentage of members who "agree" or "strongly agree" that the ASRS keeps its members informed of matters that affect them (objective 80%)	96	80	80
Percentage of members who "agree" or "strongly agree" that the ASRS is pleasant and easy to do business with (objective 80%)	98	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of months in which permanent staffing levels were 90 percent or higher (objective 6)	1	6	6
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of quarters for which Internal Audit provided quality reviews of Investment Compliance (objective 4)	2	4	4
Number of month for which Internal Audit provided quality reviews of in-house investment activity (objective 12)	12	12	12
Explanation:	Starting FY09 results will be posted by month and not quarter.		
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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	<b>Program Summary</b>
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,819.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,819.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE Positions</b>	<b>20.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To develop information technology applications that will support timely and efficient service to members.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of help desk services met (objective 99)	86	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%)	99	90	90
Help desk satisfaction rating (objective 3.6 or higher out of 4.0 maximum)	3.8	3.6	3.6
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage completion of IT Plan projects as a whole	100	100	100
Percentage of budget spent for IT Plan as a whole	99	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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,162.0	1,429.0	1,877.0
Other Non Appropriated Funds	36,190.0	46,385.0	50,139.0
<b>Program Total</b>	<b>37,352.0</b>	<b>47,814.0</b>	<b>52,016.0</b>
<b>FTE Positions</b>	<b>11.0</b>	<b>11.0</b>	<b>14.0</b>

- ◆ **Goal 1** To achieve a total fund rate of return equal to or greater than the actuarial assumed interest rate.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of investment returns	-18.1	8.0	8.0
10-Year annualized rate of return on fund assets (%)	1.9	8.0	8.0
10-Year rate of return on Strategic Asset Allocation Benchmark	1.3	n/a	n/a

- ◆ **Goal 2** To achieve a total fund rate of return equal to or greater than the Asset Allocation Benchmark.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Rate of return on Strategic Asset Allocation Benchmark	-18.4	n/a	n/a
Excess return	0.3	n/a	n/a
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
3-Year rate of return on Strategic Asset Allocation Benchmark	-3.0	n/a	n/a
3-Year excess return	-0.8	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
5-Year rolling expected rate of return	7.8	n/a	n/a
5-Year excess return	-6.6	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Rate of return for Large Cap	-25.3	n/a	n/a
Rate of return for S&P 500 (Large Cap Benchmark)	-26.2	n/a	n/a
Rate of return for Mid Cap	-26.5	n/a	n/a
Rate of return for S&P 400 (Mid Cap Benchmark)	-28	n/a	n/a
Rate of return for Small Cap	-24.5	n/a	n/a
Rate of return for Small Cap Equity Blended Benchmark	-25.3	n/a	n/a
Rate of return for NonUS Equity	-28.3	n/a	n/a
Rate of return for MSCI ACWI ex-U.S. (NonUS Equity)	-30.5	n/a	n/a
Rate of return for Fixed Income	6.1	n/a	n/a
Rate of return for BC Aggregate (Fixed Income Benchmark)	6.1	n/a	n/a
Rate of return for GTAA	-15.7	n/a	n/a

Rate of return for Custom GTAA Benchmark -18.4 n/a n/a

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
3-Year Rate of return for Large Cap	-8.0	n/a	n/a
3-Year Rate of return for S&P 500 (Large Cap Benchmark)	-8.2	n/a	n/a
3-Year Rate of return for Mid Cap	-6.8	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	-8.8	n/a	n/a
3-Year Rate of return for Small Cap Equity Blended Benchmark	-8.9	n/a	n/a
3-Year Rate of return for NonUS Equity	-6.5	n/a	n/a
3-Year Rate of return for MSCI ACWI ex-U.S. (NonUS Equity Benchmark)	-5.4	n/a	n/a
3-Year Rate of return for Fixed Income	6.3	n/a	n/a
3-Year Rate of return for BC Aggregate (Fixed Income Benchmark)	6.4	n/a	n/a
3-Year Rate of return for GTAA	-2.9	n/a	n/a
3-Year Rate of return for Custom GTAA Benchmark	-3.8	n/a	n/a

- ◆ **Goal 5** To achieve portfolio-level net rates of return equal to or greater than their respective portfolio benchmarks.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of portfolios outperforming benchmarks	22	n/a	n/a
Number of portfolios underperforming benchmarks	29	n/a	n/a

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of portfolios outperforming benchmarks (3 Years)	18	n/a	n/a
Number of portfolios underperforming benchmarks (3 Years)	9	n/a	n/a

- ◆ **Goal 6** To ensure sufficient monies are available to meet cash flow requirements.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total market value of ASRS fund assets (in billions)	20.75	n/a	n/a
Maximum average monthly cash balance as a percent of ASRS market value (%)	0.3	n/a	n/a
Total annual retiree benefit payments (in billions)	2.2	n/a	n/a
Percentage of liability funded	79.1	n/a	n/a
Explanation:	Estimate provided by actuary on 8/19/08.		



RVA 0.0

**Agency Summary**

DEPARTMENT OF REVENUE

Gale Garriott, Director

Phone: (602) 716-6090

A.R.S. § 42-1001 et seq.

#### Mission:

*Administer tax laws fairly and efficiently for the people of Arizona.*

#### Description:

Pursuant to Arizona Revised Statutes Title 42, the Department of Revenue 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ SERVICE	10,902.0	10,667.0	10,667.0
➤ PROCESSING	7,631.0	8,339.0	8,339.0
➤ EDUCATION AND COMPLIANCE	24,274.0	24,347.0	24,347.0
➤ AGENCY SUPPORT	31,677.0	25,635.0	25,635.0
<b>Agency Total:</b>	<b>74,484.0</b>	<b>68,988.0</b>	<b>68,988.0</b>

#### Funding and FTE

Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	64,759.0	40,662.0	40,662.0
Other Appropriated Funds	3,170.0	25,567.0	25,567.0
Other Non Appropriated Funds	6,555.0	2,759.0	2,759.0
<b>Program Total</b>	<b>74,484.0</b>	<b>68,988.0</b>	<b>68,988.0</b>
<b>FTE Positions</b>	<b>1,164.0</b>	<b>863.0</b>	<b>863.0</b>

#### Strategic Issues:

##### Issue 1 *Deliver adequate levels of service and support in core processes in light of challenges in the current financial environment.*

Achieving and even meeting targets in FY2009 was a challenge in every sense of the word with economic times entering unknown territory at both the national and local level. A SWOT analysis performed in early FY2009 to identify agency Strengths, Weaknesses, Opportunities and Threats as part of the Strategic Planning process did not address the severity of issues that faced the Department and the State through the remaining part of the fiscal year. With the deep budget cuts, furloughs, and large reduction in force and layoffs executed in the third quarter of FY2009, the Department faced great challenges in keeping its core business processes on task. These issues will continue to be a challenge in the next fiscal year.

##### Issue 2 *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 3 *Ensure Business Continuity.*

The Department continues to refine its Business Continuity plan 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 4 *Improve communication within the Department.*

Annual employee survey response results to the question "My agency has a good system in place for communicating necessary information to staff" have been lower than expected for the past several years. Department management continues to focus on this issue as one of the strategic issues in the future. It is important that employees receive clear and timely communication from all levels of management.

RVA 1.0

**Program Summary**

SERVICE

Nick Buta, Deputy Quality Executive

Phone: (602) 716-6891

A.R.S., Title 42

#### Mission:

*Efficiently and accurately meet the needs of Arizona taxpayers 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	8,686.0	5,066.0	5,066.0
Other Appropriated Funds	2,100.0	5,459.0	5,459.0
Other Non Appropriated Funds	116.0	142.0	142.0
<b>Program Total</b>	<b>10,902.0</b>	<b>10,667.0</b>	<b>10,667.0</b>
<b>FTE Positions</b>	<b>201.0</b>	<b>140.0</b>	<b>140.0</b>

RVA 1.1 **Subprogram Summary**  
INQUIRIES AND REQUESTS

Nick Buta, Deputy Quality Executive  
Phone: (602) 716-6891  
A.R.S., Title 42

**Mission:**

*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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	5,385.0	2,850.0	2,850.0
Other Appropriated Funds	2,100.0	4,371.0	4,371.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>7,485.0</b>	<b>7,221.0</b>	<b>7,221.0</b>
<b>FTE Positions</b>	<b>139.0</b>	<b>98.0</b>	<b>98.0</b>

- ◆ **Goal 1** To ensure prompt response to taxpayers' immediate inquiries.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average wait time for all phone calls (in minutes) in the Taxpayer Information and Assistance section call center.	5:47	10:00	10:00
Explanation:	Targets are higher in FY2010 and FY2011 due to staff shortages from the reduction in force\layoffs in FY2009.		
Percent of written inquiries answered within 30 calendar days in Taxpayer Information and Assistance section	87	50	50
Explanation:	Targets for FY2010 and FY2011 are in line with what was projected for FY2009. The positive result for FY2009 was due in part to shifting call center employees to where work demands dictated. Even though it is anticipated that increased efficiencies of system processing will result in less incoming correspondence, the staff shortages remaining from the reduction in force\layoffs in FY2009 will not allow for employee redeployment in FY2010 and FY2011.		

- ◆ **Goal 2** To improve the processing of business license applications.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average transaction privilege tax license turnaround time (in business days).	2.1	5.0	5.0
Explanation:	Targets are higher in FY2010 and FY2011 due to staff shortages from the reduction in force\layoffs in FY2009.		
Percent of transaction privilege tax license applications completed on-line.	40	40	40
Explanation:	Targets are projected to stay the same in FY2010 and FY2011 because further outreach about AZTaxes.gov, the Department's website, will not be possible due to staffing reductions from FY2009. Typically, one third of all business taxpayers have used AZTaxes.gov to file and pay business taxes on-line.		

- ◆ **Goal 3** To attain favorable customer service levels as evidenced by aggregate customer survey scores.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Customer satisfaction rating for	3.85	3.85	3.85

Taxpayer Information and Assistance section (scale 1-5)

Explanation: We anticipate relatively flat satisfaction levels for the next two years due to the recent reduction in force\layoffs, as the decreased number of staff available to assist taxpayers in volume or in a timely manner may have a negative impact on customer satisfaction.

Average taxpayer customer satisfaction rating (scale 1-5, all agency rating): 3.87 3.90 3.90

Explanation: This satisfaction rating is the total average of every survey returned to the agency from all taxpayers.

RVA 1.2 **Subprogram Summary**  
LOCAL JURISDICTIONS

Nick Buta, Deputy Quality Executive  
Phone: (602) 716-6891  
A.R.S., Title 42

**Mission:**

*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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,263.0	1,438.0	1,438.0
Other Appropriated Funds	0.0	713.0	713.0
Other Non Appropriated Funds	116.0	142.0	142.0
<b>Program Total</b>	<b>2,379.0</b>	<b>2,293.0</b>	<b>2,293.0</b>
<b>FTE Positions</b>	<b>45.0</b>	<b>29.0</b>	<b>29.0</b>

- ◆ **Goal 1** To improve the equity and uniformity of values for centrally valued properties.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of centrally valued property company compliance reviews and/or site inspections.	13	10	10
Explanation:	Centrally valued properties include water/sewer, mines, railroads, telecommunications and electric companies. Future estimates are lower because of staff shortages due to the reduction in force\layoffs in FY2009.		

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:**

*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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,038.0	778.0	778.0
Other Appropriated Funds	0.0	375.0	375.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,038.0</b>	<b>1,153.0</b>	<b>1,153.0</b>
<b>FTE Positions</b>	<b>17.0</b>	<b>13.0</b>	<b>13.0</b>

- ◆ **Goal 1** To provide timely and accurate information to the Governor's Office, legislature, and the public.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of Hearing Office Decisions issued within 70 calendar days of the Hearing or from the date the last memo is due.	100	100	100
Percent of taxpayer referrals responded to (via telephone call, e-mail or "left message" on voice mail) by the Problem Resolution Officer within 24 hours from the time the referral was received.	65	35	35

Explanation: The Problem Resolution Office is available to protect taxpayers against any unfair treatment, however unintentional, that may be experienced while dealing with the Department. It is anticipated that as call volumes and response times increase (with a lesser number of staff available to assist) that more taxpayers will contact the Problem Resolution Office, resulting in slower response times.

RVA 2.0                      **Program Summary**

PROCESSING

Nick Buta, Deputy Quality Executive

Phone: (602) 716-6891

A.R.S., Title 42

**Mission:**

*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 cigarettes and all other products containing tobacco such as cigars and smoking 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	7,223.0	5,254.0	5,254.0
Other Appropriated Funds	408.0	3,085.0	3,085.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>7,631.0</b>	<b>8,339.0</b>	<b>8,339.0</b>
<b>FTE Positions</b>	<b>163.0</b>	<b>146.0</b>	<b>146.0</b>

- ◆ **Goal 1** To improve the timeliness of payment processing.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of payments deposited within five business days.	92	85	85
Explanation: This measure tracks payments deposited for all four tax types.			
Average turnaround time for deposits (in business days).	3.1	3.0	3.0

- ◆ **Goal 2** To process Individual Income and Transaction Privilege Tax (TPT) returns in a timely manner.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average number of calendar days to process an Individual Income tax return.	9.0	12.0	12.0
Explanation: The process time is defined as the time between when the Department receives the return and posts the return to the taxpayer's account. The estimates for FY2010 and FY2011 are the same as the estimate for FY2009 and they are higher than the actual result in FY2009. The Department believes it needs to continue to gather data on processing times before any adjustments can be made to future estimates.			
Total tax documents processed (in millions).	5.3	5.5	5.5
Explanation: Documents are defined as all paper and electronic returns for all four tax types.			

- ◆ **Goal 3** To process all Individual Income tax refunds in a timely manner.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average calendar days to refund total Individual Income tax checks (paper warrants and electronic deposits)	6.38	8.00	8.00

RVA 3.0

**Program Summary**

EDUCATION AND COMPLIANCE

Nick Buta, Deputy Quality Executive

Phone: (602) 716-6891

A.R.S., Title 42

**Mission:**

*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:

- provides information services through publications and via the Department's website; and
- matches employees with the appropriate knowledge base to an organization that requests a speaker on any given topic about which they want to learn;
- provides for employees to connect with organizations to volunteer their services in speaking engagements.

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	23,507.0	14,099.0	14,099.0
Other Appropriated Funds	662.0	7,631.0	7,631.0
Other Non Appropriated Funds	105.0	2,617.0	2,617.0
<b>Program Total</b>	<b>24,274.0</b>	<b>24,347.0</b>	<b>24,347.0</b>
<b>FTE Positions</b>	<b>558.0</b>	<b>377.0</b>	<b>377.0</b>

RVA 3.1

**Subprogram Summary**

EDUCATION AND OUTREACH

Nick Buta, Deputy Quality Executive

Phone: (602) 716-6891

A.R.S., Title 42

**Mission:**

*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:**

Inquiries from taxpayers and tax practitioners are directed to various employees throughout the agency best suited to answer questions and assist with issues based on different areas of expertise. Employees provide taxpayers with information and support services through publications, and, in conjunction with the Internal Revenue Service and state universities, offer tax seminars to interested parties.

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

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	475.0	80.0	80.0
Other Appropriated Funds	0.0	40.0	40.0
Other Non Appropriated Funds	105.0	28.0	28.0
<b>Program Total</b>	<b>580.0</b>	<b>148.0</b>	<b>148.0</b>
<b>FTE Positions</b>	<b>8.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To increase taxpayer transactions conducted electronically.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of all tax dollars received electronically.	63.0	60.0	60.0
To increase taxpayer income filings conducted electronically by 5% annually	4.4	4.5	4.5

- ◆ **Goal 2** To improve voluntary compliance in the filing of tax returns.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of money remitted voluntarily as a percentage of total receipts.	95.68	95.80	96.00

Explanation:

The FY2009 actual result is calculated using a preliminary gross revenue number; the actual FY2009 gross revenue data was not available at the time of this report.

RVA 3.2 **Subprogram Summary**  
AUDIT AND ASSESSING

Nick Buta, Deputy Quality Executive  
Phone: (602) 716-6891  
A.R.S., Title 42

**Mission:**

*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 and 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 and 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 Department's 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	14,425.0	7,882.0	7,882.0
Other Appropriated Funds	394.0	4,247.0	4,247.0
Other Non Appropriated Funds	0.0	2,589.0	2,589.0
<b>Program Total</b>	<b>14,819.0</b>	<b>14,718.0</b>	<b>14,718.0</b>
<b>FTE Positions</b>	<b>319.0</b>	<b>174.0</b>	<b>174.0</b>

◆ **Goal 1** To increase the quality of the audit programs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of final Transaction Privilege Tax (TPT) audit assessment amounts compared to the initial assessment amounts.	76.8	75.0	77.0
Percent of final Individual Income tax audit assessment amounts compared to the initial assessment amounts.	86.6	87.0	88.0

RVA 3.3 **Subprogram Summary**  
COLLECTIONS

Nick Buta, Deputy Quality Executive  
Phone: (602) 716-6891  
A.R.S., Title 42

**Mission:**

*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 correspondence, telephone, and field contacts with taxpayers and performs activities to identify and license previously unlicensed businesses.

All collection activity is performed under the overview of the Taxpayer Bill of Rights to promote fairness, confidentiality, and consistency of application of the tax laws. Arizona was the first state to have a Taxpayer Bill of Rights in 1986, and the 1994 updated version again put Arizona in the leadership role of protecting taxpayer rights, while ensuring that all taxpayers pay their fair share of the tax burden.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	7,974.0	5,785.0	5,785.0
Other Appropriated Funds	0.0	2,858.0	2,858.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>7,974.0</b>	<b>8,643.0</b>	<b>8,643.0</b>
<b>FTE Positions</b>	<b>210.0</b>	<b>191.0</b>	<b>191.0</b>

◆ **Goal 1** To improve the quality of collection activities.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of non-audit revenue to total revenue	98.67	98.50	98.00
Explanation:	The FY2009 result was calculated using a preliminary gross revenue number because the final gross revenue number was not available at the time this report was produced.		
Percent of accounts that collector contacts within 30 calendar days of that account being assigned a delinquent account	100	100	100
Explanation:	With BRITS automation, letters are sent to every taxpayer upon being assigned as a delinquent account. The Department considers letters as contacts.		

◆ **Goal 2** To increase fiscal efficiencies.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Ratio of net enforcement revenue collected per total Department general fund dollar spent.	7.98	7.80	7.90
Explanation:	This measure means that the Department's enforcement program collected \$7.98 for each general fund dollar spent in FY2009.		



## RVA 3.4 Subprogram Summary

### ENFORCEMENT

Nick Buta, Deputy Quality Executive

Phone: (602) 716-6891

A.R.S., Title 42

#### Mission:

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	633.0	352.0	352.0
Other Appropriated Funds	268.0	486.0	486.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>901.0</b>	<b>838.0</b>	<b>838.0</b>
<b>FTE Positions</b>	<b>21.0</b>	<b>12.0</b>	<b>12.0</b>

- ◆ **Goal 1** To promote and enforce the legal sale and distribution of tobacco products.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of retailer and distributor tobacco inspection visits completed.	1,243	800	1,000
Explanation:	All inspection visits serve multi-purposes including providing education, fulfilling legislative requirements, and identifying non-compliance. The Department has modified its inspection criteria to be more strategic in nature since the reduction in force/layoffs in FY2009 resulted in a smaller staff.		

## RVA 4.0 Program Summary

### AGENCY SUPPORT

Nick Buta, Deputy Quality Executive

Phone: (602) 716-6891

A.R.S., Title 42

#### Mission:

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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	25,343.0	16,243.0	16,243.0
Other Appropriated Funds	0.0	9,392.0	9,392.0
Other Non Appropriated Funds	6,334.0	0.0	0.0
<b>Program Total</b>	<b>31,677.0</b>	<b>25,635.0</b>	<b>25,635.0</b>
<b>FTE Positions</b>	<b>242.0</b>	<b>200.0</b>	<b>200.0</b>

## RVA 4.1 Subprogram Summary

### HUMAN RESOURCES

Nick Buta, Deputy Quality Executive

Phone: (602) 716-6891

A.R.S., Title 42

#### Mission:

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	513.0	193.0	193.0
Other Appropriated Funds	0.0	95.0	95.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>513.0</b>	<b>288.0</b>	<b>288.0</b>
<b>FTE Positions</b>	<b>15.0</b>	<b>4.0</b>	<b>4.0</b>

- ◆ **Goal 1** To increase the level of employee satisfaction.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average annual turnover rate for	74.20	15.00	15.00



employees  
Explanation: The number reported is a separation rate. The large number of employees impacted by the reduction in force layoffs in FY2009 resulted in this higher than usual number. Targets are in line with separation rates before FY2009.

◆ **Goal 2** To increase the level of employee training and development.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of probationary (original probation) employees who have completed mandated training within a six month period.	N/A	83	86

Explanation: System data was not available for this measure at the time this report was published but it is assumed that training completion rates were in line with prior historical data at 80 to 85% completed.

◆ **Goal 3** To increase cost effectiveness of administrative services.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Administration as a percentage of total cost.	5.5	5.5	5.5

RVA 4.2 **Subprogram Summary**  
INFORMATION SERVICES

Nick Buta, Deputy Quality Executive  
Phone: (602) 716-6891  
A.R.S., Title 42

**Mission:**

*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 the Department; microfilms individual and corporate documents and records; and operates the warehouse.

This subprogram also 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 Department'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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	11,040.0	7,549.0	7,549.0
Other Appropriated Funds	0.0	3,729.0	3,729.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>11,040.0</b>	<b>11,278.0</b>	<b>11,278.0</b>
<b>FTE Positions</b>	<b>110.0</b>	<b>89.0</b>	<b>89.0</b>

◆ **Goal 1** To ensure the local and wide area network (LAN/WAN) is available 99.8% of the time.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of time the local and wide area network (LAN/WAN) is available.	99.99	99.85	99.89

◆ **Goal 2** To resolve 99% of all problem calls identified as "critical" within 4 hours.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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Percent of critical problem calls completed within the 4 hour target. 99.20 99.20 99.40

RVA 4.3 **Subprogram Summary**  
SUPPORT SERVICES

Nick Buta, Deputy Quality Executive  
Phone: (602) 716-6891  
A.R.S., Title 42

**Mission:**

*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.

This subprogram also 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	13,790.0	8,501.0	8,501.0
Other Appropriated Funds	0.0	5,568.0	5,568.0
Other Non Appropriated Funds	6,334.0	0.0	0.0
<b>Program Total</b>	<b>20,124.0</b>	<b>14,069.0</b>	<b>14,069.0</b>
<b>FTE Positions</b>	<b>117.0</b>	<b>107.0</b>	<b>107.0</b>

◆ **Goal 1** To pay all invoices in a timely manner within 30 calendar days of receipt.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of invoices paid within 30 calendar days.	100	94	96

◆ **Goal 2** To respond to 90% of all building maintenance calls within 24 hours of receipt.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of building maintenance calls responded to within 24 hours of receipt of the call.	96.46	95.00	95.00

◆ **Goal 3** To process Payroll accurately by the end of each payroll cycle.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of payroll records processed error free by the close of the payroll cycle.	99.99	99.99	99.99

◆ **Goal 4** To process purchase orders within two business days of receipt of requisition.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of business days to process	1.10	1.30	1.20

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requisitions.

SFA 0.0

**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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	100,762.0	113,112.0	361,864.0
Other Appropriated Funds	4.0		
Other Non Appropriated Funds	957,162.0	662,946.0	690,472.0
<b>Program Total</b>	<b>1,057,928.0</b>		
<b>FTE Positions</b>	<b>0.0</b>	<b>20.0</b>	<b>20.0</b>

**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**

On 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 have been too small or 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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of school districts that request new school facilities funding	64	65	75
Average number of months from receipt of school district application for new school facility fund monies to School Facilities Board final determination.	4	4	4
Number of new school construction projects completed	26	6	1

◆ **Goal 2** To ensure that building renewal funds are used appropriately.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of schools	1466	1480	1500
Percent of all school district schools inspected to ensure minimum adequacy guidelines	9	15	20
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	0
Percent of inspected schools determined to have an adequate preventative maintenance program	71	75	80

◆ **Goal 4** To provide quality services to school districts.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of all school districts rating the Board's services as satisfactory, good, or excellent in annual survey	93	95	98

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Percent of school districts that  
responded to customer satisfaction  
survey

27

50

60

STA 0.0 **Agency Summary**  
 SECRETARY OF STATE - DEPARTMENT OF STATE  
 Ken Bennett, 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 Arizona, our vision at the Office of the Secretary of State is that all Arizonans enjoy a better quality of life through participation in, understanding of, and confidence in their government.*

#### 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ ADMINISTRATION	973.0	969.0	969.0
➤ BUSINESS SERVICES	1,055.0	1,367.0	1,384.0
➤ PUBLIC SERVICES	482.0	446.0	446.0
➤ ELECTION SERVICES	4,358.0	17,081.0	17,081.0
<b>Agency Total:</b>	<b>6,868.0</b>	<b>19,863.0</b>	<b>19,880.0</b>

#### Funding and FTE

Summary: (Thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	6,413.0	11,962.0	11,979.0
Other Appropriated Funds	306.0	7,822.0	7,822.0
Other Non Appropriated Funds	149.0	79.0	79.0
<b>Program Total</b>	<b>6,868.0</b>	<b>19,863.0</b>	<b>19,880.0</b>
<b>FTE Positions</b>	<b>48.0</b>	<b>45.0</b>	<b>45.0</b>

#### Strategic Issues:

##### Issue 1 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. By addressing the lack of resources and staffing shortfalls, the Office hopes to be able to (1) reduce staff overtime to meet mandated deadlines, (2) decrease 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.

##### Issue 2 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 on-line 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 3 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 4 Fully implement newly required federal and statewide election reforms.

The Secretary of State intends to continue the strategies laid out in the Arizona Help America Vote Act State Plan. The Agency is aiming to implement the second iteration of Arizona's statewide voter registration list. Along with local election officials, the Secretary of State will maintain 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 5 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.

STA 1.0 **Program Summary**  
ADMINISTRATION

Jim Drake, 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	852.0	953.0	953.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	121.0	16.0	16.0
<b>Program Total</b>	<b>973.0</b>	<b>969.0</b>	<b>969.0</b>
<b>FTE Positions</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of completion of customer support knowledge base (train new employees within 30 days)	96.3	100	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 system to enhance public interaction with the Secretary of State's office

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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 processes through electronic automation.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of personnel procedures forms offered on SOS Intranet	100	100	100
Percent of purchase orders and tracking expenditures by divisions automated	100	100	100
Percent of payroll timesheets and leave slip forms automated	100	100	100
Percent of deposit reconciliation forms automated	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of staff indicating that they feel they have the necessary resources to effectively perform their job	100	85	90

STA 2.0 **Program Summary**  
BUSINESS SERVICES

Joann Cota, 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,027.0	1,205.0	1,222.0
Other Appropriated Funds	0.0	99.0	99.0
Other Non Appropriated Funds	28.0	63.0	63.0
<b>Program Total</b>	<b>1,055.0</b>	<b>1,367.0</b>	<b>1,384.0</b>
<b>FTE Positions</b>	<b>25.0</b>	<b>22.0</b>	<b>22.0</b>

- ◆ **Goal 1** To serve the public by providing public records requests information accurately and expeditiously.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Customer Services Center for increased accessibility for customers	100	100	100
Provide customers alternate electronic procedures for filings and registrations	100	100	100
Number of Intergovernmental Agreement (IGA) amendments	712	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of on-line access of charitable organizations filed	100	100	100
Percentage of Limited Partnerships microfiche converted to electronic format	100	100	100
Percentage of UCC - Microfiche converted to electronic data	100	100	100
Percentage of conversion of Trade names/ Trademarks microfiche converted to electronic format	100	100	100
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	3,498	3,000	3,100
Number of partnerships on file per month	104	150	150
Number of UCC records filed per month	5133	6000	6000
Percentage of Advanced Directives forms on-line	100	100	100



Number of Advanced Directives filed per month	300	325	325
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- ◆ **Goal 3** To provide service to allow Notaries Public to perform their duties accurately and efficiently in the state.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of notaries commissioned	18,248	20,000	20,000
Number of Notary seminars	52	60	70
Notary applications turn-around time (# of business days)	4	5	5
Number of Notary handbooks printed and distributed	5,668	6,000	6,000
Number of Notary workbooks printed and distributed	710	0	0

- ◆ **Goal 4** To serve the public with Telemarketing filing

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of Telemarketing filings per year	56	55	55

- ◆ **Goal 5** To provide to the public efficient and accurate filings.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average number of business days to process charitable organizations registrations	5	5	5
Average number of business days to process trade name applications	2	2	2
Average number of business days to process trademark applications	3	3	3
Average number of business days to process Uniform Commercial Code filings	4	3	3
Average number of business days to process athlete agents registrations	3	3	3
Average number of business days to process telephone solicitors registrations	4	3	3
Average number of business days to process notary commissions	4	4	3
Average number of business days to process limited/limited liability partnerships and foreign limited liability partnerships filings	4	3	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 and United States Constitutions, the Residential and 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	482.0	446.0	446.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>482.0</b>	<b>446.0</b>	<b>446.0</b>
<b>FTE Positions</b>	<b>4.0</b>	<b>5.0</b>	<b>5.0</b>

- ◆ **Goal 1** To serve the public by providing printed materials accurately and expeditiously.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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	75395	80,000	75,000
Percentage of information printed and ready for distribution within 5 days	95	95	95
Number of Arizona Administrative Code subscribers	108	100	100
Number of Arizona Administrative Register subscribers	62	50	50
Number of Executive Orders (EO) filed	13	20	20

- ◆ **Goal 2** To develop new brochures, booklets and other publications as mandated by law or requested by the public; to produce and print them in-house.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of Chapter Laws publications distributed; misc legislative filings, veto letters	234	300	300

- ◆ **Goal 3** To provide service that allows agencies, boards and commissions to develop rules accurately and efficiently.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of rules and rule-related items filed	826	1,100	1,100

- ◆ **Goal 4** To serve the public by providing materials on-line accurately and expeditiously

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of Administrative Code available via the Internet within 21 days of release date	100	100	100
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 2009 Actual	FY 2010 Estimate	FY 2011 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

Amy Bjelland, 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	4,052.0	9,358.0	9,358.0
Other Appropriated Funds	306.0	7,723.0	7,723.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>4,358.0</b>	<b>17,081.0</b>	<b>17,081.0</b>
<b>FTE Positions</b>	<b>10.0</b>	<b>9.0</b>	<b>9.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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	5,769	2,310	5,390
Number of Political Committees registered	828	770	770
Number of Standing Political Committees registered	49	51	52

- ◆ **Goal 2** To coordinate statewide voter registration as provided under the National Voter Registration Act of 1993.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Use of electronic format and information provided by county offices and MVD to maintain voter registration rolls (percent completed)	100	100	100
Number of publicity pamphlets printed and distributed (in thousands)	1725	0	1,800
Number of registered voters (in thousands)	3103.7	3105.0	3110.0
Number of Town Hall meetings per year for explanation of initiatives	21	0	20

- ◆ **Goal 3** To provide statewide voter registration election, voter outreach, and HAVA.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of votes cast on provisional ballots compared to total voter registration	4.6	0	3.0
Total voter registration	3,103,747	3,105,000	3,110,000
Percent of delinquent campaign finance filings	7.34	11.0	11.0
Percent of delinquent elected official financial disclosure statements	1.0	4.0	4.0
Percent of delinquent lobbyist reports	8.5	6.0	6.0

- ◆ **Goal 4** To train and certify election officers in accordance with A.R.S. § 16-407.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of election officers certified	0	312	0
Total combined hours of classroom training	0	163	0

LAA 0.0

**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 Arizona's citizens and government agencies by providing 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, a division of the Secretary of State, 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 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 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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	6,213.0	6,442.0	6,442.0
Other Appropriated Funds	627.0	679.0	679.0
Other Non Appropriated Funds	4,208.0	3,902.0	3,902.0
<b>Program Total</b>	<b>11,048.0</b>	<b>11,023.0</b>	<b>11,023.0</b>
<b>FTE Positions</b>	<b>116.0</b>	<b>105.0</b>	<b>105.0</b>

**Strategic Issues:****Issue 1 Resource Development**

Library and Archives has raised over \$61 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 fundraising efforts will focus on unique, web-based content on Arizona history for the Centennial and on the development of an endowment for the preservation and maintenance of the historic buildings that house the agency offices. The agency will seek new ways to expand fiscal resources and make more effective use of existing resources.

**Issue 2 Administration and Infrastructure**

Effective September 30, 2009, Library and Archives is now a division of the Secretary of State. During FY 2010, the careful merger of the two operations will be planned, tested, and implemented. Library and Archives operates from two historic buildings and from three other structures with age-related repair and renovation 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. Staff is a crucial element in the many services provided by the State Library. Issues include staffing levels, and recruiting, retaining, and training of staff. Technology needs will be evaluated and an equipment refresh program will be needed to 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 throughout state government. Library and Archives is lead on the Persistent Digital Archives and Library System (PeDALS) project, a seven-state initiative funding by a grant from the Library of Congress to build a leading edge digital preservation system.

**◆ Goal 1 To provide access to public information.**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Public Access - Materials loaned	1,803,990	1,600,000	1,600,000
Public Access - Materials retrieved	81,429	92,000	92,000
Public Access - Questions answered	184,151	180,000	180,000
Public Access - Consultations	21,212	17,500	17,500
Public Access - In-state contacts	4,136,699	5,000,000	5,000,000
Explanation: Travel restrictions resulted in decrease.			
Public Access - Out-of-state contacts	49,670	50,000	50,000
Public Access - On-line database searches	3,323,849	3,500,000	3,500,000
Public Access - Patrons registered	2,515	2,200	2,200
Public Access - Program activities	2,866	1,000	1,000
Public Access - Program attendees	433,362	65,000	65,000
Explanation: Arizona Reading Program, Book Festival have high attendance.			
Public Access - Tours	1,755	1,400	1,400
Public Access - Tour participants	53,408	48,000	48,000
Public Access - Facility use	355	300	300
Public Access - Facility use participants	12,461	12,000	12,000
Public Access - Web site visits (in thousands)	49,148.5	20,000.0	20,000.0
Explanation: Arizona Memory Project's high rankings in Google draw increased traffic.			
Public Access - SIRSI usage	742,053	500,000	500,000
Public Access - E-mail delivered (in thousands)	47,156.1	20,000.0	20,000.0
Explanation: Increased spam skews numbers.			
Public Access - Jobline/Newsline calls	35,934	38,000	38,000
Public Access - Total contacts (in thousands)	107,190.3	51,104.4	51,104.4

**◆ Goal 2 To preserve Arizona materials.**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Preservation - Materials acquired	106,200	100,000	100,000
Preservation - Materials withdrawn/removed	76,640	60,000	60,000
Preservation - Materials preserved (in thousands)	1,567.4	1,250.0	1,250.0
Preservation - Materials digitized	467,563	450,000	450,000
Preservation - Titles cataloged	102,023	100,000	100,000
Preservation - Reproductions for preservation, access (in thousands)	58,603.2	55,000.0	55,000.0
Explanation: Audio, microfilm, other copies made for preservation or public access.			
Preservation - Total items/contacts (in thousands)	60,923.0	56,986.0	56,986.0

**◆ Goal 3 To promote statewide collaboration.**

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Collaboration - Institutions	8,296	8,000	8,000
Collaboration - Programs/Activities	1,226	900	900
Collaboration - Program attendees	66,444	62,000	62,000
Collaboration - Boards and commissions	230	200	200

Collaboration - Volunteer hours	25,097	23,000	23,000
Collaboration - Total activities/contacts	101,293	94,100	94,100

◆ **Goal 4** To provide information services to the Legislature.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Leg Info Services - Materials loaned	268	200	200
Leg Info Services - Legislative contacts	12,073	10,000	10,000
Leg Info Services - Questions answered	537	500	500
Leg Info Services - Tour attendees	5,186	5,000	5,000
Leg Info Services - Equipment loans	11	10	10
Leg Info Services - Facilities use permits	19	20	20
Leg Info Services - Facilities use attendees	478	400	400
Leg Info Services - In-service training sessions	18	10	10
Leg Info Services - In-service training attendees	168	100	100
Leg Info Services - Boxed records in storage	1,786	1,700	1,700
Leg Info Services - Library Board attendees	0	50	50
Leg info services - Total activities/contacts	20,544	17,990	17,990

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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)

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	263.0	280.0	280.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>263.0</b>	<b>280.0</b>	<b>280.0</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

**Strategic Issues:****Issue 1** *Continue to expedite tax appeals in a timely manner to prevent any delays in the appeals process.*

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 not only benefits the parties involved in the appeals, but also provides guidance to tax attorneys, CPAs and tax practitioners, as well as others involved in the field of state taxation. Budget reductions have forced the Board to reduce the number of scheduled hearing days resulting in some delays in the appeals process. Legislative changes and court decisions may increase the number of audits and/or protests to the Department of Revenue, possibly impacting the Board's caseload and, thereby, further delaying the appeals process and creating an increased 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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Caseload processing (and number of issues)	20(35)	60(135)	80(160)
Number of tax appeals resolved	10	40	55
Number backlogged requiring written decision	9	15	20
Number of months to process appeal	7.5	7.5	7.5

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	1,403.0	1,756.0	1,756.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,403.0</b>	<b>1,756.0</b>	<b>1,756.0</b>
<b>FTE Positions</b>	<b>19.0</b>	<b>23.0</b>	<b>23.0</b>

#### 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 better delivery of services.

- ◆ **Goal 1** To rapidly and accurately process applications for registration.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of new registrants grading application processing as good or better	93	100	100
Average number of days to process an application	90	90	90
Total number of professional licensees	31694	31694	31694

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of persons grading response to request for information as good or better	93	100	100

- ◆ **Goal 4** To actively investigate all instances of possible illegal

conduct related to professional practice.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of complainants grading complaint processing as good or higher	99	99	99
Percent of complaints resolved by informal methods	100	100	100
Number of investigations completed	178	178	178
Number of complaints received	162	162	162
Average time in calendar days from receipt of complaint to resolution	247	247	247



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**Agency Summary**

OFFICE OF TOURISM

Sherry Henry, 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 Arizona 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ ADMINISTRATION	15,777.0	10,655.0	10,655.0
➤ TOURISM PROMOTION	11,593.0	11,334.0	11,334.0
<b>Agency Total:</b>	<b>27,370.0</b>	<b>21,989.0</b>	<b>21,989.0</b>

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	15,777.0	10,655.0	10,655.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	11,593.0	11,334.0	11,334.0
<b>Program Total</b>	<b>27,370.0</b>	<b>21,989.0</b>	<b>21,989.0</b>
<b>FTE Positions</b>	<b>36.0</b>	<b>34.0</b>	<b>34.0</b>

**Strategic Issues:**

**Issue 1** *Ongoing strategic adjustment of destination marketing activities to account for the changing travel behaviors of Arizona's primary visitor segments.*

The global economic downturn has forced what may prove to be permanent changes in consumer spending patterns. It is more crucial than ever for destinations such as Arizona to remain competitive with marketing efforts that inspire visitors to come here and that speak directly to the needs and wants 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. In conjunction with more traditional marketing techniques, embracing "social marketing" and catering to consumers expectations in regard to blogging, tweeting and other forms of user-generated content is proving critical 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 reaching retirement age, we must look for new opportunities to reach this group which has the time and motivation to travel, but may have fewer financial resources to draw from to travel. The fastest growing segment on Facebook, for example, is women over the age of 55. 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. Economic uncertainty is causing many travelers to take shorter, closer to home trips, and to plan those trips with less lead time to take advantage of deals. The prevalence of "smart" handheld devices is leading many to rely

less on printed materials and more on mobile media 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 traditional and interactive marketing techniques.

**Issue 2** *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 taking a lead role in encouraging communities to develop tourism products to help celebrate Arizona's Centennial on February 14, 2012. AOT is also leading the discussion in developing sustainable tourism practices in the state. 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 refocused the efforts of our Community Development division to have an increased emphasis on technical assistance to communities to facilitate the growth of the local tourism economy.

**Issue 3** *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 sufficient resources to maintain a successful competitive response.

**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

Sherry Henry, 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	15,777.0	10,655.0	10,655.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>15,777.0</b>	<b>10,655.0</b>	<b>10,655.0</b>
<b>FTE Positions</b>	<b>36.0</b>	<b>34.0</b>	<b>34.0</b>

- ◆ **Goal 1** To ensure the efficient, timely, and accurate administration of AOT's financial and business affairs.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of invoices paid within 30 days	92	92	92
Average number of days for processing invoices received	13	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Hours of certified training in procurement	16	16	16

TOA 2.0 **Program Summary**  
TOURISM PROMOTION

Sherry Henry, Director  
Phone: (602) 364-3717  
A.R.S. §§ 41.2302 to 41.2305

**Mission:**

*To coordinate all of the 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. Operating the Painted Cliffs 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

Funding and FTE Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	11,593.0	11,334.0	11,334.0
<b>Program Total</b>	<b>11,593.0</b>	<b>11,334.0</b>	<b>11,334.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

TOA 2.1 **Subprogram Summary**  
STATE TOURISM PROMOTION

Sherry Henry, 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	6,142.0	5,400.0	5,400.0
<b>Program Total</b>	<b>6,142.0</b>	<b>5,400.0</b>	<b>5,400.0</b>
<b>FTE Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

- ◆ **Goal 1** To offer the tourism industry in Arizona the opportunity to participate with AOT in cost-efficient and effective advertising programs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Constituent satisfaction with AOT advertising programs (scale 1-5, 5=extremely satisfied)	3.8	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Sales leads and trade inquiries generated by domestic and international tradeshows and sales missions	226	215	220
Explanation:	Includes only leads followed up on. Fewer trade shows in FY10 due to budget cuts.		
Trade and consumer requests for information fulfilled by international representatives	2,725	2,800	2,850
Explanation:	More requests are being fulfilled online through AOT's websites.		
Sales leads and trade inquiries generated by domestic and international trade advertising	592	250	250
Explanation:	The amount of trade advertising varies greatly from year to year depending on options and budgets. It is very difficult to estimate beyond one year.		

- ◆ **Goal 3** To assist communities and tourism-related businesses in Arizona to develop tour and travel programs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Constituent satisfaction with AOT travel industry marketing programs (scale 1-5, 5=extremely satisfied)	3.8	4	4
Number of trade familiarization tours and site inspections assisted or hosted by AOT	13	16	16
Explanation:	We estimate a slight increase for FY10 as three international rep companies were replaced in FY09 and it took them a while to get established.		
Number of participants on familiarization tours	80	120	125
Explanation:	The number of participants is in correlation to the number of FAM trips we conduct.		

- ◆ **Goal 4** To generate positive media coverage for Arizona tourism and the Arizona Office of Tourism.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Circulation of domestic print, TV and radio coverage about Arizona generated by AOT efforts (in millions)	129	135	140
Explanation:	Media circulation includes print, broadcast and online.		
Advertising value of domestic coverage about Arizona generated by AOT efforts (\$ in millions)	5	5	5
Explanation:	Given the current changes in the media landscape, advertising rates are falling. Consequently advertising values are falling. In order to maintain the same ad values, we will have to increase coverage.		
Advertising value of domestic and international media coverage generated by AOT's efforts for every \$1 expended on media promotions (in dollars)	53	55	57
Media leads and inquiries generated by attendance at trade shows and media missions	282	260	265
Explanation:	FY10 leads may decline due to vacant staff positions that can't be filled due to hiring freeze.		

Number of individuals hosted/co-hosted by AOT on travel media familiarization tours	97	110	105
Explanation:	The number of individuals hosted on FAM tours can fluctuate dramatically from year to year depending on budgets, reps and new story opportunities.		
Circulation of international print articles about Arizona generated by AOT efforts (in millions)	626	675	700
Explanation:	Media circulation includes print, broadcast and online. The opening of The View Hotel in Monument Valley generated international interest in FY09.		
Advertising value of international articles about Arizona generated by AOT efforts (\$ in millions)	23	24	24
Explanation:	Given the current changes in the media landscape, advertising rates are falling, which means ad values are falling. In order to maintain the same ad values, we will actually have to increase coverage.		
Number of visitors to the online Press Room for immediate media fulfillment	4,749	5,000	5,200
Explanation:	We switched to Google Analytics for tracking of website visitation. Estimate a 5% increase year over year based on previous year numbers.		

- ◆ **Goal 5** To assist communities with their media communications programs by consulting and providing expertise.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Constituent satisfaction with media relations programs and activities (scale of 1-5, 5=extremely satisfied)	3.7	3.8	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of responses to requests for information from the Arizona Office of Tourism and the Northern Arizona University tourism library	155	140	140
Explanation:	We maintain a robust data presence online and are able to direct many inquiries there.		
Constituent satisfaction with AOT's role as a clearinghouse for tourism data (scale of 1-5, 5=extremely satisfied)	4.2	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).

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of constituents participating in the workshops	117	120	80
Explanation:	The online certification exam option was suspended for FY09 and will remain suspended for FY10.		
Constituent satisfaction with workshops (on a scale of 1-5, 5=extremely satisfied)	4.7	4.5	4.5

- ◆ **Goal 8** To expand the volume of tourism activity through tourism promotion and development.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of domestic tourists (in millions)	32.4	30	30

- ◆ **Goal 9** To increase tourism-related marketing activity in communities throughout Arizona.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of communities and organizations participating in the grant program	70	70	70
Constituent satisfaction with matching grant program (scale of 1-5, 5=extremely satisfied)	4.0	4.0	4.0

- ◆ **Goal 10** To distribute AOT materials to communities and constituents in a timely manner.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Constituent and community satisfaction with distribution of AOT materials (scale of 1-5, 5=extremely)	3.9	4.0	4.0

satisfied)

- ◆ **Goal 11** To standardize operating procedures and to enhance levels of customer service at state-wide designated visitor centers throughout Arizona.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of local visitor centers in compliance with standardized operating procedures	55	56	56
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 SOP is increasing.		
Constituent level of satisfaction with workshops (scale of 1-5, 5=extremely satisfied)	4.0	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of visitors who gained added knowledge of Arizona as a result of their visit to the PCWC	90	90	90
Percent of visitors who extended their stay in Arizona as a result of their visit to the PCWC	25	25	25
Number of visitors to the Welcome Center	123,155	123,500	123,500
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Cost per inquiry for advertising-generated requests for Arizona travel planning information (in dollars)	29.7	23.1	22.5
Explanation:	As traffic to our web site grows, more inquiries are spread across a finite advertising budget, so cost per inquiry decreases.		
Number of inquiries for Arizona travel packet (in thousands)	210	230	236
Explanation:	The combination of the Arizona Official State Visitors' Guide not publishing a new edition for CY09, being available online and a faltering economy have driven down the demand for hard copies in the short term.		
Increased awareness of Arizona as a tourism destination as a result of AOT's advertising efforts in selected target markets (in percentage points)	1	3	3
Explanation:	Awareness is measured in one market each year. In FY09, the research was conducted on Los Angeles, which proves to be a highly aware market. The pre survey awareness was 46%, which is the highest pre-awareness in the last 6 years. Forecasting market awareness is difficult, so in the future, we may revamp how we measure campaign success through new methodologies.		
Percent of respondents who took specific action related to planning a vacation to Arizona after seeing AOT advertising in selected target markets	27	22	22
Number of visitors to AOT's consumer web sites for Arizona travel planning information (in thousands)	1,724	1,810	1,901
Explanation:	We switched to Google Analytics for tracking of website visitation. We estimate a 5% increase year over year based on the previous year's numbers.		
Customer satisfaction rating for travel kits program (scale 1-5, 5=very satisfied)	4.6	4.5	4.5

TOA 2.2	<b>Subprogram Summary</b>
IN-STATE TOURISM PROMOTION (PROP 202)	
Sherry Henry, 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Increase the number of gross impressions (in millions)	716	702	702

- ◆ **Goal 2** To expand the reach and frequency for select markets.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Increase the number of gross impressions in select target markets/cities (in millions)	37	67	67
Explanation:	We have maintained a presence in key target markets, but larger budget cuts have forced the reduction of overall reach and frequency, so gross impressions declined more than we anticipated. However, we are still able to reach strategic market segments though to a lesser degree.		

TOA 2.3	<b>Subprogram Summary</b>
MARICOPA COUNTY TOURISM PROMOTION	
Sherry Henry, 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,451.0	5,934.0	5,934.0
Program Total	5,451.0	5,934.0	5,934.0
FTE Positions	0.0	0.0	0.0

◆ **Goal 1** To distribute Proposition 302 money in a timely manner

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average number of days from Treasurer's Office notification to disbursement of funds	3	3	3



DTA 0.0

**Agency Summary**

DEPARTMENT OF TRANSPORTATION

John Halikowski, 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:

Since July 1974, the Arizona Department of Transportation (ADOT) has been the state agency responsible for planning, constructing and maintaining Arizona's highway infrastructure for the efficient movement of people and products throughout the state. The transportation system, with over 18,000 travel lane miles, supports the state's economy and quality of life. The Department also provides financial assistance to public airports for improvement projects and operates and maintains the Grand Canyon National Park Airport.

ADOT works with various customers and stakeholders to identify significant transportation issues in Arizona and improve existing systems. The Arizona Long-Range Transportation Plan, MoveAZ, builds on numerous studies involving state, regional and local plans to address transportation challenges that Arizona will face over the next 20 years. The Five-Year Transportation Facilities Construction Program is critical to the delivery of major state transportation projects by assisting decision-makers in prioritizing projects and allocating funds accordingly.

The Motor Vehicle Division (MVD) is responsible for motor vehicle title and registration, aircraft registration, issuance of driver credentials, E-Government (ServiceArizona) and collection and disbursement of fuel taxes and other revenues. The division is also charged with ensuring that commercial vehicles adhere to size, weight and safety laws.

#### Agency Summary:

(\$ Thousands)			
Program	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ ADMINISTRATION	52,112.0	52,960.0	52,960.0
➤ INTERMODAL TRANSPORTATION	2,880,368.0	3,136,975.0	3,141,006.0
➤ MOTOR VEHICLE	108,239.0	113,005.0	113,005.0
➤ AERONAUTICS	20,616.0	24,288.0	24,288.0
<b>Agency Total:</b>	<b>3,061,335.0</b>	<b>3,327,228.0</b>	<b>3,331,259.0</b>

Funding and FTE Summary: (Thousands)			
	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	70.0	63.0	63.0
Other Appropriated Funds	396,191.0	436,840.0	440,871.0
Other Non Appropriated Funds	2,665,074.0	2,890,325.0	2,890,325.0
<b>Program Total</b>	<b>3,061,335.0</b>	<b>3,327,228.0</b>	<b>3,331,259.0</b>
FTE Positions	4,816.0	4,616.0	4,616.0

#### Strategic Issues:

##### Issue 1 Congestion Management

ADOT must deploy the best mix of multimodal strategies to manage congestion and growth. 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, reducing congestion to the greatest extent possible.

##### Issue 2 Environmental Stewardship

ADOT must deploy the best environmental management techniques into its business practices to ensure protection of both human and natural environments.

##### Issue 3 Highway Safety

ADOT strives to reduce injuries and fatalities through investment in maintaining existing infrastructure and responding timely to emergency situations. The Motor Vehicle Division plays a role in safety by addressing driver behaviors such as reckless driving and drug and alcohol impairment.

##### Issue 4 Customer Service

ADOT maintains a strong customer service focus on both internal and external customers with an ongoing mission to provide effective and timely services. This requires a mix of strategies involving staff, sophisticated management techniques and alternative service delivery methods that employ enhanced technology, including e-government.

##### Issue 5 Technology

The agency is seeking strategies to replace an aging mainframe, legacy systems and processes. ADOT strives to effectively utilize the burgeoning amount of information for making transportation decisions and use technology for congestion mitigation and safety elements. Technology can also be enhanced to provide on-line and other e-government services to its customer service activities.

DTA 1.0

**Program Summary**

ADMINISTRATION

John Halikowski, 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.

#### This Program Contains the following Subprograms:

- ▶ Director's Office / Transportation Board
- ▶ Transportation Support Services
- ▶ Arizona Highways Magazine

Funding and FTE Summary: (Thousands)			
	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	43,387.0	44,280.0	44,280.0
Other Non Appropriated Funds	8,725.0	8,680.0	8,680.0
<b>Program Total</b>	<b>52,112.0</b>	<b>52,960.0</b>	<b>52,960.0</b>
FTE Positions	435.0	435.0	435.0



DTA 1.1

Subprogram Summary

DIRECTOR'S OFFICE / TRANSPORTATION BOARD

John Bogert, Chief of Operations

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	770.0	786.0	786.0
Other Non Appropriated Funds	44.0	44.0	44.0
Program Total	814.0	830.0	830.0
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Highway User Revenue Fund revenue forecast range (percent)	-10.0	+2.0/-1.0	+2.0/-1.0
Regional Area Revolving Fund revenue forecast range (percent)	-13.7	+2.0/-1.0	+2.0/-1.0

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Administrative expenses as percentage of operating budget	5.0	5.0	5.0

◆ **Goal 2** To develop a high performing and successful workforce.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Agency turnover rate (percentage)	7.0	14.0	14.0

DTA 1.2

Subprogram Summary

TRANSPORTATION SUPPORT SERVICES

John Bogert, Chief of Operations

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	42,617.0	43,494.0	43,494.0
Other Non Appropriated Funds	2,960.0	2,960.0	2,960.0
Program Total	45,577.0	46,454.0	46,454.0
FTE Positions	406.0	406.0	406.0

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 163,000 and includes subscribers from every state and 110 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	5,721.0	5,676.0	5,676.0
Program Total	5,721.0	5,676.0	5,676.0
FTE Positions	23.0	23.0	23.0

◆ <b>Goal 1</b>	To remain financially self-sufficient		
Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average paid subscriptions	141,0000	121,000	106,000

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 design, 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

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	70.0	63.0	63.0
Other Appropriated Funds	249,646.0	285,541.0	289,572.0
Other Non Appropriated Funds	2,630,652.0	2,851,371.0	2,851,371.0
<b>Program Total</b>	<b>2,880,368.0</b>	<b>3,136,975.0</b>	<b>3,141,006.0</b>
<b>FTE Positions</b>	<b>2,587.0</b>	<b>2,485.0</b>	<b>2,485.0</b>

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 executive 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	68,489.0	71,247.0	71,247.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>68,489.0</b>	<b>71,247.0</b>	<b>71,247.0</b>
<b>FTE Positions</b>	<b>707.0</b>	<b>636.0</b>	<b>636.0</b>

- ◆ **Goal 1** To increase the quality, timeliness and cost effectiveness of our products and services.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of dollars awarded vs. planned	100	100	100

- ◆ **Goal 2** To optimize the use of all resources.

- ◆ **Goal 3** 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 under the maintenance budget. This 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 28,000 maintenance travel lane miles of roadway. This Maintenance subprogram includes the highway system's operations components.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	113,566.0	133,165.0	137,196.0
Other Non Appropriated Funds	236.0	236.0	236.0
<b>Program Total</b>	<b>113,802.0</b>	<b>133,401.0</b>	<b>137,432.0</b>
<b>FTE Positions</b>	<b>932.0</b>	<b>932.0</b>	<b>932.0</b>

- ◆ **Goal 1** To improve the movement of people and products throughout Arizona.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total maintenance lane miles (calendar year basis)	28,377	28,736	28,879

- ◆ **Goal 2** To increase the quality, timeliness and cost effectiveness of our products and services.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total state system <171. Note: Measurements are on calendar year (CY) basis.	95	95	95

- ◆ **Goal 3** To optimize the use of all resources.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Response time to emergency	25	20	40

(outside Phoenix Metro) in minutes

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Response time to the scene Urban (Phoenix Dist) in minutes	32	35	38

## 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 the statewide annual construction program of over \$850 million.

Funding and FTE Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	41,297.0	48,058.0	48,058.0
Other Non Appropriated Funds	2,630,416.0	2,846,627.0	2,846,627.0
<b>Program Total</b>	<b>2,671,713.0</b>	<b>2,894,685.0</b>	<b>2,894,685.0</b>
<b>FTE Positions</b>	<b>655.0</b>	<b>624.0</b>	<b>624.0</b>

- ◆ **Goal 1** To improve the movement of people and products throughout Arizona.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total lane (travel) miles (calendar year basis)	18,907	19,180	19,268

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of highway construction projects completed on schedule	96.3	97	97.5

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Travel lane miles open Note: this measure is on a calendar year basis	1,130	1,204	1,280

- ◆ **Goal 2** To increase the quality, timeliness and cost effectiveness of our products and services.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent difference of final contract cost from original bid	5.44	10	10

- ◆ **Goal 3** To optimize the use of all resources.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Construction engineering rate (percentage) for Phoenix District	5.8	9.0	9.0

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Construction engineering rate (Percent) for non-Phoenix Dist	8.9	15	15

## DTA 2.4 Subprogram Summary

### INTERMODAL TRANSPORTATION PLANNING

Jennifer Toth, Director

Phone: (602) 712-6790

A.R.S. § 28-104

#### Mission:

*To provide the highest quality multimodal transportation research, plans, and programs for Arizona.*

#### Description:

The Multimodal Planning Division (MPD) works with its customers and stakeholders in a collaborative effort to develop and implement statewide transportation policy and facilitate multimodal, performance-based transportation planning and programming efforts at the state, regional and local level. MPD 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 supporting strategies and best practices needed to preserve and expand the state's transportation system for all modes.

The Division staff is organized into the following organizational units: Financial and Administrative Support, Data Management and Analysis, Transportation Planning and Programming, Community Grant Services, Aeronautics and the Arizona Transportation Research Center (ATRC). Responsibilities include administration of state and federal regulations, long-range multimodal statewide planning, development of asset infrastructure investment strategies, air quality mandates, statewide travel demand modeling, Geographic Information Systems, Highway Performance Management Systems, public transportation programs, delivery of technical research supporting organizational innovation and statewide airport development. Stakeholders include individuals, public and private entities, local and tribal governments, regional planning organizations and other interest groups.

CGS performs its designated role in State Safety Oversight (SSO) for light rail programs throughout the state. CGS also managed program direction for Arizona Rides, under Governor's Executive order which sunset in November 2008.

Funding and FTE Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	70.0	63.0	63.0
Other Appropriated Funds	2,616.0	3,249.0	3,249.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,686.0</b>	<b>3,312.0</b>	<b>3,312.0</b>
<b>FTE Positions</b>	<b>46.0</b>	<b>46.0</b>	<b>46.0</b>

- ◆ **Goal 1** To implement the long range transportation plan.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of projects programmed into 5-year Program from MoveAZ	75	45	50

- ◆ **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.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of available funds allocated	99	99	99

- ◆ **Goal 5** To increase ridership level of rural transit
- ◆ **Goal 6** To establish and provide training opportunities to sub-recipients of four different FTA grant programs in rural Arizona by 10% each year.

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	23,678.0	29,822.0	29,822.0
Other Non Appropriated Funds	0.0	4,508.0	4,508.0
<b>Program Total</b>	<b>23,678.0</b>	<b>34,330.0</b>	<b>34,330.0</b>
<b>FTE Positions</b>	<b>247.0</b>	<b>247.0</b>	<b>247.0</b>

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, E-Government (ServiceArizona), transportation law compliance, and legislative support.

The Division also oversees the Competitive Government Partnership program for MVD functions and maintains collaborative partnerships with federal, state, and local agencies. It 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.

MVD is also charged with ensuring that commercial vehicles adhere to size, weight, and safety laws at the state's ports-of-entry, including the six southern border ports.

**This Program Contains the following Subprograms:**

- ▶ Motor Vehicle Support Services
- ▶ Customer Services
- ▶ Motor Vehicle Enforcement Services

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	100,888.0	105,129.0	105,129.0
Other Non Appropriated Funds	7,351.0	7,876.0	7,876.0
<b>Program Total</b>	<b>108,239.0</b>	<b>113,005.0</b>	<b>113,005.0</b>
<b>FTE Positions</b>	<b>1,761.0</b>	<b>1,663.0</b>	<b>1,663.0</b>

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 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). Hearings involve DUI-related offenses, driver license suspension and revocation actions, motor vehicle title and registration, and many other transportation related types of cases.

The Executive Services Group provides management support throughout the Division in the areas of strategic planning and budgeting, statistics, traffic records, procurement, facility planning and management, purchasing, warehouse supply and distribution, grant accounting and contracts.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	18,260.0	19,870.0	19,870.0
Other Non Appropriated Funds	117.0	117.0	117.0
<b>Program Total</b>	<b>18,377.0</b>	<b>19,987.0</b>	<b>19,987.0</b>
<b>FTE Positions</b>	<b>166.0</b>	<b>134.0</b>	<b>134.0</b>

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 61 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 website, 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 for private sector applicants.

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.

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	66,562.0	69,456.0	69,456.0
Other Non Appropriated Funds	5,033.0	6,143.0	6,143.0
<b>Program Total</b>	<b>71,595.0</b>	<b>75,599.0</b>	<b>75,599.0</b>
<b>FTE Positions</b>	<b>1,283.0</b>	<b>1,262.0</b>	<b>1,262.0</b>

◆ **Goal 1** To improve customer service.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of all vehicle registration renewals completed through alternate methods	78.9	79.8	79.8
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average Level II telephone wait time (minutes)	23.4	15.2	15.2
Explanation:	JLBC mandates 15.2 but a more realistic estimate for FY10-11 is 23.4.		
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total number of third party transactions	3,545,272	3,562,427	3,598,052
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average customer wait time (ticket to counter) in field offices	15.3	12.5	12.5
Explanation:	JLBC mandate is 12.5 but a more realistic estimate is an overall customer visit time of 35.5 minutes.		
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of office customers rating service as good or excellent	87	83	83

◆ **Goal 2** To increase the use of electronic service delivery.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total Internet transactions and activities (in thousands)	7,953	7,925	8,178
Average monthly number of Internet transactions	662,774	660,498	681,479

◆ **Goal 3** To promote the efficient generation, collection, and management of revenues to meet public needs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Hours spent in enforcement activities	3,108	3,100	3,100
Explanation:	This was a new measure for FY09.		



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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	16,066.0	15,803.0	15,803.0
Other Non Appropriated Funds	2,201.0	1,616.0	1,616.0
<b>Program Total</b>	<b>18,267.0</b>	<b>17,419.0</b>	<b>17,419.0</b>
<b>FTE Positions</b>	<b>312.0</b>	<b>267.0</b>	<b>267.0</b>

- ◆ **Goal 1** To promote public safety and protection through regulation, licensing, and the administration of transportation laws.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of commercial vehicles processed through Mobile Enforcement Units (MEUs)	55,032	41,274	27,241

- ◆ **Goal 2** To promote the efficient generation, collection and management of revenues to meet the public needs.

DTA 4.0 **Program Summary**  
**AERONAUTICS**  
 Jennifer Toth, Division Director  
 Phone: (602) 712-6790  
 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	2,270.0	1,890.0	1,890.0
Other Non Appropriated Funds	18,346.0	22,398.0	22,398.0
<b>Program Total</b>	<b>20,616.0</b>	<b>24,288.0</b>	<b>24,288.0</b>
<b>FTE Positions</b>	<b>33.0</b>	<b>33.0</b>	<b>33.0</b>

- ◆ **Goal 1** To increase the quality, timeliness and cost effectiveness of our aviation services.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Actual revenue as a percent of projected revenue	86	95	95

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent projects completed on schedule	95	95	95

- ◆ **Goal 2** To maintain airport infrastructure leading to the improved movement of people and products throughout Arizona.



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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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	20,689.0	3,608.0	3,608.0
Other Appropriated Funds	0.0	88.0	-481.0
Other Non Appropriated Funds	0.0	0.0	0.0
Program Total	20,689.0	3,696.0	3,127.0
FTE Positions	34.0	31.0	31.0

#### Strategic Issues:

##### Issue 1 State Treasurer

The State Treasurer serves as the Chief Financial Officer for the State of Arizona, overseeing approximately \$10 billion in assets under management. He is responsible for the prudent custody and management of those dollars. The Treasurer is a trustee of 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Customer satisfaction rating for State Agency depositors (scale 1-8).	7.19	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 2009 Actual	FY 2010 Estimate	FY 2011 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).	7.29	7.10	7.10

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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 2009 Actual	FY 2010 Estimate	FY 2011 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.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of non-compliant trades.	0	5	5
Average days to correct non-compliant trades.	0	1	1

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**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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ GOVERNANCE	77,489.4	71,506.1	71,882.1
➤ STUDENT ASSISTANCE	33,865.2	33,549.6	39,589.1
<b>Agency Total:</b>	<b>111,354.6</b>	<b>105,055.7</b>	<b>111,471.2</b>

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	36,871.8	37,196.3	43,287.5
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	74,482.8	67,859.4	68,183.7
<b>Program Total</b>	<b>111,354.6</b>	<b>105,055.7</b>	<b>111,471.2</b>
<b>FTE Positions</b>	<b>58.2</b>	<b>57.2</b>	<b>57.2</b>

#### 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.

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**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.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	4,688.1	4,956.4	4,977.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	72,801.3	66,549.7	66,904.3
<b>Program Total</b>	<b>77,489.4</b>	<b>71,506.1</b>	<b>71,882.1</b>
<b>FTE Positions</b>	<b>57.9</b>	<b>56.9</b>	<b>56.9</b>

- ◆ **Goal 1** To raise the educational attainment level of Arizona to national competitiveness by 2020.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Bachelor's degrees produced annually in the system.	19,891	20,111	20,498
Number of Math, Science, Special Education Teacher (MSSE) Loan Forgiveness Program loans made.	116	88	104
Explanation:	2011 estimate depends on funding.		

- ◆ **Goal 2** To allocate and monitor Proposition 301 TRIF funds

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of projects funded	37	30	30
Performance measures monitored	270	247	246

- ◆ **Goal 3** To communicate with universities and their constituents and stakeholders on Board policies and initiatives.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of media/individual/group briefings conducted	154	175	175
Number of stakeholder briefings conducted	103	120	120

- ◆ **Goal 4** To perform Internal Audits of the universities.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Audits scheduled	4	5	5
Audits performed on universities	4	5	5
Specific audit recommendations reported to Board	2	5	5

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**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	32,183.7	32,239.9	38,309.7
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,681.5	1,309.7	1,279.4
<b>Program Total</b>	<b>33,865.2</b>	<b>33,549.6</b>	<b>39,589.1</b>
<b>FTE Positions</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>

- ◆ **Goal 1** To continue extending access to a university education by providing and administering various financial assistance programs.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total number of Western Interstate Commission for Higher Education awards	193	186	179
Number of first year Western Interstate Commission for Higher Education awards	63	41	46
Number of first year WICHE applications meeting eligibility requirements	210	214	196
Number of first year WICHE applications processed	221	227	225
Percent of recipients returning to practice in Arizona	72	72	73
Number of Improving Teacher Quality (ITQ) grants awarded (depend on funding)	7	5	6
Number of students awarded financial aid through the Arizona Financial Aid Trust	4,526	4,526	4,526

ASA 0.0

## 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 55,000 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ INSTRUCTION	661,016.6	688,601.9	815,619.4
➤ ACADEMIC SUPPORT	188,627.1	224,468.2	231,400.3
➤ ORGANIZED RESEARCH	316,416.7	362,943.5	355,352.3
➤ STUDENT SERVICES	206,923.3	190,399.0	210,188.3
➤ INSTITUTIONAL SUPPORT	41,753.0	51,486.4	52,027.0
<b>Agency Total:</b>	<b>1,414,736.7</b>	<b>1,517,899.0</b>	<b>1,664,587.3</b>

### Funding and FTE

Summary: (Thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	344,192.8	330,087.2	497,062.7
Other Appropriated Funds	254,243.1	316,565.2	295,920.9
Other Non Appropriated Funds	816,300.8	871,246.6	871,603.7
<b>Program Total</b>	<b>1,414,736.7</b>	<b>1,517,899.0</b>	<b>1,664,587.3</b>
<b>FTE Positions</b>	<b>11,127.7</b>	<b>10,446.7</b>	<b>11,455.6</b>

### Strategic Issues:

#### Issue 1 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. And 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.

#### Issue 2 How to expand research capabilities

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. 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. ASU continues to vigorously pursue long-term initiatives in such areas as biodesign, nanotechnology, and sustainable systems. To support these initiatives, ASU will need continued funding to build new research facilities that will alleviate much of the current deficiency for research space and to accelerate research efforts that address diversification in the Arizona economy and workforce. 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.

#### 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, but continues to fall below most of its peers in average faculty salaries. ASU has also 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, a symptom of salaries that are not competitive with the local market.

#### Issue 4 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. In addition, ASU is enhancing learning environments that facilitate learner-centered delivery with improved utilization policies and room upgrades that incorporate new instructional technologies and flexible room formats. Adequate enrollment funding will provide the basic resources needed to accommodate the increased student population, enable ASU to hire the faculty necessary to meet the increased schedule demands from the larger student body, and 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 5 How to increase participation in postsecondary education and ultimately increase baccalaureate degree production

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 increasing need for financial aid and improve affordability for a greater number of students. 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. Continued investment will be necessary to provide the infrastructure for the enrollment growth envisioned at each of the campuses.

**ASA 1.0** **Program Summary**  
**INSTRUCTION**

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	160,998.6	148,222.5	300,248.7
Other Appropriated Funds	243,335.1	304,906.2	295,920.9
Other Non Appropriated Funds	256,682.9	235,473.2	219,449.8
<b>Program Total</b>	<b>661,016.6</b>	<b>688,601.9</b>	<b>815,619.4</b>
<b>FTE Positions</b>	<b>6,717.2</b>	<b>6,750.3</b>	<b>7,981.4</b>

◆ **Goal 1** To improve the quality of undergraduate education.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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	92	92	93
Percent of graduating seniors who rate their overall university experience as good or excellent	93	94	95
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	76	76	76
Number of Bachelors degrees granted	8,887	9,313	9,759

◆ **Goal 2** To enhance the number and diversity of the most highly qualified students entering Arizona State University and the Barrett Honors College.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Honors undergraduate headcount students	2,989	3,264	3,300
BHC degree recipients (i.e., with honors)	406	440	480
Courses offered for honors credit	2,386	2,480	2,580

◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of tutorials conducted by the Writing Center	6,217	6,465	6,723
Number of subject-area tutorials conducted by University Academic Success Programs	39,542	47,042	50,000
Number of participants in Summer Bridge for incoming freshmen to enhance transition	225	300	350
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	4,045	4,150	4,200
Number of degree program course audits run by students and staff	830,941	914,035	1,005,438
Number of eAdvisor tracking audits run by students and staff	720,101	792,111	871,322
Major and Career Exploration (UNI and ASU 101) course sections for exploratory students	335	246	250
110 Critical Reading and Thinking course sections to Support academic skill development and improve success in critical courses	25	30	40

◆ **Goal 4** To provide enriched educational opportunities to students by expanding accessibility and delivery of courses.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Summer sessions headcount students	21,920	22,500	23,000
Winter session enrollments	4,111	4,305	4,520
Total online course registrations (duplicated enrollments)	40,238	40,238	42,249
Online course sections offered during the fall semester	919	919	919

◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Students enrolled in interdisciplinary degree programs	808	850	900
Masters degrees granted	2,940	3,063	3,192
Doctorate degrees granted	564	626	695
First professional degrees granted	179	183	188
Minority graduate enrollment as percentage of total enrollment	17.7	18.5	19.0

**ASA 2.0** **Program Summary**  
**ACADEMIC 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:**

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.



<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	16,681.9	16,126.4	16,877.4
Other Appropriated Funds	0.0	751.0	0.0
Other Non Appropriated Funds	171,945.2	207,590.8	214,522.9
<b>Program Total</b>	<b>188,627.1</b>	<b>224,468.2</b>	<b>231,400.3</b>
<b>FTE Positions</b>	<b>1,562.3</b>	<b>1,154.2</b>	<b>1,189.8</b>

- ◆ **Goal 1** To maintain the number of books and periodical subscriptions owned by the university libraries, and increase access to these items.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Periodical subscriptions	34,711	35,000	36,000
Virtual/remote reference transactions	9,271	9,400	9,600
Visits to Libraries web site	4,415,835	5,299,002	6,358,802
Visits to Library's catalog	384,000	460,800	552,960

- ◆ **Goal 2** To increase attendance at university art museums and provide quality art exhibitions to the public and for scholarly and educational purposes.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Annual attendance at university art collections	153,000	150,000	150,000
Explanation:	FY2009 begin tracking visits to traveling artwork exhibitions		
Lecturers and special events	350	350	350

- ◆ **Goal 3** To employ, provide, and maintain sufficient reliable microcomputer, network, and server resources to support the academic needs of the University.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
E-mail computer accounts	290,000	320,000	400,000
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)	4,930	5,177	5,436

ASA 3.0

### Program Summary

#### ORGANIZED RESEARCH

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	27,646.9	26,910.3	28,412.4
Other Appropriated Funds	1,502.1	1,502.1	0.0
Other Non Appropriated Funds	287,267.7	334,531.1	326,939.9
<b>Program Total</b>	<b>316,416.7</b>	<b>362,943.5</b>	<b>355,352.3</b>
<b>FTE Positions</b>	<b>1,127.2</b>	<b>1,019.1</b>	<b>915.6</b>

- ◆ **Goal 1** To maintain and enhance the University's status as a major research institution.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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Number of proposals submitted	2,398	2,542	2,694
Dollar value of proposals submitted (in millions)	1,296	1,684	1,768
External dollars received for research and creative activity (in millions of dollars)	221	238	256
Dollar value of expenditures (in millions)	211	223	236
Percentage of faculty and academic professionals receiving extramural support for research and creative activity	53	53	53

- ◆ **Goal 2** To continue and improve University efforts to provide opportunities for undergraduate and graduate students to participate in research and creative activity.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Undergraduate students supported by sponsored funds	1,456	1,543	1,636
Graduate students supported by sponsored funds	1,722	1,825	1,935

ASA 4.0

### Program Summary

#### STUDENT SERVICES

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	138,038.7	138,013.4	150,709.6
Other Appropriated Funds	9,405.9	9,405.9	0.0
Other Non Appropriated Funds	59,478.7	42,979.7	59,478.7
<b>Program Total</b>	<b>206,923.3</b>	<b>190,399.0</b>	<b>210,188.3</b>
<b>FTE Positions</b>	<b>1,376.9</b>	<b>1,341.4</b>	<b>1,186.5</b>

- ◆ **Goal 1** To promote the emotional and physical well-being of students by providing quality health care services.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Students receiving health care at the Campus Health Service	45,928	46,000	47,000
Disabled students served	1,504	1,550	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Registered campus clubs and organizations	657	675	700



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	47,827	50,218	51,724
Organizations recruiting on campus	1,822	1,458	1,750

- ◆ **Goal 3** To provide services that enhance the likelihood of students' academic success.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Students participating in orientation	8,590	9,100	9,300
Students participating in the Freshman Year Experience (FYE)	7,713	7,713	7,713
Students assisted by the Learning Resources Center programs and services	8,051	4,900	4,900

- ◆ **Goal 4** To make student financial assistance readily available for eligible students based on need, merit, or other determining factors.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Students receiving financial assistance	48,900	50,000	50,000
Dollar volume for all financial assistance programs (dollars in thousands)	519,000	540,000	570,000

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average GPA of student athletes (4.0 highest)	2.91	2.98	2.98
Percent of student athletes graduating in six years	69	72	75

ASA 5.0

### Program Summary

#### INSTITUTIONAL SUPPORT

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	826.7	814.6	814.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	40,926.3	50,671.8	51,212.4
<b>Program Total</b>	<b>41,753.0</b>	<b>51,486.4</b>	<b>52,027.0</b>
FTE Positions	344.1	181.7	182.3

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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Accounting documents processed (in thousands)	1,580	1,600	1,650
Administration as a percentage of total cost	1.53	1.48	1.20
Participants in human resources training programs	2,164	2,750	3,000
Job applications processed	44,525	67,000	76,000
Positions filled	686	1,250	1,500
Percent of agency staff turnover (classified staff only)	15.9	17.5	17.3

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Maintenance work order man-hours on buildings/ tunnels/structures	210,776	215,000	231,854
Number of faculty, staff, and students participating in fire and safety training classes	5,344	6,500	7,500
Annual Parking Permit Sales to students and staff	20,010	19,000	19,000
Community-based police assignments	271	280	285

- ◆ **Goal 3** To maintain support for all telecommunications systems throughout the University.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Centrally supported Ethernet connections	63,285	64,800	64,000
Internet bandwidth (mbps)	700	948	1,100
Wireless hours (in millions)	24.3	25.1	26.2

ASA 6.0

### Program Summary

#### PUBLIC SERVICE

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.

- ◆ **Goal 1** To provide quality educational and informative television programs and improve services provided to the community, especially in rural areas.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Persons viewing KAET-TV on a weekly basis (in thousands)	1,418	1,560	1,638
Teachers served through educational support programming	61,966	64,871	65,064
Students served through educational support programming	1,177,354	1,237,786	1,236,216

- ◆ **Goal 2** To continue to stage excellent cultural and other nonathletic special events for various diverse constituents.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Persons attending University sponsored cultural events (in thousands)	512	550	495
Special events coordinated	120	120	120

- ◆ **Goal 3** To obtain private and corporate funds to provide the margin

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of excellence for the University in the 21st Century.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Endowed chairs and professorships	112	114	116

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ INSTRUCTION	52,273.4	53,664.2	70,947.1
➤ ACADEMIC SUPPORT	22,911.0	27,359.3	29,655.6
<b>Agency Total:</b>	<b>75,184.4</b>	<b>81,023.5</b>	<b>100,602.7</b>

### Funding and FTE

Summary: (Thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	26,472.0	25,388.8	45,522.0
Other Appropriated Funds	29,037.1	31,612.3	29,698.7
Other Non Appropriated Funds	19,675.3	24,022.4	25,382.0
<b>Program Total</b>	<b>75,184.4</b>	<b>81,023.5</b>	<b>100,602.7</b>
<b>FTE Positions</b>	<b>773.2</b>	<b>678.3</b>	<b>885.1</b>

### Strategic Issues:

#### Issue 1 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. And 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.

#### Issue 2 How to expand research capabilities

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. 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. ASU continues to vigorously pursue long-term initiatives in such areas as biodesign, nanotechnology, and sustainable systems. To support these initiatives, ASU will need continued funding to build new research facilities that will alleviate much of the current deficiency for research space and to accelerate research efforts that address diversification in the Arizona economy and workforce. 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.

#### 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, but continues to fall below most of its peers in average faculty salaries. ASU has also 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, a symptom of salaries that are not competitive with the local market.

#### Issue 4 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. In addition, ASU is enhancing learning environments that facilitate learner-centered delivery with improved utilization policies and room upgrades that incorporate new instructional technologies and flexible room formats. Adequate enrollment funding will provide the basic resources needed to accommodate the increased student population, enable ASU to hire the faculty necessary to meet the increased schedule demands from the larger student body, and 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 5** *How to increase participation in postsecondary education and ultimately increase baccalaureate degree production*

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 increasing need for financial aid and improve affordability for a greater number of students. 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. Continued investment will be necessary to provide the infrastructure for the enrollment growth envisioned at each of the campuses.

#### **AXA 1.0** **Program Summary** INSTRUCTION

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	12,625.5	11,679.8	29,978.0
Other Appropriated Funds	26,869.4	27,988.2	27,123.5
Other Non Appropriated Funds	12,778.5	13,996.2	13,845.6
<b>Program Total</b>	<b>52,273.4</b>	<b>53,664.2</b>	<b>70,947.1</b>
<b>FTE Positions</b>	<b>596.3</b>	<b>532.9</b>	<b>728.3</b>

#### ◆ **Goal 1** To improve undergraduate and graduate education.

#### **Performance Measures**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of graduating students who rate their overall experience at ASU Polytechnic as good or excellent	95	96	96
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	1,044	1,118	1,199
Number of Bachelors degrees granted	842	893	948
Number of Masters degrees granted	198	220	245
Average number of years taken to graduate for student who began as freshmen	5.0	4.9	4.9
Fall semester enrollment (headcount)	9,614	9,100	9,300

#### ◆ **Goal 2** To provide support services and courses that assist students in achieving academic success.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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<b>Performance Measures</b>	<b>Actual</b>	<b>Estimate</b>	<b>Estimate</b>
Percent of graduating students who 'have done' or 'plan to do' a practicum, internship, co-op experience, or clinical assignment	61	70	70
Number of subject area tutorials offered by University Academic Success Programs	4,788	4,350	4,500

#### **AXA 2.0**

#### **Program Summary**

#### ACADEMIC 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:**

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	13,846.5	13,709.0	15,544.0
Other Appropriated Funds	2,167.7	3,624.1	2,575.2
Other Non Appropriated Funds	6,896.8	10,026.2	11,536.4
<b>Program Total</b>	<b>22,911.0</b>	<b>27,359.3</b>	<b>29,655.6</b>
<b>FTE Positions</b>	<b>176.9</b>	<b>145.4</b>	<b>156.8</b>

#### ◆ **Goal 1** To provide Library Services as an integral and essential component in the academic success of students and faculty.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Library gate count	309,309	359,000	409,986
Workstations available for public use in library facilities	44	44	48
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Computer workstations available for use by students	2,675	2,695	2,695
Percent of campus desktops connected to the fiber optic backbone	100	100	100

#### **AXA 3.0**

#### **Program Summary**

#### STUDENT SERVICES

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 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.

- ◆ **Goal 1** To promote the emotional and physical well-being of students by providing quality health care services.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Students receiving health care at the Student Health Center (provider/nurse visits)	1,942	2,000	2,100

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Events and activities held for students each year	652	680	725
Registered campus clubs and organizations	44	47	50
Organizations recruiting on campus	58	53	60

- ◆ **Goal 3** To provide services that enhance the likelihood of students' academic success.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Students participating in student advisement/registration workshops	326	375	425
Students receiving financial aid services	9,203	9,660	9,800
Number of students participating in Freshman Year Experience (FYE)	210	250	300
Housing			

AXA 4.0

**Program Summary**

**ORGANIZED RESEARCH**

Melinda Gebel, Director  
Phone: (480) 965-2318  
A.R.S. § 15-1601

**Mission:**

*To foster pre-eminent scholarship and creative activity that serves 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 an external agency, as with federal grants and contracts.

- ◆ **Goal 1** To provide support mechanisms for ASU Polytechnic researchers in an effort to increase research and sponsored project activities.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of proposals submitted	149	158	167
Dollar value of proposals submitted (in millions)	27.2	35.4	37.2
Dollar value of awards received	10.3	11.1	12.0
Dollar value of expenditures (in millions)	8.3	8.8	9.3

AXA 5.0

**Program Summary**

**INSTITUTIONAL 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.*

**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.

- ◆ **Goal 1** To provide comprehensive administrative and human resource services to the campus community.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Job applications processed	1,162	1,325	1,450
Positions filled	26	35	37
Percent of agency staff turnover (classified staff only)	13.1	15.4	13.7
Administration as a percentage of total cost	1.78	1.97	1.54

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Crime reports	249	271	295
Calls for service	3,861	3,986	4,095



AWA 0.0

**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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ INSTRUCTION	60,978.5	64,556.2	75,650.0
➤ ACADEMIC SUPPORT	8,685.9	13,526.7	13,758.1
➤ STUDENT SERVICES	21,140.2	27,980.1	29,843.5
➤ INSTITUTIONAL SUPPORT	924.8	1,658.3	1,755.1
<b>Agency Total:</b>	<b>91,729.4</b>	<b>107,721.3</b>	<b>121,006.7</b>

**Funding and FTE**

Summary: (Thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	46,259.2	44,438.8	58,563.4
Other Appropriated Funds	27,313.7	29,907.4	27,532.1
Other Non Appropriated Funds	18,156.5	33,375.1	34,911.2
<b>Program Total</b>	<b>91,729.4</b>	<b>107,721.3</b>	<b>121,006.7</b>
<b>FTE Positions</b>	<b>1,048.9</b>	<b>918.2</b>	<b>1,047.2</b>

**Strategic Issues:****Issue 1 How to increase participation in postsecondary education and ultimately increase baccalaureate degree production**

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 increasing need for financial aid and improve affordability for a greater number of students. 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. Continued investment will be necessary to provide the infrastructure for the enrollment growth envisioned at each of the campuses.

**Issue 2 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. In addition, ASU is enhancing learning environments that facilitate learner-centered delivery with improved utilization policies and room upgrades that incorporate new instructional technologies and flexible room formats. Adequate enrollment funding will provide the basic resources needed to accommodate the increased student population, enable ASU to hire the faculty necessary to meet the increased schedule demands from the larger student body, and 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 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, but continues to fall below most of its peers in average faculty salaries. ASU has also 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, a symptom of salaries that are not competitive with the local market.

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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. 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. ASU continues to vigorously pursue long-term initiatives in such areas as biodesign, nanotechnology, and sustainable systems. To support these initiatives, ASU will need continued funding to build new research facilities that will alleviate much of the current deficiency for research space and to accelerate research efforts that address diversification in the Arizona economy and workforce. 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.

**Issue 5 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. And 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.

#### AWA 1.0 Program Summary

##### INSTRUCTION

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	23,609.4	19,926.7	33,687.4
Other Appropriated Funds	25,260.6	27,854.3	25,479.0
Other Non Appropriated Funds	12,108.5	16,775.2	16,483.6
<b>Program Total</b>	<b>60,978.5</b>	<b>64,556.2</b>	<b>75,650.0</b>
<b>FTE Positions</b>	<b>743.9</b>	<b>629.2</b>	<b>750.9</b>

#### AWA 2.0 Program Summary

##### ACADEMIC 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:

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	7,175.4	7,983.3	7,983.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	1,510.5	5,543.4	5,774.8
<b>Program Total</b>	<b>8,685.9</b>	<b>13,526.7</b>	<b>13,758.1</b>
<b>FTE Positions</b>	<b>96.3</b>	<b>98.8</b>	<b>98.8</b>

- ◆ **Goal 1** To develop a cohesive integrated tiered reference/research support service.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Library volumes	374,041	379,500	384,000
Items checked out including renewals	120,464	122,000	123,000
Items borrowed from other ASU libraries	6,255	6,300	6,400
Items borrowed from libraries outside ASU	3,008	3,010	3,020

- ◆ **Goal 2** To improve technology equipment access, training, and support for students.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Ethernet connections available for students	9,492	11,800	11,800
Number of mediated classrooms (instructor mediated)	485	500	515
Number of student mediated classrooms (PC/Mac on desktop)	53	53	53

#### AWA 3.0

#### Program Summary

##### STUDENT 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.*

#### 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	15,474.4	16,528.8	16,892.7
Other Appropriated Funds	2,053.1	2,053.1	2,053.1
Other Non Appropriated Funds	3,612.7	9,398.2	10,897.7
<b>Program Total</b>	<b>21,140.2</b>	<b>27,980.1</b>	<b>29,843.5</b>
<b>FTE Positions</b>	<b>198.8</b>	<b>182.0</b>	<b>188.5</b>

- ◆ **Goal 1** To promote the emotional and physical well-being of students by providing quality health care services.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Students receiving health care on campus	2,547	2,802	3,082
Disabled students served	253	285	300

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Registered campus clubs and	53	45	50

organizations			
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	2,940	3,200	3,500
Organizations recruiting on campus	159	100	100

- ◆ **Goal 3** To make student financial assistance readily available for need-based and other targeted populations.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Scholarships (in thousands of dollars)	13,392	14,564	15,477
Grants (in thousands of dollars)	16,847	17,353	17,873
Loans (in thousands of dollars)	50,109	51,612	53,161
Employment (in thousands of dollars)	2,966	3,055	3,147

AWA 4.0	<b>Program Summary</b>
	INSTITUTIONAL 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.*

**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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	924.8	1,658.3	1,755.1
<b>Program Total</b>	<b>924.8</b>	<b>1,658.3</b>	<b>1,755.1</b>
<b>FTE Positions</b>	<b>9.9</b>	<b>8.2</b>	<b>9.0</b>

- ◆ **Goal 1** To provide comprehensive administrative and human resource services to the campus community.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Participants in human resource training	225	230	250
Job applications processed	1,736	3,250	3,350
Positions filled	50	70	85
Percent of agency staff turnover (classified staff only)	7.6	11.3	8.4
Administration as a percent of total cost	1.76	2.38	2.15

- ◆ **Goal 2** To provide a safe and secure environment that responds to the needs of students, faculty, and staff.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Crime reports	117	128	139
Calls for Service	944	972	1001

- ◆ **Goal 3** To improve technology equipment access, training, and support for staff.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total number of CRM cases	79,412	91,324	100,456
Default Performance Measure	91	92	92

AWA 5.0	<b>Program Summary</b>
	ORGANIZED RESEARCH
Melinda Gebel, Director	
Phone: (480) 965-2318	
A.R.S. § 15-1601	

**Mission:**

*To foster pre-eminent scholarship and creative activity that serves 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 an external agency, as with federal grants and contracts.

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of proposals submitted	52	55	58
Dollar value of proposals submitted (in thousands)	8,670	11,272	11,835
Dollar value of awards received (in millions)	750	806	867
Dollar value of expenditures (in thousands)	661	700	742

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 is a vibrant community committed to teaching as learning, research as innovation, and service as shared leadership.

Accredited by the North Central Association of Colleges and Schools, the university values and promotes an ethnically rich and diverse university community and graduates who are prepared to contribute to the social, economic, and environmental needs of a changing world. It inspires students to become active citizens, leaders, visionaries, and problem solvers with an understanding of global issues.

Northern Arizona University's beautiful 740 acre campus promotes sustainable practices including progressive recycling efforts, shuttle buses powered with biodiesel, and has completed the construction of three new energy-efficient buildings certified by the U.S. Green Building Council.

With a growing enrollment of 23,600 students from 48 states and 69 countries, Northern Arizona University reaches out to students regionally with satellite campuses and opportunities for distance learning. From its inception, NAU has implemented innovative and accountable teaching practices, including the effective use of technology. Kiplinger's Personal Finance magazine named Northern Arizona University one of the nation's best values in public colleges and the best value in the state.

#### Agency Summary:

	(\$ Thousands)		
Program	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ INSTRUCTION	21,151,800.0	25,584,900.0	29,615,200.0
➤ ORGANIZED RESEARCH	28,781,300.0	32,183,700.0	38,317,300.0
➤ STUDENT SERVICES	76,303,700.0	37,648,400.0	23,337,400.0
➤ ACADEMIC SUPPORT	35,566,700.0	39,314,200.0	48,064,100.0
➤ PUBLIC SERVICE	31,514,300.0	37,572,500.0	38,493,200.0
➤ INSTITUTIONAL SUPPORT	73,420,700.0	20,692,400.0	21,118,600.0
<b>Agency Total:</b>	<b>36,738,500.0</b>	<b>22,996,100.0</b>	<b>38,945,800.0</b>

#### Funding and FTE

Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	192,876,500.0	207,711,700.0	313,911,900.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	243,862,000.0	285,284,400.0	275,033,900.0
<b>Program Total</b>	<b>436,738,500.0</b>	<b>492,996,100.0</b>	<b>588,945,800.0</b>
FTE Positions	3,550.2	3,230.6	4,640.1

#### Strategic Issues:

##### Issue 1 Enrollment Growth Funding

Northern Arizona University is experiencing rapid enrollment growth for the past four consecutive years. The university has grown over 3,000 students or 15% percent from fall 2005 to fall 2009, and now totals over 23,500 students. 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 2009-10, Northern Arizona University received no support for the enrollment growth already experienced. The Governor, the Legislature and the citizens support increased access to educational opportunity and to increasing the economic productivity of the state. The university has responded to that need and has welcomed record enrollment classes, but without state support it may become impossible to continue to grow without large tuition increases.

##### Issue 2 ARIZONA SYSTEM HIGHER EDUCATION ARCHITECTURE: Achieving the Arizona Board of Regents 2020 Vision

The university has a multi-prong approach to advance the Vision 2020 agenda with a new system architecture. Support must be found to expand branch campuses at NAU-Yuma and NAU-Yavapai, joint admissions programs to all community colleges to guide students on the path toward baccalaureate degrees, and online, community campuses and workforce development programming.

##### Issue 3 The Economy, Arizona's State Budget, and University's Future

Northern Arizona University, being aware of the current economic conditions facing the state, requested a modest general fund increase for FY2011. Omitted from the FY 2011 Budget Request were critical issues that we will need help with in future years if the state is to succeed in expanding access, enrollment, and graduating students in areas vital to diversifying the State workforce.

These critical issues include:

- Restoring General Fund Support per Student: Federal stimulus funds will disappear in FY2012 and without restoration of general fund support universities will affect program quality and student success. Requests in FY2012-FY2015 will ask for help to restore funding to support increased faculty and support services for students.
- Competitive Faculty Salaries: Northern Arizona University significantly lags behind peer universities in faculty salaries. Requests in FY2012-FY2015 will ask your help to provide annual base appropriations for four years.
- Predictable Building Renewal: A funding formula which includes predictable building renewal is important to maintain the State's investments in facilities

NAA 1.0

**Program Summary**

INSTRUCTION

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:

Northern Arizona University, a doctoral, research-intensive university, serves more than 16,000 at its main campus in Flagstaff and at more than 36 sites across the state.

With its solid reputation as a university with all the features of a large institution but with a personal touch, NAU carefully balances teaching, scholarship and service with a faculty and staff dedicated to each student's success.

The emphasis is on undergraduate education, but you'll also find a wide range of graduate programs and research that extend to such national concerns as forest health and bioterrorism. NAU has carefully integrated on-campus education with educational opportunities online and at over 36 campuses and sites throughout Arizona, forming seamless avenues for students to earn degrees.

## This Program Contains the following Subprograms:

- ▶ Overall Instruction
- ▶ Flagstaff and Statewide Instruction
- ▶ Yuma Instruction

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	105,723,300.0	112,295,500.0	180,565,400.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	85,428,500.0	93,289,400.0	89,049,800.0
<b>Program Total</b>	<b>191,151,800.0</b>	<b>205,584,900.0</b>	<b>269,615,200.0</b>
<b>FTE Positions</b>	<b>1,618.4</b>	<b>1,539.8</b>	<b>2,295.3</b>

<b>NAA 1.1</b>	<b>Subprogram Summary</b>
	<b>OVERALL INSTRUCTION</b>
	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:

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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percentage of full-time, undergraduate students enrolled per semester in three or more primary courses with ranked faculty	80	81	81
Number of Bachelor degrees granted	3,277	3,300	3,350
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	4.6	4.5	4.5
Percentage first time full-time students graduating in 4 years or less.	30	31	31
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.	89	89	89
Percent of seniors who rate the quality of faculty instruction as good or excellent.	94	94	94

- ◆ **Goal 2** To provide access to educational opportunities for undergraduate and graduate students.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of undergraduate degree recipients in research-related or capstone experience	77	80	80
Explanation:	Self reported, not used in the past from the Senior Survey.		

Percent of seniors that report participating in any research or creative projects with faculty.	37	38	38
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- ◆ **Goal 3** To improve retention and timely graduation rates.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of students returning to second year (first time, full time freshmen).	72	72	72
Percent of students graduating (6-year for first time, full time freshmen.)	50	52	52
Percent of students graduating (5 year rate for lower-division, full-time transfer students.)	57	60	60
Percent of students graduating (4 year rate for upper division, full-time transfer students.)	70	71	71

- ◆ **Goal 4** To increase graduation rates

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Graduate degrees awarded at the master's level	1,719	1,725	1,725
Graduate degrees awarded at the doctoral level	56	55	56
Percent of master's degrees awarded to ethnic minority students	21	22	22
Percent of doctoral degrees awarded to ethnic minority students	21	21	21
Graduate degrees awarded-first professional category	47	48	48
Explanation:	Doctorate degrees awarded at the first-professional category (DPT degrees)		
Graduate degrees granted (Statewide and Online only)	1,345	1,350	1,350

<b>NAA 1.2</b>	<b>Subprogram Summary</b>
	<b>FLAGSTAFF AND STATEWIDE INSTRUCTION</b>
	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:

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	103,537,500.0	110,082,300.0	178,352,200.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	84,907,826.0	92,540,900.0	88,275,133.0
<b>Program Total</b>	<b>188,445,326.0</b>	<b>202,623,200.0</b>	<b>266,627,333.0</b>
<b>FTE Positions</b>	<b>1,592.6</b>	<b>1,512.2</b>	<b>2,267.6</b>

- ◆ **Goal 1** To provide access to educational opportunities for undergraduate and graduate students.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of students enrolling in study abroad programs	2	3	3
Increase the number of historically underrepresented ethnic students	3,724	3,775	3,775

Increase the number of International students	464	475	475
Increase the number of Native American students.	908	950	950
Total degrees and certificates granted.	5,484	5,490	5,490

#### NAA 1.3 Subprogram Summary

##### YUMA INSTRUCTION

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:

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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,185,800.0	2,213,200.0	2,213,200.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	520,674.0	748,500.0	774,667.0
<b>Program Total</b>	<b>2,706,474.0</b>	<b>2,961,700.0</b>	<b>2,987,867.0</b>
<b>FTE Positions</b>	<b>25.9</b>	<b>27.6</b>	<b>27.7</b>

- ◆ **Goal 1** To provide access to higher education learning experiences for Yuma Arizona students.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Arizona residents enrolled in undergraduate programs	489	500	500
Explanation: New Measure			
Bachelor degrees granted to Yuma students	135	135	140
Undergraduate degree programs offered	17	17	17
Graduate degree programs offered. (Previous count of 16 in FY08 is incorrect, should have been 8.)	8	8	8
Percent of students graduating (6-year for first time, full time freshmen.)	50	55	55
Explanation: New Measure			
Percent of students graduating (5 year rate for lower-division, full-time transfer students.)	77	80	80
Percent of students graduating (4 year rate for upper division, full-time transfer students.)	70	71	71
Explanation: New Measure			

- ◆ **Goal 2** To provide a rich learning environment with exposure to diverse populations and cultures for all Yuma students.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent Hispanic graduate students enrolled	40	42	42
Hispanic student degrees awarded at YUMA	101	100	100
Percent increase of new first time and new transfer applications at the YUMA campus	14	14	14

Percent of Hispanic statewide undergraduate students at the Yuma campus.	67	69	69
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NAA 2.0

#### Program Summary

##### ORGANIZED RESEARCH

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.*

#### Description:

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 Organized Research
- ▶ Flagstaff and Statewide Organized Research
- ▶ Yuma Organized Research

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	3,288,000.0	2,290,000.0	8,851,900.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	25,493,300.0	29,893,700.0	29,465,400.0
<b>Program Total</b>	<b>28,781,300.0</b>	<b>32,183,700.0</b>	<b>38,317,300.0</b>
<b>FTE Positions</b>	<b>333.6</b>	<b>203.2</b>	<b>257.9</b>

NAA 2.1

#### Subprogram Summary

##### OVERALL ORGANIZED RESEARCH

Pat Haeuser, Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

#### Mission:

*To strengthen economic development, and 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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Dollar amount of proposals in Millions submitted.	85.4	85	85



Dollar amount of proposals awarded in Millions.	43.4	43	43
Total state research expenditures	2,290,000	2,700,000	3,000,000
Number of invention disclosures transacted	17	10	10
TRIF Return on Investment	8.21	3.69	3.91

◆ **Goal 2** To increase the amount of external support for research.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
The federal, state and private investments leveraged by Proposition 301 Funds. (in millions)	15.6	10.1	10.9

NAA 2.2

**Subprogram Summary**

FLAGSTAFF AND STATEWIDE ORGANIZED RESEARCH

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.*

**Description:**

Northern Arizona University's research and creative activities result in new knowledge and innovation that  
-strengthens 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	3,288,000.0	2,290,000.0	8,851,900.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	25,493,300.0	29,893,700.0	29,465,400.0
<b>Program Total</b>	<b>28,781,300.0</b>	<b>32,183,700.0</b>	<b>38,317,300.0</b>
<b>FTE Positions</b>	<b>333.6</b>	<b>203.2</b>	<b>257.9</b>

◆ **Goal 1** To offer graduate programs contributing to research and innovation in Arizona

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Graduate students enrolled in Flagstaff's Master's level programs	1,590	1,700	1,700
Graduate students enrolled in Flagstaff's Doctoral level programs	394	400	400
Graduate degrees granted to Flagstaff students.	444	450	450

◆ **Goal 2** To offer graduate programs which meet needs for graduate level instruction, such as teacher education or advanced professional training.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Graduate students enrolled in statewide Master's level programs	5,842	6,000	6,000
Graduate students enrolled in statewide Doctoral level programs.	135	140	140

NAA 2.3

**Subprogram Summary**

YUMA ORGANIZED RESEARCH

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.*

**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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Yuma Graduate students enrolled in Master's level programs	334	375	375
Yuma Graduate students enrolled in Doctoral level programs	9	10	10

NAA 3.0

**Program Summary**

STUDENT SERVICES

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.*

**Description:**

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; Disability Resources; Native American Student Services; Orientation Transition and Retention Services; Registrar; Financial Aid; Admissions; Gateway Student Success Center; Multicultural Student Center; and Educational Support Programs.

**This Program Contains the following Subprograms:**

- ▶ Overall Student Services
- ▶ Flagstaff and Statewide Student Services
- ▶ Yuma Student Services

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	16,176,300.0	15,914,700.0	23,672,700.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	60,127,400.0	71,733,700.0	69,664,700.0
<b>Program Total</b>	<b>76,303,700.0</b>	<b>87,648,400.0</b>	<b>93,337,400.0</b>
<b>FTE Positions</b>	<b>430.2</b>	<b>427.0</b>	<b>573.8</b>



NAA 3.1 **Subprogram Summary**  
OVERALL STUDENT SERVICES  
Pat Haeuser, Vice President  
Phone: (928) 523-7777  
A.R.S. § 15-1601

**Mission:**  
*To recruit and retain students through graduation.*

**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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Undergraduate students admitted	19,913	20,000	20,000
Graduate students admitted	5,941	6,000	6,000

◆ **Goal 2** To assist students in the transitions associated with the university experience by providing orientation activities.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Orientation participants Transfer students	860	875	875
Orientation participants Freshmen students	3560	3,750	3750
Orientation for New Graduate Students	385	400	400

NAA 3.2 **Subprogram Summary**  
FLAGSTAFF AND STATEWIDE STUDENT SERVICES  
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.*

**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 4,946 students and guests; hosted 32 senior information sessions for 1,127 students and guests, and sponsored 14 NAU Tours of the campus with 2,131 students and guests; visited 223 high schools and community colleges; processed 20,109 applications; and hosted 14 on-campus Open Houses with 4,061 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds		16,047,900.0	15,759,400.0	23,517,400.0
Other Appropriated Funds		0.0	0.0	0.0
Other Non Appropriated Funds		60,127,400.0	71,733,700.0	69,664,700.0
Program Total		76,175,300.0	87,493,100.0	93,182,100.0
FTE Positions		426.8	424.0	570.8

◆ **Goal 1** To provide an excellent residential living experience for students choosing to live on the Flagstaff campus.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of new first time, full time students living in residence halls.	90	85	0
Percent of new freshmen utilizing one of the Learning Assistance (tutoring) Centers one or more times	47	40	40
Total number of students who were housed by Residence Life	6,880	7,000	7,000
Total number of students utilizing the Learning Assistance (tutoring) Center	4,552	4,000	4,000
Percent of new first time, full time students who live in Freshmen Connections housing.	85	82	82

◆ **Goal 2** To assist Flagstaff students in cultural, physical, and social development/wellness by providing services, activities, and events.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total use/participation: Recreation Center visits	205,667	207,000	207,000
Students use/participation: Fronkse Health Center visits	51,000	53,500	53,500
Students use/participation: Wall Aquatic Center	38,743	40,000	40,000
Students use/participation: Counseling Center visits	4,683	4,000	5,000
Students use/participation: Outdoor recreation	5,189	5,200	5,200
Students use/participation: Intramural participants	3,238	3,400	3,400
Students use/participation: Multicultural Student Center participants	6,000	6,000	6,500
Number of Student Life registered organizations.	196	190	190
Total use of computer lab in Multicultural Student Center (MSC)	18,560	20,000	20,000

◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Students receiving financial aid by categories: Scholarships	5,293	5,400	5,500
Students receiving financial aid by categories: Waivers	833	840	850
Students receiving financial aid by categories: Grants	4,747	4,900	5,000
Students receiving financial aid by categories: Employment	3,187	3,200	3,200
Students receiving financial aid by categories: Loans	6,851	7,000	7,100

◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Students receiving financial aid by categories: Scholarships	565	580	600
Students receiving financial aid by categories: Waivers	166	166	166
Students receiving financial aid by categories: Grants	1,541	1,550	1,560
Students receiving financial aid by categories: Employment	19	20	20

Students receiving financial aid by categories: Loans	1,934	1,950	1,950
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**NAA 3.3 Subprogram Summary**  
YUMA STUDENT SERVICES  
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.*

**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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	128,400.0	155,300.0	155,300.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>128,400.0</b>	<b>155,300.0</b>	<b>155,300.0</b>
<b>FTE Positions</b>	<b>3.4</b>	<b>3.0</b>	<b>3.0</b>

- ◆ **Goal 1** To support NAU-Yuma student learning by providing financial support services to qualified students.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Students receiving financial aid by categories: Scholarships	103	100	100
Students receiving financial aid by categories: Waivers	10	20	20
Students receiving financial aid by categories: Grants	318	320	320
Students receiving financial aid by categories: Employment	13	15	15
Students receiving financial aid by categories: Loans	250	250	250

**NAA 4.0 Program Summary**  
ACADEMIC SUPPORT  
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:**

- ▶ Overall Academic Support
- ▶ Flagstaff and Statewide Academic Support
- ▶ Yuma Academic Support

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	17,879,300.0	20,445,500.0	30,111,800.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	17,687,400.0	18,868,700.0	17,952,300.0
<b>Program Total</b>	<b>35,566,700.0</b>	<b>39,314,200.0</b>	<b>48,064,100.0</b>
<b>FTE Positions</b>	<b>287.2</b>	<b>295.3</b>	<b>488.3</b>

**NAA 4.1 Subprogram Summary**  
OVERALL ACADEMIC SUPPORT  
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.*

**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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total student's personal computer registrations	16,843	17,500	17,500
Academic Computing Help Desk total phone calls.	35,483	33,000	33,000
Academic Computing Help desk in-person visits.	4,124	3,700	3,700
Total Mountain Campus central computer lab logins.	196,962	175,000	175,000
Total Course Management disk space, (in gigabytes).	1000 Gb	1250 Gb	1250 Gb

◆ **Goal 2** To ensure faculty expertise and institutional support for technology.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Grants awarded for instruction.	69	70	70
Value of grants awarded for instruction (in millions).	7.6	7	7

◆ **Goal 3** To provide opportunities for faculty growth and professional development.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of semester sabbaticals	23	20	21
Number of full year sabbaticals (fiscal)	22	33	27
Financial support for full year sabbaticals (in thousands of dollars)	909.5	1437.1	1175.8

NAA 4.2

**Subprogram Summary**

FLAGSTAFF AND STATEWIDE ACADEMIC SUPPORT

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.*

**Description:**

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	17,200,000.0	19,814,400.0	29,480,700.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	17,687,400.0	18,868,700.0	17,952,300.0
<b>Program Total</b>	<b>34,887,400.0</b>	<b>38,683,100.0</b>	<b>47,433,000.0</b>
<b>FTE Positions</b>	<b>284.2</b>	<b>292.3</b>	<b>485.3</b>

◆ **Goal 1** To develop, improve, and manage access to central computing resources for the NAU academic community.

**Performance Measures**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of users in the library	562,550	600,000	620,000
Explanation: New Measure			
Number of hours students utilize collaborative work (group study) room	11,640	12,800	13,000
Explanation: New Measure			
Number of campus network logins from the library's public computers	521,412	620,000	640,000
Explanation: New Measure			
Number of accesses to the library's licensed online resources	315,574	310,000	310,000
Explanation: New Measure			
Number of electronic journal titles available	43,784	46,500	47,000
Explanation: New Measure			

Number of accesses to electronic books	19,878	21,000	21,000
Explanation: New Measure			
Number of items provided for NAU students, faculty and staff via Document Delivery Services	40,542	41,500	42,500
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
Number of individual student research consultations completed by library staff	250	300	325
Explanation: New Measure			
Number of laptop check outs by students	13,353	14,000	14,500
Explanation: New Measure			
Investment dollars in Cline Library licensed online resources	1,502	1,562	1,624
Explanation: New Measure			
Number of streaming media titles used in courses	262	600	900
Explanation: New Measure			

◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of items available to end users in the Colorado Plateau Digital Archives	69,104	75,000	80,000
*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	120+	125	130
Average turnaround time for user orders for material from Digital Archives	72 hours	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Remote teaching sites with network access	38	38	38

NAA 4.3

**Subprogram Summary**

YUMA ACADEMIC SUPPORT

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.*

#### Description:

NAU – Yuma, a branch campus of North-Yuma'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 also shares an academic partnership with Imperial Valley College (IVC) in California. Under the Arizona Board of Regents' "Good Neighbor Policy," IVC students are able to take and transfer 6 credit hours at NAU-Yuma without having to pay out-of-state tuition fees.

Recently, the National Science Foundation (NSF) awarded two \$600,000 grants to Arizona Western College and Northern Arizona University-Yuma Branch Campus. The NSF scholarships in Science, Technology, Engineering and Mathematics, (STEM) grant will provide scholarships to two groups of 15-25 incoming science students for both AWC and NAU-Yuma. Recipients can receive financial aid up to \$10,000 for two years.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	679,300.0	631,100.0	631,100.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>679,300.0</b>	<b>631,100.0</b>	<b>631,100.0</b>
<b>FTE Positions</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

- ◆ **Goal 1** To improve statewide access to network services, general computing resources, and instructional technology for NAU YUMA faculty and students.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Computer lab internet hookups	186	190	190
Explanation: New Measure			
NAU-YUMA and AWC academic libraries	1	1	1
Explanation: New Measure			

NAA 5.0

**Program Summary**

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:

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:

- ▶ Overall Public Service
- ▶ Flagstaff and Statewide Public Service
- ▶ Yuma Public Service

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	4,440,100.0	4,737,100.0	6,377,600.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	27,074,200.0	32,835,400.0	32,115,600.0
<b>Program Total</b>	<b>31,514,300.0</b>	<b>37,572,500.0</b>	<b>38,493,200.0</b>
<b>FTE Positions</b>	<b>260.8</b>	<b>182.4</b>	<b>198.8</b>

NAA 5.1

**Subprogram Summary**

OVERALL PUBLIC SERVICE

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.*

#### Description:

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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Total Public Service Expenditures (in Millions.)	4.4	4.4	4.4
High demand Degrees, nursing, STEM degrees.	522	530	530

- ◆ **Goal 2** To strengthen fund raising efforts directed at university alumni through communications and volunteer opportunities.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of LouieNews participants.	13,331	13,500	14,600
Number of volunteer hours.	459	400	504

NAA 5.2                      **Subprogram Summary**  
 FLAGSTAFF AND STATEWIDE 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.*

**Description:**

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**

<b>Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	4,440,100.0	4,737,100.0	6,377,600.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	27,074,200.0	32,835,400.0	32,115,600.0
<b>Program Total</b>	<b>31,514,300.0</b>	<b>37,572,500.0</b>	<b>38,493,200.0</b>
<b>FTE Positions</b>	<b>260.8</b>	<b>182.4</b>	<b>198.8</b>

- ◆ **Goal 1** To be a partner in the cultural climate of Arizona and the Southwest region.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Department of Theater season performances.	45	45	45
Music concerts scheduled.	34	34	34

- ◆ **Goal 2** To enhance the quality of life in Arizona and the Southwest region.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Participants: AmeriCorps-Volunteer Hours, under Civic Service Institute, formerly called Institute for Future Workforce.	40,064	42,000	42,000
Collaborating Agencies under Civic Service Institute, formerly called Institute for Future Workforce.	156	160	160
Explanation:	New Measure		

NAA 5.3                      **Subprogram Summary**  
 YUMA PUBLIC SERVICE  
 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.*

**Description:**

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.

A new community effort began November 2008 called, "What is One Book Yuma?" This is a joint literacy effort to encourage people to read and contemplate the same book, and come together to discuss it in a variety of settings. Be part of a community reading project that touches on one of the most important issues of our part of the country and the world.

Sponsors include: NAU, AWC, Yuma County Library District, Yuma Reading Council, The Yuma Arizona Sun and Yuma Friends of Yuma County Libraries.

- ◆ **Goal 1** To increase the workforce development with local business and NAU-YUMA.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Town Hall Economic series Meetings held in Yuma	1	2	2
Number of undergraduate programs offered	17	17	17
Number of Arizona Western transfer students who attend NAU	328	330	330

NAA 6.0

**Program Summary**

INSTITUTIONAL SUPPORT

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

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:**

- ▶ Overall Institutional Support
- ▶ Flagstaff and Statewide Institutional Support

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	45,369,500.0	52,028,900.0	64,332,500.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	28,051,200.0	38,663,500.0	36,786,100.0
<b>Program Total</b>	<b>73,420,700.0</b>	<b>90,692,400.0</b>	<b>101,118,600.0</b>
<b>FTE Positions</b>	<b>620.0</b>	<b>583.0</b>	<b>826.0</b>

NAA 6.1

**Subprogram Summary**

OVERALL INSTITUTIONAL SUPPORT

Pat Haeuser, Vice President

Phone: (928) 523-7777

A.R.S. § 15-1601

**Mission:**

*To ensure financial stability and growth.*

**Description:**

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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Financial ratios: State Appropriations/ Total Educational and General Expenditures (in percent)	39.55	37.28	35.32
Financial ratios: Tuition and Fees/ Total Educational and General Expenditures (in percent)	40.71	41.53	42.36
Financial ratios: Total debt service/ unrestricted current fund expenditures and mandatory transfers (in percent)	6.06	6.42	6.89
Financial ratios: Available Assets/ General Liabilities (in percent)	2.8	2.91	3.03
Institutional Operations as a percent of State Operating Budget for NAU	16.81	18.40	17.17
General oversight as a percent of state Operating Budget for NAU	.74	.75	.63
Administration as a percent of total budget	3.09	2.44	2.19
Percent of agency staff turnover	11	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Alumni donors	4,938	5,431	5,431
Faculty and staff donors	501	551	735
Parent donors	1,516	1,667	1,667
Other organizations donating to NAU	840	925	924
Other individuals.	7,349	8,832	8,832
Contributions by individuals (in thousands)	5,658	8,084	8,084
Contributions organizations (in thousands)	3,919	4,721	6,224
Total giving (in thousands)	9,577	10,535	10,535



NAA 6.2 **Subprogram Summary**  
 FLAGSTAFF AND STATEWIDE INSTITUTIONAL SUPPORT  
 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	45,369,500.0	52,028,900.0	64,332,500.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	28,051,200.0	38,663,500.0	36,786,100.0
<b>Program Total</b>	<b>73,420,700.0</b>	<b>90,692,400.0</b>	<b>101,118,600.0</b>
<b>FTE Positions</b>	<b>620.0</b>	<b>583.0</b>	<b>826.0</b>

- ◆ **Goal 1** To enhance the safety and the learning/working environment.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
NAU numbers of: Affirmative Action formal and informal complaints, consultations and ADA issues contacts.	2,644	2,660	2,660
People served by the Office of Employee Assistance and Wellness	5,472	4,915	4,915
Programs offered by the Office of Employee Assistance and Wellness	170	119	119
Internal audits conducted	5*	9	8

\*Construction auditing learning year- two major construction audits.

- ◆ **Goal 2** To improve the physical living, working, and learning environment.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
State appropriations for building renewal (in millions.) No funds were received for FY09, still predictable for future years.	0	12.4	12.4
Operation and maintenance of plant, (in millions.)	14.4	15.0	16.0

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ INSTRUCTION	1,358,440.1	1,373,215.8	1,550,523.2
<b>Agency Total:</b>	<b>1,358,440.1</b>	<b>1,373,215.8</b>	<b>1,550,523.2</b>

Funding and FTE Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	462,285.0	489,802.3	636,304.6
Other Non Appropriated Funds	896,155.1	883,413.5	914,218.6
<b>Program Total</b>	<b>1,358,440.1</b>	<b>1,373,215.8</b>	<b>1,550,523.2</b>
<b>FTE Positions</b>	<b>5,679.5</b>	<b>5,679.5</b>	<b>5,836.1</b>

#### 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**

INSTRUCTION

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 program 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.

Funding and FTE Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	462,285.0	489,802.3	636,304.6
Other Non Appropriated Funds	896,155.1	883,413.5	914,218.6
<b>Program Total</b>	<b>1,358,440.1</b>	<b>1,373,215.8</b>	<b>1,550,523.2</b>
<b>FTE Positions</b>	<b>5,679.5</b>	<b>5,679.5</b>	<b>5,836.1</b>

#### ◆ Goal 1 To increase productivity, efficiency, and effectiveness

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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)	71	75	75
Total number of degrees granted	7,400	7,460	7,580
Bachelors degrees granted	5,457	5,500	5,600
Masters degrees granted	1,380	1,390	1,400
First Professional degrees granted	144	150	150
Doctorate degrees granted	419	420	430
Average number of years taken to graduate for students who began as freshmen	4.5	4.5	4.4
Administration as a percent of total cost	2.1	1.9	1.9
Agency staff turnover (percent)	14.1	14.5	14.5
Gifts, grants, and contracts (millions)	374	393	414
Grants and contracts expenditures (millions)	290	305	321

#### ◆ Goal 2 To improve student persistence and graduation rates over time.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Freshmen returning for the second	79	78	80

year (percent)

Full-time lower-division transfer five-year graduation rates (percent)	57	58	59
Full-time upper-division transfer four-year graduation rates (percent)	68	69	70
Six-Year graduation rate.	57	58	59

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 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.

- ◆ **Goal 1** To increase external funding for organized research programs relative to peer institutions.

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total Research & Development Expenditures in thousands	415,276	436,870	459,587
National Science Foundation Research ranking (publics)	N/A	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of Office Tech Transfers.	7	5	6
Entrepreneurial Startups	6	7	8

UAA 3.0

### Program Summary

#### PUBLIC SERVICE

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.

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of students in Study Abroad and Exchange programs	1,980	2,100	2,250
Number of undergraduate international students	935	985	1,000
Number of graduate international students	1,416	1,451	1,470

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of People Served by Cooperative Extension (in thousands)	315	325	325

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of volunteer hours generated in Agriculture	125,000	128,000	130,000

UAA 4.0

### Program Summary

#### ACADEMIC SUPPORT

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.

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Academic programs reviewed for quality and effectiveness	13	16	15
Dollars internally reallocated to priority academic units (in thousands of dollars)	4,725	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
TBD	0	0	0

- ◆ **Goal 3** To acquire and/or provide access to information resources and services appropriate to research university users via the most cost-effective means.

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Resources (print and non-print) circulated from the collection.	409,448	401,259	397,246
Resources (print and non-print) used in the library.	128,493	122,068	117,186
Electronic Resources used on-site and remotely. (in the millions)	11	12	13

UAA 5.0

**Program Summary****STUDENT SERVICES**

Edward Frisch, Asst. V.P., Resource Planning &amp; 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.

◆ **Goal 1** To admit a freshman class well-prepared for University work.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Quality of freshman class based on: high school grade point average	3.4	3.4	3.5
Quality of freshman class based on: SAT scores	1,096	1,103	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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Students reporting binge drinking in last year (survey done biannually) (percent)	41	40	39
Students reporting tobacco use in the last 30 days (percent)	26	25	24

UAA 6.0

**Program Summary****INSTITUTIONAL SUPPORT**

Edward Frisch, Asst. V.P., Resource Planning &amp; 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.

◆ **Goal 1** To enhance community support for the work of the University in the larger community.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Endowment Assets (in thousands)	310,808	339,224	360,074
Annual Giving (in thousands)	93,991	96,818	99,722

◆ **Goal 2** To attract and engage a diverse and high quality workforce

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Minority employees in administrative, faculty, professional and classified positions (percent)	27	28	28
UA Life & Work Connections contacts per year	10,577	10,900	11,300

UAA 7.0

**Program Summary****COLLEGE OF AGRICULTURE AND LIFE SCIENCES**

Edward Frisch, Asst. V.P., Resource Planning &amp; 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.

◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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Degrees/FTE faculty (T/TE)	4.1	4.3	4.5
Majors/FTE faculty (T/TE)	18	19	20
External funding obtained/FTE Faculty (T/TE)	237,309	255,970	275,000
SCH/Faculty FTE (T/TE)	391	400	410

◆ **Goal 2** To graduate as many well qualified students as possible.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of Undergrad Degrees granted (Bachelors)	516	530	545
Number of Graduate degrees granted (Masters, Specialist, Ph.D)	108	108	115

◆ **Goal 3** To partner with and serve the people of Arizona.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of Volunteer hours generated in Agriculture.	125,000	128,000	130,000

UAA 8.0

**Program Summary**

UNIVERSITY OF ARIZONA SOUTH

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.

◆ **Goal 1** To increase student FTE and retention

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Student FTE	360	420	480

◆ **Goal 2** To attain a level of tenure/tenure eligible faculty that is effective in providing students.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Degrees/FTE faculty (T/TE)	5.2	5.5	6.0
Majors/FTE faculty (T/TE)	16	18	20
External funding obtained/FTE Faculty (T/TE)	7,875	20,000	30,000
SCH/Faculty FTE (T/TE)	786	1,000	1,200

◆ **Goal 3** To graduate as many well-qualified students as possible.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of Undergrad Degrees granted (Bachelors)	44	50	55
Number of Graduate degrees granted (Masters, Specialist, Ph.D)	18	20	25



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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ INSTRUCTION	286,947.7	294,914.0	314,803.2
➤ ORGANIZED RESEARCH	17,767.8	17,818.3	34,782.8
<b>Agency Total:</b>	<b>304,715.5</b>	<b>312,732.3</b>	<b>349,586.0</b>

#### Funding and FTE

Summary: (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	90,809.8	95,453.7	125,634.4
Other Non Appropriated Funds	213,905.7	217,278.6	223,951.6
<b>Program Total</b>	<b>304,715.5</b>	<b>312,732.3</b>	<b>349,586.0</b>
<b>FTE Positions</b>	<b>966.1</b>	<b>966.1</b>	<b>1,085.9</b>

#### 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

##### INSTRUCTION

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	77,860.2	82,578.8	99,031.2
Other Non Appropriated Funds	209,087.5	212,335.2	215,772.0
<b>Program Total</b>	<b>286,947.7</b>	<b>294,914.0</b>	<b>314,803.2</b>
<b>FTE Positions</b>	<b>903.4</b>	<b>883.4</b>	<b>917.7</b>

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of Degrees Granted BA/BS and MA/MS	580	589	598
Number of degrees granted-PhD	60	61	62
SCH/Faculty FTE (T/TE)	239	239	239
Majors/FTE faculty (T/TE)	10	10	10
External funding obtained/FTE Faculty (T/TE)	471,900	488,009	505,000
Degrees/FTE faculty (T/TE)	2.6	2.6	2.6

- ◆ **Goal 2** To increase productivity, efficiency, and effectiveness.

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of degrees granted MA/MS	123	125	127
Graduating seniors who rate their overall experience as good or excellent	99	98	98
FT UG students enrolled per semester in 3 or more primary courses with ranked faculty (percentage)	85	85	85



Total number of degrees granted	841	860	880
Bachelor degrees granted	457	464	471
First Professional degrees granted	201	210	220
Doctorate degrees granted	60	61	62
Average number of years taken to graduate for students who began as freshman	4.6	4.5	4.5
Administration as a percent of total cost	2.1	1.9	1.86
Agency Staff Turnover	16.1	16.5	16.6
Gifts, grants, and contracts (millions)	182	192	202
Grants and contracts expenditures (millions)	136	143	150

workshops/lectures

UHA 2.0

### Program Summary

#### ORGANIZED RESEARCH

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	0.0	0.0	0.0
Other Appropriated Funds	12,949.6	12,874.9	26,603.2
Other Non Appropriated Funds	4,818.2	4,943.4	8,179.6
Program Total	17,767.8	17,818.3	34,782.8
FTE Positions	62.7	82.7	168.2

- ◆ **Goal 1** To promote excellence in basic and clinical research, patient care, education, and training.

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Regional, national, and international awards, honors, and prizes received by students, alumni, faculty, and staff	74	74	75
Patients rating physician skill as excellent in satisfaction survey (percent)	90.1	90	90.1

- ◆ **Goal 2** To establish a stable funding base to support research, education, and service activities

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Total Research & Development Expenditures in thousands	142,177	149,570	157,348

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
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### Program Summary

#### PUBLIC SERVICE

UHA 3.0

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\*\*\*

- ◆ **Goal 1** To provide quality, accessible poison and medication-related emergency treatment assistance 24 hours a day.

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Poison Control call volume per year (In thousands)	68	70	70
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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of Telemedicine Clinical consultations	174,336	177,168	180,000

UHA 4.0

### Program 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\*\*\*

- ◆ **Goal 1** To offer education programs that meet standards of excellence

#### Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of students passing Step 1 of the US Medical Licensing Exam on the first try	95	93	93
Percent of Students passing Step II of the US Medical Licensing Exam on the first try.	94	93	93

- ◆ **Goal 2** To assure access to information resources in the health sciences on-site and off-site.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Resources (print and non-print) circulated from the collection.	19,976	17,000	15,000
Resources (print and non-print) used in the library (in thousands)	17.7	15	14

- ◆ **Goal 3** To teach students and faculty the most effective methods of accessing and managing health sciences information

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of Classes/workshops taught	640	650	660
Number of participants classes/workshops	4,910	5,000	5,100

UHA 5.0

**Program Summary**

STUDENT SERVICES

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\*\*\*

- ◆ **Goal 1** To enroll students well prepared for AHSC work.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of students enrolled in pre-pharmacy	525	545	565
Number of students enrolled in pre-nursing	520	540	560

- ◆ **Goal 2** To enroll diverse students using the diverse in its broadest meaning.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
% Undergraduate Minority Students	37.4	39	39
Perhaps % Graduate & First Professional Minority Students	31	32	33

UHA 6.0

**Program Summary**

INSTITUTIONAL SUPPORT

Edward Frisch, Asst. VP

Phone: (520) 621-7766

A.R.S. § 15-601

**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\*\*\*

- ◆ **Goal 1** To enhance community support for the work of the University in the larger community.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Endowment Assets (in thousands)	125,795	136,098	156,770
Annual Giving (in thousands)	47,295	48,707	50,168

- ◆ **Goal 2** To attract and engage a diverse and high quality workforce

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Minority employees in administrative, faculty, professional and classified positions (percent)	24	26	26

UHA 7.0

**Program Summary**

COLLEGE OF MEDICINE, PHOENIX CAMPUS

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\*\*\*

- ◆ **Goal 1** To develop, maintain, and continuously evaluate the educational program leading to the M.D. degree.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of students passing Step I of the United States Medical Licensing Exam on the first try. (in Percent)	93	N/A	N/A
Percent of students passing Step II of the United States Medical Licensing Exam on the first try	N/A	N/A	N/A

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Regional, national, and international awards, honors, and prizes received by students, alumni, faculty, and staff	25	N/A	N/A
Total Research & Development Expenditures in thousands	40,278	42,100	44,310

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Minority employees in administrative, faculty, professional and classified positions (percent)	30	29	29

- ◆ **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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Training programs/workshops/lectures	6	N/A	N/A

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 core business of the Arizona Department of Veterans' Services (ADVS) is assisting veterans and their eligible dependents obtain federal entitlements (such as VA claims for disability, pension, insurance, burial, etc.). All other agency services are derived from this central premise. The Department's largest Division is the Arizona State Veteran Home, a self-funded skilled nursing facility that provides long-term care services to veterans and their spouses. The Department also serves as guardian/conservator to incapacitated veterans and their eligible dependents, typically when their families are unable to serve in that capacity. ADVS operates a state veteran cemetery in Sierra Vista, which opened for business in 2002. ADVS is designated as the "State Approving Agency," working with institutions that provide education and training to veterans with educational benefits. ADVS also administers the "Troops to Teachers" program to help military personnel transition to a new career as public school teachers.

**Agency Summary:**

(\$ Thousands)

Program	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ ADMINISTRATION	6,164.0	5,489.0	2,957.0
➤ VETERANS' CONSERVATORSHIP / GUARDIANSHIP	1,245.0	1,398.0	1,555.0
➤ VETERANS' SERVICES	2,941.0	2,981.0	2,981.0
➤ STATE VETERANS' HOMES	15,863.0	22,212.0	28,862.0
➤ STATE VETERANS' CEMETERIES	496.0	420.0	541.0
<b>Agency Total:</b>	<b>26,709.0</b>	<b>32,500.0</b>	<b>36,896.0</b>

**Funding and FTE**

Summary: (Thousands)

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	7,642.0	7,602.0	7,723.0
Other Appropriated Funds	13,502.0	14,583.0	17,390.0
Other Non Appropriated Funds	5,565.0	10,315.0	11,783.0
<b>Program Total</b>	<b>26,709.0</b>	<b>32,500.0</b>	<b>36,896.0</b>
FTE Positions	388.0	370.0	370.0

**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 (VA) 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 120 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 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 University of Arizona Nursing School reports, "The nursing shortage is a national issue, but is more pressing in Arizona because of the state's explosive growth, as well as an aging nursing population on the verge of retirement... Arizona has about 681 registered nurses per 100,000 people. The national average is 825 nurses per 100,000 people." [Published May 4, 2009 by the Dailywildcat.com]

**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 than \$9.0 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 \$9.1 billion and 96,328 jobs.

**Issue 7** *Effective August 1, 2009, the Post 9/11 GI Bill becomes effective for veterans educational benefits. The intent of the new GI Bill is to completely pay for the cost of all education towards a bachelor's degree. Due to the profound difference between the two programs, many veterans seek advice on which educational benefit would be best for them. The VA continually updates their website to answer questions posed by veterans, but the agency is receiving many questions as well. This has increased telephone contacts and staff receive additional training. There are three programs administered by the agency that have been significantly affected: Arizona Veterans' Education Training Approving Agency; Troops to Teachers; and the Veterans Service Division. This is one isolated example of the complexity of VA benefits and there are other regulatory changes for different entitlements for veterans.*

Unlike the Montgomery GI Bill (MGIB), which pays all money directly to the veteran, the Post 9/11 GI Bill has three payment plans to benefit the veteran. These costs are divided into three areas. First, all tuition and fees for a veteran to achieve a bachelor's degree are paid directly to the educational institution(s) where the veteran is enrolled by the VA. Second, the veteran is paid a "living allowance" every month, while completing a degree. Third, the veteran receives \$1,000 per year for books and supplies. For veteran to be eligible for these entitlements, they must "elect" the Post 9/11 GI Bill over the MGIB.

The amount of tuition and fees that may be paid is established by the highest tuition and fees of a bachelor's degree granting public institution in the veteran's state. Private educational institutions that have higher tuition and fees than the established ones may elect to use the VA's Yellow Ribbon Program (YRP), so the VA pays half of the difference of the payable tuition and fees if that institution pays the other half of the tuition and fees.

The determination of a veteran eligibility for the Post 9/11 GI Bill is based on the length of active duty service. If an eligible veteran has served three or more years on Active Duty, that veteran will receive 100% of their entitlements. If an eligible veteran has served less time, the benefit is pro-rated. The eligibility is determined by the DVA.

All Veterans Service Division, Troops to Teachers, and Veteran's Education and Training Approving Agency personnel must be continually trained so they can counsel veterans. Agency personnel guide veterans as they navigate highly complex and dynamic regulations of this type, but the VA ultimately makes its determination as to eligibility and entitlements.

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. In addition to internal services, there are two units that provide services external to the agency: (1) the State Approving Agency's mission is to support veterans reaching their educational goals by using their Montgomery G.I. Bill benefits and (2) the Troops to Teachers program mission is to assist eligible military personnel transition into new careers as public or charter school teachers.*

### Description:

Administration includes the Director's office, Financial Services, Information Technology, Human Resources, Troops to Teachers (TTT), and the State Approving Agency (SAA).

### Funding and FTE

Summary:	(Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds		1,623.0	1,786.0	1,786.0
Other Appropriated Funds		0.0	0.0	0.0
Other Non Appropriated Funds		4,541.0	3,703.0	1,171.0
Program Total		6,164.0	5,489.0	2,957.0
FTE Positions		43.0	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	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of Program approvals accepted by the VA	100	100	100
The rating achieved on the State Approving Agency self-evaluation and from the Joint Peer Review Group. (Satisfactory is the highest possible rating the state can achieve.)	Satis.	Satis.	Satis.

- ◆ **Goal 2** To ensure the availability of appropriated funds to benefit veterans.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General fund appropriation per veteran (in dollars)	13.01	12.05	11.93
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)	1,874	1902	1931
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)	5465	5661	5823
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.)	3.09	3.15	3.21
Explanation: Total federal funds resulting from the veteran population.			
Administration as a percentage of total agency budget	4.0	4.1	4.2

- ◆ **Goal 3** To recruit, develop, and retain a capable and responsible staff dedicated to excellent customer service

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of agency staff turnover (covered positions) as reported by the Arizona Department of Administration	26.8	40	40

- ◆ **Goal 4** To assist eligible military personnel transition into a new career as a public or charter school teacher.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of individuals registered in the program.	115	100	125
Explanation:	All metrics are for the last complete federal FY (Oct 1 - Sept 30).		
Number of TTT participants who have been hired as public or charter school teachers. Targets are established by the US Department of Education for Arizona, based on its national projections.	23	50	50
Explanation:	All metrics are for the last complete federal FY (Oct 1 - Sept 30).		

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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	485.0	408.0	408.0
Other Appropriated Funds	740.0	752.0	909.0
Other Non Appropriated Funds	20.0	238.0	238.0
<b>Program Total</b>	<b>1,245.0</b>	<b>1,398.0</b>	<b>1,555.0</b>
<b>FTE Positions</b>	<b>25.0</b>	<b>25.0</b>	<b>25.0</b>

- ◆ **Goal 1** To maximize our clients' quality of life through the delivery of fiduciary services to our clients.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of annual reports of guardian submitted by the due dates	98	100	100
Number of client visits	3,351	3,500	3,550

- ◆ **Goal 2** To maintain fiduciary certification from the Arizona Supreme Court.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Certified private fiduciary to client ratio	1:72	1:50	1:50
Human service specialist to client ratio	1:51	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percent of annual accountings	97	100	100

submitted by the due dates			
Percent of annual accountings approved on first submission	95	100	100

- ◆ **Goal 4** To increase the number of clients served.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Active caseload at end of fiscal year	360	380	390
Explanation:	Includes open decedent accounts.		
Decedent caseload at end of fiscal year	62	45	30

- ◆ **Goal 5** To increase the aggregate amount of clients' assets managed.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Aggregate amount of protected clients' assets at end of fiscal year (in millions)	27	30	32

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. There are 19 offices in Arizona providing information on federal and state benefits which have been earned by honorable service in the armed forces of the United States. VBCs develop and file 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	2,941.0	2,981.0	2,981.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>2,941.0</b>	<b>2,981.0</b>	<b>2,981.0</b>
<b>FTE Positions</b>	<b>67.0</b>	<b>53.0</b>	<b>53.0</b>

- ◆ **Goal 1** To increase the VA monetary awards generated by claims and appeals filed by Veterans Benefits Counselors.

Performance Measures	FY 2009 Actual	FY 2010 Estimate	FY 2011 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)	170.0	173.4	178.6

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Percentage of customers rating the overall delivery of service as 1 to 3, using a 1-5 scale where 1 represents "Extremely Satisfied" and 5 represents "Extremely Dissatisfied."	97	94	95
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 that maximize the quality of life for each resident and 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,314.0	2,146.0	2,146.0
Other Appropriated Funds	12,762.0	13,831.0	16,481.0
Other Non Appropriated Funds	787.0	6,235.0	10,235.0
<b>Program Total</b>	<b>15,863.0</b>	<b>22,212.0</b>	<b>28,862.0</b>
<b>FTE Positions</b>	<b>247.0</b>	<b>247.0</b>	<b>247.0</b>

- ◆ **Goal 1** To achieve recognition for excellence in long term care.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
DHS quality rating achieved.	B	A	A
Explanation:	Issued August 17, 2009.		

- ◆ **Goal 2** To maintain financial self-sufficiency, operating the facility without the use of Arizona taxpayer funds.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average annual occupancy rate (in percent)	74.25	90	90
Annual cost of temporary (registry) staff (in thousands of dollars)	193	0	11
Average cost per patient day (in dollars)	292.43	232	228
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	279.0	281.0	402.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non Appropriated Funds	217.0	139.0	139.0
<b>Program Total</b>	<b>496.0</b>	<b>420.0</b>	<b>541.0</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>7.0</b>	<b>7.0</b>

- ◆ **Goal 1** To plan for cemetery construction required to meet the needs of Arizona veterans and their eligible dependents.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of casketed burials for both veterans and dependents (expressed as vets/dependents)	166/55	147/48	153/53
Explanation:	In FY 2009, there were 57 additional interments from the Historical Soldier Relocation Project.		
Number of columbarium inurnments (expressed as veterans/dependents)	194/55	198/50	225/52

VTA 0.0	<b>Agency Summary</b>
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	371.0	470.0	470.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>371.0</b>	<b>470.0</b>	<b>470.0</b>
<b>FTE Positions</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

**Strategic Issues:**

**Issue 1 Access to public information via web site.**

The Agency plans to make more information available to the public on its website. Timing of this will be dependent on the availability of funding. Some additions to the website were accomplished in FY2008. Due to budget sweeps in FY09, no further enhancements will be made as no funding is available. We will seek to include additional enhancements when funding levels are restored to a level where they can be achieved. These enhancements include disciplinary history for licensees and copies of administrative orders issued in disciplinary cases.

**Issue 2 Information Technology**

The Agency converted its database from Paradox to a more current and user-friendly Sequel database program a few years ago. With this update our hope was to be able to tie our website to it to allow the public quick access to license verification and disciplinary actions. To date we have been able to show the license verification information on the website but the funding has been unavailable to move forward with balance of this project.

We would like to offer online license renewals but again, funding will need to be considered and is not currently available.

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.

Part of this was accomplished in FY2008 however it was not completed. Due to funding sweeps in FY2009, no additional updates will be possible in FY09 or FY10.

◆ <b>Goal 1</b>	To license veterinarians, veterinary technicians, and premises in accordance with mandated timeframes.		
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Average number of calendar days from receipt to granting of license	60	60	60
Veterinary applications processed	159	130	130
Veterinary technicians certified	78	70	70
Administration as a % of total cost	7	7	7
Total number of premise renewals	677	0	640
Total number of veterinarians licensed annually, including renewals	1940	1,960	1,800
Total number of veterinary renewals	1848	5	1,700
Total number of technician renewals	630	20	625
Total certified technicians	677	750	825
◆ <b>Goal 2</b>	To rapidly investigate complaints and provide enforcement to protect the public from incompetent service and unprofessional and unethical conduct.		
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of complaints docketed	107	140	140
Number of complaints resolved	72	105	105
Disciplinary actions	39	50	45
Average number of calendar days from receipt of complaint to resolution	75	90	120
Number of annual investigations conducted	126	125	125
Number of investigations resulting in enforcement action	39	40	35
◆ <b>Goal 3</b>	To ensure that licenses are granted to competent professionals with high standards of professional and ethical conduct.		
<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of Disciplinary actions to number of licensed veterinarians	2	3	3
Percent of customers responding excellent or good on customer satisfaction survey	96	90	90
◆ <b>Goal 4</b>	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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ AGENCY SUPPORT	5,970.0	5,729.0	5,891.0
➤ WATER RESOURCES AND STATEWIDE PLANNING	26,863.0	20,649.0	20,557.0
➤ DAM SAFETY AND FLOOD WARNING	1,514.0	1,423.0	1,423.0
<b>Agency Total:</b>	<b>34,347.0</b>	<b>27,801.0</b>	<b>27,871.0</b>

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	10,286.0	18,248.0	18,410.0
Other Appropriated Funds	8,911.0	952.0	952.0
Other Non Appropriated Funds	15,150.0	8,601.0	8,509.0
<b>Program Total</b>	<b>34,347.0</b>	<b>27,801.0</b>	<b>27,871.0</b>
FTE Positions	232.0	260.0	260.0

#### 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.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,496.0	4,349.0	4,511.0
Other Appropriated Funds	3,307.0	0.0	0.0
Other Non Appropriated Funds	1,167.0	1,380.0	1,380.0
<b>Program Total</b>	<b>5,970.0</b>	<b>5,729.0</b>	<b>5,891.0</b>
FTE Positions	34.0	34.0	34.0

- ◆ **Goal 1** To provide timely, accurate and courteous ancillary management services to all customers.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 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.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 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.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 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.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 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.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 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 2009 Actual	FY 2010 Estimate	FY 2011 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 2009 Actual	FY 2010 Estimate	FY 2011 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	8,328.0	13,010.0	13,010.0
Other Appropriated Funds	5,187.0	952.0	952.0
Other Non Appropriated Funds	13,348.0	6,687.0	6,595.0
<b>Program Total</b>	<b>26,863.0</b>	<b>20,649.0</b>	<b>20,557.0</b>
FTE Positions	187.0	215.0	215.0

### 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 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	3,343.0	6,107.0	6,107.0
Other Appropriated Funds	3,083.0	952.0	952.0
Other Non Appropriated Funds	2,135.0	1,804.0	1,804.0
<b>Program Total</b>	<b>8,561.0</b>	<b>8,863.0</b>	<b>8,863.0</b>
FTE Positions	96.0	114.0	114.0

- ◆ **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 2009 Actual	FY 2010 Estimate	FY 2011 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 2009 Actual	FY 2010 Estimate	FY 2011 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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,157.0	1,816.0	1,816.0
Other Appropriated Funds	500.0	0.0	0.0
Other Non Appropriated Funds	28.0	22.0	22.0
<b>Program Total</b>	<b>1,685.0</b>	<b>1,838.0</b>	<b>1,838.0</b>
<b>FTE Positions</b>	<b>21.0</b>	<b>26.0</b>	<b>26.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	167.0	386.0	386.0
Other Appropriated Funds	311.0	0.0	0.0
Other Non Appropriated Funds	140.0	125.0	125.0
<b>Program Total</b>	<b>618.0</b>	<b>511.0</b>	<b>511.0</b>
<b>FTE Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of funds expended	90	90	90

- ◆ **Goal 2** To recharge Arizona's unused Colorado River water entitlement as funding and facilities permit.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	1,447.0	1,773.0	1,773.0
Other Appropriated Funds	24.0	0.0	0.0
Other Non Appropriated Funds	10,941.0	4,671.0	4,579.0
<b>Program Total</b>	<b>12,412.0</b>	<b>6,444.0</b>	<b>6,352.0</b>
<b>FTE Positions</b>	<b>23.0</b>	<b>25.0</b>	<b>25.0</b>

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	2,214.0	2,928.0	2,928.0
Other Appropriated Funds	1,269.0	0.0	0.0
Other Non Appropriated Funds	104.0	65.0	65.0
<b>Program Total</b>	<b>3,587.0</b>	<b>2,993.0</b>	<b>2,993.0</b>
<b>FTE Positions</b>	<b>42.0</b>	<b>45.0</b>	<b>45.0</b>

- ◆ **Goal 1** To ensure that the Agency and the general public have access to the most accurate and current water resources information available.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	462.0	889.0	889.0
Other Appropriated Funds	417.0	0.0	0.0
Other Non Appropriated Funds	635.0	534.0	534.0
<b>Program Total</b>	<b>1,514.0</b>	<b>1,423.0</b>	<b>1,423.0</b>
FTE Positions	11.0	11.0	11.0

- ◆ **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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of community assistance visits completed	15	15	15

- ◆ **Goal 2** To design and construct a statewide high-speed data collection and dissemination network.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
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  
 Gene Palma, Interim Director  
 Phone: (602) 771-4923  
 A.R.S. § 41-2051

**Mission:**

*To protect consumers and businesses alike by ensuring a fair and equitable Arizona marketplace, and to promote clean air by regulating petroleum products and dispensing systems throughout the state.*

**Description:**

The Department of Weights and Measures ensures that every commercial device used for the sale of commodities by either weight, measure or count is licensed and accurate for its intended use; ensures, by way of random inspections, that such commodities are properly labeled and priced in conformance with state rules and regulations; maintains custody of the state's primary standards and keeps an accurate record of all standards and equipment; collects samples of motor fuel that is stored, sold, exposed or offered for sale to determine if such motor fuel meets the required standards; inspects all mandated stage 1 and stage 2 vapor recovery systems in the state to determine if such systems are in compliance with the law.

**Agency Summary:**

	(\$ Thousands)		
Program	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
➤ GENERAL SERVICES	1,672.0	1,640.0	1,640.0
➤ AIR QUALITY OXYGENATED FUEL	873.0	860.0	860.0
➤ VAPOR RECOVERY	645.0	643.0	643.0
<b>Agency Total:</b>	<b>3,190.0</b>	<b>3,143.0</b>	<b>3,143.0</b>

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,379.0	1,316.0	1,316.0
Other Appropriated Funds	1,811.0	1,827.0	1,827.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>3,190.0</b>	<b>3,143.0</b>	<b>3,143.0</b>
<b>FTE Positions</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>

**Strategic Issues:**

**Issue 1** *Number of retail sites and products is growing faster than the compliance programs.*

As the state continues to expand in both population and retail sites/products, the number of Department investigators needs to be increased to maintain a regulatory presence. The Department has implemented a change from program orientation to a district system for its investigators. 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 (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.

WMA 1.0  
**Program Summary**  
 GENERAL SERVICES  
 Sarah Cornum, Operations Manager  
 Phone: (602) 771-4927  
 A.R.S. §§ 41-2051 et. seq.

**Mission:**

*To protect consumers and businesses alike by ensuring a fair and equitable Arizona marketplace, and to promote clean air by regulating petroleum products and dispensing systems throughout the state.*

**Description:**

The Department of Weights and Measures ensures that every commercial device used for the sale of commodities by either weight, measure or count is licensed and accurate for its intended use; ensures, by way of random inspections, that such commodities are properly labeled and priced in conformance with state rules and regulations; maintains custody of the state's primary standards and keeps an accurate record of all standards and equipment.

<b>Funding and FTE Summary:</b> (Thousands)	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
General Funds	1,379.0	1,316.0	1,316.0
Other Appropriated Funds	293.0	324.0	324.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>1,672.0</b>	<b>1,640.0</b>	<b>1,640.0</b>
<b>FTE Positions</b>	<b>25.0</b>	<b>25.0</b>	<b>25.0</b>

◆ **Goal 1** To meet targeted compliance rates for all major inspection programs.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of Fuel Dispensing device inspections.	21,917	22,000	22,050

◆ **Goal 2** To license all retailers who use commercial weighing devices; all weighmasters who certify weight; all companies who install, service, or test weighing and measuring devices.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Average number of days to process applications.	5	5	5

◆ **Goal 3** To improve customer service.

<b>Performance Measures</b>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Number of days to respond to consumers that place a complaint with the Department.	11	9	8

WMA 2.0  
**Program Summary**  
 AIR QUALITY OXYGENATED FUEL  
 Sarah Cornum, Operations Manager  
 Phone: (602) 771-4927  
 A.R.S. §§ 41-2065.(A)(14)(15), (D), (E), 41-2082, and 2121

**Mission:**

*To protect consumers and businesses alike by ensuring a fair and equitable Arizona marketplace, and to promote clean air by regulating petroleum products and dispensing systems throughout the state.*

**Description:**

The Department of Weights and Measures collects samples of motor fuel that are stored, sold, exposed or offered for sale to determine if such motor fuel meets the required standards.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	873.0	860.0	860.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>873.0</b>	<b>860.0</b>	<b>860.0</b>
<b>FTE Positions</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

- ◆ **Goal 1** To monitor the quality of gasoline and diesel products through the collection and analysis of fuel samples.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Non-CBG samples tested.	735	740	745
AzCBG samples tested.	877	800	800

- ◆ **Goal 2** To expand the use of technology in the fuel sampling and testing process.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of samples sent to the laboratory for analysis.	352	350	345

WMA 3.0	<b>Program Summary</b>
	VAPOR RECOVERY
	Sarah Cornum, Operations Manager
	Phone: (602) 771-4927
	A.R.S. §§ 41-2065(A)(4), 41-2131 to 41-2134

**Mission:**

*To protect consumers and businesses alike by ensuring a fair and equitable Arizona marketplace, and to promote clean air by regulating petroleum products and dispensing systems throughout the state.*

**Description:**

The Department of Weights and Measures inspects all mandated stage 1 and stage 2 vapor recovery systems in the state to determine if such systems are in compliance with the law.

<b>Funding and FTE Summary:</b> (Thousands)	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
General Funds	0.0	0.0	0.0
Other Appropriated Funds	645.0	643.0	643.0
Other Non Appropriated Funds	0.0	0.0	0.0
<b>Program Total</b>	<b>645.0</b>	<b>643.0</b>	<b>643.0</b>
<b>FTE Positions</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>

- ◆ **Goal 1** To ensure that new vapor recovery systems meet equipment and performance requirements.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Number of pre-burial inspections.	74	75	75

- ◆ **Goal 2** To ensure that existing vapor recovery systems meet operation and maintenance requirements.

<b>Performance Measures</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>
Percent of facilities inspected annually that are in compliance.	88	89	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*.<sup>1</sup>

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**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.

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**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.

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**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.

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<sup>1</sup> 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.

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**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.

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**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*.

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**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.

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**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.

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**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.

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**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.

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**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)*.

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**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.

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**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.

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**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*.)

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**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.

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**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.

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**quality** - A *performance measure* that reflects the effectiveness in meeting the expectations of customers and stakeholders.

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**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.

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**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.

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**tracking systems** - Systems that monitor progress, compile management information and keep goals on track.

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**uniform allowance** - An amount budgeted for specific agency employees for the cost of uniforms required by the agency.

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**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

<b>A.R.S.</b> - Arizona Revised Statutes	<b>AIDA</b> - Arizona International Development Authority	<b>CEDC</b> - Commerce and Economic Development Commission
<b>AAC</b> - Arizona Administrative Code	<b>ALTCS</b> - Arizona Long-Term Care System	<b>CERF</b> - Collection Enforcement Revolving Fund
<b>ABOR</b> - Arizona Board of Regents	<b>AOOE</b> - All Other-Operating Expenditures	<b>CHC</b> - Community Health Center
<b>ACJC</b> - Arizona Criminal Justice Commission	<b>APP</b> - Aquifer Protection Permit	<b>CHILDS</b> - Children's Information Library and Data Source
<b>ACJIS</b> - Arizona Criminal Justice Information System	<b>APS</b> - Adult Protective Services	<b>CIS</b> - Client Information System
<b>ACW</b> - Arizona Center for Women	<b>ARF</b> - Automation Revolving Fund	<b>CJEF</b> - Criminal Justice Enhancement Fund
<b>ADA</b> - Americans with Disabilities Act	<b>ARRT</b> - American Registry of Radiological Technologists	<b>CLIA</b> - Clinical Lab Inspections Act
<b>ADC</b> - Arizona Department of Corrections	<b>ASDB</b> - Arizona School for the Deaf and the Blind	<b>CMDP</b> - Comprehensive Medical and Dental Plan
<b>ADE</b> - Arizona Department of Education	<b>ASH</b> - Arizona State Hospital	<b>CMR</b> - Classification Maintenance Review
<b>ADJC</b> - Arizona Department of Juvenile Corrections	<b>ASPC</b> - Arizona State Prison Complex	<b>COP</b> - Certificate of Participation
<b>ADM</b> - Average Daily Membership	<b>ASRS</b> - Arizona State Retirement System	<b>COSF</b> - Capital Outlay Stabilization Fund
<b>ADMIN</b> - Administration	<b>ASU</b> - Arizona State University	<b>CPS</b> - Child Protective Services
<b>ADOA</b> - Arizona Department of Administration	<b>ASUE</b> - Arizona State University East	<b>CRIPA</b> - Civil Rights of Institutionalized Persons Act
<b>ADOT</b> - Arizona Department of Transportation	<b>ASUMC</b> - Arizona State University Main Campus	<b>CRS</b> - Children's Rehabilitative Services
<b>ADP</b> - Average Daily Population	<b>ATA</b> - Automobile Theft Authority	<b>CSMS</b> - Combined Support Maintenance Shop
<b>AERB</b> - Agriculture Employment Relations Board	<b>ATDA</b> - Arizona Technology Development Authority	<b>CSO</b> - Correctional Service Officer
<b>AFDC</b> - Aid for Families with Dependent Children	<b>AVSC</b> - Arizona Veterans' Service Commission	<b>CWA</b> - Clean Water Act
<b>AFIN</b> - Arizona Fingerprint Identification Network	<b>AZAFIS</b> - Arizona Automated Fingerprint Identification System	<b>CWRF</b> - Clean Water Revolving Fund
<b>AFIS</b> - Arizona Financial Information System	<b>AZGS</b> - Arizona Geological Survey	<b>DACS</b> - Division of Aging and Community Services
<b>AFUND</b> - Appropriated Fund	<b>BIFO</b> - Border Infrastructure Finance Office	<b>DBME</b> - Division of Benefits and Medical Eligibility
<b>AG</b> - Attorney General	<b>CAE</b> - Commission on the Arizona Environment	<b>DCFS</b> - Division of Children and Family Services
<b>AGFD</b> - Arizona Game and Fish Department	<b>CAP</b> - Child Abuse Prevention	<b>DD</b> - Dually Diagnosed or Developmentally Disabled
<b>AHCCCS</b> - Arizona Health Care Cost Containment System	<b>CBHS</b> - Children's Behavioral Health Services	<b>DDD</b> - Division of Developmental Disabilities
<b>AHS</b> - Arizona Historical Society	<b>CCDF</b> - Child Care Development Fund	

<b>DDSA</b> - Disability Determination Services Administration	<b>FMCS</b> - Financial Management Control System	<b>JOBS</b> - Job Opportunity and Basic Skills
<b>DEA</b> - Drug Enforcement Account	<b>FPL</b> - Federal Poverty Level	<b>LAN</b> - Local Area Network
<b>DEMA</b> - Department of Emergency and Military Affairs	<b>FTE</b> - Full-Time Equivalent	<b>LES</b> - Licensing and Enforcement Section
<b>DEQ</b> - Department of Environmental Quality	<b>GAAP</b> - Generally Accepted Accounting Principles	<b>LGIP</b> - Local Government Investment Pool
<b>DERS</b> - Division of Employment and Rehabilitative Services	<b>GADA</b> - Greater Arizona Development Authority	<b>LTC</b> - Long Term Care
<b>DES</b> - Department of Economic Security	<b>GAO</b> - General Accounting Office	<b>MAG</b> - Maricopa Association of Governments
<b>DHS</b> - Department of Health Services	<b>GDP</b> - Gross Domestic Product	<b>MAO</b> - Medical Assistance Only
<b>DJC</b> - Department of Juvenile Corrections	<b>GITA</b> - Government Information Technology Agency	<b>MARS</b> - Management and Reporting System
<b>DOA</b> - Department of Administration	<b>GITEM</b> - Gang Intelligence Team Enforcement Mission	<b>MD</b> - Multiply Disabled
<b>DOI</b> - Department of Insurance	<b>H.B.</b> - House Bill	<b>MDSSI</b> - Multiply Disabled Severely Sensory Impaired
<b>DOR</b> - Department of Revenue	<b>HAP</b> - Hazardous Air Pollutant	<b>MEDICS</b> - Medical Eligibility Determinations and Information Control System
<b>DPS</b> - Department of Public Safety	<b>HCBS</b> - Home and Community Based Services	<b>MIPS</b> - Million Instructions Per Second or Medicaid in the Public Schools
<b>DSH</b> - Disproportionate Share Hospital (payments) <i>See Glossary</i>	<b>HI</b> - Hearing Impaired	<b>MIS</b> - Management Information System
<b>DWI</b> - Driving While Intoxicated	<b>HMO</b> - Health Maintenance Organization	<b>MNMI</b> - Medically Needy Medically Indigent
<b>DWR</b> - Department of Water Resources	<b>HRMS</b> - Human Resource Management System	<b>MVD</b> - Motor Vehicle Division
<b>EAC</b> - Eligible Assistance Children	<b>HURF</b> - Highway User Revenue Fund	<b>NADB</b> - North American Development Bank
<b>EDP</b> - Electronic Data Processing	<b>IGA</b> - Intergovernmental Agreement	<b>NAFTA</b> - North American Free Trade Agreement
<b>EEO</b> - Equal Employment Opportunity	<b>IHS</b> - Indian Health Service	<b>NAIC</b> - National Association of Insurance Commissioners
<b>ELIC</b> - Eligible Low-Income Children	<b>IM 240</b> - Inspection and Maintenance 240 Second Emission Test	<b>NAU</b> - Northern Arizona University
<b>EMS</b> - Emergency Medical Services	<b>IOCC</b> - Inter-State Oil Compact Commission	<b>NLCIFT</b> - National Law Center for Inter-American Free Trade
<b>EMSCOM</b> - Emergency Medical Services Communications	<b>IRM</b> - Information Resource Management	<b>NRCD</b> - Natural Resource Conservation District
<b>EMSOF</b> - Emergency Medical Services Operating Fund	<b>IRMG</b> - Information Resource Management Group	<b>OAH</b> - Office of Administrative Hearings
<b>EPA</b> - Environmental Protection Agency	<b>ISD</b> - Information Services Division	<b>OGCC</b> - Oil and Gas Conservation Commission
<b>EPSDT</b> - Early Periodic Screening, Diagnostic, and Testing	<b>ISP</b> - Institutional Support Payments	<b>OSHA</b> - Occupation Safety and Health
<b>ERE</b> - Employee-Related Expenditures	<b>IT</b> - Information Technology	<b>OSPB</b> - Office of Strategic Planning and Budgeting
<b>FES</b> - Federal Emergency Services	<b>ITAC</b> - Information Technology Authorization Committee	<b>PAS</b> - Prior Authorization Screening
<b>FFP</b> - Federal Financial Participation	<b>JCCR</b> - Joint Committee on Capital Review	<b>PASARR</b> - Pre-admission Screening and Annual Resident Review
<b>FHAMIS</b> - Family Health Administration Management Information System	<b>JCEF</b> - Judicial Collection Enhancement Fund	
<b>FICA</b> - Federal Insurance Contribution Act	<b>JLBC</b> - Joint Legislative Budget Committee	
<b>FMAP</b> - Federal Matching Assistance Payments		

<b>PDS</b> - Phoenix Day School for the Deaf	<b>SBIR</b> - Small Business Innovative Research	<b>TB</b> - Tuberculosis
<b>PERIS</b> - Public Employee Retirement Information System	<b>SBOE</b> - State Board of Equalization	<b>TCC</b> - Transitional Child Care
<b>PHS</b> - Prescott Historical Society	<b>SCHIP</b> - State Children's Health Insurance Program	<b>TDD</b> - Telecommunication Devices for the Deaf
<b>POV</b> - Privately Owned Vehicle	<b>SCAAP</b> - State Criminal Alien Assistance Program	<b>TIFS</b> - Tourism Investment Fund Sharing
<b>PRWORA</b> - Personal Responsibility and Work Opportunity Reconciliation Act of 1986	<b>SDWA</b> - Safe Drinking Water Act	<b>TPO</b> - Telecommunications Policy Office
<b>PS</b> - Personal Services	<b>SDWRF</b> - Safe Drinking Water Revolving Fund	<b>UA</b> - University of Arizona
<b>PSPRS</b> - Public Safety Personnel Retirement System	<b>SES</b> - State Emergency Services	<b>UAHSC</b> - University of Arizona Health Sciences Center
<b>QMB</b> - Qualified Medicare Beneficiary	<b>SLI</b> - Special-Line Item	<b>USAS</b> - Uniform State-wide Accounting System
<b>RARF</b> - Regional Area Road Fund	<b>SLIAG</b> - State Legalization Impact Assistance Grant	<b>USGS</b> - United States Geological Survey
<b>RCF</b> - Registrar of Contractors Fund	<b>SMI</b> - Serious Mental Illness or Seriously Mentally Ill	<b>UST</b> - Underground Storage Tank
<b>REDI</b> - Rural Economic Development Initiative	<b>SOBRA</b> - Sixth Omnibus Reconciliation Act	<b>VEI</b> - Vehicle Emission Inspections
<b>REM</b> - Retain, Eliminate or Modify	<b>SPAR</b> - Strategic Program Authorization Review	<b>VI</b> - Visually Impaired
<b>RIF</b> - Reduction-in-Force	<b>SPO</b> - State Purchasing Office	<b>VR</b> - Vocational Rehabilitation
<b>RMIS</b> - Risk Management Information System	<b>SPPC</b> - Structural Pest Control Commission	<b>VRIRF</b> - Victims' Rights Implementation Revolving fund
<b>RTC</b> - Residential Treatment Center or Return to Custody	<b>SPU</b> - Special Population Unit	<b>WAN</b> - Wide Area Network
<b>RUCO</b> - Residential Utility Consumer Office	<b>SR&amp;E</b> - Securities Regulation and Enforcement	<b>WATS</b> - Wide Area Telephone System
<b>S.B.</b> - Senate Bill	<b>SSI</b> - Supplemental Security Income	<b>WFRJT</b> - Work Force Recruitment and Job Training
<b>SAMHC</b> - Southern Arizona Mental Health Center	<b>SSIG</b> - State Student Incentive Grant	<b>WICHE</b> - Western Inter-State Commission on Higher Education
<b>SAVE</b> - Systematic Alien Verification for Entitlements	<b>SSRE</b> - State Share of Retained Earnings	<b>WIFA</b> - Water Infrastructure Finance Authority
<b>SBAC</b> - Small Business Assistance Center	<b>SWCAP</b> - State-wide Cost Allocation Plan	<b>WIPP</b> - Work Incentive Pay Plan
<b>SBCS</b> - State Board for Charter Schools	<b>T&amp;R</b> - Title and Registration	<b>WPF</b> - Water Protection Fund
<b>SBE</b> - State Board of Education	<b>TANF</b> - Temporary Assistance for Needy Families	<b>WQAB</b> - Water Quality Appeals Board
		<b>WQARF</b> - Water Quality Assurance Revolving Fund